

DRAFT

DELIVERY PROGRAM

2022-2023 to 2025-2026

OPERATIONAL PLAN

2022-2023

LONG TERM FINANCIAL PLAN

2022-2023 to 2031-2032

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CONTENTS

Message from the General Manager and Mayor	3
Your Council.....	5
Vision & Values	6
Vision.....	6
Values.....	6
Council's Organisation Structure.....	7
Delivery Program 2022-2023 to 2025-2026 and Operational Plan 2022-2023	8
Delivery Program & Operational Plan.....	9
Objectives	11
Measuring & Reporting Progress	11
Future Directions.....	11
Strategic Objectives.....	12
Revenue Policy 2022-23.....	38
Rates & Annual Charges 2022/2023	39
Rates & Rate Pegging.....	39
Water Pricing.....	41
Vacant Properties.....	45
Sewerage Service.....	45
Waste Charges	46
Domestic Waste Management Charge	46
Commercial Waste Management Charge.....	47
Commercial Recycling Management Charge	47
Other Charges and Rebates	48
Pensioner Rebates:	48
Interest – Overdue Rates & Charges	48
Private Works Rate.....	48
Proposed Borrowings.....	49
Fees and Charges	49
2021/22 Revenue Policy - Schedule of Fees & Charges	51
Budget 2022-2023	76
Budget Index 2022/2023.....	77

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 2022-2023; and Long Term Financial Plan 2022-2023 to 2031-2032.

Continued planning on long term infrastructure projects remains a key focus for Council in the coming 2022-2023 year. Major projects that are currently in various stages of planning 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 planning for 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 transport 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-Demondrille rail line
 - improve the state-owned road network within the shire

- 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
- Work with the local Aboriginal community to develop an agreed scope for an interpretive centre in the Cowra Peace Precinct
- Finalise the Civic Square masterplan

All residents are encouraged to read the plan, seek more information as required and provided feedback to Council.

Your Council

Election - 4 December 2021:



Cr Bill West
Mayor



Cr Judi Smith
Deputy Mayor



Cr Sharon D'Elboux



Cr Cheryl Downing



Cr Ruth Fagan



Cr Nikki Kiss



Cr Paul Smith



Cr Erin Watt



Cr Peter Wright

Vision & Values

Vision

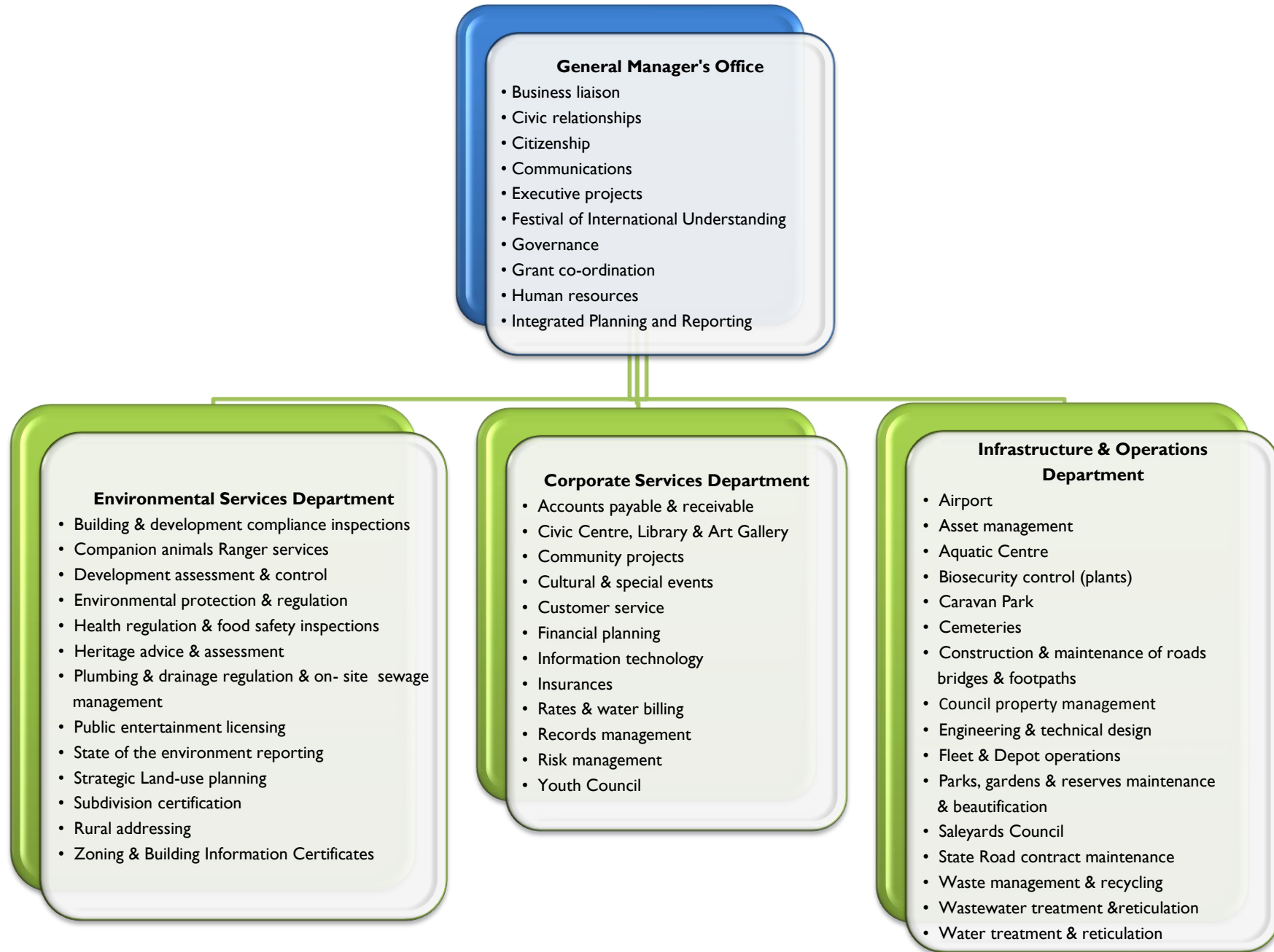
A leading, innovative and creative community, proud of our place in history, offering opportunity with the best of country living.

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 generations.

Council's Organisation Structure





**Delivery Program
2022-2023 to 2025-2026
&
Operational Plan 2022-2023**

Delivery Program & Operational Plan

The Community Strategic Plan is the overall planning document for Cowra. It has a 20+ year timeframe (2017-2036) 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	<p>What progress is being made towards the goals identified in the Community Strategic Plan that focus on the theme areas of:</p> <p>Health & Well-being; Education Training & Research; Lifestyle; Governance; Business & Industry; Transport & Infrastructure; and Natural Resource Management</p> <p>There are a range of stakeholders working towards these goals.</p>	<p>Measures that tell us about the condition of the natural environment, our built infrastructure and our human and social assets.</p> <p>We will use a range of statistics, as well as results from broad community surveys and consultation.</p>	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.	<p>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.</p> <p>We will use a range of statistics, service reports and targeted satisfaction surveys.</p>	A progress report will be prepared every six months and tabled in Council.
Operational Plan 2022/2023	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.	<p>A financial progress report will be prepared quarterly and tabled in Council.</p> <p>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).</p>
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

Objectives

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?

Future Directions

The Community Strategic Plan 2017-2036 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 seven themes:

HEALTH & WELL-BEING (STRATEGIC THEME 1)

To enjoy our unique country lifestyle and be fit and healthy, we need a range of facilities, services and programs that cater for the needs of all age groups. We will involve health, social and family care professionals, together with volunteers to improve the health and well-being of our community.

EDUCATION TRAINING & RESEARCH (STRATEGIC THEME 2)

We must work to make Cowra a centre of excellence for education, training and research which are key components for Cowra's present and future development. They provide a sound basis for the economic improvement of individuals and businesses and help build the capacity of the community to get things done. We are challenged to create an environment where the concept of 'life long learning' is encouraged and supported.

LIFESTYLE (STRATEGIC THEME 3)

Cowra has a distinctive country lifestyle. Access to and enjoyment of our sporting, recreational, cultural and heritage facilities together with our natural environment is key to a sense of community and well being. The range and quality of these many assets together with our history, heritage and indigenous culture, provide an opportunity to fully develop Cowra's potential as a unique place to live and work.

GOVERNANCE (STRATEGIC THEME 4)

Understanding the roles and responsibilities of organisations within our community is the key to working together. Communication between Council, other levels of government and the community is fundamental for effective consultation. Leadership and purposeful partnerships are needed from Council and other organisations, groups and individuals within Cowra for shared responsibility and planning.

BUSINESS & INDUSTRY (STRATEGIC THEME 5)

Cowra needs a strong and vital economy to provide opportunity and build its desirable country lifestyle. We will promote Cowra to the rest of the world as an area of agricultural excellence and opportunity for a variety of businesses. We will respond to the needs of new and existing businesses, encourage innovation and high standards and develop ways to help businesses prosper. We must plan, develop and implement the facilities and infrastructure needed for business to locate and expand in Cowra.

TRANSPORT & INFRASTRUCTURE (STRATEGIC THEME 6)

Transport and infrastructure issues are critical for the future development of Cowra. We need to improve and develop our public infrastructure and associated services in a sustainable way. Service delivery is challenged by new demands and a changing world. The diverse demands of public health, community safety, access for all, population change and the reality of climate change will require a range of innovative solutions for the future.

NATURAL RESOURCE MANAGEMENT (STRATEGIC THEME 7)

Cowra looks forward to enjoying both a country lifestyle and economic growth, but not at any cost. Our natural resource base is the foundation of Cowra today and tomorrow. Caring for our natural resources means managing all the elements of land, water and air, now and for the future. It will require expertise and commitment to undertake this task and make Cowra a centre of natural resource management excellence.

RECONCILIATION AND 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.

Health & Well-Being (Strategic Theme 1)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEARS DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
H1. Construct a new hospital facility in Cowra	H1.1 Ensure the new Cowra hospital meets the needs of the community now and into the future	H1.1.a	Liaise with Health Infrastructure and relevant stakeholders and lobby the NSW Government to ensure the final master plan includes the full range of clinical services required and is not constrained by budget.	Commitment received from NSW Government that the new hospital will include the full range of clinical services required.	General Manager
		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.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.a	Promote the benefits of walking communities and cycling to residents and visitors and seek funding for	Promotion undertaken, Funding applications submitted.	Director – Infrastructure & Operations	

Health & Well-Being (Strategic Theme 1)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEARS DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
			projects identified in the Pedestrian and Cycling Plan.		
	H2.4 Provide companion animal services across the shire.	H2.4.a	Consider a subsidised companion animal incentive scheme for de-sexing, microchipping, registration and vaccination.	Investigation undertaken and report provided to Council for consideration.	Director – Environmental Services
		H2.4.b	Maintain, develop and promote leash-free areas.	Maintenance and promotion undertaken.	Director – Environmental Services
		H2.4.c	Provide a companion animal re-homing program.	Program continues.	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 2022-2023			
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
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 2022-2023			
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.
	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 2022-2023			
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.	Centre established.	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	Investigate feasibility of Council offering Indigenous traineeship(s).	Investigation undertaken and report provided to Council.	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 2022-2023			
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 2023 Festival with Indonesia as Guest Nation.	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	Liaise with Japanese stakeholders and support initiatives to further the relationship.	Initiatives and proposals reported to Council as required and supported within available resources.	General Manager
		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 construction and tender specification.	Project scope and costing completed ready for delivery.	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 2022-2023			
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.	Project scope and costing completed and construction commenced.	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	Re-establish committee, review delegation and commence regular meetings.	Committee re-established, delegation reviewed and meetings re-commenced with reporting back to Council.	Director – Corporate Services
	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 present5ation.	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 2022-2023			
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	Prepare for implementation by engaging suitably qualified designer to complete detailed design for Stage 2 upgrade works.	Design works and scope of project finalised, including final cost estimate.	Director – Infrastructure & Operations
		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 and Collection (including the Sculpture Park).	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 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	L2.11 Develop the Civic Square Cultural Precinct	L2.11.a	Finalise development of a masterplan for the Civic Square.	Plan finalised and adopted by Council.	Director – Environmental Services
	L2.12 Maintain and improve the Cowra Civic Centre.	L.2.12.a	Develop, present and promote a diverse program of high-quality events, workshops, activities and entertainment at the Cowra Civic Centre.	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.	L.2.13.a	Continue liaison with Central West Libraries (CWL) to maintain and operate the facility.	Funding pursued for identified improvements. Attend and participate in CWL meetings.	Director – Corporate Services
	L2.14 Develop the Cowra Sculpture Park as a major attraction within Cowra.	L.2.14.a	Subject to funding, undertake works and develop the collection of sculptures in accordance with the masterplan.	Ongoing promotion of the sculpture park and the development of a program to increase the collection.	Director – Corporate Services
	L2.15 Lobby the NSW Government to develop and invest in the Wyangala State Recreation Park.	L.2.15.a	In conjunction with Cowra Tourism, lobby the relevant Ministers and local members to fund improvements for the Park.	Advocacy undertaken.	General Manager
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

Liveability (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
L4. Develop and provide programs to meet the needs of Cowra Shire's young people.	L4.1 Build capacity of Cowra's young people to participate in community life.	L4.1.a	Host annual youth leadership training workshop.	One training workshop conducted with minimum of 20 attendees.	Director – Corporate Services
	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
		L5.1.b	Provide financial support to Cowra Tourism Corporation.	Annual contribution provided.	General Manager
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 adequate police resources to meet community demands.	Conduct regular meetings with Chifley Local Area Command (LAC), local community organisations and other relevant groups.	General Manager
		L6.1.b	Investigate improved CCTV and lighting options in areas of identified high risk.	Investigation undertaken and report provided to Council.	General Manager
	L6.2 Improve how we welcome new residents to our community.	L6.2.a	Update New Residents Kit.	Update existing New Residents Kit. Work with community, tourism and business to identify regular events and activities to provide information to new residents.	General Manager
		L6.2.b	Implement welcome events for new residents.	Conduct a minimum of two events.	General Manager

Leadership and Engagement (Strategic Theme 4)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2062	1 YEAR OPERATIONAL PLAN 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
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	Conduct a review of the Section 355 committees in line with the adopted Community Strategic Plan.	Review completed and report presented to council.	General Manager
	C1.3 Work with Council s355 committees.	C.1.3.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
	C1.4 Provide support for the continued professional development on councillors.	C1.4.a	Provide details of training/skill/professional development opportunities to Councillors.	Council is kept regularly informed of all opportunities.	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 information on available grant opportunities.	Workshops conducted.	General Manager
	C1.6 Support and contribute to the development of Village organisations.	C.1.6.a	Appoint 1-2 Councillor delegates to liaise with each village community.	Councillor delegates appointed, attend meetings as appropriate and report back to Council.	General Manager

Leadership and Engagement (Strategic Theme 4)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2062	1 YEAR OPERATIONAL PLAN 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
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
		C2.1.b	Conduct biennial Community Satisfaction Survey.	Survey conducted and report provided to Council.	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 reporting on performance against service level guarantee. Community survey indicates satisfaction with customer service.	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 parliament to advance the objectives of Council.	C3.2.a	Meet regularly with local members and other members of parliament to advocate for the needs of the Cowra Shire community.	Meetings held and advocacy undertaken.	General Manager

Leadership and Engagement (Strategic Theme 4)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2062	1 YEAR OPERATIONAL PLAN 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	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.	Updates 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 2022-2023			
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	Review and update the Cowra Regional Economic Development Strategy (REDS) ensuring sufficient investigation of the local economic factors.	Strategy reviewed, updated and adopted to the satisfaction of Council. Six-monthly reporting on initiatives and projects undertaken.	General Manager
		B1.1.b	Research and report key economic data to support Council and business decision-making.	Information provided six-monthly to Council.	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 Cowra Business Chamber 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 Cowra Business Chamber	B3.1.a	Review and adopt an updated Memorandum of Understanding between Council and the Business Chamber.	MOU reviewed, updated and adopted.	General Manager
B4. Support the development of an energetic CBD.	B4.1 Upgrade Macquarie Street.	B4.1.a	Review plans for Macquarie Street redevelopment.	Plans reviewed, project scope, design and cost estimates adopted for future delivery.	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

Business & Industry (Strategic Theme 5)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	B4.3 Undertake planning for the future of the Cowra CBD.	B3.4.a	Establish a committee to oversee liaison with local business and future planning for the CBD.	Committee established and terms of reference adopted.	General Manager
B5. Advocate for improved digital connectivity for Cowra Shire to the rest of the world.	B5.1 Facilitate the provision of information to the community on the range of technologies available.	B5.1.a	In conjunction with Business Chamber convene relevant forums to present current technology options to the business community.	Forums conducted with good participation.	General Manager
	B5.2 Advocate for and support initiatives to improve digital connectivity.	B5.2.a	Consider funding NBN Business Fibre Zone in the Cowra township.	Investigation and liaison undertaken and report provided to Council.	General Manager
		B5.2.b	Work with village communities and advocate for improved connectivity.	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	Review MOU.	MOU reviewed, updated and endorsed by Council.	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

Business & Industry (Strategic Theme 5)

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

Transport & Infrastructure (Strategic Theme 6)

COMMUNITY STRATEGIC PLAN 2023-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
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 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 2022/2023.	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 2022-2023			
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 with Australian Drinking Water Guidelines (ADWG).	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 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	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 study of drainage options downstream of Lyall Street and commence stage one works.	Study completed and work commenced subject to available funding.	Director Infrastructure & Operations
	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.
	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	Complete replacement of George Campbell bridge.	Project completed on time and on budget.	Director Infrastructure & Operations
	T9.2 Efficiently manage and maintain Council's buildings and special purpose facilities.	T9.2.a	Investigate and deliver upgrades to Cowra Visitors Centre subject to budgetary constraints.	Scope of works finalised and delivered.	Director Infrastructure & Operations
	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	Establish a regular cleaning schedule for public places.	Schedule implemented.	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 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
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 (Strategic Theme 7)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
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 establishment of EV charging stations in the Shire.	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 (Strategic Theme 7)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2022-2023				
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	
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 (Strategic Theme 7)

COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
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	Review the Cowra Local Emergency Management Plan.	Review undertaken by Local Emergency Management Committee.	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 2022-2023			
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	Form a working group to commence development of a RAP.	Group formed and terms of reference adopted.	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.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 Aboriginal Land Council on the	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 2022-2023			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
			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	Consider options to increase employment opportunities for those groups identified in the EEO Management Plan.	Investigations undertaken and where required reports presented to Council.	General Manager
		R3.1	Review the Disability Inclusion Action Plan (DIAP).		
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.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 2022-2023

Rates & Annual Charges 2022/2023

Rates & Rate Pegging

Rates are levied under sections 494, 495 and 495A of the LG Act. IPART has imposed a 0.7% increase on rate income for 2022/2023 (Note that Council is applying for an increase of 1.7%). The previous year's Base Amount and Ad Valorem charges are shown in brackets. The Land Values based as at 1st July 2019 are applicable.

Ordinary Rates:

The ordinary rating structure for 2022/2023 is detailed below:

Rate Category	% of total Rate Yield	\$ to be raised by category	% to be raised by Base Amount	\$ to be raised by Base Amount	Number of Assessments	Base Amount	\$ to be raised by Ad Valorem	2019 Land Value	Ad Valorem cents in \$
Residential Village & Others	4.67%	351,010	48	\$ 168,485	953	177 (173)	182,525	54,033,556	0.00337800 (0.00329266)
Residential - Cowra	26.15%	1,965,021	48	\$ 943,210	3830	246 (240)	1,021,811	230,472,322	0.00443355 (0.00433790)
Residential - Rural	5.82%	436,829	40	\$ 174,732	510	343 (333)	262,097	61,733,700	0.00424561 (0.00415917)
Farmland	43.79%	3,289,969	20	\$ 657,994	1624	405 (397)	2,631,975	1,023,980,300	0.00257034 (0.00250799)
Business	19.28%	1,448,746	0	\$ -	411	0	1,448,746	47,266,323	0.03065070 (0.02993232)
Mining	0.29%	21,586	0	\$ -	1	0	21,586	270,000	0.07994815 (0.07807533)
	100.00%	\$ 7,513,161		\$ 1,944,420	7329		\$ 5,568,741	1,417,756,201	

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% increase has been applied to Water pricing.

Residential		2021/2022	2022/2023
Access Charge	Meter Size		
	20mm	\$ 228.00	\$ 235.00
	25mm	\$ 355.00	\$ 366.00
	32mm	\$ 584.00	\$ 602.00
	40mm	\$ 912.00	\$ 939.00
	50mm	\$ 1,424.00	\$ 1,467.00
Usage Charge	All kilolitres	\$ 3.51	\$ 3.62

Non-Residential (rural, commercial, government/non-business consumers)		2021/2022	2022/2023
Access Charge	Meter Size		
	20mm	\$ 370.00	\$ 381.00
	25mm	\$ 578.00	\$ 595.00
	32mm	\$ 949.00	\$ 977.00
	40mm	\$ 1,483.00	\$ 1,527.00
	50mm	\$ 2,329.00	\$ 2,399.00
	65mm	\$ 2,597.00	\$ 2,675.00
	80mm	\$ 2,865.00	\$ 2,951.00
	100mm	\$ 4,476.00	\$ 4,610.00
	150mm	\$ 10,074.00	\$ 10,376.00
Usage Charge	All Kilolitres	\$ 2.60	\$ 2.68

Non-Residential - (industrial consumers)		2021/2022	2022/2023
Access Charge	Meter Size		
	20mm	\$ 370.00	\$ 381.00
	25mm	\$ 578.00	\$ 595.00
	32mm	\$ 949.00	\$ 977.00
	40mm	\$ 1,483.00	\$ 1,527.00
	50mm	\$ 2,329.00	\$ 2,399.00
	80mm	\$ 2,865.00	\$ 2,951.00
	100mm	\$ 4,476.00	\$ 4,610.00
	150mm	\$ 10,074.00	\$ 10,376.00
Usage Charge	All Kilotres	\$ 1.03	\$ 1.06
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.		2021/2022	2022/2023
Access Charge	Meter Size		
	20mm	\$ 370.00	\$ 381.00
	25mm	\$ 578.00	\$ 595.00
	32mm	\$ 949.00	\$ 977.00
	40mm	\$ 1,483.00	\$ 1,527.00
	50mm	\$ 2,329.00	\$ 2,399.00
	80mm	\$ 2,865.00	\$ 2,951.00
	100mm	\$ 4,476.00	\$ 4,610.00
	150mm	\$ 10,074.00	\$ 10,376.00
Usage Charge	All Kilotres	\$ 3.39	\$ 3.49

Non-Residential Raw Water Where majority usage is for non-domestic purposes.		2021/2022	2022/2023
Access Charge	Meter Size		
	20mm	\$ 370.00	\$ 381.00
	25mm	\$ 578.00	\$ 595.00
	32mm	\$ 949.00	\$ 977.00
	40mm	\$ 1,483.00	\$ 1,527.00
	50mm	\$ 2,329.00	\$ 2,399.00
	80mm	\$ 2,865.00	\$ 2,951.00
	100mm	\$ 4,476.00	\$ 4,610.00
	150mm	\$ 10,074.00	\$ 10,376.00
Usage Charge	All Kilolitres	\$ 2.08	\$ 2.14

Wholesale Nurseries		2021/2022	2022/2023
Access Charge	Meter Size		
	20mm	\$ 370.00	\$ 381.00
	25mm	\$ 578.00	\$ 595.00
	32mm	\$ 949.00	\$ 977.00
	40mm	\$ 1,483.00	\$ 1,527.00
	50mm	\$ 2,329.00	\$ 2,399.00
	80mm	\$ 2,865.00	\$ 2,951.00
	100mm	\$ 4,476.00	\$ 4,610.00
	150mm	\$ 10,074.00	\$ 10,376.00
Usage Charge	All Kilolitres	\$ 2.60	\$ 2.68

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		2021/2022	2022/2023
Access Charge	Meter Size		
	20mm	\$ 370.00	\$ 381.00
	25mm	\$ 578.00	\$ 595.00
	32mm	\$ 949.00	\$ 977.00
	40mm	\$ 1,483.00	\$ 1,527.00
	50mm	\$ 2,329.00	\$ 2,399.00
	80mm	\$ 2,865.00	\$ 2,951.00
	100mm	\$ 4,476.00	\$ 4,610.00
	150mm	\$ 10,074.00	\$ 10,376.00
Usage Charge	All Kilolitres	\$ 2.60	\$ 2.68

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 \$235 access charge will be applied to all vacant un-metered properties as a contribution towards infrastructure costs.

Vacant Properties	2021/2022	2022/2023
Access Charge	\$ 228.00	\$ 235.00

Sewerage Service

Sewer charges to increase by 3% with no change to headworks charges.

Sewerage Service - Residential	2021/2022	2022/2023
Access Charge	\$ 764.00	\$ 787.00
Usage Charge	\$ 168.00	\$ 173.00
The Sewerage Usage Charge complies with the New South Wales Government's Best Practice Management of Water Supply and Sewerage being the average water consumption of all Residential Water usages.		

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%. 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	2021/2022	2022/2023
Access Charge		
20mm	\$ 764.00	\$ 787.00
25mm	\$ 787.00	\$ 811.00
32mm	\$ 811.00	\$ 835.00
40mm	\$ 836.00	\$ 861.00
50mm	\$ 860.00	\$ 886.00
80mm	\$ 886.00	\$ 913.00
100mm	\$ 914.00	\$ 941.00
150mm	\$ 941.00	\$ 969.00
Usage Charge	\$ 0.87	\$ 0.90

Vacant properties

A \$787.00 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	2021/2022	2022/2023
Access Charge	\$ 784.00	\$ 787.00

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%.

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 \$130 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 \$580.00 or a 120 litre \$335.00 garbage bin service.

The charge will be applicable for all serviced properties within the township of Cowra and the villages of Darbys 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 2022/23 the following charges are to be levied:

Domestic (Residential) Waste	2021/2022	2022/2023
1 x 240 litre garbage bin (weekly pick-up) and 1 x 240 litre recycling bin (fortnightly pick-up)	\$ 563.00	\$ 580.00
Total	\$ 689.00	\$ 710.00
1 x 120 litre garbage bin (weekly pick-up) and 1 x 240 litre recycling bin (fortnightly pick-up)	\$ 325.00	\$ 335.00
Total	\$ 451.00	\$ 465.00

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 2022/23. The total revenue raised in 2022/23 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 2022/23 the following charges have been increased by 3%.

Commercial Waste Management Charge	2020/2021	2022/2023
1 x 240 litre bin (1 pick-up per week)	\$ 563.00	\$ 580.00
1 x 120 litre bin (1 pick-up per week)	\$ 325.00	\$ 335.00

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%. A Commercial Recycling service will continue to be rolled out in 2022/23 for all commercial properties wishing to utilise the service.

Commercial Recycling Management Charge	2021/2020	2022/2023
1 x 240 litre recycling bin (1 pick-up per week)	\$ 256.00	\$ 264.00
Subsequent and additional bins	\$ 126.00	\$ 130.00

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 6% (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
Roof Replacements	General Fund	\$ 179,238
Waste Facility - Admin/Amenities & Electricity	Waste Fund	\$ 450,000
Caravan Park Improvements	General Fund	\$ 1,093,000
West Cowra Sewerage	Sewerage Fund	\$ 11,055,377.00

Fees and Charges

Council's fees and charges for 2022/23 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). For 2022/23 the general across-the-board increase is 0%. The column on the right-hand side of the listing shows the actual percentage. The reason it is not always 3% is due to rounding up and down to ensure that where possible amounts are calculated generally to the nearest dollar. Charges in some cases have not increased to encourage better usage of the service or facility and these areas are explained in further detail below.

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 did not increase last year. This year sees 2% increases on line items which have staff costs associated with them. The reason is to cover Council's 2% wage increase. All other items have not increased on last year.

Swimming Pool Charges

TBA

Waste Disposal Charges

The MRF weighbridge charges vary considerably both up and down. +/- 3%

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. Note that there were no increases last year.

Saleyards

Between 3% and 4%

Cemetery

Between 3% - 4%

Sports field Hire

Between 3% - 4%

Aerodrome

Between 3% - 4%

2022/2023 REVENUE POLICY - FEES & CHARGES

Code for Fees and Charges	
Charge set by	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 2021/2022	Total Charge 2022/2023
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%	6.0%
<u>Photocopying, Printing & Document Copies</u>					
PHOTOCOPYING					
• Photocopies - A4 black & white	Per copy	Y	I	\$ 0.80	\$ 0.80
• Photocopies - A3 black & white	Per copy	Y	I	\$ 1.00	\$ 1.00
• Photocopies - A4 colour	Per copy	Y	I	\$ 1.50	\$ 1.50
• Photocopies - A3 colour	Per copy	Y	I	\$ 2.00	\$ 2.00
• Plan Copies - AO size	Per copy	Y	I	\$ 15.00	\$ 15.00
• Plan Copies - A1 size	Per copy	Y	I	\$ 14.00	\$ 14.00
• Plan Copies - A2 size	Per copy	Y	I	\$ 10.00	\$ 10.00
• Large documents	Per document	Y	I	POA	POA
MAP PRODUCTION					
• Coloured A1 & AO maps – plan printer	Per copy	Y	I	\$ 53.00	\$ 54.00
• Black and white A1 & AO maps – plan printer	Per copy	Y	I	\$ 34.00	\$ 35.00
• Coloured A2 & A3 maps – plan printer	Per copy	Y	I	\$ 34.00	\$ 35.00
• Black and white A2 & A3 maps – plan printer	Per copy	Y	I	\$ 18.50	\$ 19.00
• Coloured A4 maps – laser printer	Per copy	Y	I	\$ 1.95	\$ 2.00
DOCUMENT COPIES					
Rate Notice Copies	Per rate year	Y	I	\$ 6.30	\$ 6.30
PUBLICATION DOCUMENTS					
• Operational Plan • Delivery Program • Annual Report • Annual Financial Statements	Per document – hard copy	Y	I	\$ 23.00	\$ 24.00
PUBLIC DOCUMENTS - ENVIRONMENTAL SERVICES					
Swimming Pool Resuscitation Chart	Each	Y	I	\$ 25.00	\$ 25.00
<u>Document Lodging and Transmission</u>					
SCANNING AND EMAILING					
First Page	Per page	Y	I	\$ 4.10	\$ 4.20
Subsequent Pages	Per page	Y	I	\$ 0.30	\$ 0.30
ELECTRONIC LODGEMENT					
• A4 or less per page	Per sheet	Y	I	\$ 2.80	\$ 2.90
• A3 or larger per page	Per sheet	Y	I	\$ 21.50	\$ 22.00
<u>Laminating Maps and Plans</u>					
• AO (per sheet)	Each	Y	I	\$ 22.50	\$ 22.00
• A1 (per sheet)	Each	Y	I	\$ 18.00	\$ 19.00
• A2 (per sheet)	Each	Y	I	\$ 12.30	\$ 12.50
• A3 (per sheet)	Each	Y	I	\$ 8.20	\$ 8.50
• A4 (per sheet)	Each	Y	I	\$ 7.20	\$ 7.50
<u>Rates and Charges Certificate (Section 603)</u>					
• Section 603 Certificate	Per certificate	N	2	\$ 85.00	\$ 90.00
• Section 603 Certificate – urgent 1 day processing additional fee	Per certificate	Y	I	\$ 47.00	\$ 48.00
<u>Government Information (Public Access)</u>					
ACCESS TO RECORDS BY PERSON REGARDING THEIR PERSONAL AFFAIRS					
Application Fee - Includes up 20hrs processing time	Per application	N	2	\$ 30.00	\$ 30.00
Per hour of employee time after 20hrs	Per application /Per hour	N	2	\$ 30.00	\$ 30.00
ACCESS BY PERSONS OR CORPORATIONS REGARDING NON-PERSONAL AFFAIRS					
Application Fee - Includes the 1st hour of employee time	Per application	N	I	\$ 30.00	\$ 30.00
Processing charge after the first hour	Per hour	N	I	\$ 30.00	\$ 30.00
Internal Review of Refusal of Access	Per application	N	I	\$ 40.00	\$ 40.00
<u>Records Search fee</u>					

Code for Fees and Charges	
Charge set by	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 2021/2022	Total Charge 2022/2023
Records search fee including minor photocopying, scanning and printing	Per Search	Y	I	\$ 25.00	\$ 25.00
Classification of Public Land					
Section 54 Certificate - Local Government Act 1993, Classification of public land application fee	Per application	N	I	\$ 70.00	\$ 70.00
ROADS					
Roads Fees (Section 138)					
Section 138 Application fee (Traffic Control Plan is supplied by applicant)	Per application	N	I	\$ 165.00	\$ 170.00
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	\$ 59.00	\$ 61.00
Section 138 Application fee (when TCP is to be designed by Council)	Per application	N	I	\$ 453.00	\$ 467.00
Section 138 Application - additional urgent processing fee (where permit is required within two days from application)	Per application	N	I	\$ 103.00	\$ 106.00
Section 138 Application - re-inspection fee	Per application	N	I	\$ 72.00	\$ 74.00
Section 138 Application for retrospective approval	Per application	N	I	\$ 525.00	\$ 540.00
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	\$ 150.00	\$ 155.00
Advertising fee	Each	Y	I	\$ 125.00	\$ 129.00
Notification fee	Each	Y	I	\$ 125.00	\$ 129.00
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	\$ 290.00	\$ 299.00
Roads - Public Events					
Road Event Permit (Roads Act 1993 - Div. 4, CI 144)	Each	Y	I	\$ 118.00	\$ 122.00
Resident notification for road event	Each	Y	I	\$ 412.00	\$ 424.00
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	\$ 158.00	\$ 163.00
Annual Renewal	Each	N	I	\$ 106.00	\$ 109.00
Construction/Maintenance Bond	Each	N	I	\$ 5,000.00	\$ 5,000.00
CROWN RESERVES MANAGED BY COUNCIL					
Native Title assessment of proposed future act	Each	Y	I	\$250.00 per hour (Minimum \$1,000)	\$260.00 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	\$ 274.00	\$ 283.00
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	\$ 274.00	\$ 283.00
AMUSEMENT DEVICES (SHOWS, FAIRS, FUNCTIONS)					
All amusement devices	Per device	N	I	\$ 51.50	\$ 53.00
Inspection fee	Per application	N	I	New charge	\$ 180.00
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 (includes two compliance inspection fees)	Per approval	N	I	\$ 444.00	\$ 459.00
Install a manufactured home, moveable dwelling or associated structure on land other than caravan park or manufactured home estate or the like. (includes two compliance inspection fees)	Per approval	N	I	\$ 1,035.00	\$ 1,071.00
INSTALL TEMPORARY STRUCTURE					
Install a temporary structure on land	Per approval	N	I	\$ 274.00	\$ 283.00

Code for Fees and Charges	
Charge set by	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 2021/2022	Total Charge 2022/2023
Inspection fee	Per inspection	N	I	New charge \$	180.00
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	\$ 274.00	\$ 283.00
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	\$ 57.50	\$ 59.50
Inspection fee	Per inspection	N	I	New charge \$	180.00
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	\$ 274.00	\$ 283.00
Annual renewal fee for existing approval to engage in a trade or business on community land.	Per year	N	I	\$ 57.50	\$ 59.50
Inspection fee	Per inspection	N	I	New charge \$	180.00
WASTE STORAGE CONTAINER					
Place a waste storage container in a public place - application fee	Per application	N	I	\$ 274.00	\$ 283.00
BUSKING					
Play a musical instrument or sing on community land for fee or reward -application fee	Per application	N	I	\$ 26.00	\$ 27.00
CARAVAN PARK/MANUFACTURED HOME ESTATE APPROVAL FEES					
Minimum fee	Each	N	I	\$ 174.00	\$ 180.00
Application for Approval – per site	Per site	N	I	\$ 10.60	\$ 11.00
Renewal fee – per site	Per site	N	I	\$ 6.40	\$ 6.60
Annual Compliance Inspection – per site	Per site	N	I	\$ 6.40	\$ 6.60
Inspection other than annual inspection including reinspection for non compliance – per half hour or part thereof	Per 1/2 hour of inspection	N	I	\$ 174.00	\$ 180.00
PLUMBING AND DRAINAGE					
Plumbing and Drainage Approval Permit	Per approval	N	I	\$ 274.00	\$ 283.00
Plumbing and Drainage Approval Permit - minor alterations and repairs	Per approval	N	I	\$ 57.50	\$ 59.50
Inspection fee	Per inspection	N	I	New charge \$	180.00
ON-SITE SEWERAGE MANAGEMENT SYSTEMS					
Application to install and operate	Per application	N	I	\$ 274.00	\$ 283.00
Alteration to Existing Approved On-Site Sewerage Management	Per application	N	I	\$ 57.50	\$ 59.50
Application for Approval to Operate Existing On-Site Sewerage Management	Per application	N	I	\$ 57.50	\$ 59.50
Registration of existing approved On-Site Sewerage Management	Per application	N	I	\$ 57.50	\$ 59.50
Inspection fee to verify compliance of installed system	Per inspection	N	I	\$ 174.00	\$ 180.00
ADDITIONAL INSPECTION FEE					
Additional inspection fee for compliance inspections relating to Section 68 approvals	Per inspection	N	I	\$ 174.00	\$ 180.00
MORTUARY/UNDERTAKERS					
Application to Operate a Mortuary/Undertakers Business	Per application	N	I	\$ 274.00	\$ 283.00
OTHER					
Other S68 Approval not listed	Per application	N	I	\$ 274.00	\$ 283.00
Modification of application for S68 Approval	Per application	N	I	\$ 47.00	\$ 48.50
Inspection fee	Per inspection	N	I	New charge \$	180.00
Miscellaneous Environmental Service Fees					
SECTION 608 FEE FOR ADVICE/SERVICE					
Fee for Advice/Service	Per service	Y	I	\$ 113.00	\$ 117.00
Fee for Service (inspection required)	Per inspection	Y	I	\$ 171.00	\$ 177.00
File Retrieval/Inspection Fee	Per retrieval or inspection	Y	I	\$ 27.00	\$ 28.00
Copy of drainage diagram	Per diagram	Y	I	\$ 44.00	\$ 45.50
RURAL ADDRESSING					
Rural Addressing Application including one plate	Each	Y	I	\$ 38.00	\$ 44.00
Rural Addressing additional plate	Each	Y	I	\$ 38.00	\$ 44.00
Food Services					

Code for Fees and Charges	
Charge set by	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 2021/2022	Total Charge 2022/2023
Food Premises Annual Administration Fee (only where inspection of premises carried out)	Per annum	N	3	\$ 73.50	\$ 76.00
Inspection Fee (minimum charge half hour)	Per hour	N	3	\$ 171.00	\$ 177.00
Improvement Notice Fee	Per notice	N	2	\$ 330.00	\$ 341.00
Mobile food premises inspection fee (minimum charge half hour)	Per hour	N	3	\$ 171.00	\$ 177.00
PUBLIC HEALTH ACT					
Compliance inspection fee for premises regulated under Public Health Act. E.g. skin penetration premises, cooling tower systems	Per inspection	N	1	\$ 174.00	\$ 180.00
Notification of skin penetration premises	Per application	N	2	\$ 100.00	\$ 100.00
Notification of installation of water-cooling and warm-water systems	Per application	N	2	\$ 100.00	\$ 115.00
Notification of public swimming pools and spas	Per application	N	2	\$ 100.00	\$ 100.00
Testing of commercial swimming pools	Per test	N	1	POA	POA
Testing of private drinking water supplies	Per test	N	1	POA	POA
Swimming Pools - Act 1992					
Clause 22 - Exemption Application	Per application	Y	2	\$ 250.00	\$ TBA
Clause 22D - Application for Certificate of Compliance:					
• First inspection since person became the owner Note: If swimming pool is compliant on first inspection, applicant is to be reimbursed \$100.00	Per inspection	Y	2	\$ 250.00	\$ TBA
• Subsequent inspections after the first inspection since the person became the owner	Per inspection	Y	2	\$ 100.00	\$ TBA
• First inspection since a certificate of compliance in relation to the premises ceased to be valid	Per inspection	Y	2	\$ 150.00	\$ TBA
• Subsequent inspections since a certificate of compliance in relation to the premises ceased to be valid	Per inspection	Y	2	\$ 100.00	\$ TBA
Registration of a swimming pool or spa	Per application	Y	2	\$ 10.00	\$ TBA
Animals - Companion Animals Act					
ANIMAL REGISTRATION					
Dog - desexed by relevant age	Per animal	N	2	\$ 66.00	\$ TBA
Dog - desexed by relevant age - owned by eligible pensioner	Per animal	N	2	\$ 27.00	\$ TBA
Dog - desexed - sold by pound/shelter	Per animal	N	2	No Charge	\$ TBA
Dog - not desexed or desexed after relevant age	Per animal	N	2	\$ 224.00	\$ TBA
Dog - not desexed due to medical condition, or owned by a recognised breeder	Per animal	N	2	\$ 66.00	\$ TBA
Assistance animals, working dogs, and dogs in service of the State	Per animal	N	2	No Charge	\$ TBA
Cat - desexed or not desexed	Per animal	N	2	\$ 56.00	\$ TBA
Cat - desexed or not desexed - owned by eligible pensioner	Per animal	N	2	\$ 27.00	\$ TBA
Cat - desexed - sold by pound/shelter	Per animal	N	2	No Charge	\$ TBA
Registration late fee	Per animal	N	2	\$ 18.00	\$ TBA
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	\$ 81.00	\$ TBA
Dangerous dog	Per animal	N	2	\$ 197.00	\$ TBA
Restricted dog	Per animal	N	2	\$ 197.00	\$ TBA
Permit late fee	Per animal	N	2	\$ 18.00	\$ TBA
OTHER					
Dangerous/Restricted Dog Sign	Per sign	Y	1	\$ 26.00	\$ 27.00
Dangerous/Restricted Dog Collar:					
• Small - 25mm x 450mm	Per collar	Y	1	\$ 37.00	\$ 38.00
• Medium - 40mm x 530mm	Per collar	Y	1	\$ 42.00	\$ 43.00
• Large - 50mm x 650mm	Per collar	Y	1	\$ 47.00	\$ 48.00
• X-Large - 50mm x 850mm	Per collar	Y	1	\$ 53.00	\$ 55.00
POUND RELEASE FEES					

Code for Fees and Charges	
Charge set by	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 2021/2022	Total Charge 2022/2023
Cat Traps	Per trap – refundable deposit only	Y	I	\$ 76.00	\$ 78.00
Dog/Cat (first time)	Per animal	N	I	\$ 15.50	\$ 16.00
Second or subsequent time in a 12 month period	Per animal	N	I	New charge	\$ 31.00
Sustenance per day impounded-Dog/Cat	Per animal per day	N	I	\$ 7.20	\$ 7.45
Conveyance of animals to pound	Per animal	N	I	At cost	At cost
Microchip fee (cat/dog) - excluding registration	Per animal	N	I	New charge	\$ 33.00
Microchip fee (cat/dog) - excluding registration - performed by vet	Per animal	N	I	New charge	At cost
Impounding Act 1993					
Large Animals	Per animal	N	I	\$ 73.00	\$ 75.00
Sheep, goats, pigs & similar size animals	Per animal	N	I	\$ 16.00	\$ 16.50
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
Release impounded shopping trolleys	Per trolley	N	I	\$ 60.00	\$ 62.00
Vehicle Impounding Fee	Per vehicle	N	I	\$232 plus cost of holding and towage	\$240 plus cost of holding and towage
For release of article (not a vehicle)	Per article	N	I	New charge	\$ 62.00
Protection of the Environment - Operations Act 1997					
Administrative cost of prepare and giving clean up notice Clause 94	Per notice	N	2	\$ 591.00	\$ 605.00
Administrative cost of prepare and giving prevention notice Clause 100	Per notice	N	2	\$ 591.00	\$ 605.00
Administrative cost of prepare and giving noise control notice Clause 267A	Per notice	N	2	\$ 591.00	\$ 605.00
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	\$ 110.00	\$ 129.00
\$5,001–\$50,000	Per application	N	2	\$170, plus an additional \$3 for each \$1,000 (or part of \$1,000) of the estimated cost.	\$198, plus an additional \$3 for each \$1,000 (or part of \$1,000) over \$5,000.
\$50,001–\$250,000	Per application	N	2	\$352, plus an additional \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000.	\$412 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	\$1,160, plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.	\$1,356 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	\$1,745, plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.	\$2,041 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) over \$500,000

Code for Fees and Charges	
Charge set by	1
Charge set by Statute	2
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Function/Activity	Unit of Measure	GST	Code	Total Charge 2021/2022	Total Charge 2022/2023
\$1,000,001–\$10,000,000	Per application	N	2	\$2,615, plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000.	\$3,058 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	\$15,875, plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000.	\$18,565 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) over \$10,000,000
Outdoor Advertisement	Per application	N	2	\$285 plus \$93 for each additional advertisement in excess of one	\$333 including one advertisement plus \$93 for each additional advertisement
Dwelling House \$100,000 or less - maximum fee payable	Per application	N	2	\$ 455.00	\$ 532.00
Additional fee for a DA or modification application that is referred to a Design Review Panel for advice	Per application	N	2	\$ 3,000.00	\$ 3,508.00
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	\$ 285.00	\$ 333.00
SUBDIVISION FEES					
Subdivision of land involving opening of public road	Per application	N	2	\$ 665.00	\$ 777.00
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	\$ 330.00	\$ 386.00
Plus per each additional lot created	Per application	N	2	\$ 53.00	\$ 53.00
Subdivision of land for Strata Title	Per application	N	2	\$ 330.00	\$ 386.00
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 \$777 or \$386, 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	1	\$ 196.00	\$ 202.00
Plus per each additional lot created	Per lot per application	N	1	New charge	\$ 25.00
Signing of Plans of Consolidation & other plans not requiring Subdivision Certificate	Per plan	N	1	New charge	\$ 202.00
COMPLIANCE CERTIFICATE FEES (INCLUDING SUBDIVISION)					
per inspection required determined by PCA					
1. Water	Per certificate / inspection	Y	1	\$ 76.00	\$ 78.00
2. Sewer	Per certificate / inspection	Y	1	\$ 76.00	\$ 78.00
3. Roads, kerb & gutter, Footpath	Per certificate / inspection	Y	1	\$ 76.00	\$ 78.00
4. Access	Per certificate / inspection	Y	1	\$ 76.00	\$ 78.00
5. Drainage	Per certificate / inspection	Y	1	\$ 76.00	\$ 78.00
FEES FOR ADVERTISING OF DEVELOPMENT					
Advertising Fee for Designated Development	Per application	N	2	\$ 2,220.00	\$ 2,596.00
Advertising Fee for Advertised Development	Per application	N	1	\$ 1,105.00	At cost, to a maximum of \$1,140

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Advertising fee for development for which an environmental planning instrument or development control plan requires notice to be given	Per application	N	1	\$ 1,105.00	At cost, to a maximum of \$1,140
Advertising Fee for Prohibited Development	Per application	N	2	\$ 1,105.00	\$ 1,292.00
Giving of notice for other development for which a community participation plan requires notice to be given	Per application	N	2	New charge	\$ 1,292.00
Giving of notice for nominated integrated development, threatened species development or Class 1 aquaculture development	Per application	N	2	New charge	\$ 1,292.00
Neighbour notification of Development where Advertising is not required	Per Application	N	3	\$ 111.00	\$ 115.00

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	\$ 920.00	\$ 1,076.00
Additional fee for application requiring Concurrence Referral	Per concurrence	N	2	\$ 140.00	\$ 164.00
Concurrence fee payable to a Concurrence Authority	Per concurrence	N	2	\$ 320.00	\$ 374.00
Additional fee for application requiring Integrated Referral	Per integrated approval	N	2	\$ 140.00	\$ 164.00
Integrated Authority approval fee payable to Integrated Approval Authority	Per integrated approval	N	2	\$ 320.00	\$ 374.00
Additional fee for development application that is referred to design review panel for advice	Per referral	N	2	New charge	\$ 3,508.00

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	\$ 55.00	\$ 64.00
\$5,001–\$250,000	Per application	N	2	\$85, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$5,000.	\$100 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	\$500, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.	\$585 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	\$712, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.	\$833 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 2021/2022	Total Charge 2022/2023
\$1,000,001–\$10,000,000	Per application	N	2	\$987, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000.	\$1,154 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	\$4,737, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000.	\$5,540 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	New charge	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	New charge	50% of the original DA fee paid
Review of Development Application for Dwelling House <\$100,000	Per application	N	2	\$ 190.00	\$
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 \$620	Not more than \$725
REVIEW OF DECISION TO REJECT DEVELOPMENT APPLICATION					
If estimated cost of DA is less than \$100,000	Per application	N	2	\$ 55.00	\$ 64.00
If estimated cost of DA is from \$100,000 to \$1,000,000	Per application	N	2	\$ 150.00	\$ 175.00
If estimated cost of DA is more than \$1,000,000	Per application	N	2	\$ 250.00	\$ 292.00
FEE FOR APPLICATION TO MODIFY A CONSENT FOR LOCAL DEVELOPMENT					
Modification for Dwelling house <\$100,000	Per application	N	2	\$ 190.00	\$ 222.00
Modifications involving minor error, misdescription or miscalculation 4.55(1)	Per application	N	2	\$ 71.00	\$ 83.00
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	\$645 or 50% of the fee for the original development application fee, whichever is the lesser	\$754 or 50% of the fee for the original development application, 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
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	New charge \$	222.00
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	\$ 55.00	\$ 64.00

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2021/2022	Total Charge 2022/2023
\$5,001–\$250,000	Per application	N	2	\$85, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost.	\$99 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	\$500, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.	\$585 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	\$712, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.	\$833 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	\$987, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000.	\$1,154 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	\$4,737, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000.	\$5,540 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	\$ 665.00	\$ 778.00
Plus an additional fee if the modification application is accompanied by statement of qualified designer	Per application	N	2	New charge	\$ 889.00
Plus an additional fee if the modification application is referred to design review panel for advice	Per application	N	2	New charge	\$ 3,508.00
Plus an additional fee for modification of consent for residential apartment buildings where Clause 102 EPAR 2021 applies	Per application	N	2	\$ 760.00	\$ 889.00
COMPLYING DEVELOPMENT CERTIFICATE (CDC) ASSESSMENT FEE					
Complying Development Certificate fee	Per certificate	Y	I	\$163.00 plus equivalent CC fee	\$168.00 plus equivalent CC fee
Administration Fee - Charged for assessment of the Complying Development Certificate (CDC) if it is withdrawn (not compliant with relevant legislation).	Per withdrawn certificate	Y	I	\$ 112.00	\$ 116.00
If the CDC is refused then all fees will be retained.					
COMPLYING DEVELOPMENT MODIFICATION FEE					
Complying Development Certificate Modification Fee	Per certificate	Y	I	\$ 47.00	50% of original fees
CONSTRUCTION CERTIFICATE ASSESSMENT FEE					
Base fee - cost up to \$5,000	Per certification	Y	I	\$ 108.00	\$ 112.00
• Plus each additional \$1,000 over \$5,000 up to \$100,000	Per \$1,000	Y	I	\$ 7.10	\$ 7.35

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2021/2022	Total Charge 2022/2023
• Plus each additional \$1,000 over \$100,000 up to \$250,000	Per \$1,000	Y	I	\$ 3.60	\$ 3.75
• Plus each additional \$1,000 over \$250,000	Per \$1,000	Y	I	\$ 1.90	\$ 1.97
CONSTRUCTION CERTIFICATE MODIFICATION FEE					
Classes 1 & 10					
• Minor change	Per application	Y	I	\$ 47.00	50% of original fees
Class 2-9					
• Minor change	Per application	Y	I	\$ 108.00	50% of original fees
INSPECTION FEES					
Inspection fee	Per inspection	Y	I	\$ 174.00	\$ 180.00
Inspection carried out on behalf of PCA	Per inspection	Y	I	\$ 332.00	\$ 343.00
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 1 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	\$ 174.00	\$ 180.00
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 ie. carport, pool, garages, decks, single room	Per development	Y	I	New charge	\$ 557.00
Class 2 - 9 buildings and larger additions to Class 1a Buildings ie. larger residential additions, commercial and industrial development	Per development	Y	I	New charge	\$ 1114.00
PLANNING PROPOSAL					
Fee for lodging a Planning Proposal	Per proposal	N	I	\$ 281.00	\$ 291.00
PLANNING CERTIFICATES					
Section 10.7(2)	Per certificate	N	2	\$ 53.00	\$ 62.00
Section 10.7(5)	Per certificate	N	2	\$ 80.00	\$ 94.00
Section 121ZP / 735A (Outstanding Notice)	Per certificate	N	I	\$ 93.00	\$ 96.00
Plus where a certificate requires a site inspection	Per inspection	Y	I	New charge	\$ 180.00
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	\$ 250.00	\$ 259.00
Any other class of Building not exceeding 200m ²	Per building	N	I	\$ 250.00	\$ 259.00
ANY OTHER CLASS OF BUILDING EXCEEDING 200M² BUT NOT EXCEEDING 2,000M²					
• base fee	Per application	N	I	\$ 250.00	\$ 259.00
• plus per m ² over 200m ²	Per m ²	N	I	\$ 0.50	\$ 0.52
ANY OTHER CLASS OF BUILDING EXCEEDING 2,000M²					
• base fee	Per application	N	I	\$ 1,165.00	\$ 1,206.00
• plus per m ² over 2,000m ²	Per m ²	N	I	\$ 0.075	\$ 0.080
Subsequent Inspections	Per inspection	N	I	\$ 90.00	\$ 105.00
Copy of Building Certificate	Per copy	N	I	\$ 13.00	\$ 15.00
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	\$ 53.00	\$ 62.00
FEES FOR LODGEMENT OF CERTIFICATES (BY PRIVATE CERTIFIER)					
Fee for lodgement of Complying Development Certificate	Per application	N	I	\$ 36.00	\$ 42.00
FEE FOR LODGEMENT OF PART 6 CERTIFICATES					
• construction certificate-per certificate	Per certificate	N	I	\$ 36.00	\$ 42.00
• occupation certificate-per certificate	Per certificate	N	I	\$ 36.00	\$ 42.00
• subdivision certificate-per certificate	Per certificate	N	I	\$ 36.00	\$ 42.00
ASSESSMENT OF ALTERNATIVE SOLUTION					
per performance clause-not fire	Per performance clause	Y	I	\$ 174.00	\$ 180.00
FIRE SAFETY CERTIFICATES & STATEMENT LODGEMENT FEES					
Lodgement/registration of essential service certificates	Per lodgement /registration	N	I	New charge	\$ 40.00
Registration of Fire Safety Statement	Per registration	N	I	New charge	\$ 25.00
Drafting of Fire Safety Schedule for existing class 2-9 buildings	Per schedule	Y	I	New charge	\$ 40.00
SUBDIVISION WORKS CERTIFICATE					

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2021/2022	Total Charge 2022/2023
WATER					
Water quality facility or constructed wetland or on-sit stormwater detention basin	Per lot	Y	I	\$ 10.30	\$ 10.65
Water mains - pipes	Per lineal metre	Y	I	\$ 7.70	\$ 8.00
Water mains - structures (pumps, tanks, hydrants)	Per structure	Y	I	\$ 103.00	\$ 106.00
STORMWATER					
Trunk stormwater drainage culvert structure (minimum twin cell 1,200mm diameter)	Per structure	Y	I	\$ 103.00	\$ 106.00
Stormwater drainage pipes (excluding inter-allotment drainage)	Per lineal metre	Y	I	\$ 7.70	\$ 8.00
Stormwater drainage pits, headwalls and gross pollutant traps (excluding inter-allotment drainage)	Per structure	Y	I	\$ 10.30	\$ 10.65
Inter-allotment drainage	Per lineal metre	Y	I	\$ 2.60	\$ 2.70
SEWER					
Sewer mains - pipes	Per lineal metre	Y	I	\$ 7.70	\$ 8.00
Sewer mains - structures (manholes, pumps, junctions)	Per structure	Y	I	\$ 10.30	\$ 10.65
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	\$ 10.30	\$ 10.65
Full road construction including kerb and gutter (excluding stormwater drainage and concrete paths)	Per lineal metre	Y	I	\$ 12.90	\$ 13.35
Full road construction - rural roads with table drains or similar including private access roads	Per lineal metre	Y	I	\$ 5.15	\$ 5.35
MISCELLANEOUS					
Eartworks where separate Construction Certificate is required - lot greater than 750m ²	Per lot	Y	I	\$51.50 per lot (minimum \$200)	\$53.30 per lot (minimum \$200)
Additional compliance inspections - where reinspection is required	Per inspection	Y	I	\$ 169.00	\$ 175.00
Additional design assessment including updating details in the Construction Certificate or civil design considerations	Per hour	Y	I	\$ 129.00	\$ 133.50
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
CLEAN GREEN WASTE					
Minimum Charge	Each	Y	I	\$ 5.00	\$ 5.15
Ute and/or single axle trailer	1/2 Load	Y	I	\$ 7.50	\$ 7.75
	Full load	Y	I	\$ 15.00	\$ 15.50
Large trucks and large trailers/commercial green waste	Per tonne	Y	I	\$ 70.00	\$ 72.00
FILL					
Clean (garden soil, VENM) - As per site attendant	N/A	Y	I	No charge as determined by Site Attendant	No charge as determined by Site Attendant
Inert Fill - As per site attendant	Per tonne	Y	I	\$ 30.00	\$ 31.00
General solid waste soil - As per site attendant	Per Tonne	Y	I	\$ 150.00	\$ 155.00
Restricted solid waste soil (contaminated)	Per tonne	Y	I	\$ 320.00	\$ 330.00
RESIDENTIAL WASTE (TO LANDFILL)					
Sedan and/or station wagon	Per Load	Y	I	\$ 7.00	\$ 7.25
Ute and/or single axle trailer	1/2 Load	Y	I	\$ 20.00	\$ 20.50
	Full load	Y	I	\$ 40.00	\$ 41.00
Large trucks and large trailers	Per tonne	Y	I	\$ 150.00	\$ 155.00
Council garbage truck	Per tonne	Y	I	\$ 150.00	\$ 155.00
Commercial Waste/Bulk Demolition	Per tonne	Y	I	\$ 150.00	\$ 155.00

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Document Security Disposal	Minimum charge	Y	I	\$ 30.00	\$ 31.00
Mattress (including ensemble) - Single	Per Item	Y	I	5.00	\$ 5.15
Mattress (including ensemble) - Double, Queen or King	Per Item	Y	I	\$ 10.00	\$ 10.30
COMMERCIAL WASTE - 240L MGB - ONE OFF					
Waste disposal per 240L MGB (includes delivery & pick-up)	Per MGB	Y	I	\$ 15.40	\$ 16.00
Bin Hire	Per MGB	Y	I	\$ 5.50	\$ 5.70
Collection Fee	Per MGB	Y	I	\$ 9.90	\$ 10.25
TYRES					
Push Bike	Each	Y	I	\$ 5.00	\$ 5.20
Motor Bike and/or Car	Each	Y	I	\$ 20.00	\$ 20.70
Light Truck and/or 4WD	Each	Y	I	\$ 25.00	\$ 26.00
Heavy Truck	Each	Y	I	\$ 40.00	\$ 41.40
Tractor Front	Each	Y	I	\$ 40.00	\$ 41.40
Tractor Rear	Each	Y	I	\$ 120.00	\$ 124.00
METAL (ATTENDANT'S DISCRETION TO VOLUME)					
Car Bodies	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
200 litre steel drums (empty & clean)	Each	Y	I	No Charge	No Charge
20 litre steel drums (empty & clean)	Each	Y	I	No Charge	No Charge
Steel water tanks (empty & clean)	Each	Y	I	No Charge	No Charge
BUILDING MATERIALS (CLEAN)					
Asbestos and asbestos contaminated material	Per tonne	Y	I	\$ 400.00	\$ 414.00
Bricks and/or concrete	Per tonne	Y	I	\$ 70.00	\$ 72.00
Asbestos contaminated material from one residential house (non-commercial purposes) up to 50 tonnes	Per first 50 tonnes	Y	I	\$ 11,330.00	\$ 11,725.00
Additional asbestos contaminated material from same residential home	Per tonne	Y	I	\$ 283.25	\$ 293.00
Timber	Per tonne	Y	I	Quantities as per Green Waste Charge	Quantities as per Green Waste Charge
All types of oils	Each	Y	I	No Charge	No Charge
Batteries (vehicles, cars etc.)	Each	Y	I	No Charge	No Charge
ANIMAL DISPOSAL					
Horses, Cows, Bulls & Bullocks	Per animal	Y	I	\$ 70.00	\$ 72.00
Calves and foals	Per animal	Y	I	\$ 60.00	\$ 62.00
Sheep, goats, deer, pigs, kangaroos etc.	Per animal	Y	I	\$ 40.00	\$ 41.40
Dogs, cats, possums etc.	Per animal	Y	I	\$ 15.00	\$ 15.50
Offal	Per m3	Y	I	\$ 50.00	\$ 51.75
MGB Replacement Charges					
240 litre bin (New)	Per Bin	Y	I	\$ 142.10	\$ 147.00
120 litre bin (New)	Per Bin	Y	I	\$ 126.30	\$ 131.00
Weighbridge Ticket					
Weighbridge Ticket	Each	Y	I	\$ 25.00	\$ 26.00
DISCHARGE OF LIQUID TRADE WASTE TO SEWERAGE SYSTEM					
Application Fee					
Application fee	Per application	N	4	\$ 95.86	\$ 99.00
Renewal fee	Per application	N	4	\$ 47.42	\$ 49.00
Annual trade waste fee					
• Category 1 discharger	Per year	N	4	\$ 106.00	\$ 109.00
• Category 2/2S discharger	Per year	N	4	\$ 212.00	\$ 218.00
• Category 3 discharger	Per year	N	4	\$ 711.00	\$ 733.00
Re-inspection Fee	Per re-inspection	N	4	\$ 89.80	\$ 92.00
Trade Waste usage Charge	\$/kL	N	4	\$ 1.79	\$ 1.85
Trade Waste usage Charge for dischargers where appropriate pre-treatment facilities are not installed or maintained	\$/kL	N	4	\$ 16.40	\$ 16.90
Substances					
EXCESS MASS CHARGES U VALUE FOR SUBSTANCE (See Section 3.5.5 of Council's Policy 3.60)					

Code for Fees and Charges	
Charge set by	1
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Charge set by Council in accordance with statutory guidelines	4

Function/Activity	Unit of Measure	GST	Code	Total Charge 2021/2022	Total Charge 2022/2023
Acid demand, pH>10	\$/kg	N	4	\$ 0.82	\$ 0.84
Alkali demand, pH<7	\$/kg	N	4	\$ 0.82	\$ 0.84
Aluminium	\$/kg	N	4	\$ 0.82	\$ 0.84
Ammonia (as N)	\$/kg	N	4	\$ 2.40	\$ 2.47
Arsenic	\$/kg	N	4	\$ 80.87	\$ 83.30
Barium	\$/kg	N	4	\$ 40.43	\$ 41.64
BOD	\$/kg	N	4	\$ 0.82	\$ 0.84
Boron	\$/kg	N	4	\$ 0.82	\$ 0.84
Bromine	\$/kg	N	4	\$ 16.17	\$ 16.66
Cadmium	\$/kg	N	4	\$ 373.30	\$ 384.50
Chloride	\$/kg	N	4	\$ 0.00	\$ 0.00
Chlorinated Hydrocarbons	\$/kg	N	4	\$ 40.43	\$ 41.64
Chlorinated Phenolics	\$/kg	N	4	\$ 1,617.15	\$ 1,665.66
Chlorine	\$/kg	N	4	\$ 1.64	\$ 1.69
Chromium	\$/kg	N	4	\$ 26.77	\$ 27.57
Herbicides/Defoliant	\$/kg	N	4	\$ 803.12	\$ 827.21
Cobalt	\$/kg	N	4	\$ 16.36	\$ 16.85
Copper	\$/kg	N	4	\$ 16.36	\$ 16.85
Cyanide	\$/kg	N	4	\$ 80.32	\$ 82.73
Fluoride	\$/kg	N	4	\$ 4.02	\$ 4.14
Formaldehyde	\$/kg	N	4	\$ 1.63	\$ 1.68
Total Oil and Grease	\$/kg	N	4	\$ 1.44	\$ 1.48
Iron	\$/kg	N	4	\$ 1.63	\$ 1.68
Lead	\$/kg	N	4	\$ 40.16	\$ 41.36
Lithium	\$/kg	N	4	\$ 8.03	\$ 8.27
Manganese	\$/kg	N	4	\$ 8.03	\$ 8.27
Mercaptans	\$/kg	N	4	\$ 80.32	\$ 82.73
Mercury	\$/kg	N	4	\$ 2,677.08	\$ 2,757.39
Methylene Blue Active Substances (MBAS)	\$/kg	N	4	\$ 0.81	\$ 0.83
Molybdenum	\$/kg	N	4	\$ 0.81	\$ 0.83
Nickel	\$/kg	N	4	\$ 26.77	\$ 27.57
Total Kjeldahl Nitrogen	\$/kg	N	4	\$ 0.21	\$ 0.22
Organoarsenic Compounds	\$/kg	N	4	\$ 803.12	\$ 827.21
Pesticides General (excludes organochlorines and organophosphates)	\$/kg	N	4	\$ 803.12	\$ 827.21
Petroleum Hydrocarbons (non-flammable)	\$/kg	N	4	\$ 2.67	\$ 2.75
Phenolic Compounds (non-chlorinated)	\$/kg	N	4	\$ 8.03	\$ 8.27
Total Phosphorous	\$/kg	N	4	\$ 1.63	\$ 1.68
Polynuclear Aromatic Hydrocarbons (PAHs)	\$/kg	N	4	\$ 16.36	\$ 16.85
Selenium	\$/kg	N	4	\$ 55.51	\$ 57.18
Silver	\$/kg	N	4	\$ 1.48	\$ 1.52
Sulphate (SO4)	\$/kg	N	4	\$ 0.16	\$ 0.16
Sulphide	\$/kg	N	4	\$ 1.63	\$ 1.68
Sulphite	\$/kg	N	4	\$ 1.79	\$ 1.84
Suspended Solids	\$/kg	N	4	\$ 1.03	\$ 1.06
Thiosulphate	\$/kg	N	4	\$ 0.28	\$ 0.29
Tin	\$/kg	N	4	\$ 8.03	\$ 8.27
Total Dissolved Solids	\$/kg	N	4	\$ 0.06	\$ 0.06
Uranium	\$/kg	N	4	\$ 8.03	\$ 8.27
Zinc	\$/kg	N	4	\$ 16.36	\$ 16.85
Excess Mass Charges C Value for BOD>600mg/L (see section 3.5.5 of Council's policy 3.60)	C - Value	N	4	\$ 0.82	\$ 0.84
Food waste disposal charge	per bed	N	4	\$ 29.75	\$ 30.64
Non-compliance					
NON-COMPLIANCE CHARGES (See Section 3.5.7 of Council's Policy 3.60)					
Non-compliance pH charge	k value	N	4	\$ 0.44	\$ 0.45
NON-COMPLIANCE EXCESS MASS CHARGE (Value as for excess mass charge)					
Discharge of stormwater to the sewerage system	\$/kL	N	4	\$ 16.36	\$ 16.90

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2021/2022	Total Charge 2022/2023
Portable toilet waste	\$/kL	N	4	\$ 17.85	\$ 18.40
Septic tank and pan waste disposal charge (where accepted with prior arrangement from Council)	\$/kL	N	4	\$ 2.83	\$ 2.92
Septic tank sludge (where accepted with prior arrangement of Council)	\$/kL	N	4	\$ 23.79	\$ 24.60
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	\$ 419.00	\$ 433.00
Internment of Ashes: Includes niche for casket, installation and perpetual maintenance and including plaque (to a standard amount of inscription)	Each	Y	I	\$ 659.00	\$ 682.00
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	\$ 684.00	\$ 708.00
Internment of Ashes: reception and Internment of ashes if desired, perpetual maintenance and plaque (to a standard amount of inscription)	Each	Y	I	\$ 986.70	\$ 1,021.00
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	\$ 677.70	\$ 701.00
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	\$ 765.30	\$ 792.00
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	\$ 3,103.40	\$ 3,212.00
• Catholic Lawn Section (larger plaque)	Each	Y	I	\$ 3,189.90	\$ 3,301.00
• Children's Lawn	Each	Y	I	\$ 1,339.00	\$ 1,386.00
Internment of ashes in existing grave	Each	Y	I	\$ 578.90	\$ 599.00
Extra depth (Below 1.6m to make provision for a second internment)	Each	Y	I	\$ 426.40	\$ 441.00
Re-opening of grave for second internment and provision for and including bronze plaque (to a standard amount of inscription)	Each	Y	I	\$ 1,359.60	\$ 1,407.00
Internment of ashes into new lawn plot	Each	Y	I	\$ 2,498.80	\$ 2,586.00
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	\$ 545.90	\$ 565.00
Internment Fee: Land for each grave, first internment, perpetual maintenance.	Each	Y	I	\$ 2,761.40	\$ 2,858.00
Extra depth (Below 1.6m to make provision for a second internment)	Each	Y	I	\$ 426.40	\$ 441.00
Re-opening of grave for second internment	Each	Y	I	\$ 830.20	\$ 859.00
Internment of ashes into new plot include perpetual maintenance	Each	Y	I	\$ 2,432.90	\$ 2,518.00
Internment of ashes into an existing grave	Each	Y	I	\$ 578.90	\$ 599.00
MONUMENTAL SECTION & VILLAGES					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of internment)	Each	Y	I	\$ 545.90	\$ 565.00
Internment fee: land for each grave, first internment, perpetual maintenance	Each	Y	I	\$ 1,730.40	\$ 1,791.00
Extra depth (Below 1.6m to make provision for a second internment)	Each	Y	I	\$ 426.40	\$ 441.00
Re-opening of grave for second internment	Each	Y	I	\$ 830.20	\$ 859.00
Internment of Ashes - exclusive use includes land for each grave, first internment, perpetual maintenance	Each	Y	I	\$ 1,351.40	\$ 1,399.00
Internment of Ashes into existing Grave	Each	Y	I	\$ 578.90	\$ 599.00
SATURDAY & PUBLIC HOLIDAYS					
Lawn/Monumental Sections (Note: Additional payment over and above normal weekday Internment fee)	Each	Y	I	\$ 1,196.90	\$ 1,239.00
Columbarium/Memorial Sections (Note: additional payment over and above normal weekday Internment fee)	Each	Y	I	\$ 382.10	\$ 395.00
MONUMENT APPLICATIONS					
All applications to Council for approval	Each	N	I	\$ 53.00	\$ 55.00
HEADSTONES					

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Large concrete headstone	Each	Y	I	\$ 151.70	\$ 157.00
Small concrete headstone	Each	Y	I	\$ 64.70	\$ 67.00
PLAQUES					
Children's Lawn/Memorial/Tree/Columbarium Sections – 149mm x 111mm bronze die cast plaque – standard of nine lines inscription	Each	Y	I	\$ 353.30	\$ 366.00
New Lawn/Old Lawn Sections – 254mm x 203mm bronze die cast plaque – standard of five lines inscription	Each	Y	I	\$ 621.00	\$ 643.00
Catholic Lawn Section – 279mm x 381mm bronze die cast plaque – standard of eight lines inscription	Each	Y	I	\$ 723.00	\$ 748.00
ULTRA IMAGE PHOTOGRAPHS					
5x7	Each	Y	I	\$ 294.60	\$ 305.00
7x9	Each	Y	I	\$ 348.10	\$ 360.00
TRUE TO LIFE PHOTOGRAPHS					
5x7	Each	Y	I	\$ 438.80	\$ 454.00
7x9	Each	Y	I	\$ 469.70	\$ 486.00
COLOUR CERAMIC PHOTOGRAPHS					
5 x 7	Each	Y	I	\$ 433.60	\$ 449.00
7 x 9	Each	Y	I	\$ 459.40	\$ 475.00
VASES					
Concrete block surround with chrome insert	Each	Y	I	\$ 79.60	\$ 82.00
Chrome insert for vase	Each	Y	I	\$ 63.60	\$ 66.00
Niche Strap vase	Each	Y	I	\$ 63.60	\$ 66.00
CEMETERY/INFORMATION (EXCLUDING FUNERAL DIRECTORS)					
Search Fee	Per hour	Y	I	No Charge	No Charge
WATER					
Standpipe Bulk Water Sales					
Avdata Access Key (accounts) - no refund available	Per key	Y	I	\$ 51.00	\$ 53.00
Rate per kL inclusive of Avdata Charge	Per kL	N	I	\$ 4.75	\$ 4.91
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	\$ 1,052.00	\$ 1,089.00
	25mm	N	I	\$ 1,385.00	\$ 1,433.00
> 4m < 15m	Cowra - 20mm	N	I	\$ 1,738.00	\$ 1,798.00
	Cowra - 25mm	N	I	\$ 2,217.00	\$ 2,295.00
	Villages - 20mm	N	I	\$ 1,838.00	\$ 1,902.00
	Villages - 25mm	N	I	\$ 2,311.00	\$ 2,392.00
> 15m < 30m	Cowra - 20mm	N	I	\$ 2,028.00	\$ 2,099.00
	Cowra - 25mm	N	I	\$ 2,709.00	\$ 2,804.00
	Villages - 20mm	N	I	\$ 2,502.00	\$ 2,590.00
	Villages - 25mm	N	I	\$ 3,163.00	\$ 3,274.00
(i) New meter and service greater than 30mm diameter		N	I	POA	
(ii) Meter installation only – 20mm		N	I	\$ 226.00	\$ 234.00
Non-Payment of Account					
Disconnection/Reconnection		N	I	\$ 149.00	\$ 154.00
Replacement/Reconnection of service where illegally connected in addition to Penalty Infringement Notice		N	I	Meter at cost, labour at private works rate	
Disconnection/Reconnection					
EXISTING CONNECTIONS - DISCONNECTION					
Urban – Cowra, Noonbinna	Each instance	N	I	\$ 102.00	\$ 106.00
Village – Rural	Each instance	N	I	\$ 149.00	\$ 154.00
EXISTING CONNECTIONS - RECONNECTION					
Urban – Cowra, Noonbinna	Each instance	N	I	\$ 144.00	\$ 149.00
Village – Rural	Each instance	N	I	\$ 149.00	\$ 154.00
(i) New meter and service other than 20mm and 25mm diameter	Each instance	N	I	POA	
(ii) Meter installation only – 20mm	Each instance	N	I	\$ 226.00	\$ 234.00
Fee to provide quotation for change in water meter size	Each instance	Y	I	\$ 41.00	\$ 42.00
Meters					

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Size change	Each instance	N	I	POA	POA
Ancillary Services					
METER TESTING (FOR ACCURACY)					
- Cowra	Each instance	N	I	\$ 102.00	\$ 106.00
- Other	Each instance	N	I	\$ 139.00	\$ 144.00
FLOW & PRESSURE TESTS					
Cowra	Each instance	N	I	\$ 83.00	\$ 86.00
Other	Each instance	N	I	\$ 138.00	\$ 143.00
for fire rating purposes & report	Each instance	N	I	\$ 154.00	\$ 159.00
SPECIAL ONE-OFF METER READS					
Cowra	Each instance	N	I	\$ 67.00	\$ 69.00
Other	Each instance	N	I	\$ 96.00	\$ 99.00
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	\$ 3,698.00	\$ 3,827.00
B – ICI Zone		N	I	\$ 9,479.00	\$ 9,811.00
C – Southern Section		N	I	\$ 7,471.00	\$ 7,732.00
D – Central Tablelands Water		N	I	\$ 9,661.00	\$ 9,999.00
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	\$ 3,809.00	\$ 3,942.00
B – ICI Zone		N	I	\$ 9,763.00	\$ 10,105.00
C – Southern Section		N	I	\$ 7,695.00	\$ 7,964.00
D – Central Tablelands Water		N	I	\$ 9,951.00	\$ 10,299.00
SEWER					
Supply and install new junction	Each instance	N	I	POA	POA
Inspect line with camera	Per hour	Y	I	\$ 175.00	\$ 181.00
Pipe cleaning with water jet	Per hour	Y	I	\$ 241.00	\$ 249.00
Headworks Charge/ET					
As per Developer Servicing Plan (Section 64 Local Government Association, Section 306 Water Management Act)					
Cowra		N	I	\$ 5,688.00	\$ 5,887.00
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	\$ 67.00	\$ 68.00
Lost key fee will be charged for any keys lost or damaged	Per key	Y	I	\$ 26.00	\$ 26.00
Public Meeting Room					
Hire of Public Meeting Room for commercial purposes.	Per hour	Y	I	\$ 34.00	\$ 35.00
Bookings for community or non profit groups	Per booking			No Charge	
Cleaning Fee if room not left in clean and tidy condition	Per hire	Y	I	\$ 40.00	\$ 40.00
Lost key fee will be charged for any keys lost or damaged	Per key	Y	I	\$ 26.00	\$ 26.00
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	\$ 500.00	\$ 510.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 75.00	\$ 76.50
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 2 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 750.00	\$ 765.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 2 Front of House Staff)	Per Hour	Y	I	\$ 187.50	\$ 191.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 38.00	\$ 39.00
Saturday					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 625.00	\$ 637.50

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- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 150.00	\$ 153.00
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 2 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 937.50	\$ 956.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 2 Front of House Staff)	Per Hour	Y	I	\$ 235.00	\$ 239.50
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 47.50	\$ 48.50
Sunday					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 750.00	\$ 765.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 187.50	\$ 191.00
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 2 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 1,125.00	\$ 1,147.50
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 2 Front of House Staff)	Per Hour	Y	I	\$ 280.00	\$ 285.50
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 57.00	\$ 58.00
Public Holidays					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 750.00	\$ 765.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 187.50	\$ 191.00
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 2 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 1,687.50	\$ 1,721.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 2 Front of House Staff)	Per Hour	Y	I	\$ 422.00	\$ 430.50
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 95.00	\$ 97.00
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	\$ 300.00	\$ 306.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 50.00	\$ 51.00
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 2 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 500.00	\$ 510.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 2 Front of House Staff)	Per Hour	Y	I	\$ 125.00	\$ 127.50
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 38.00	\$ 39.00
Saturday					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 300.00	\$ 306.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 75.00	\$ 76.50
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 2 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 625.00	\$ 637.50
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 2 Front of House Staff)	Per Hour	Y	I	\$ 156.00	\$ 159.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 47.50	\$ 48.50
Sunday					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 300.00	\$ 306.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 75.00	\$ 76.50
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 2 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 750.00	\$ 765.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 2 Front of House Staff)	Per Hour	Y	I	\$ 187.50	\$ 191.00

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- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 57.00	\$ 58.00
Public Holidays					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 500.00	\$ 510.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 120.00	\$ 122.50
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 2 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 1,450.00	\$ 1,479.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 2 Front of House Staff)	Per Hour	Y	I	\$ 362.50	\$ 369.50
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 95.00	\$ 97.00
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	\$ 50.00
Yamaha C3 Grand Piano	Per Day	Y	I	\$ 150.00	\$ 150.00
Roland Electric Piano	Per Day	Y	I	\$ 30.00	\$ 30.00
Piano Tuning	Per Tune	Y	I	\$ 230.00	\$ 230.00
Smoke Machine	Per Day	Y	I	\$ 50.00	\$ 50.00
Mirror Ball	Per Day	Y	I	\$ 50.00	\$ 50.00
Projector	Per Day	Y	I	\$ 50.00	\$ 50.00
Follow Spot (staff additional)	Per Day	Y	I	\$ 50.00	\$ 50.00
Tarkett Flooring	Per Day	Y	I	\$ 50.00	\$ 50.00
Lecturn (includes lamp and microphone)	Per Day	Y	I	\$ 30.00	\$ 30.00
Use of Kitchen	Per Day	Y	I	\$ 200.00	\$ 200.00
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)					
COMMERCIAL & COMMUNITY RATES					
Monday - Friday					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 200.00	\$ 204.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 50.00	\$ 51.00
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 1 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 300.00	\$ 306.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 1 Front of House Staff)	Per Hour	Y	I	\$ 87.50	\$ 89.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 38.00	\$ 39.00
Saturday					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 250.00	\$ 255.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 62.50	\$ 63.50
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 1 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 430.00	\$ 438.60
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 1 Front of House Staff)	Per Hour	Y	I	\$ 107.50	\$ 109.50
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 47.50	\$ 48.50
Sunday					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 300.00	\$ 306.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 75.00	\$ 76.50
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 1 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 500.00	\$ 510.00

Code for Fees and Charges	
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Function/Activity	Unit of Measure	GST	Code	Total Charge 2021/2022	Total Charge 2022/2023
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 1 Front of House Staff)	Per Hour	Y	I	\$ 125.00	\$ 127.50
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 57.00	\$ 58.00
Public Holidays					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 500.00	\$ 510.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 125.00	\$ 127.50
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 1 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 1,000.00	\$ 1,020.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 1 Front of House Staff)	Per Hour	Y	I	\$ 250.00	\$ 255.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 95.00	\$ 97.00
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	\$ 30.00
Projector / Cinema System	Per Session	Y	I	\$ 30.00	\$ 30.00
Lecturn (includes lamp and microphone)	Per Day	Y	I	\$ 30.00	\$ 30.00
Use of Kitchen	Per Day	Y	I	\$ 200.00	\$ 200.00
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 - Theatrette - 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	\$ 200.00	\$ 204.00
- Additional time per hour (Includes 1 Front of House Staff Member)	Per Hour	Y	I	\$ 50.00	\$ 51.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 38.00	\$ 39.00
Saturday					
- 4 hour block (Includes 1 Front of House Staff Member)	Per 4 Hour Block	Y	I	\$ 250.00	\$ 255.00
- Additional time per hour (Includes 1 Front of House Staff Member)	Per Hour	Y	I	\$ 62.50	\$ 63.50
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 47.50	\$ 48.50
Sunday					
- 4 hour block (Includes 1 Front of House Staff Member)	Per 4 Hour Block	Y	I	\$ 300.00	\$ 306.00
- Additional time per hour (Includes 1 Front of House Staff Member)	Per Hour	Y	I	\$ 75.00	\$ 76.50
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 57.00	\$ 58.00
Public Holidays					
- 4 hour block (Includes 1 Front of House Staff Member)	Per 4 Hour Block	Y	I	\$ 500.00	\$ 510.00
- Additional time per hour (Includes 1 Front of House Staff Member)	Per Hour	Y	I	\$ 125.00	\$ 127.50
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 95.00	\$ 97.00
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	\$ 30.00
Lecturn (includes lamp and microphone)	Per Day	Y	I	\$ 30.00	\$ 30.00
Additional Microphone (handheld radio)	Per Day	Y	I	\$ 20.00	\$ 20.00
Tea / Coffee service per person per day (station set-up)	Per Person Per Day	Y	I	\$ 5.00	\$ 5.00
Catering	As Required	Y	I	Quoted upon request	Quoted upon request
Use of Kitchen	Per Day	Y	I	\$ 200.00	\$ 200.00

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2021/2022	Total Charge 2022/2023
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

- 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	\$ 400.00
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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	\$ 100.00
Up to 8 sections	Per day			\$ 150.00	\$ 150.00
All sections	Per day			\$ 200.00	\$ 200.00
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

- 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:

- 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

Admission

GENERAL ADMISSION

Adult	Per person	Y	I	\$ 4.50	\$ TBA
Child	Per person	Y	I	\$ 2.50	\$ TBA
Pensioner (aged, invalid & Veterans Affairs only)	Per person	Y	I	\$ 2.50	\$ TBA
Family ticket	Per "Family"	Y	I	\$ 13.00	\$ TBA
Non-swimmer/Spectator	Per person	Y	I	\$ 2.50	\$ TBA
Daily Pass Outs		N/A	-	No Charge	TBA

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2021/2022	Total Charge 2022/2023
School Students completing regular structured classes/carnivals	Per student	Y	I	\$ 2.00	\$ TBA
SEASON TICKETS					
Adult	Per person	Y	I	\$ 125.00	\$ TBA
Child	Per person	Y	I	\$ 75.00	\$ TBA
Family	Per "Family"	Y	I	\$ 265.00	\$ TBA
Pensioner Family	Per "Family"	Y	I	\$ 125.00	\$ TBA
Non-swimmer/Spectator	Per person	Y	I	\$ 75.00	\$ TBA
Pensioner (aged, invalid & Veterans Affairs only)	Per person	Y	I	\$ 75.00	\$ TBA
HALF SEASON TICKETS - AVAILABLE FROM 1ST JANUARY					
Adult	Per person	Y	I	\$ 75.00	\$ TBA
Child	Per person	Y	I	\$ 45.00	\$ TBA
Family	Per "Family"	Y	I	\$ 159.00	\$ TBA
Pensioner Family	Per "Family"	Y	I	\$ 75.00	\$ TBA
Non-swimmer/Spectator	Per person	Y	I	\$ 45.00	\$ TBA
Pensioner (aged, invalid & Veteran Affairs only)	Per person	Y	I	\$ 45.00	\$ TBA
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	\$ TBA
Child	Per person	Y	I	\$ 2.50	\$ TBA
Family Ticket	Per "Family"	Y	I	\$ 8.50	\$ TBA
LOW INCOME SEASON TICKETS					
Adult	Per person	Y	I	\$ 75.00	\$ TBA
Child	Per person	Y	I	\$ 75.00	\$ TBA
Family Ticket	Per "Family"	Y	I	\$ 125.00	\$ TBA
Other Entry					
SCHOOL BASED LEARN-TO-SWIM (10 DAY PROGRAM)					
Child	Per person/Per day	Y	I	\$ 2.00	\$ TBA
10 ENTRY PASS					
Adult	Per person	Y	I	\$ 39.00	\$ TBA
Child	Per person	Y	I	\$ 20.00	\$ TBA
Family	Per "Family"	Y	I	\$ 120.00	\$ TBA
Pensioner (aged, invalid & Veterans Affairs only)	Per person	Y	I	\$ 20.00	\$ TBA
Non-swimmer/Spectator	Per person	Y	I	\$ 20.00	\$ TBA
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	\$ TBA
LOCKER HIRE					
Per Day	Each	Y	I	\$ 1.00	\$ TBA
Per Week	Each	Y	I	\$ 5.00	\$ TBA
Per Season	Each	Y	I	\$ 60.00	\$ TBA
LOST OR DAMAGED POOL SEASON CARDS					
Per card	Per card	Y	I	\$ 6.50	\$ TBA
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	\$ 99.10	\$ 102.50
Netball - Summer	Per season	Y	I	\$ 1,124.50	\$ 1,164.00
Netball - Winter	Per season	Y	I	\$ 870.40	\$ 901.00
Touch Football	Per season	Y	I	\$ 1,913.30	\$ 1,980.00
7-a-side Soccer	Per season	Y	I	\$ 1,565.90	\$ 1,621.00
Senior Soccer	Per season	Y	I	\$ 1,310.20	\$ 1,356.00
Cricket	Per season	Y	I	\$ 6,521.10	\$ 6,749.00
AFL	Per season	Y	I	\$ 2,086.60	\$ 2,160.00
Hockey	Per season	Y	I	\$ 1,681.70	\$ 1,741.00
Rugby League	Per season	Y	I	\$ 2,086.60	\$ 2,160.00

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2021/2022	Total Charge 2022/2023
Other					
Lights	Per hour	Y	I	\$ 95.70	\$ 99.00
Cleaning/Litter collection when cleaning is not carried out by the hirer to the satisfaction of Council	Per hour	Y	I	\$ 139.70	\$ 145.00
Waste disposal per 240L MGB	Per MGB	Y	I	\$ 16.90	\$ 17.50
Padlock/Key Deposit	Each instance	Y	I	\$ 80.90	\$ 84.00
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	\$ 21.80	\$ 22.50
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	\$ 505.40	\$ 523.00
Zone 2 - Kendal Street (between Brisbane Street & Lachlan Street)	Per installation	Y	I	\$ 722.20	\$ 747.00
Zone 3 - Railway Lane	Per installation	Y	I	\$ 505.40	\$ 523.00
Zone 4 - Olympic Park	Per installation	Y	I	\$ 236.40	\$ 245.00
QUARRY CHARGES					
Private sale of gravel	Per tonne	Y	I	\$ 15.00	\$ 15.00
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	\$ 776.60	\$ 804.00
LOCAL PASSENGER AIRCRAFT					
• landing fees	Per passenger	Y	-	\$ 8.00	\$ 8.30
• 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	\$ 13.90	\$ 14.40
Aero Club:					
• room rent	Per annum	Y	I	\$ 502.00	\$ 520.00
• hangar rent	Per annum	Y	I	\$ 208.30	\$ 216.00
Aerodrome Hire Fee	Each event	Y	I	\$ 1,043.40	\$ 1,080.00
Land and Terminal Lease Agreements (refer to individual contracts for details)					
CARAVAN PARK					
Note: Figures in brackets are the range of fees that can be charged based on market fluctuations.					
Cabin - standard	per night	Y	I	\$ 100.00 (80.00 - 130.00)	\$ 110.00 (90.00-140.00)
Cabin - studio queen	per night	Y	I	\$ 130.00 (100.00 - 150.00)	\$ 130.00 (110.00-160.00)
Cabin - deluxe	per night	Y	I	\$ 140.00 (100.00 - 160.00)	\$ 150.00 (120.00-180.00)
Cabin - Lachlan	per night	Y	I	\$ 160.00 (100.00 - 200.00)	\$ 170.00 (120.00-220.00)
Site - powered	per night	Y	I	\$ 36.00 (20.00 - 50.00)	\$ 38.00 (25.00-55.00)
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	\$ 82.00	\$ 85.00
Special sales	Per agent	Y	I	\$ 82.00	\$ 85.00
NLIS levy for cattle	Per head	Y	I	\$ 1.09	\$ 1.13
NLIS levy for sheep	Per head	Y	I	\$ 0.12	\$ 0.13

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Emergency NLIS Cattle Device	Per device	Y	I	\$ 18.00	\$ 18.60
Emergency NLIS Sheep Tag	Per tag	Y	I	\$ 1.75	\$ 1.81
Saleyard Fees (per head per day including GST)					
REGULAR & SPECIAL SALES					
Cattle/Head	Per head	Y	I	\$ 7.60	\$ 7.90
Sheep/Head	Per head	Y	I	\$ 1.50	\$ 1.55
SPECIAL USE OF YARDS (NO SCALES)					
Minimum Charge	Per head	Y	I	\$ 13.70	\$ 14.20
NOTE: Additional to special sales and special use of yards (where used)					
Truck Wash Key	Per key	Y	I	\$ 52.00	\$ 54.00
Truck-Wash (per minute)	Per minute	Y	I	\$ 1.00	\$ 1.04
Truck-Wash turn on fee	Each	Y	I	\$ 4.75	\$ 4.90
Saleyard Scales Private Use	Per head	Y	I	\$ 6.60	\$ 6.85
Re-transporting of Stock					
Minimum charge	Per load	Y	I	\$ 13.70	\$ 14.20
Cattle/Head	Per head	Y	I	\$ 3.80	\$ 3.95
Sheep/Head	Per head	Y	I	\$ 0.55	\$ 0.57
Disposal of Dead Animals					
Sheep/Head	Per head	Y	I	\$ 63.35	\$ 65.55
Sale Cattle/Head	Per head	Y	I	\$ 174.80	\$ 181.00
Transit Cattle	Per head	Y	I	\$ 229.50	\$ 237.50
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	\$ 3.70	\$ 3.80
LIBRARY (Set by Central West Library - Orange)					
General					
OVERDUE ITEMS					
Videos, DVDs and CD ROMs - per item per day	Per Item / Day	Y	I	\$ 1.00	\$ 1.00
Other Library Material	Per Item / Day	Y	I	\$ 0.60	\$ 0.60
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

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2021/2022	Total Charge 2022/2023
Other					
Email & Social Networking	Per 10 minutes	Y	I	No Charge	No Charge
Local History Research	Per hour	Y	I	\$ 25.00	\$ 25.00
Use of Library Tutoring	Session maximum of 2 hours	Y	I	\$ 5.00	\$ 5.00
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 2022-2023

Cowra Shire Council
DRAFT 2023-2032 Long Term Financial Plan

INDEX	Page	INDEX	Page
INCOME STATEMENT - CONSOLIDATED	2	ROADS & MARITIME SERVICE MAINTENANCE/CONSTRUCTION	42
INCOME STATEMENT - GENERAL	3	ROADS TO RECOVERY & FIXING LOCAL ROADS	43
INCOME STATEMENT - WATER	4	COWRA STREET MAINTENANCE	45
INCOME STATEMENT - SEWERAGE	5	COWRA STREET CONSTRUCTION	46
INCOME STATEMENT - WASTE	6	RURAL ROAD'S MAINTENANCE	47
BALANCE SHEET - CONSOLIDATED	7	RURAL ROAD'S CONSTRUCTION	48
BALANCE SHEET - GENERAL	8	VILLAGE STREETS	49
BALANCE SHEET - WATER	9	BUSHFIRE & EMERGENCY SERVICES	50
BALANCE SHEET - SEWERAGE	10	BRIDGES	51
BALANCE SHEET - WASTE	11	QUARRY OPERATIONS	52
CASH FLOW STATEMENT - CONSOLIDATED	12	DRAINAGE	53
CASH FLOW STATEMENT - GENERAL	13	PRIVATE WORKS	54
CASH FLOW STATEMENT - WATER	14	NOXIOUS PLANTS	55
CASH FLOW STATEMENT - SEWERAGE	15	PUBLIC CEMETERIES	56
CASH FLOW STATEMENT - WASTE	16	PUBLIC AMENITIES	57
CIVIC ACTIVITIES	17	SWIMMING POOL	58
LAND DEVELOPMENT	18	PARKS, GARDENS & RESERVES	59
GENERAL MANAGERS OFFICE	19	SPORTSFIELDS	60
TOURISM	20	VILLAGE PARKS	61
HUMAN RESOURCES	21	RURAL & URBAN TREES	62
GENERAL MANAGERS - OVERHEADS	22	AERODROME	63
CORPORATE SERVICES	23	CARAVAN PARK	64
GENERAL PURPOSE REVENUE	24	SALEYARDS	65
OTHER REVENUE	25	COUNCIL BUILDINGS & STRUCTURES MAINTENANCE	66
INFORMATION TECHNOLOGY	26	INFRASTRUCTURE & OPERATIONS OVERHEADS	67
RISK & GOVERNANCE	27	WASTE COLLECTION	68
LIBRARY	28	WASTE DISPOSAL	69
ART GALLERY	29	RECYCLING	70
CIVIC CENTRE	30	CONTAINER DEPOSIT SCHEME	71
COMMUNITY PROJECTS	32	WASTE - OVERHEADS	72
CORPORATE SERVICES - OVERHEADS	33	WATER	73
RANGER SERVICES	34	SEWERAGE	77
ENVIRONMENTAL SERVICES	35	RESERVE SCHEDULE	80
ENVIRONMENTAL SERVICES - OVERHEADS	37	DEVELOPER CONTRIBUTIONS	81
INFRASTRUCTURE & OPERATIONS ADMINISTRATION	38	KEY PERFORMANCE INDICATORS	82
TECHNICAL SERVICES	39	CAPITAL WORKS SCHEDULE	85
PLANT & DEPOT OPERATIONS	40	LOAN SUMMARY	87
PLANT PURCHASES	41		

Consolidated - All Funds											
Budget Income Statement	Revised	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
\$'000	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Income from continuing operations											
Rates and annual charges	14,878	15,340	16,000	16,441	16,894	17,360	17,838	18,330	18,835	19,355	19,888
User charges and fees	11,783	14,578	13,142	13,498	13,864	14,246	14,634	15,031	15,438	15,858	16,289
Other revenues	2,062	2,048	2,072	2,097	2,123	2,149	1,327	740	761	782	804
Grants and contributions provided for operating purposes	8,662	5,925	7,186	7,080	7,217	7,364	7,515	7,670	7,828	7,990	8,157
Grants and contributions provided for capital purposes	22,148	3,772	2,971	610	625	640	656	672	688	21,705	722
Interest and investment revenue	226	620	667	711	696	747	792	833	896	1,008	1,035
Other income	218	224	231	238	245	253	260	268	276	284	293
Net gain from the disposal of assets	281	146	98	98	98	98	-	-	-	-	-
Total Income	60,258	42,652	42,367	40,774	41,762	42,857	43,022	43,543	44,723	66,982	47,189
Expenses from continuing operations											
Employee benefits and on-costs	15,996	16,456	16,807	17,291	17,789	18,212	18,272	18,504	18,943	19,393	19,854
Borrowing costs	1,029	950	1,489	1,494	1,415	1,346	1,372	1,094	1,117	1,034	1,941
Materials and contracts	11,334	12,984	11,756	12,397	12,472	12,760	12,969	13,233	13,412	13,686	14,168
Depreciation and amortisation	7,372	7,470	7,839	7,972	8,039	8,107	8,177	8,248	8,320	8,393	8,469
Other expenses	1,567	1,518	1,546	1,582	1,619	1,659	1,698	1,737	1,780	1,821	1,863
Net loss from the disposal of assets											
Total Expenses	37,298	39,378	39,437	40,736	41,335	42,084	42,488	42,815	43,571	44,328	46,293
Net Operating Result	22,959	3,274	2,930	38	428	772	535	728	1,152	22,654	896
Net operating result before grants and contributions provided for capital purposes	812	(498)	(41)	(573)	(198)	132	(121)	56	463	949	173

General Fund											
Budget Income Statement	Revised	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
\$'000	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Income from continuing operations											
Rates and annual charges	7,250	7,437	7,618	7,803	7,992	8,186	8,385	8,588	8,797	9,010	9,228
User charges and fees	5,836	7,270	5,564	5,693	5,826	5,966	6,107	6,248	6,392	6,541	6,693
Other revenues	385	402	413	424	436	447	459	472	485	498	512
Grants and contributions provided for operating purposes	8,531	5,762	7,169	7,074	7,217	7,364	7,515	7,670	7,828	7,990	8,157
Grants and contributions provided for capital purposes	12,089	3,674	2,870	507	520	532	545	558	572	6,586	600
Interest and investment revenue	150	525	571	614	599	650	697	740	806	921	952
Other income	193	199	205	211	218	224	231	238	245	252	260
Net gain from the disposal of assets	281	146	98	98	98	98	0	0	0	0	0
Total Income	34,716	25,416	24,509	22,425	22,904	23,469	23,939	24,514	25,124	31,797	26,402
Expenses from continuing operations											
Employee benefits and on-costs	12,863	13,082	13,302	13,687	14,083	14,416	14,757	15,107	15,464	15,830	16,205
Borrowing costs	235	206	299	367	337	314	294	272	252	232	210
Materials and contracts	1,552	2,253	2,320	2,634	2,389	2,444	2,819	3,273	3,269	2,802	3,059
Depreciation and amortisation	4,313	4,319	4,389	4,389	4,389	4,389	4,389	4,389	4,389	4,389	4,389
Other expenses	1,537	1,487	1,515	1,550	1,586	1,626	1,663	1,702	1,744	1,784	1,825
Net loss from the disposal of assets											
Total Expenses	20,500	21,346	21,825	22,628	22,785	23,189	23,922	24,742	25,118	25,038	25,689
Net Operating Result	14,215	4,070	2,684	(203)	120	279	17	(229)	6	6,760	713
Net operating result before grants and contributions provided for capital purposes	2,126	396	(187)	(710)	(400)	(253)	(528)	(787)	(566)	174	113

Water Fund											
Budget Income Statement	Revised	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
\$'000	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Income from continuing operations											
Rates and annual charges	1,859	1,954	2,014	2,076	2,140	2,206	2,274	2,344	2,416	2,490	2,566
User charges and fees	4,361	5,675	5,845	6,020	6,201	6,387	6,578	6,775	6,979	7,188	7,403
Other revenues	0	0	0	0	0	0	0	0	0	0	0
Grants and contributions provided for operating purposes	131	163	17	7	0	0	0	0	0	0	0
Grants and contributions provided for capital purposes	9,935	33	34	35	35	36	37	38	39	15,040	41
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	16,324	7,862	7,947	8,175	8,413	8,666	8,926	9,194	9,470	24,755	10,047
Expenses from continuing operations											
Employee benefits and on-costs	1,153	1,131	1,164	1,199	1,234	1,264	1,294	1,325	1,357	1,390	1,423
Borrowing costs	277	243	208	181	167	154	139	123	106	88	1,061
Materials and contracts	4,733	4,223	4,097	4,252	4,405	4,530	4,663	4,829	4,903	5,880	5,073
Depreciation and amortisation	1,982	2,022	2,262	2,307	2,354	2,401	2,449	2,498	2,548	2,599	2,651
Other expenses	26	27	27	28	29	29	30	31	32	32	33
Net loss from the disposal of assets											
Total Expenses	8,171	7,645	7,760	7,967	8,189	8,378	8,575	8,805	8,946	9,989	10,240
Net Operating Result	8,152	217	188	208	225	289	352	389	525	14,766	(193)
Net operating result before grants and contributions provided for capital purposes	(1,783)	184	154	173	189	252	314	351	486	(275)	(234)

Sewer Fund											
Budget Income Statement	Revised	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
\$'000	Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Income from continuing operations											
Rates and annual charges	2,886	2,973	3,300	3,401	3,504	3,610	3,719	3,832	3,948	4,067	4,190
User charges and fees	914	941	1,020	1,050	1,082	1,114	1,147	1,181	1,216	1,252	1,290
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	64	65	67	68	70	72	74	76	77	79	81
Interest and investment revenue	26	44	45	46	46	45	43	41	38	34	30
Other income	22	23	23	24	25	26	26	27	28	29	30
Net gain from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
Total Income	3,911	4,046	4,456	4,589	4,726	4,866	5,009	5,156	5,307	5,462	5,621
Expenses from continuing operations											
Employee benefits and on-costs	427	452	504	517	532	545	558	571	585	599	613
Borrowing costs	502	490	955	924	892	861	923	683	744	700	657
Materials and contracts	1,954	3,446	2,230	2,321	2,372	2,414	2,476	2,425	2,463	2,283	3,115
Depreciation and amortisation	830	882	941	1,029	1,049	1,070	1,092	1,113	1,136	1,158	1,182
Other expenses	1	1	2	2	2	2	2	2	2	2	2
Net loss from the disposal of assets											
Total Expenses	3,714	5,271	4,631	4,793	4,847	4,891	5,049	4,795	4,929	4,743	5,568
Net Operating Result	197	(1,224)	(175)	(203)	(121)	(25)	(40)	362	378	719	53
Net operating result before grants and contributions provided for capital purposes	133	(1,289)	(242)	(272)	(191)	(97)	(114)	286	300	640	(29)

Budget Income Statement	Waste Fund										
	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
\$'000											
Income from continuing operations											
Rates and annual charges	2,883	2,975	3,067	3,161	3,258	3,357	3,460	3,566	3,675	3,788	3,903
User charges and fees	672	692	713	734	756	779	802	827	851	877	903
Other revenues	1,677	1,645	1,659	1,673	1,688	1,702	867	268	276	284	293
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	60	0	0	0	0	0	0	0	0	0	0
Interest and investment revenue	13	13	13	14	14	14	15	15	15	16	16
Other income	3	3	3	3	3	3	3	3	3	3	3
Net gain from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
Total Income	5,308	5,328	5,455	5,585	5,718	5,856	5,148	4,679	4,821	4,968	5,119
Expenses from continuing operations											
Employee benefits and on-costs	1,553	1,792	1,837	1,888	1,941	1,987	1,663	1,501	1,537	1,574	1,612
Borrowing costs	16	12	27	22	18	17	17	16	15	14	13
Materials and contracts	3,094	3,064	3,108	3,189	3,306	3,372	3,013	2,707	2,777	2,720	2,921
Depreciation and amortisation	247	247	247	247	247	247	247	247	247	247	247
Other expenses	2	2	2	2	2	2	2	2	3	3	3
Net loss from the disposal of assets											
Total Expenses	4,912	5,117	5,221	5,348	5,514	5,626	4,941	4,473	4,578	4,558	4,796
Net Operating Result	395	212	234	236	204	230	206	206	243	410	323
Net operating result before grants and contributions provided for capital purposes	335	212	234	236	204	230	206	206	243	410	323

Consolidated - All Funds												
Budget Balance Sheet \$'000	Annual Statements 2021	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
ASSETS												
Current Assets												
Cash and cash equivalents	32,494	28,585	25,951	25,923	25,923	23,888	24,502	25,006	25,489	26,654	29,128	29,482
Investments												
Receivables	4,476	4,476	4,476	4,476	4,476	4,476	4,476	4,476	4,476	4,476	4,476	4,476
Inventories	1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510
Contract Assets	1,287	1,287	1,287	1,287	1,287	1,287	1,287	1,287	1,287	1,287	1,287	1,287
Other	33	33	33	33	33	33	33	33	33	33	33	33
Total Current Assets	39,800	35,891	33,257	33,229	33,229	31,194	31,808	32,312	32,795	33,960	36,434	36,788
Non-Current Assets												
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	148	148	148	148	148	148	148	148	148	148	148	148
Infrastructure, property, plant and equipment	618,519	644,174	662,911	666,485	665,289	666,580	665,754	664,677	663,903	662,767	704,756	707,874
Other	174	174	174	174	174	174	174	174	174	174	174	174
Total Non-Current Assets	618,841	644,496	663,233	666,807	665,611	666,902	666,076	664,999	664,225	663,089	705,078	708,196
TOTAL ASSETS	658,641	680,387	696,490	700,036	698,840	698,096	697,884	697,311	697,020	697,049	741,512	744,984
LIABILITIES												
Current Liabilities												
Payables	2,306	2,306	2,306	2,306	2,306	2,306	2,306	2,306	2,306	2,306	2,306	2,306
Borrowings	1,384	1,384	1,384	1,384	1,384	1,384	1,384	1,384	1,384	1,384	1,384	1,384
Provisions	5,033	5,033	5,033	5,033	5,033	5,033	5,033	5,033	5,033	5,033	5,033	5,033
Contract Liabilities	2,595	2,595	2,595	2,595	2,595	2,595	2,595	2,595	2,595	2,595	2,595	2,595
Total Current Liabilities	11,318	11,318	11,318	11,318	11,318	11,318	11,318	11,318	11,318	11,318	11,318	11,318
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	15,299	13,915	26,511	26,881	25,389	23,947	22,679	21,275	19,945	18,497	39,967	42,190
Provisions	737	907	1,141	1,386	1,644	1,915	2,198	2,495	2,806	3,131	3,470	3,824
Total Non-Current Liabilities	16,036	14,822	27,651	28,267	27,034	25,862	24,878	23,770	22,751	21,628	43,437	46,014
TOTAL LIABILITIES	27,354	26,140	38,969	39,585	38,352	37,180	36,196	35,088	34,069	32,946	54,755	57,332
Net Assets	631,287	654,246	657,521	660,451	660,488	660,916	661,688	662,223	662,951	664,102	686,757	687,652
EQUITY												
Retained Earnings	211,389	234,348	237,623	240,553	240,590	241,018	241,790	242,325	243,053	244,204	266,859	267,754
Revaluation Reserves	419,898	419,898	419,898	419,898	419,898	419,898	419,898	419,898	419,898	419,898	419,898	419,898
TOTAL EQUITY	631,287	654,246	657,521	660,451	660,488	660,916	661,688	662,223	662,951	664,102	686,757	687,652

General Fund												
Budget Balance Sheet \$'000	Final 2021	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
ASSETS												
Current Assets												
Cash and cash equivalents	14,236	12,979	13,082	13,493	13,224	13,064	13,398	13,422	12,562	12,063	13,087	13,660
Investments												
Receivables	1,649	1,649	1,649	1,649	1,649	1,649	1,649	1,649	1,649	1,649	1,649	1,649
Inventories	1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510
Contract Assets	1,287	1,287	1,287	1,287	1,287	1,287	1,287	1,287	1,287	1,287	1,287	1,287
Other	33	33	33	33	33	33	33	33	33	33	33	33
Total Current Assets	18,715	17,458	17,561	17,972	17,703	17,543	17,877	17,901	17,041	16,542	17,566	18,139
Non-Current Assets												
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	148	148	148	148	148	148	148	148	148	148	148	148
Infrastructure, property, plant and equipment	513,611	528,630	534,729	538,845	538,469	538,355	538,137	537,957	538,434	538,797	544,384	544,366
Other	154	154	154	154	154	154	154	154	154	154	154	154
Total Non-Current Assets	513,913	528,932	535,031	539,147	538,771	538,657	538,439	538,259	538,736	539,099	544,686	544,668
TOTAL ASSETS	532,628	546,390	552,592	557,118	556,474	556,200	556,315	556,160	555,777	555,642	562,252	562,807
LIABILITIES												
Current Liabilities												
Payables	2,114	2,114	2,114	2,114	2,114	2,114	2,114	2,114	2,114	2,114	2,114	2,114
Borrowings	599	599	599	599	599	599	599	599	599	599	599	599
Provisions	4,450	4,450	4,450	4,450	4,450	4,450	4,450	4,450	4,450	4,450	4,450	4,450
Contract Liabilities	2,165	2,165	2,165	2,165	2,165	2,165	2,165	2,165	2,165	2,165	2,165	2,165
Total Current Liabilities	9,328	9,328	9,328	9,328	9,328	9,328	9,328	9,328	9,328	9,328	9,328	9,328
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	4,893	4,301	6,233	7,866	7,205	6,580	6,174	5,748	5,329	4,911	4,474	4,014
Provisions	611	749	949	1,159	1,379	1,611	1,853	2,106	2,371	2,647	2,936	3,237
Total Non-Current Liabilities	5,504	5,050	7,182	9,025	8,584	8,190	8,027	7,854	7,700	7,559	7,409	7,251
TOTAL LIABILITIES	14,832	14,378	16,510	18,353	17,912	17,518	17,355	17,182	17,028	16,887	16,737	16,579
Net Assets	517,796	532,012	536,081	538,765	538,562	538,682	538,961	538,978	538,749	538,755	545,515	546,228
EQUITY												
Retained Earnings	161,111	175,326	179,396	182,080	181,877	181,996	182,276	182,292	182,064	182,070	188,830	189,543
Revaluation Reserves	356,685	356,685	356,685	356,685	356,685	356,685	356,685	356,685	356,685	356,685	356,685	356,685
TOTAL EQUITY	517,796	532,011	536,081	538,765	538,562	538,681	538,961	538,977	538,749	538,755	545,515	546,228

Water Fund												
Budget Balance Sheet \$'000	Final 2021	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
ASSETS												
Current Assets												
Cash and cash equivalents	7,494	4,969	3,458	2,830	3,013	3,471	4,020	4,558	5,156	6,027	6,208	7,092
Investments												
Receivables	1,780	1,780	1,780	1,780	1,780	1,780	1,780	1,780	1,780	1,780	1,780	1,780
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other												
Total Current Assets	9,274	6,749	5,238	4,610	4,793	5,251	5,800	6,338	6,936	7,807	7,988	8,872
Non-Current Assets												
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories												
Infrastructure, property, plant and equipment	64,808	74,900	76,011	76,177	76,020	75,594	75,128	74,722	74,277	73,681	110,997	108,972
Other	10	10	10	10	10	10	10	10	10	10	10	10
Total Non-Current Assets	64,818	74,910	76,021	76,187	76,030	75,604	75,138	74,732	74,287	73,691	111,007	108,982
TOTAL ASSETS	74,092	81,658	81,259	80,797	80,824	80,855	80,938	81,069	81,224	81,498	118,995	117,854
LIABILITIES												
Current Liabilities												
Payables	56	56	56	56	56	56	56	56	56	56	56	56
Borrowings	599	599	599	599	599	599	599	599	599	599	599	599
Provisions	345	345	345	345	345	345	345	345	345	345	345	345
Contract Liabilities	389	389	389	389	389	389	389	389	389	389	389	389
Total Current Liabilities	1,389	1,389	1,389	1,389	1,389	1,389	1,389	1,389	1,389	1,389	1,389	1,389
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	4,144	3,545	2,911	2,244	2,044	1,832	1,606	1,364	1,107	833	23,541	22,568
Provisions	19	33	49	67	86	105	126	147	169	193	217	242
Total Non-Current Liabilities	4,163	3,577	2,961	2,311	2,130	1,937	1,731	1,511	1,276	1,026	23,758	22,810
TOTAL LIABILITIES	5,552	4,966	4,350	3,700	3,519	3,326	3,120	2,900	2,665	2,415	25,147	24,199
Net Assets	68,540	76,692	76,909	77,097	77,304	77,529	77,818	78,169	78,558	79,083	93,848	93,655
EQUITY												
Retained Earnings	17,509	25,661	25,878	26,066	26,273	26,498	26,787	27,138	27,527	28,052	42,817	42,624
Revaluation Reserves	51,031	51,031	51,031	51,031	51,031	51,031	51,031	51,031	51,031	51,031	51,031	51,031
TOTAL EQUITY	68,540	76,692	76,909	77,097	77,304	77,529	77,818	78,169	78,558	79,083	93,848	93,655

Sewer Fund												
Budget Balance Sheet \$'000	Final 2021	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
ASSETS												
Current Assets												
Cash and cash equivalents	9,162	8,984	7,554	7,333	7,011	4,243	3,904	3,799	4,106	4,424	5,051	3,392
Investments												
Receivables	647	647	647	647	647	647	647	647	647	647	647	647
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Contract Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other												
Total Current Assets	9,809	9,631	8,201	7,980	7,658	4,890	4,551	4,446	4,753	5,071	5,698	4,039
Non-Current Assets												
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories												
Infrastructure, property, plant and equipment	37,347	37,577	48,680	48,200	47,763	49,822	49,517	48,863	48,283	47,608	46,921	52,309
Other	10	10	10	10	10	10	10	10	10	10	10	10
Total Non-Current Assets	37,357	37,587	48,690	48,210	47,773	49,832	49,527	48,873	48,293	47,618	46,931	52,319
TOTAL ASSETS	47,166	47,218	56,891	56,190	55,431	54,722	54,078	53,319	53,046	52,688	52,628	56,359
LIABILITIES												
Current Liabilities												
Payables	95	95	95	95	95	95	95	95	95	95	95	95
Borrowings	146	146	146	146	146	146	146	146	146	146	146	146
Provisions	48	48	48	48	48	48	48	48	48	48	48	48
Contract Liabilities												
Total Current Liabilities	289	289	289	289	289	289	289	289	289	289	289	289
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	6,099	5,953	16,850	16,324	15,767	15,179	14,559	13,839	13,203	12,466	11,686	15,361
Provisions	10	11	12	12	12	13	14	15	16	17	19	21
Total Non-Current Liabilities	6,109	5,964	16,861	16,336	15,780	15,192	14,573	13,854	13,219	12,483	11,704	15,382
TOTAL LIABILITIES	6,398	6,253	17,150	16,625	16,069	15,481	14,862	14,143	13,508	12,772	11,993	15,671
Net Assets	40,768	40,965	39,740	39,565	39,362	39,241	39,216	39,176	39,538	39,916	40,635	40,688
EQUITY												
Retained Earnings	29,387	29,584	28,359	28,184	27,981	27,860	27,835	27,795	28,157	28,535	29,254	29,307
Revaluation Reserves	11,381	11,381	11,381	11,381	11,381	11,381	11,381	11,381	11,381	11,381	11,381	11,381
TOTAL EQUITY	40,768	40,965	39,740	39,565	39,362	39,241	39,216	39,176	39,538	39,916	40,635	40,688

Waste Fund												
Budget Balance Sheet \$'000	Final 2021	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
ASSETS												
Current Assets												
Cash and cash equivalents	1,602	1,652	1,858	2,267	2,675	3,110	3,180	3,228	3,665	4,140	4,782	5,337
Investments												
Receivables	400	400	400	400	400	400	400	400	400	400	400	400
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Contract Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other												
Total Current Assets	2,002	2,052	2,258	2,667	3,075	3,510	3,580	3,628	4,065	4,540	5,182	5,737
Non-Current Assets												
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories												
Infrastructure, property, plant and equipment	2,753	3,068	3,491	3,264	3,037	2,810	2,972	3,135	2,908	2,681	2,454	2,227
Other												
Total Non-Current Assets	2,753	3,068	3,491	3,264	3,037	2,810	2,972	3,135	2,908	2,681	2,454	2,227
TOTAL ASSETS	4,755	5,121	5,749	5,931	6,111	6,319	6,553	6,763	6,973	7,221	7,636	7,964
LIABILITIES												
Current Liabilities												
Payables	41	41	41	41	41	41	41	41	41	41	41	41
Borrowings	40	40	40	40	40	40	40	40	40	40	40	40
Provisions	190	190	190	190	190	190	190	190	190	190	190	190
Contract Liabilities	41	41	41	41	41	41	41	41	41	41	41	41
Total Current Liabilities	312	312	312	312	312	312	312	312	312	312	312	312
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	163	117	516	447	373	357	341	323	305	287	267	246
Provisions	97	114	131	148	167	186	206	228	250	274	299	325
Total Non-Current Liabilities	260	231	647	595	540	543	547	551	556	561	566	571
TOTAL LIABILITIES	572	543	959	907	852	855	859	863	868	873	878	883
Net Assets	4,183	4,578	4,790	5,024	5,260	5,464	5,694	5,900	6,106	6,348	6,758	7,081
EQUITY												
Retained Earnings	3,382	3,777	3,989	4,223	4,459	4,663	4,893	5,099	5,305	5,548	5,958	6,281
Revaluation Reserves	801	801	801	801	801	801	801	801	801	801	801	801
TOTAL EQUITY	4,183	4,578	4,790	5,024	5,260	5,464	5,694	5,900	6,106	6,349	6,759	7,082

Consolidated - All Funds											
Budget Cash-Flow Statement \$'000	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
Cash flows from operating activities											
Receipts:											
Rates and annual charges	14,878	15,340	16,000	16,441	16,894	17,360	17,838	18,330	18,835	19,355	19,888
User charges and fees	11,783	14,578	13,142	13,498	13,864	14,246	14,634	15,031	15,438	15,858	16,289
Investment and interest revenue received	226	620	667	711	696	747	792	833	896	1,008	1,035
Grants and contributions	30,810	9,696	10,157	7,691	7,842	8,005	8,171	8,342	8,516	29,695	8,879
Other Revenue	2,062	2,048	2,072	2,097	2,123	2,149	1,327	740	761	782	804
Other Income	218	224	231	238	245	253	260	268	276	284	293
Net gain from the disposal of assets	281	146	98	98	98	98	0	0	0	0	0
Payments:											
Employee benefits and on-costs	-15,500	-15,950	-16,288	-16,760	-17,245	-17,655	-17,702	-17,920	-18,346	-18,781	-19,227
Materials and contracts	-11,334	-12,984	-11,756	-12,397	-12,472	-12,760	-12,969	-13,233	-13,412	-13,686	-14,168
Borrowing costs	-1,029	-950	-1,489	-1,494	-1,415	-1,346	-1,372	-1,094	-1,117	-1,034	-1,941
Other	-1,567	-1,518	-1,546	-1,582	-1,619	-1,659	-1,698	-1,737	-1,780	-1,821	-1,863
LSL Paid - reduce liability	-326	-273	-273	-273	-273	-273	-273	-273	-273	-273	-273
Net cash provided (or used in) operating activities	30,502	10,977	11,015	8,268	8,737	9,163	9,009	9,286	9,796	31,387	9,718
Cash flows from investing activities											
Receipts:											
Sale of infrastructure, property, plant and equipment	106	60	40	40	40	40	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	-33,134	-26,267	-11,453	-6,816	-9,370	-7,321	-7,100	-7,473	-7,184	-50,383	-11,586
Net cash provided (or used in) investing activities	-33,028	-26,207	-11,413	-6,776	-9,330	-7,282	-7,100	-7,473	-7,184	-50,383	-11,586
Cash flows from financing activities											
Receipts:											
New loans	0	14,043	2,200	0	0	0	0	0	0	23,000	4,500
Payments:											
Repayment of borrowings and advances	-1,384	-1,447	-1,830	-1,492	-1,442	-1,268	-1,405	-1,330	-1,448	-1,530	-2,278
Net cash provided (or used in) financing activities	-1,384	12,596	370	-1,492	-1,442	-1,268	-1,405	-1,330	-1,448	21,470	2,222
Net increase / (decrease) in cash	-3,909	-2,634	-28	0	-2,035	613	504	483	1,165	2,474	354
Cash at the beginning of the year	32,494	28,585	25,951	25,923	25,923	23,888	24,502	25,006	25,489	26,654	29,128
Cash at the end of the year	28,585	25,951	25,923	25,923	23,888	24,502	25,006	25,489	26,654	29,128	29,482

General Fund											
Budget Cash-Flow Statement \$'000	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
Cash flows from operating activities											
Receipts:											
Rates and annual charges	7,250	7,437	7,618	7,803	7,992	8,186	8,385	8,588	8,797	9,010	9,228
User charges and fees	5,836	7,270	5,564	5,693	5,826	5,966	6,107	6,248	6,392	6,541	6,693
Investment and interest revenue received	150	525	571	614	599	650	697	740	806	921	952
Grants and contributions	20,620	9,436	10,039	7,581	7,737	7,896	8,060	8,228	8,400	14,576	8,757
Other revenue	385	402	413	424	436	447	459	472	485	498	512
Other income	193	199	205	211	218	224	231	238	245	252	260
Net gain from the disposal of assets	281	146	98	98	98	98	0	0	0	0	0
Payments:											
Employee benefits and on-costs	-12,447	-12,657	-12,867	-13,241	-13,626	-13,949	-14,279	-14,617	-14,963	-15,317	-15,679
Materials and contracts	-1,552	-2,253	-2,320	-2,634	-2,389	-2,444	-2,819	-3,273	-3,269	-2,802	-3,059
Borrowing costs	-235	-206	-299	-367	-337	-314	-294	-272	-252	-232	-210
Other	-1,537	-1,487	-1,515	-1,550	-1,586	-1,626	-1,663	-1,702	-1,744	-1,784	-1,825
LSL Paid - reduce liability	-278	-225	-225	-225	-225	-225	-225	-225	-225	-225	-225
Net cash provided (or used in) operating activities	18,667	8,588	7,283	4,407	4,740	4,910	4,659	4,425	4,672	11,438	5,403
Cash flows from investing activities											
Receipts:											
Sale of infrastructure, property, plant and equipment	106	60	40	40	40	40	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	-19,438	-10,478	-8,545	-4,054	-4,315	-4,211	-4,209	-4,866	-4,753	-9,976	-4,371
Net cash provided (or used in) investing activities	-19,332	-10,418	-8,505	-4,014	-4,275	-4,171	-4,209	-4,866	-4,753	-9,976	-4,371
Cash flows from financing activities											
Receipts:											
New loans	0	2,537	2,200	0	0	0	0	0	0	0	0
Payments:											
Repayment of borrowings and advances	-592	-605	-567	-661	-625	-406	-426	-419	-418	-438	-460
Net cash provided (or used in) financing activities	-592	1,933	1,633	-661	-625	-406	-426	-419	-418	-438	-460
Net increase / (decrease) in cash	-1,257	103	411	-269	-160	334	24	-860	-498	1,024	573
Cash at the beginning of the year	14,236	12,979	13,082	13,493	13,224	13,064	13,398	13,422	12,562	12,063	13,087
Cash at the end of the year	12,979	13,082	13,493	13,224	13,064	13,398	13,422	12,562	12,063	13,087	13,660

Water Fund											
Budget Cash-Flow Statement \$'000	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
Cash flows from operating activities											
Receipts:											
Rates and annual charges	1,859	1,954	2,014	2,076	2,140	2,206	2,274	2,344	2,416	2,490	2,566
User charges and fees	4,361	5,675	5,845	6,020	6,201	6,387	6,578	6,775	6,979	7,188	7,403
Investment and interest revenue received	37	37	37	37	37	37	37	37	37	37	37
Grants and contributions	10,066	196	51	41	35	36	37	38	39	15,040	41
Other revenue	0	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	-1,118	-1,095	-1,127	-1,161	-1,195	-1,224	-1,254	-1,284	-1,315	-1,346	-1,379
Materials and contracts	-4,733	-4,223	-4,097	-4,252	-4,405	-4,530	-4,663	-4,829	-4,903	-5,880	-5,073
Borrowing costs	-277	-243	-208	-181	-167	-154	-139	-123	-106	-88	-1,061
Other	-26	-27	-27	-28	-29	-29	-30	-31	-32	-32	-33
LSL Paid - reduce liability	-22	-19	-19	-19	-19	-19	-19	-19	-19	-19	-19
Net cash provided (or used in) operating activities	10,148	2,256	2,468	2,534	2,598	2,710	2,822	2,909	3,096	17,388	2,483
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	-12,074	-3,133	-2,428	-2,151	-1,927	-1,935	-2,042	-2,054	-1,951	-39,915	-625
Net cash provided (or used in) investing activities	-12,074	-3,133	-2,428	-2,151	-1,927	-1,935	-2,042	-2,054	-1,951	-39,915	-625
Cash flows from financing activities											
Receipts:											
New loans	0	0	0	0	0	0	0	0	0	23,000	0
Payments:											
Repayment of borrowings and advances	-599	-633	-668	-199	-213	-226	-241	-257	-274	-292	-974
Net cash provided (or used in) financing activities	-599	-633	-668	-199	-213	-226	-241	-257	-274	22,708	-974
Net increase / (decrease) in cash	-2,525	-1,511	-628	184	458	548	538	598	871	181	884
Cash at the beginning of the year	7,494	4,969	3,458	2,830	3,013	3,471	4,020	4,558	5,156	6,027	6,208
Cash at the end of the year	4,969	3,458	2,830	3,013	3,471	4,020	4,558	5,156	6,027	6,208	7,092

Sewer Fund											
Budget Cash-Flow Statement \$'000	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
Cash flows from operating activities											
Receipts:											
Rates and annual charges	2,886	2,973	3,300	3,401	3,504	3,610	3,719	3,832	3,948	4,067	4,190
User charges and fees	914	941	1,020	1,050	1,082	1,114	1,147	1,181	1,216	1,252	1,290
Investment and interest revenue received	26	44	45	46	46	45	43	41	38	34	30
Grants and contributions	64	65	67	68	70	72	74	76	77	79	81
Other revenue	0	0	0	0	0	0	0	0	0	0	0
Other income	22	23	23	24	25	26	26	27	28	29	30
Net gain from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
Payments:											
Employee benefits and on-costs	-420	-445	-497	-511	-525	-537	-550	-564	-577	-591	-605
Materials and contracts	-1,954	-3,446	-2,230	-2,321	-2,372	-2,414	-2,476	-2,425	-2,463	-2,283	-3,115
Borrowing costs	-502	-490	-955	-924	-892	-861	-923	-683	-744	-700	-657
Other	-1	-1	-2	-2	-2	-2	-2	-2	-2	-2	-2
LSL Paid - reduce liability	-5	-6	-6	-6	-6	-6	-6	-6	-6	-6	-6
Net cash provided (or used in) operating activities	1,028	-342	766	826	929	1,046	1,053	1,476	1,515	1,879	1,236
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	-1,060	-11,985	-461	-591	-3,108	-765	-438	-534	-460	-472	-6,570
Net cash provided (or used in) investing activities	-1,060	-11,985	-461	-591	-3,108	-765	-438	-534	-460	-472	-6,570
Cash flows from financing activities											
Receipts:											
New loans	0	11,055	0	0	0	0	0	0	0	0	4,500
Payments:											
Repayment of borrowings and advances	-146	-158	-526	-557	-589	-620	-720	-636	-737	-781	-824
Net cash provided (or used in) financing activities	-146	10,897	-526	-557	-589	-620	-720	-636	-737	-781	3,676
Net increase / (decrease) in cash	-178	-1,431	-220	-322	-2,768	-339	-105	307	318	627	-1,658
Cash at the beginning of the year	9,162	8,984	7,554	7,333	7,011	4,243	3,904	3,799	4,106	4,424	5,051
Cash at the end of the year	8,984	7,554	7,333	7,011	4,243	3,904	3,799	4,106	4,424	5,051	3,392

Waste Fund											
Budget Cash-Flow Statement \$'000	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
Cash flows from operating activities											
Receipts:											
Rates and annual charges	2,883	2,975	3,067	3,161	3,258	3,357	3,460	3,566	3,675	3,788	3,903
User charges and fees	672	692	713	734	756	779	802	827	851	877	903
Investment and interest revenue received	13	13	13	14	14	14	15	15	15	16	16
Grants and contributions	60	0	0	0	0	0	0	0	0	0	0
Other revenue	1,677	1,645	1,659	1,673	1,688	1,702	867	268	276	284	293
Other income	3	3	3	3	3	3	3	3	3	3	3
Net gain from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
Payments:											
Employee benefits and on-costs	-1,515	-1,753	-1,797	-1,847	-1,899	-1,945	-1,619	-1,456	-1,491	-1,527	-1,564
Materials and contracts	-3,094	-3,064	-3,108	-3,189	-3,306	-3,372	-3,013	-2,707	-2,777	-2,720	-2,921
Borrowing costs	-16	-12	-27	-22	-18	-17	-17	-16	-15	-14	-13
Other	-2	-2	-2	-2	-2	-2	-2	-2	-3	-3	-3
LSL Paid - reduce liability	-21	-22	-22	-22	-22	-22	-22	-22	-22	-22	-22
Net cash provided (or used in) operating activities	659	475	498	502	471	497	475	475	513	681	596
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	-563	-670	-20	-20	-20	-410	-410	-20	-20	-20	-20
Net cash provided (or used in) investing activities	-563	-670	-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	-46	-50	-69	-74	-16	-17	-17	-18	-19	-20	-20
Net cash provided (or used in) financing activities	-46	400	-69	-74	-16	-17	-17	-18	-19	-20	-20
Net increase / (decrease) in cash	50	205	409	408	435	71	48	437	475	642	556
Cash at the beginning of the year	1,602	1,652	1,858	2,267	2,675	3,110	3,180	3,228	3,665	4,140	4,782
Cash at the end of the year	1,652	1,858	2,267	2,675	3,110	3,180	3,228	3,665	4,140	4,782	5,337

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
CIVIC ACTIVITIES												
Income from continuing operations												
1225	Sale of Cowra History Book	18,286										
1677	Grant - Saluting their Service (DVA)	6,800										
	Total income	25,086	0	0	0	0	0	0	0	0	0	0
Expenses from continuing operations												
42	Mayoral Expenses	2,000	2,048	2,097	2,147	2,199	2,252	2,306	2,361	2,418	2,476	2,535
40	Mayoral Allowance	27,060	27,709	28,374	29,055	29,752	30,466	31,197	31,946	32,713	33,498	34,302
51	Mayor - Vehicle Running Expenses	17,138	17,549	17,970	18,401	18,843	19,295	19,758	20,232	20,718	21,215	21,724
57	Executive Meetings	12,397	12,695	13,000	13,312	13,631	13,958	14,293	14,636	14,987	15,347	15,715
54	Community Event Attendance	3,137	3,212	3,289	3,368	3,449	3,532	3,617	3,704	3,793	3,884	3,977
43	Councillor Travelling Costs/Allowances	12,987	13,299	13,618	13,945	14,280	14,623	14,974	15,333	15,701	16,078	16,464
44	Councillor Communication Expenses	13,106	13,421	13,743	14,073	14,411	14,757	15,111	15,474	15,845	16,225	16,614
45	Councillor Training & Conference Attendance	14,443	14,790	15,145	15,509	15,881	16,262	16,652	17,051	17,461	17,880	18,309
49	Councillor Partners/Spouses Expenses	678	694	711	728	745	763	781	800	819	839	859
61	Membership Fees	1,552	1,589	1,627	1,666	1,706	1,747	1,789	1,832	1,876	1,921	1,967
67	Prospective Councillor Introductory Sessions	2,591			5,000				5,000			
50	Councillor Carers Expenses	600	614	629	644	659	675	691	708	725	742	760
56	Staff Meeting Expenses	18,529	18,974	19,429	19,895	20,372	20,861	21,362	21,875	22,400	22,938	23,489
55	Council & Staff Functions	11,301	11,572	11,850	12,134	12,425	12,723	13,028	13,341	13,661	13,989	14,325
38	Councillor Insurance	28,769	29,460	30,167	30,891	31,632	32,391	33,168	33,964	34,779	35,614	36,469
37	Local Government NSW - Membership	30,842	31,582	32,340	33,116	33,911	34,725	35,558	36,411	37,285	38,180	39,096
1658	Election Expenses	127,287			137,527				148,586			
39	Section 356 Donations	50,000	29,544	30,254	30,980	31,724	32,485	33,265	34,063	34,881	35,718	36,575
60	Information & Neighbourhood Centre Contribution	11,168	11,436	11,710	11,991	12,279	12,574	12,876	13,185	13,501	13,825	14,157
58	Cowra / Japan Relationship	5,000	25,000	5,000	5,000	25,000	25,000	5,000	5,000	5,000	5,000	5,000
52	Civic Receptions	6,500	6,656	6,816	6,980	7,148	7,320	7,496	7,676	7,860	8,049	8,242
53	Civic Expenses	2,343	2,399	2,457	2,516	2,576	2,638	2,701	2,766	2,832	2,900	2,970
41	Councillor Fees	87,833	89,941	92,100	94,310	96,573	98,891	101,264	103,694	106,183	108,731	111,341
	Councillor Super Equivalent		9,444	10,131	10,846	11,589	11,867	12,152	12,443	12,742	13,048	13,361
70	Civic Square Masterplan	26,350										
68	Breakout Anniversary				25,000					25,000		
62	Central NSW Joint Organisation Membership & Admin	28,678	29,366	30,071	30,793	31,532	32,289	33,064	33,858	34,671	35,503	36,355
63	Central NSW Joint Organisation Operational Membership	11,223	11,492	11,768	12,050	12,339	12,635	12,938	13,249	13,567	13,893	14,226
1761	Central NSW Joint Organisation Electricity Procurement	5,000										
59	Cowra Community Grants Scheme	57,000	57,000	60,000	60,000	60,000	63,000	63,000	63,000	66,000	66,000	66,000
71	Cowra History Book - Cost of Goods Sold	2,000										
1676	Saluting their Service Expenditure	6,800										
1705	Headspace - Contribution - 118 Kendal St	20,000										
	Total expenses	644,312	471,486	464,296	641,877	504,656	517,729	508,041	672,188	557,418	543,493	554,832
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	(619,226)	(471,486)	(464,296)	(641,877)	(504,656)	(517,729)	(508,041)	(672,188)	(557,418)	(543,493)	(554,832)
Funded by / (to) reserves												
	Transfer to Election Reserve	(35,000)	(35,000)	(35,000)	(35,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
	Transfer from Election Reserve	127,287			137,527				148,586			
	Transfer from Carryover Reserve	43,639										
	Funded by / (to) general revenues	483,300	506,486	499,296	539,350	544,656	557,729	548,041	563,602	597,418	583,493	594,832

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
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	8,067	8,261	8,459	8,662	8,870	9,083	9,301	9,524	9,753	9,987	10,227
	Total expenses	8,067	8,261	8,459	8,662	8,870	9,083	9,301	9,524	9,753	9,987	10,227
	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	(8,067)	(8,261)	(8,459)	(8,662)	(8,870)	(9,083)	(9,301)	(9,524)	(9,753)	(9,987)	(10,227)
	<i>Funded by / (to) reserves</i>											
	Funded by / (to) general revenues	8,067	8,261	8,459	8,662	8,870	9,083	9,301	9,524	9,753	9,987	10,227

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
GENERAL MANAGERS OFFICE												
Income from continuing operations												
30	Festival Revenue	6,812	7,016	7,226	7,443	7,666	7,896	8,133	8,377	8,628	8,887	9,154
33	Drought Communities Program - Phase 2	33,385										
1867	Grant - The Festival of Place - Summer Night Fund	15,000										
1893	Grant - Cultural Tourism Acceleration Fund	10,000										
	Total income	65,197	7,016	7,226	7,443	7,666	7,896	8,133	8,377	8,628	8,887	9,154
Expenses from continuing operations												
1	General Manager's Office - Operating Expenses	560,219	586,841	600,925	615,348	630,116	645,239	660,724	676,582	692,819	709,446	726,473
4	Advertising	69,059	70,716	72,413	74,151	75,931	77,753	79,619	81,530	83,487	85,491	87,543
6	Public Relations	10,004	10,244	10,489	10,741	10,999	11,263	11,533	11,809	12,093	12,383	12,680
8	Sponsorship	9,756	9,990	10,230	10,476	10,727	10,984	11,248	11,518	11,794	12,077	12,367
10	Cowra Business Officer Working Expenses	18,258	18,696	19,145	19,604	20,074	20,556	21,049	21,554	22,071	22,601	23,143
9	Local Government NSW Management Services - General Manager - Performance Review	6,913	7,079	7,249	7,423	7,601	7,783	7,970	8,161	8,357	8,558	8,763
5	Printing	19,047	19,504	19,972	20,451	20,942	21,445	21,960	22,487	23,027	23,580	24,146
11	Business Assistance	32,743	13,049	13,362	13,683	14,011	14,347	14,691	15,044	15,405	15,775	16,154
14	Community/Customer Surveys		15,945		16,752		17,600		18,491		19,427	
17	Main Street Banners	14,666	10,768	5,519	11,314	5,798	11,886	6,092	12,488	6,400	13,120	6,724
15	Festival Operations	98,223	100,581	102,995	105,467	107,999	110,591	113,245	115,962	118,745	121,595	124,512
16	Festival Coordinator	29,464	30,171	30,895	31,636	32,395	33,172	33,968	34,783	35,618	36,473	37,348
1894	Cultural Outreach Program - Festival	10,000										
12	Cowra Business Chamber - Secretarial Support	11,259	11,529	11,806	12,089	12,379	12,676	12,980	13,292	13,611	13,938	14,273
13	Donation - Business Chamber - Business Hub	30,457	31,188	31,937	32,703	33,488	34,292	35,115	35,958	36,821	37,705	38,610
1876	Contribution - Cowra Ca\$h Christmas Shop Local Campaign	29,250										
28	Drought Communities Phase 2 - Community Groups	(33,386)										
	Total expenses	915,933	936,301	936,937	981,838	982,460	1,029,587	1,030,194	1,079,659	1,080,248	1,132,169	1,132,736
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	(850,736)	(929,285)	(929,711)	(974,395)	(974,794)	(1,021,691)	(1,022,061)	(1,071,282)	(1,071,620)	(1,123,282)	(1,123,582)
Funded by / (to) reserves												
	Transfer from Carryover Reserve	9,413										
	Transfer from Business Assistance Reserve	59,707	31,188	28,558								
	Funded by / (to) general revenues	781,616	898,097	901,153	974,395	974,794	1,021,691	1,022,061	1,071,282	1,071,620	1,123,282	1,123,582

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
TOURISM ACTIVITIES												
	Income from continuing operations											
1030	Japanese Garden Rent	1,802	1,845	1,889	1,934	1,980	2,028	2,077	2,127	2,178	2,230	2,284
1029	Visitor's Centre Rent	45,020	46,371	47,762	49,195	50,671	52,191	53,757	55,370	57,031	58,742	60,504
1031	Grant - Crown Reserves Fund - Japanese Gardens	9,455										
	Total income	56,277	48,216	49,651	51,129	52,651	54,219	55,834	57,497	59,209	60,972	62,788
	Expenses from continuing operations											
	Japanese Garden Raw Water	104,335	107,465	110,689	114,009	117,430	120,952	124,581	128,318	132,168	136,133	140,217
1021	Cowra Tourism Contribution	275,850	282,470	289,249	296,191	303,300	310,579	318,033	325,666	333,482	341,486	349,682
	Building Maintenance - Visitor's Centre	17,056	17,465	17,884	18,313	18,753	19,203	19,664	20,136	20,619	21,114	21,621
1022	Cowra Tourism Contribution - Events Management Officer	45,861	46,962	48,089	49,243	50,425	51,635	52,874	54,143	55,442	56,773	58,136
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
1023	Christmas Decorations	5,519		5,798		6,092		6,400		6,724		7,064
1028	Visitor's Centre Rent Contribution	31,615	32,374	33,151	33,947	34,762	35,596	36,450	37,325	38,221	39,138	40,077
1027	Install Automatic Door - Japanese Gardens	9,455										
	Depreciation	19,053	19,053	19,053	19,053	19,053	19,053	19,053	19,053	19,053	19,053	19,053
	Total expenses	508,744	526,723	535,185	542,299	561,635	569,122	589,449	597,332	618,705	627,005	649,477
	Capital items											
	Total Capital Items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)
	Total adjustment for non-cash items	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)
	Increase / (decrease) in cash	(433,414)	(459,454)	(466,481)	(472,117)	(489,931)	(495,850)	(514,562)	(520,782)	(540,443)	(546,980)	(567,636)
	<i>Funded by / (to) reserves</i>											
	Funded by / (to) general revenues	433,414	459,454	466,481	472,117	489,931	495,850	514,562	520,782	540,443	546,980	567,636

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
HUMAN RESOURCES												
	Income from continuing operations											
141	Training Subsidy	72,650	13,731	14,074	14,426	14,787	15,157	15,536	15,924	16,322	16,730	17,148
	Total income	72,650	13,731	14,074	14,426	14,787	15,157	15,536	15,924	16,322	16,730	17,148
	Expenses from continuing operations											
133	Salaries	197,737	208,401	213,403	218,525	223,769	229,140	234,639	240,270	246,037	251,942	257,988
134	Training	208,693	213,702	218,831	224,083	229,461	234,968	240,607	246,382	252,295	258,350	264,550
138	Employee Health & Welfare Programs	26,146	26,774	27,417	28,075	28,749	29,439	30,146	30,870	31,611	32,370	33,147
135	Employee Assistance Program	3,646	3,734	3,824	3,916	4,010	4,106	4,205	4,306	4,409	4,515	4,623
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	51,100	19,118	19,577	20,047	20,528	21,021	21,526	22,043	22,572	23,113	23,668
137	Pre-Employment Expenses	11,734	12,016	12,304	12,599	12,901	13,211	13,528	13,853	14,185	14,525	14,874
140	HR Management Software	27,739	28,405	29,087	29,785	30,500	31,232	31,982	32,750	33,536	34,341	35,165
	Training Contribution - Saleyards	(2,798)	(2,854)	(2,922)	(2,992)	(3,064)	(3,138)	(3,213)	(3,290)	(3,369)	(3,450)	(3,533)
	Training Contribution - Waste	(23,194)	(23,658)	(24,226)	(24,807)	(25,402)	(26,012)	(26,636)	(27,275)	(27,930)	(28,600)	(29,286)
	Training Contribution - Water	(34,791)	(35,487)	(36,339)	(37,211)	(38,104)	(39,018)	(39,954)	(40,913)	(41,895)	(42,900)	(43,930)
	Training Contribution - Sewer	(23,194)	(23,658)	(24,226)	(24,807)	(25,402)	(26,012)	(26,636)	(27,275)	(27,930)	(28,600)	(29,286)
	Total expenses	454,819	438,493	448,730	459,213	469,946	480,937	492,194	503,721	515,521	527,606	539,980
	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	(382,169)	(424,762)	(434,656)	(444,787)	(455,159)	(465,780)	(476,658)	(487,797)	(499,199)	(510,876)	(522,832)
	<i>Funded by / (to) reserves</i>											
	Transfer from Statecover Reserve	48,977	50,062	51,264	52,494	53,754	55,044	56,366	57,719	59,104	60,523	61,976
	Funded by / (to) general revenues	333,192	374,700	383,392	392,293	401,405	410,736	420,292	430,078	440,095	450,353	460,856

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
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	98,559	108,367	116,365	124,696	133,370	136,704	140,122	143,625	147,216	150,897	154,670
18	Public Holidays	32,009	36,583	37,461	38,360	39,281	40,224	41,189	42,178	43,190	44,227	45,288
18	Workers Comp. Insurance	21,605	22,124	22,655	23,199	23,756	24,326	24,910	25,508	26,120	26,747	27,389
18	Annual Leave	64,018	65,849	67,429	69,047	70,704	72,401	74,139	75,918	77,740	79,606	81,517
	Long Service Leave - Accrual	31,692	32,326	33,102	33,896	34,710	35,543	36,396	37,270	38,164	39,080	40,018
18	Sick Leave	24,007	24,693	25,286	25,893	26,514	27,150	27,802	28,469	29,152	29,852	30,568
	Total expenses	271,890	289,942	302,298	315,091	328,335	336,348	344,558	352,968	361,582	370,409	379,450
	Capital items											
18	Long Service Leave	16,004	16,462	16,462	16,462	16,462	16,462	16,462	16,462	16,462	16,462	16,462
	Total capital items	16,004	16,462	16,462	16,462	16,462	16,462	16,462	16,462	16,462	16,462	16,462
	Cash reconciliation items											
	LSL Accrual	(31,692)	(32,326)	(33,102)	(33,896)	(34,710)	(35,543)	(36,396)	(37,270)	(38,164)	(39,080)	(40,018)
	Total adjustment for non-cash items	(31,692)	(32,326)	(33,102)	(33,896)	(34,710)	(35,543)	(36,396)	(37,270)	(38,164)	(39,080)	(40,018)
	Increase / (decrease) in cash	(256,202)	(274,078)	(285,658)	(297,657)	(310,087)	(317,267)	(324,624)	(332,160)	(339,880)	(347,791)	(355,894)
	Funded by / (to) reserves											
	Transfer to Long Service Leave Reserve	(23,927)	(19,481)	(16,462)	(16,462)	(16,462)	(16,462)	(16,462)	(16,462)	(16,462)	(16,462)	(16,462)
	Transfer from Long Service Leave Reserve	16,004	16,462	16,462	16,462	16,462	16,462	16,462	16,462	16,462	16,462	16,462
	Funded by / (to) general revenues	264,125	277,097	285,658	297,657	310,087	317,267	324,624	332,160	339,880	347,791	355,894

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
CORPORATE SERVICES												
Income from continuing operations												
99	Statewide - Insurance Rebates	33,108	33,903	34,717	35,550	36,403	37,277	38,172	39,088	40,026	40,987	41,971
100	Statecover - Performance rebate	48,970	50,145	51,348	52,580	53,842	55,134	56,457	57,812	59,199	60,620	62,075
	Total income	82,078	84,048	86,065	88,130	90,245	92,411	94,629	96,900	99,225	101,607	104,046
Expenses from continuing operations												
74	Corporate Services - Operating Expenses	1,486,422	883,785	904,996	926,716	948,957	971,734	995,056	1,018,938	1,043,393	1,068,434	1,094,077
81	Insurance Expenses	293,092	300,126	307,329	314,705	322,258	329,992	337,912	346,023	354,328	362,832	371,540
90	Employee Service Awards	5,730	5,868	6,009	6,153	6,301	6,452	6,607	6,766	6,928	7,094	7,264
FINANCIAL SERVICES												
	Financial Services - Operating Expenses		468,323	479,563	491,073	502,859	514,928	527,286	539,941	552,900	566,170	579,758
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	49,429	50,615	51,830	53,074	54,348	55,652	56,988	58,356	59,757	61,191	62,660
106	Audit Fees	52,428	53,686	54,974	56,293	57,644	59,027	60,444	61,895	63,380	64,901	66,459
107	Internal Audit	25,500	26,000	26,624	27,263	27,917	28,587	29,273	29,976	30,695	31,432	32,186
110	Accounting Software	10,229	10,474	10,725	10,982	11,246	11,516	11,792	12,075	12,365	12,662	12,966
111	Revaluation of Council Assets		20,000		30,000		20,000	20,000		30,000		20,000
1668	Audit - New Ledger Structure	5,000										
ADMINISTRATION BUILDING - WORKING EXPENSES												
85	Administration Building - Maintenance & Operating Expenses	168,190	172,226	176,359	180,591	184,925	189,363	193,907	198,562	203,328	208,208	213,203
DEPRECIATION												
	Depreciation - Buildings	178,521	178,521	178,521	178,521	178,521	178,521	178,521	178,521	178,521	178,521	178,521
	Depreciation - Other Assets	405,736	405,736	405,736	405,736	405,736	405,736	405,736	405,736	405,736	405,736	405,736
	Depreciation - Office Equipment	3,536	3,536	3,536	3,536	3,536	3,536	3,536	3,536	3,536	3,536	3,536
	Depreciation - Furniture & Fittings	12,108	12,108	12,108	12,108	12,108	12,108	12,108	12,108	12,108	12,108	12,108
	Total expenses	2,730,921	2,626,004	2,653,310	2,731,751	2,751,356	2,822,152	2,874,166	2,907,433	2,991,975	3,017,825	3,095,014
Capital items												
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
	Depreciation	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)
	Total adjustment for non-cash items	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)
	Increase / (decrease) in cash	(2,048,942)	(1,942,055)	(1,967,344)	(2,043,720)	(2,061,210)	(2,129,840)	(2,179,636)	(2,210,632)	(2,292,849)	(2,316,317)	(2,391,067)
Funded by / (to) reserves												
	Transfer to Statewide Reserve	(33,108)	(33,903)	(34,717)	(35,550)	(36,403)	(37,277)	(38,172)	(39,088)	(40,026)	(40,987)	(41,971)
	Transfer to Statecover Reserve	(48,970)	(50,145)	(51,348)	(52,580)	(53,842)	(55,134)	(56,457)	(57,812)	(59,199)	(60,620)	(62,075)
	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)
	Transfer from Bad Debts Reserve	5,000	-	-	-	-	-	-	-	-	-	-
	Funded by / (to) general revenues	2,133,520	2,033,603	2,060,909	2,139,850	2,159,455	2,230,251	2,282,765	2,316,032	2,401,074	2,426,924	2,504,113

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
GENERAL PURPOSE REVENUE												
	Income from continuing operations											
	Residential - Cowra	1,918,538	1,965,021	2,012,182	2,060,474	2,109,925	2,160,563	2,212,417	2,265,515	2,319,887	2,375,564	2,432,578
	Residential	342,210	351,010	359,434	368,060	376,893	385,938	395,201	404,686	414,398	424,344	434,528
	Residential - Rural	423,923	436,829	447,313	458,049	469,042	480,299	491,826	503,630	515,717	528,094	540,768
	Farmland	3,212,209	3,289,969	3,368,928	3,449,782	3,532,577	3,617,359	3,704,176	3,793,076	3,884,110	3,977,329	4,072,785
	Mining	21,080	21,586	22,104	22,634	23,177	23,733	24,303	24,886	25,483	26,095	26,721
	Business	1,405,686	1,448,746	1,483,516	1,519,120	1,555,579	1,592,913	1,631,143	1,670,290	1,710,377	1,751,426	1,793,460
	Interest on Overdue Rates	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
	Income - Rate Legal Action	13,496	13,820	14,152	14,492	14,840	15,196	15,561	15,934	16,316	16,708	17,109
	Write off Bad & Doubtful Debts	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
	Pensioner Rates Abandoned	(181,127)	(187,866)	(187,866)	(187,866)	(187,866)	(187,866)	(187,866)	(187,866)	(187,866)	(187,866)	(187,866)
	Pensioner Rates Subsidy	99,390	103,326	103,326	103,326	103,326	103,326	103,326	103,326	103,326	103,326	103,326
	Interest on Investments	111,517	488,676	537,023	582,133	568,755	620,281	666,737	710,156	775,599	890,779	922,493
1583	Financial Assistance Grant - Local Roads	2,012,814	1,248,373	1,678,141	1,720,095	1,763,097	1,807,174	1,852,353	1,898,662	1,946,129	1,994,782	2,044,652
1582	Financial Assistance Grant - General	4,440,711	2,830,513	3,804,952	3,900,076	3,997,578	4,097,517	4,199,955	4,304,954	4,412,578	4,522,892	4,635,964
	Total income	13,845,446	12,035,003	13,668,205	14,035,375	14,351,923	14,741,433	15,134,133	15,532,250	15,961,054	16,448,473	16,861,518
	Expenses from continuing operations											
105	Valuer General Land Value Fee	59,414	60,840	62,300	63,795	65,326	66,894	68,499	70,143	71,826	73,550	75,315
108	Debt Recovery Expenses	13,496	13,820	14,152	14,492	14,840	15,196	15,561	15,934	16,316	16,708	17,109
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	180,000	120,000	80,000	50,000				
	Total expenses	(697,090)	(695,340)	(693,548)	(691,713)	(749,834)	(787,910)	(815,940)	(863,923)	(861,858)	(859,742)	(857,576)
	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	14,542,537	12,730,343	14,361,753	14,727,088	15,101,757	15,529,343	15,950,073	16,396,173	16,822,912	17,308,215	17,719,094
	Funded by / (to) reserves											
	Transfer to Unexpended Grants Reserve	(4,012,019)	(2,741,547)	(2,810,086)	(2,880,338)	(2,952,346)	(3,026,154)	(3,101,808)	(3,179,354)	(3,258,837)	(3,340,308)	(3,423,816)
	Transfer from Unexpended Grants Reserve	2,517,946	4,012,019	2,741,547	2,810,086	2,880,338	2,952,346	3,026,154	3,101,808	3,179,354	3,258,837	3,340,308
	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	(13,002,463)	(13,954,816)	(14,247,214)	(14,610,836)	(14,983,749)	(15,409,534)	(15,828,419)	(16,272,627)	(16,697,428)	(17,180,744)	(17,589,587)

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
OTHER REVENUE												
	Income from continuing operations											
	Interest on Internal Loans	8,315	6,470	4,477	2,325							
113	S.603 Certificates	39,393	40,575	41,792	43,046	44,337	45,667	47,037	48,448	49,901	51,398	52,940
115	AGL Gas Distribution Revenue	3,410	3,512	3,617	3,726	3,838	3,953	4,072	4,194	4,320	4,450	4,584
98	Sundry	4,533	4,669	4,809	4,953	5,102	5,255	5,413	5,575	5,742	5,914	6,091
	Total income	55,651	55,226	54,695	54,050	53,277	54,875	56,522	58,217	59,963	61,762	63,615
	Expenses from continuing operations											
	AODE Distribution	(2,431,488)	(3,511,745)	(2,269,520)	(2,487,090)	(2,553,791)	(2,608,668)	(2,717,339)	(2,836,081)	(2,856,666)	(3,254,927)	(3,496,561)
	Waste Dividend	(55,923)	(57,265)	(58,639)	(60,046)	(61,487)	(62,963)	(64,474)	(66,021)	(67,606)	(69,229)	(70,890)
	Saleyards Dividend	(20,770)	(21,268)	(21,778)	(22,301)	(22,836)	(23,384)	(23,945)	(24,520)	(25,108)	(25,711)	(26,328)
	Caravan Park Dividend	(38,270)	(39,188)	(40,129)	(41,092)	(42,078)	(43,088)	(44,122)	(45,181)	(46,265)	(47,375)	(48,512)
	Dividend - Water	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
	Dividend - Sewer	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
	Contribution - Waste Fund	(1,382,670)	(1,319,572)	(1,312,630)	(1,310,165)	(1,380,327)	(1,401,615)	(1,139,050)	(904,296)	(943,149)	(1,082,447)	(1,013,655)
	Total expenses	(4,079,121)	(5,099,038)	(3,852,696)	(4,070,694)	(4,210,519)	(4,289,718)	(4,138,931)	(4,026,099)	(4,088,794)	(4,629,688)	(4,805,946)
	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	4,134,772	5,154,264	3,907,391	4,124,743	4,263,796	4,344,593	4,195,453	4,084,316	4,148,757	4,691,450	4,869,561
	Funded by / (to) reserves											
	Funded by / (to) general revenues	(4,134,772)	(5,154,264)	(3,907,391)	(4,124,743)	(4,263,796)	(4,344,593)	(4,195,453)	(4,084,316)	(4,148,757)	(4,691,450)	(4,869,561)

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
INFORMATION TECHNOLOGY												
	Income from continuing operations											
123	Information Services - Sundry Income	588										
	Total income	588	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
123	Information Services - Operating Expenditure	623,484	644,749	660,223	676,068	692,294	708,908	725,920	743,342	761,182	779,451	798,158
1741	Website Renewal Project	22,500										
124	Purchase of iPads - New Councillors				7,500				8,000			
	RECORDS											
	Records Management - Operating Expenditure		131,531	134,688	137,920	141,230	144,620	148,091	151,645	155,285	159,012	162,829
	Total expenses	645,984	776,280	794,911	821,488	833,524	853,528	874,011	902,987	916,467	938,463	960,987
	Capital items											
	Major Software & Infrastructure Upgrades	200,000	100,000	100,000								
1870	Laptop & Dock Purchase											
	Total capital items	200,000	100,000	100,000	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	(845,396)	(876,280)	(894,911)	(821,488)	(833,524)	(853,528)	(874,011)	(902,987)	(916,467)	(938,463)	(960,987)
	Funded by / (to) reserves											
	Transfer to IT Equipment Reserve					(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
	Funded by / (to) general revenues	845,396	876,280	894,911	821,488	883,524	903,528	924,011	952,987	966,467	988,463	1,010,987

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
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	110,693	88,128	90,244	92,410	94,627	96,897	99,223	101,604	104,042	106,539	109,096
	Employee Health Screenings	7,500										
149	Replenish First Aid Kits	6,348	6,507	6,670	6,837	7,008	7,183	7,363	7,547	7,736	7,929	8,127
151	Defibrillator Maintenance	2,502	2,565	2,629	2,695	2,762	2,831	2,902	2,975	3,049	3,125	3,203
152	COVID-19 Expenditure	175,000										
	LEMO											
146	LEMO Service	5,136	31,259	32,009	32,777	33,564	34,369	35,193	36,038	36,902	37,788	38,694
	Contribution from SES for LEMO	(5,629)	(5,764)	(5,902)	(6,044)	(6,189)	(6,338)	(6,490)	(6,646)	(6,806)	(6,969)	(7,136)
	Total expenses	301,550	122,695	125,650	128,675	131,772	134,942	138,191	141,518	144,923	148,412	151,984
	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	(301,550)	(122,695)	(125,650)	(128,675)	(131,772)	(134,942)	(138,191)	(141,518)	(144,923)	(148,412)	(151,984)
	Funded by / (to) reserves											
	Transfer from Statecover Reserve	7,500										
	Funded by / (to) general revenues	294,050	122,695	125,650	128,675	131,772	134,942	138,191	141,518	144,923	148,412	151,984

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
LIBRARY												
	Income from continuing operations											
958	Library Subsidy	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000
959	Sundry Income	7,140	7,354	7,575	7,802	8,036	8,277	8,525	8,781	9,044	9,315	9,594
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
	Total income	51,140	51,354	51,575	51,802	52,036	52,277	52,525	52,781	53,044	53,315	53,594
	Expenses from continuing operations											
954	Contribution to Central West Libraries	330,223	338,148	346,264	354,574	363,084	371,798	380,721	389,858	399,215	408,796	418,607
952	Building Maintenance - Library	25,461	26,072	26,697	27,338	27,994	28,666	29,354	30,059	30,780	31,519	32,275
	Loan No. 226 - Library - 50%	4,158	3,235	2,239	1,163							
951	Library - Working Expenses	39,520	40,469	41,440	42,434	43,452	44,495	45,563	46,657	47,777	48,923	50,097
955	Local Projects Grant Expenditure	34,209	7,354	7,575	7,802	8,036	8,277	8,525	8,781	9,044	9,315	9,594
956	Collaboration - Central West Libraries	4,355										
	Depreciation	57,700	57,700	57,700	57,700	57,700	57,700	57,700	57,700	57,700	57,700	57,700
	Total expenses	495,626	472,978	481,915	491,011	500,266	510,936	521,863	533,055	544,516	556,253	568,273
	Capital items											
	Loan No. 226 - Library - 50%	11,533	12,456	13,453	14,529							
957	Revitalising Regional Libraries	16,000										
	Total capital items	27,533	12,456	13,453	14,529	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(57,700)	(57,700)	(57,700)	(57,700)	(57,700)	(57,700)	(57,700)	(57,700)	(57,700)	(57,700)	(57,700)
	Internal Loan Principal - Back	(11,533)	(12,456)	(13,453)	(14,529)							
	Total adjustment for non-cash items	(69,233)	(70,156)	(71,153)	(72,229)	(57,700)	(57,700)	(57,700)	(57,700)	(57,700)	(57,700)	(57,700)
	Increase / (decrease) in cash	(402,786)	(363,924)	(372,640)	(381,509)	(390,530)	(400,959)	(411,638)	(422,574)	(433,772)	(445,238)	(456,979)
	Funded by / (to) reserves											
	Transfer from Unexpended Grants Reserve	32,564										
	Transfer from Unexpended Grants Reserve (Capital)	16,000										
	Transfer from S94 Growth Reserve	5,095	2,234	2,290	2,347	2,406	2,466	2,528	2,591	2,656	2,722	2,790
	Funded by / (to) general revenues	349,127	361,690	370,350	379,162	388,124	398,493	409,110	419,983	431,116	442,516	454,189

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
ART GALLERY												
Income from continuing operations												
864	Gallery Income - Art Awards - Subscription/Program	12,700	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)	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
869	Gallery Income - Art Sales Commission	2,320	2,390	2,462	2,536	2,612	2,690	2,771	2,854	2,940	3,028	3,119
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
	Total income	28,920	26,290	26,362	26,436	26,512	26,590	26,671	26,754	26,840	26,928	27,019
Expenses from continuing operations												
841	Gallery - Salaries	148,405	155,307	159,034	162,851	166,759	170,761	174,859	179,056	183,354	187,754	192,260
842	Gallery - Building & Utilities	70,565	71,000	72,704	74,449	76,236	78,066	79,940	81,859	83,824	85,836	87,896
845	Gallery - Administration & Marketing Expenses	24,302	24,885	25,482	26,094	26,720	27,361	28,018	28,690	29,379	30,084	30,806
847	Gallery - Collection Storage & Conservation	7,727	7,912	8,102	8,296	8,495	8,699	8,908	9,122	9,341	9,565	9,795
851	Gallery - Art Awards	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
850	Gallery - Exhibitions Expenses	22,241	22,775	23,322	23,882	24,455	25,042	25,643	26,258	26,888	27,533	28,194
848	Gallery - Exhibition Development	1,297	1,328	1,360	1,393	1,426	1,460	1,495	1,531	1,568	1,606	1,645
844	Gallery - Public Programs/Outreach	16,416	16,810	17,213	17,626	18,049	18,482	18,926	19,380	19,845	20,321	20,809
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)	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
849	Gallery - Workshop Expenses	1,218	1,247	1,277	1,308	1,339	1,371	1,404	1,438	1,473	1,508	1,544
	Loan No. 226 - Gallery - 50%	4,158	3,235	2,239	1,163							
COWRA SCULPTURE PARK												
855	Cowra Sculpture Park	50,000	50,000	50,000	50,000							
	Total expenses	370,329	378,499	384,733	391,062	347,479	355,242	363,193	371,334	379,672	388,207	396,949
Capital items												
	Loan No. 226 - Gallery - 50%	11,533	12,456	13,453	14,529							
	Total capital items	11,533	12,456	13,453	14,529	0	0	0	0	0	0	0
Cash reconciliation items												
	Internal Loan Principal - Back	(11,533)	(12,456)	(13,453)	(14,529)							
	Total adjustment for non-cash items	(11,533)	(12,456)	(13,453)	(14,529)	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(341,409)	(352,209)	(358,371)	(364,626)	(320,967)	(328,652)	(336,522)	(344,580)	(352,832)	(361,279)	(369,930)
Funded by / (to) reserves												
	Transfer from S94 Growth Reserve	5,095	2,234	2,290	2,347	2,406	2,466	2,528	2,591	2,656	2,722	2,790
	Funded by / (to) general revenues	336,315	349,975	356,081	362,279	318,561	326,186	333,994	341,989	350,176	358,557	367,140

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
CIVIC CENTRE												
	Income from continuing operations											
	NSW State Government Grant		337,000									
831	Equipment Funds - Civic Centre	5,000	5,250	5,513	5,788	6,078	6,381	6,700	7,036	7,387	7,757	8,144
832	Other Income - Civic Centre	1,000	1,050	1,103	1,158	1,216	1,276	1,340	1,407	1,477	1,551	1,629
833	Bar Sales - Civic Centre	25,000	33,600	35,280	37,044	38,896	40,841	42,883	45,027	47,279	49,643	52,125
835	Booking Fees - Civic Centre	3,000	3,150	3,308	3,473	3,647	3,829	4,020	4,221	4,432	4,654	4,887
836	Equipment Hire - Civic Centre	3,000	3,150	3,308	3,473	3,647	3,829	4,020	4,221	4,432	4,654	4,887
837	Venue Hire Fees - Civic Centre	97,000	101,850	106,943	112,290	117,904	123,799	129,989	136,489	143,313	150,479	158,003
838	Ticket Sales - Civic Centre	16,000	8,400	8,820	9,261	9,724	10,210	10,721	11,257	11,820	12,411	13,031
839	Merchandise Sales - Civic Centre	1,000	1,050	1,103	1,158	1,216	1,276	1,340	1,407	1,477	1,551	1,629
829	Grant - Create NSW - CCC Digital Drama Series	10,000										
840	Grant - LRCI - Cinema Equipment Upgrade	19,618										
1763	Grant - Performance Arts COVID Support Package	9,255										
1887	Grant - Great Southern Nights	2,500										
	Total income	192,373	494,500	165,375	173,644	182,326	191,442	201,014	211,065	221,618	232,699	244,334
	Expenses from continuing operations											
	WAGES AND SALARIES											
1667	Civic Centre - Manager's Wages	81,704	90,682	92,859	95,087	97,369	99,706	102,099	104,550	107,059	109,628	112,259
810	Civic Centre - General Expenditure - Wages	10,896	10,896	10,896	10,896	10,896	10,896	10,896	10,896	10,896	10,896	10,896
816	Civic Centre - Venue Hire - Wages	11,494	8,104	8,104	8,104	8,104	8,104	8,104	8,104	8,104	8,104	8,104
817	Civic Centre - Projects - Wages	20,000	20,000	31,000	31,000	31,000	31,000	31,000	31,000	31,000	31,000	31,000
818	Civic Centre - Cinema - Wages	24,000	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	40,100	40,100	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	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
813	Civic Centre - Maintenance & Cleaning	15,000	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	35,000	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	15,000	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	27,207	26,103	26,103	26,103	26,103	26,103	26,103	26,103	26,103	26,103	26,103
817	Civic Centre - Projects	45,000	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										
1762	Performance Arts COVID Support	7,590										
1896	Great Southern Nights - 03/04/2022 Event	2,500										
	FIXED COSTS											
	Loan No. 249 - Civic Centre Refurbishment	81,496	77,367	72,673	68,434	62,793	57,093	51,053	44,089	36,867	29,269	20,611
	Loan No. 245 - Civic Centre Refurbishment	11,280	10,174	8,998	7,674	6,262	4,729	3,073	979			
	Depreciation	81,591	84,591	84,591	84,591	84,591	84,591	84,591	84,591	84,591	84,591	84,591
	Total expenses	570,584	506,744	509,051	505,716	500,945	496,049	490,746	484,139	478,447	473,418	467,391
	Capital items											
	Loan No. 249 - Civic Centre Refurbishment	49,143	53,272	57,965	62,204	67,845	73,546	79,586	86,549	93,771	101,370	110,027
	Loan No. 245 - Civic Centre Refurbishment	13,005	14,111	15,287	16,610	18,023	19,555	21,211	20,779			
	Civic Centre - Technical Upgrades (LRCI Funded)	19,618										
	NSW State Government Grant Expenditure		337,000									
	Total capital items	81,765	404,383	73,252	78,815	85,868	93,101	100,797	107,328	93,771	101,370	110,027
	Cash reconciliation items											
	Depreciation	(81,591)	(84,591)	(84,591)	(84,591)	(84,591)	(84,591)	(84,591)	(84,591)	(84,591)	(84,591)	(84,591)
	Total adjustment for non-cash items	(81,591)	(84,591)	(84,591)	(84,591)	(84,591)	(84,591)	(84,591)	(84,591)	(84,591)	(84,591)	(84,591)
	Increase / (decrease) in cash	(378,386)	(332,035)	(332,337)	(326,296)	(319,896)	(313,117)	(305,938)	(295,812)	(266,009)	(257,497)	(248,493)
	Funded by / (to) reserves											
	Transfer to Civic Centre Reserve	(5,000)	(5,250)	(5,513)	(5,788)	(6,078)	(6,381)	(6,700)	(7,036)	(7,387)	(7,757)	
	Transfer from Unexpended Grants Reserve	3,390										

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
	Transfer from S94 Growth Reserve	8,055	8,256	8,463	8,674	8,891	9,113	9,341	9,575	9,814	10,059	10,311
	Funded by / (to) general revenues	371,941	329,029	329,387	323,410	317,082	310,385	303,297	293,272	263,583	255,195	238,183

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
COMMUNITY PROJECTS												
	Income from continuing operations											
983	Youth Week Grant	2,287	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	2,000	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											
220	Grant - Drought Communities Program - Europa Park	2,766										
987	Grant - Australia Day Community Grant Program	17,870										
1584	Grant - Phase 2 Showgrounds Stimulus Funding	24,732										
	Total income	49,655	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
	Expenses from continuing operations											
961	Community Projects - Operating Expenses	85,756	86,413	88,487	90,611	92,785	95,012	97,292	99,627	102,018	104,466	106,973
963	Showground Trust Contribution	43,860	44,913	45,991	47,095	48,225	49,382	50,567	51,781	53,024	54,297	55,600
964	Regional Arts Contribution	8,656	8,864	9,077	9,295	9,518	9,746	9,980	10,220	10,465	10,716	10,973
	Youth Council Activities	11,862	12,147	12,439	12,738	13,044	13,357	13,678	14,006	14,342	14,686	15,038
	Sport/Recreation Plan Implementation	4,383	4,488	4,596	4,706	4,819	4,935	5,053	5,174	5,298	5,425	5,555
1595	Woodstock Showground Expenditure - Phase 2	24,732										
	COMMUNITY EVENTS											
978	NAIDOC Week	3,292	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400
	World Peace Day	2,346	2,402	2,460	2,519	2,579	2,641	2,704	2,769	2,835	2,903	2,973
	Christmas Markets	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
	New Year's Eve Beach Party	10,200	10,414	10,664	10,920	11,182	11,450	11,725	12,007	12,295	12,590	12,892
	Australia Day Celebrations	28,377	10,759	11,018	11,282	11,553	11,830	12,114	12,405	12,703	13,008	13,321
	Seniors Week	1,980	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
	Total expenses	245,444	206,800	211,132	215,566	220,105	224,753	229,513	234,389	239,380	244,491	249,725
	Capital items											
	Europa Park Upgrade - Drought Communities Phase 2	2,766										
	Total capital items	2,766	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	(198,555)	(203,800)	(208,132)	(212,566)	(217,105)	(221,753)	(226,513)	(231,389)	(236,380)	(241,491)	(246,725)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	198,555	203,800	208,132	212,566	217,105	221,753	226,513	231,389	236,380	241,491	246,725

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
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	247,059	265,657	285,266	305,688	326,953	335,127	343,505	351,830	360,357	369,092	378,038
91	Public Holidays	80,213	89,149	91,289	93,480	95,724	98,021	100,374	102,783	105,250	107,776	110,363
91	Workers Comp. Insurance	71,075	72,781	74,528	76,317	78,149	80,025	81,946	83,913	85,927	87,989	90,101
91	Annual Leave	160,426	160,468	164,319	168,263	172,301	176,436	180,670	185,006	189,446	193,993	198,649
	Long Service Leave - Accrual	74,650	76,143	77,970	79,841	81,757	83,719	85,728	87,785	89,892	92,049	94,258
91	Sick Leave	60,160	60,175	61,619	63,098	64,612	66,163	67,751	69,377	71,042	72,747	74,493
91	Special Leave	7,078										
	Total expenses	700,661	724,373	754,991	786,687	819,496	839,491	859,974	880,694	901,914	923,646	945,902
	Capital items											
91	Long Service Leave	40,107	40,117	40,117	40,117	40,117	40,117	40,117	40,117	40,117	40,117	40,117
	Total capital items	40,107	40,117	40,117	40,117	40,117	40,117	40,117	40,117	40,117	40,117	40,117
	Cash reconciliation items											
	LSL Accrual	(74,650)	(76,143)	(77,970)	(79,841)	(81,757)	(83,719)	(85,728)	(87,785)	(89,892)	(92,049)	(94,258)
	Total adjustment for non-cash items	(74,650)	(76,143)	(77,970)	(79,841)	(81,757)	(83,719)	(85,728)	(87,785)	(89,892)	(92,049)	(94,258)
	Increase / (decrease) in cash	(666,118)	(688,347)	(717,138)	(746,963)	(777,856)	(795,889)	(814,363)	(833,026)	(852,139)	(871,714)	(891,761)
	Funded by / (to) reserves											
	Transfer to Long Service Leave Reserve	(58,770)	(48,031)	(40,117)	(40,117)	(40,117)	(40,117)	(40,117)	(40,117)	(40,117)	(40,117)	(40,117)
	Transfer from Long Service Leave Reserve	40,107	40,117	40,117	40,117	40,117	40,117	40,117	40,117	40,117	40,117	40,117
	Funded by / (to) general revenues	684,780	696,261	717,138	746,963	777,856	795,889	814,363	833,026	852,139	871,714	891,761

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
RANGER SERVICES												
Income from continuing operations												
943	Companion Animals Reimbursement	18,612	19,170	19,745	20,337	20,947	21,575	22,222	22,889	23,576	24,283	25,011
944	Dog Impounding Fees	1,310	1,349	1,389	1,431	1,474	1,518	1,564	1,611	1,659	1,709	1,760
945	Infringement Notice - Fines	30,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671	52,191	53,757
946	Animal Impounding Fees	1,195	1,231	1,268	1,306	1,345	1,385	1,427	1,470	1,514	1,559	1,606
947	Companion Animal Rehoming Scheme	1,639	1,688	1,739	1,791	1,845	1,900	1,957	2,016	2,076	2,138	2,202
	Total income	52,756	64,638	66,577	68,574	70,631	72,749	74,932	77,181	79,496	81,880	84,336
Expenses from continuing operations												
937	Ranger - Operating Expenses	207,921	220,506	225,797	231,217	236,767	242,448	248,266	254,225	260,326	266,574	272,972
942	Companion Animal Incentive Scheme	6,756	6,918	7,084	7,254	7,428	7,606	7,789	7,976	8,167	8,363	8,564
941	Waste Disposal Costs	746	764	782	801	820	840	860	881	902	924	946
940	Infringement Processing Expense	10,903	11,165	11,433	11,707	11,988	12,276	12,571	12,873	13,182	13,498	13,822
	Depreciation	973	3,583	3,583	3,583	3,583	3,583	3,583	3,583	3,583	3,583	3,583
	Total expenses	227,299	242,936	248,679	254,562	260,586	266,753	273,069	279,538	286,160	292,942	299,887
Capital items												
949	Pound Refurbishment	164,000										
1709	Pound - Cat Cages	10,000										
	Total capital items	174,000	0	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
	Depreciation	(973)	(3,583)	(3,583)	(3,583)	(3,583)	(3,583)	(3,583)	(3,583)	(3,583)	(3,583)	(3,583)
	Total adjustment for non-cash items	(973)	(3,583)	(3,583)	(3,583)	(3,583)	(3,583)	(3,583)	(3,583)	(3,583)	(3,583)	(3,583)
	Increase / (decrease) in cash	(347,570)	(174,715)	(178,519)	(182,405)	(186,372)	(190,421)	(194,554)	(198,774)	(203,081)	(207,479)	(211,968)
Funded by / (to) reserves												
	Transfer from Built Asset Replacement Reserve (Capital)	160,000										
	Funded by / (to) general revenues	187,570	174,715	178,519	182,405	186,372	190,421	194,554	198,774	203,081	207,479	211,968

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
ENVIRONMENTAL SERVICES												
Income from continuing operations												
907	Food Act Administration Fee	11,469	11,813	12,167	12,532	12,908	13,295	13,694	14,105	14,528	14,964	15,413
	Building Inspection Fees	71,028	73,159	75,354	77,615	79,943	82,341	84,811	87,355	89,976	92,675	95,455
	Planning & Building Cert. Application Fee	64,029	65,950	67,929	69,967	72,066	74,228	76,455	78,749	81,111	83,544	86,050
	DA Fees	152,982	157,571	162,298	167,167	172,182	177,347	182,667	188,147	193,791	199,605	205,593
930	Sundry	9,725	10,017	10,318	10,628	10,947	11,275	11,613	11,961	12,320	12,690	13,071
	Rural Addressing Sales	786	810	834	859	885	912	939	967	996	1,026	1,057
914	Heritage Advisors Grant	6,935	7,108	7,286	7,468	7,655	7,846	8,042	8,243	8,449	8,660	8,877
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	65,564	67,531	69,557	71,644	73,793	76,007	78,287	80,636	83,055	85,547	88,113
	Subdivision Certificate	2,769	2,852	2,938	3,026	3,117	3,211	3,307	3,406	3,508	3,613	3,721
929	Long Service Levy Commission	2,792	2,876	2,962	3,051	3,143	3,237	3,334	3,434	3,537	3,643	3,752
1236	Public Health Act Registration/Compliance Inspection	197	203	209	215	221	228	235	242	249	256	264
933	Swimming Pool Act Compliance/Exemption Application	6,083	6,265	6,453	6,647	6,846	7,051	7,263	7,481	7,705	7,936	8,174
	Complying Dev Cert Applications	17,539	18,065	18,607	19,165	19,740	20,332	20,942	21,570	22,217	22,884	23,571
	Section 68 Application Fee	30,220	31,127	32,061	33,023	34,014	35,034	36,085	37,168	38,283	39,431	40,614
932	Drainage Diagrams	8,774	9,037	9,308	9,587	9,875	10,171	10,476	10,790	11,114	11,447	11,790
	S94 Growth Contributions	21,538	22,076	22,628	23,194	23,774	24,368	24,977	25,601	26,241	26,897	27,569
	S94A Contributions	78,797	80,767	82,786	84,856	86,977	89,151	91,380	93,665	96,007	98,407	100,867
	Capital Contribution - Street Trees	280										
936	Grant - POW Camp Stone Hut Reconstruction	15,000										
1735	Grant - Flying Fox - Env & Waterways Alliance	5,000										
	Total income	578,157	573,877	590,345	607,294	624,736	642,684	661,157	680,171	699,739	719,878	740,605
Expenses from continuing operations												
874	Environmental Services - Operating Expenses	1,025,770	1,056,437	1,080,591	1,105,325	1,130,653	1,156,588	1,183,146	1,210,342	1,238,191	1,266,707	1,295,907
879	Strategic / LEP Amendments	14,000	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	4,688	4,801	4,916	5,034	5,155	5,279	5,406	5,536	5,669	5,805	5,944
883	Local Heritage Fund	38,596	13,960	14,295	14,638	14,989	15,349	15,717	16,094	16,480	16,876	17,281
884	Heritage Advisor	29,636	30,348	31,076	31,822	32,586	33,368	34,169	34,989	35,829	36,689	37,570
882	Household Sharps Management Program	4,000	0	0	0	0	0	0	0	0	0	0
881	Small Environmental Grants Program	17,151	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
885	Re-write S94 Plans	10,769					13,449					
889	NSW Heritage Festival											
880	Disabled Access Incentive Fund	36,954	37,841	38,749	39,679	40,631	41,606	42,605	43,628	44,675	45,747	46,845
892	CBD - Pigeon Reduction Program	25,000	15,000									
1760	Flying Fox Expenditure - Env & Waterways Alliance	14,310										
1708	NSW Planning Portal - Operating Expenses	33,093										
	Total expenses	1,257,567	1,175,987	1,187,227	1,214,098	1,241,614	1,283,239	1,298,643	1,328,189	1,358,444	1,389,424	1,421,147
Capital items												
899	Reconstruction of POW Camp Stone Hut	30,000										
898	Interpretive Signs - Warwick & WWI Memorial Grove	10,570										
1708	NSW Planning Portal Equipment & Software											
	Total capital items	40,570	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	(719,980)	(602,110)	(596,882)	(606,804)	(616,878)	(640,555)	(637,486)	(648,018)	(658,705)	(669,546)	(680,542)
Funded by / (to) reserves												
	Transfer to S94A Reserve	(78,797)	(80,767)	(82,786)	(84,856)	(86,977)	(89,151)	(91,380)	(93,665)	(96,007)	(98,407)	(100,867)
	Transfer to S94 Growth Reserve	(21,538)	(22,076)	(22,628)	(23,194)	(23,774)	(24,368)	(24,977)	(25,601)	(26,241)	(26,897)	(27,569)
	Transfer from Carryover Reserve (Capital)	10,570										
	Transfer from Carryover Reserve	120,919										

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
	Transfer from S94 Growth Reserve						11,545					
	Transfer from Environmental Projects Reserve	8,330										
	Transfer from Unexpended Grants Reserve	33,093										
	Funded by / (to) general revenues	647,404	704,953	702,296	714,854	727,629	742,529	753,843	767,284	780,953	794,850	808,978

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
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	123,629	127,578	136,994	146,802	157,014	160,940	164,964	169,088	173,315	177,648	182,089
900	Public Holidays	44,547	50,562	51,775	53,018	54,290	55,593	56,927	58,293	59,692	61,125	62,592
900	Workers Comp. Insurance	34,554	35,383	36,232	37,102	37,992	38,904	39,838	40,794	41,773	42,776	43,803
900	Annual Leave	89,093	91,011	93,195	95,432	97,722	100,067	102,469	104,928	107,446	110,025	112,666
	Long Service Leave - Accrual	43,384	44,252	45,314	46,402	47,516	48,656	49,824	51,020	52,244	53,498	54,782
900	Sick Leave	33,410	34,129	34,948	35,787	36,646	37,526	38,427	39,349	40,293	41,260	42,250
900	Special Leave	4,218										
	Total expenses	372,835	382,915	398,458	414,543	431,180	441,686	452,449	463,472	474,763	486,332	498,182
	Capital items											
900	Long Service Leave	81,709	22,753	22,753	22,753	22,753	22,753	22,753	22,753	22,753	22,753	22,753
	Total capital items	81,709	22,753	22,753	22,753	22,753	22,753	22,753	22,753	22,753	22,753	22,753
	Cash reconciliation items											
	LSL Accrual	(43,384)	(44,252)	(45,314)	(46,402)	(47,516)	(48,656)	(49,824)	(51,020)	(52,244)	(53,498)	(54,782)
	Total adjustment for non-cash items	(43,384)	(44,252)	(45,314)	(46,402)	(47,516)	(48,656)	(49,824)	(51,020)	(52,244)	(53,498)	(54,782)
	Increase / (decrease) in cash	(411,161)	(361,416)	(375,897)	(390,894)	(406,417)	(415,783)	(425,378)	(435,205)	(445,272)	(455,587)	(466,153)
	Funded by / (to) reserves											
	Transfer from Long Service Leave Reserve	81,709	22,753	22,753	22,753	22,753	22,753	22,753	22,753	22,753	22,753	22,753
	Transfer to Long Service Leave Reserve	(33,119)	(27,162)	(22,753)	(22,753)	(22,753)	(22,753)	(22,753)	(22,753)	(22,753)	(22,753)	(22,753)
	Funded by / (to) general revenues	362,570	365,825	375,897	390,894	406,417	415,783	425,378	435,205	445,272	455,587	466,153

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
INFRASTRUCTURE & OPERATIONS ADMINISTRATION												
	Income from continuing operations											
1238	Compliance Certificate Application Fee	600										
	Total income	600	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
	Salary Contribution from Sewer	(173,951)	(177,430)	(181,688)	(186,049)	(190,514)	(195,086)	(199,768)	(204,562)	(209,471)	(214,498)	(219,646)
	Salary Contribution from Water	(173,951)	(177,430)	(181,688)	(186,049)	(190,514)	(195,086)	(199,768)	(204,562)	(209,471)	(214,498)	(219,646)
	Salary Contribution from Waste	(95,274)	(97,179)	(99,511)	(101,899)	(104,345)	(106,849)	(109,413)	(112,039)	(114,728)	(117,481)	(120,301)
	Salary Contribution from Saleyards	(15,931)	(16,250)	(16,640)	(17,039)	(17,448)	(17,867)	(18,296)	(18,735)	(19,185)	(19,645)	(20,116)
164	I&O Admin - Operating Expenses	1,019,444	949,257	972,040	995,368	1,019,256	1,043,719	1,068,769	1,094,420	1,120,686	1,147,583	1,175,125
169	Public Events - Banner Changes	18,719	19,159	19,618	20,088	20,571	21,065	21,571	22,088	22,619	23,161	23,717
	Depreciation	1,709,976	1,709,976	1,709,976	1,709,976	1,709,976	1,709,976	1,709,976	1,709,976	1,709,976	1,709,976	1,709,976
	Total expenses	2,289,032	2,210,103	2,222,107	2,234,396	2,246,982	2,259,872	2,273,071	2,286,586	2,300,426	2,314,598	2,329,109
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)
	Total adjustment for non-cash items	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)
	Increase / (decrease) in cash	(578,456)	(500,127)	(512,131)	(524,420)	(537,006)	(549,896)	(563,095)	(576,610)	(590,450)	(604,622)	(619,133)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	578,456	500,127	512,131	524,420	537,006	549,896	563,095	576,610	590,450	604,622	619,133

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
TECHNICAL SERVICES												
	Income from continuing operations											
1020	Roads Act Section 138 Application	6,753	6,956	7,165	7,380	7,601	7,829	8,064	8,306	8,555	8,812	9,076
	Total income	6,753	6,956	7,165	7,380	7,601	7,829	8,064	8,306	8,555	8,812	9,076
	Expenses from continuing operations											
	Contribution - Compliance Officer - Water	(16,971)	(17,395)	(17,830)	(18,276)	(18,733)	(19,201)	(19,681)	(20,173)	(20,677)	(21,194)	(21,724)
	Contribution - Compliance Officer - Sewer	(39,420)	(40,366)	(41,335)	(42,327)	(43,343)	(44,383)	(45,448)	(46,539)	(47,656)	(48,800)	(49,971)
1004	Technical Services - Operating Expenses	773,742	899,056	920,634	942,729	965,355	988,524	1,012,248	1,036,542	1,061,419	1,086,893	1,112,979
1019	Design Expenses - Flood Study	21,263										
1016	Improvement Plan - Civic Centre/Library/Art Gallery	40,000										
1067	Asset Audit - Saleyards	20,000										
1017	Crown Land - Plans of Management	68,160										
	Purchase of Oranasoft Asset Management Software	15,000										
	Cowra Gasworks - Return Unexpended Grant Funds	33,255										
	Cowra Gasworks - Voluntary Management Plan	40,000	41,000									
	Total expenses	955,029	882,295	861,469	882,126	903,279	924,940	947,119	969,830	993,086	1,016,899	1,041,284
	Capital items											
1715	Survey Equipment Upgrade	15,000									15,000	
	Total capital items	15,000	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	(963,276)	(875,339)	(854,304)	(874,746)	(895,678)	(917,111)	(939,055)	(961,524)	(984,531)	(1,023,087)	(1,032,208)
	Funded by / (to) reserves											
	Transfer from Carryover Reserve	89,423										
	Funded by / (to) general revenues	873,853	875,339	854,304	874,746	895,678	917,111	939,055	961,524	984,531	1,023,087	1,032,208

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
PLANT & DEPOT OPERATIONS												
	Income from continuing operations											
1213	Fuel Tax Credits	99,620	102,609	105,687	108,858	112,124	115,488	118,953	122,522	126,198	129,984	133,884
1214	Leaseback Contribution	134,225	138,252	142,400	146,672	151,072	155,604	160,272	165,080	170,032	175,133	180,387
161	Sundry Income - Depot	1,000	1,030	1,061	1,093	1,126	1,160	1,195	1,231	1,268	1,306	1,345
	Total income	234,845	241,891	249,148	256,623	264,322	272,252	280,420	288,833	297,498	306,423	315,616
	Expenses from continuing operations											
155	Plant & Depot - Operating Expenses	539,664	545,777	558,877	572,291	586,026	600,090	614,492	629,241	644,343	659,806	675,642
	Plant Operating Expenses	1,478,816	1,476,206	1,511,636	1,547,916	1,585,066	1,623,107	1,662,062	1,701,952	1,742,799	1,784,626	1,827,457
1210	Plant Insurance	78,680	80,568	82,502	84,482	86,510	88,586	90,712	92,889	95,118	97,401	99,739
	Loan 253A - Depot - Stage 1 - 18.79%	5,210	4,136	3,034	1,902	740						
	Loan 254A - Depot Stage 2 Interest - 20.9%	11,668	11,165	10,650	10,122	9,582	9,029	8,462	7,881	7,286	6,677	6,053
	Proposed Loan - Depot Stage 3 Interest			17,222	36,030	34,802	33,521	32,183	30,786	29,329	27,807	26,219
	Contribution - Depot Redevelopment Loan - Water	(10,955)	(10,917)	(10,917)	(15,134)	(19,879)	(19,879)	(13,489)	(13,489)	(13,489)	(13,489)	(13,489)
	Contribution - Depot Redevelopment Loan - Sewerage	(10,917)	(10,917)	(15,134)	(19,879)	(19,879)	(13,489)	(13,489)	(13,489)	(13,489)	(13,489)	(13,489)
	Depreciation - Plant	1,113,581	1,113,581	1,113,581	1,113,581	1,113,581	1,113,581	1,113,581	1,113,581	1,113,581	1,113,581	1,113,581
	Depreciation - Depot	21,035	21,035	21,035	21,035	21,035	21,035	21,035	21,035	21,035	21,035	21,035
	Plant Hire Income	(5,196,597)	(4,329,565)	(4,038,057)	(3,978,048)	(4,012,456)	(4,149,054)	(4,114,752)	(4,152,288)	(4,238,463)	(4,326,777)	(4,150,180)
	Total expenses	(1,969,816)	(1,098,931)	(745,572)	(625,701)	(614,871)	(693,473)	(599,205)	(581,901)	(611,951)	(642,823)	(407,433)
	Capital items											
1712	Depot Redevelopment Stage 3		400,000	400,000	50,000							
	Loan 253A - Depot - Stage 1 - 18.79%	40,427	41,500	42,603	43,734	44,896						
	Loan 254A - Depot Stage 2 Principal - 20.9%	20,673	21,176	21,691	22,218	22,759	23,312	23,879	24,460	25,055	25,664	26,288
	Proposed Loan - Depot Stage 3 Principal			12,902	27,983	29,210	30,492	31,830	33,226	34,684	36,205	37,794
	Proposed Loan - Depot Stage 3		(400,000)	(450,000)								
	Total capital items	61,100	62,676	27,195	143,935	96,865	53,804	55,709	57,686	59,738	61,869	64,082
	Cash reconciliation items											
	Depreciation	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)
	Total adjustment for non-cash items	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)
	Increase / (decrease) in cash	3,278,177	2,412,761	2,102,140	1,873,005	1,916,944	2,046,537	1,958,532	1,947,665	1,984,327	2,021,993	1,793,584
	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	20,673	21,176	44,368								
	Funded by / (to) general revenues	(2,798,850)	(1,933,937)	(1,646,508)	(1,373,005)	(1,416,944)	(1,546,537)	(1,458,532)	(1,447,665)	(1,484,327)	(1,521,993)	(1,293,584)

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
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	1,391,912	1,443,037	1,136,529	797,735	1,056,866	823,515	818,265	1,367,493	1,259,586	541,796	940,000
	Total capital items	1,391,912	1,443,037	1,136,529	797,735	1,056,866	823,515	818,265	1,367,493	1,259,586	541,796	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	(1,401,912)	(1,453,037)	(1,146,529)	(807,735)	(1,066,866)	(833,515)	(828,265)	(1,377,493)	(1,269,586)	(551,796)	(950,000)
	Funded by / (to) reserves											
	Transfer from Plant Reserve (Capital)	1,401,912	1,453,037	1,146,529	807,735	1,066,866	833,515	828,265	1,377,493	1,269,586	551,796	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 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
ROADS & MARITIME SERVICE MAINTENANCE / CONSTRUCTION												
Income from continuing operations												
305	RMS Payments - Contract Works	3,172,679	4,693,187	2,907,573	2,958,812	3,011,141	3,064,585	3,119,166	3,174,910	3,231,841	3,289,984	3,349,367
351	RMS Payments - Block Grant	535,000	535,000	535,000	535,000	535,000	535,000	535,000	535,000	535,000	535,000	535,000
	Total income	3,707,679	5,228,187	3,442,573	3,493,812	3,546,141	3,599,585	3,654,166	3,709,910	3,766,841	3,824,984	3,884,367
Expenses from continuing operations												
	Single Invitation Contract Works	1,188,975	786,227	801,952	817,991	834,350	851,037	868,058	885,419	903,128	921,190	939,614
	Regional Road Maintenance Contract	617,100	629,442	642,031	654,871	667,969	681,328	694,955	708,854	723,031	737,492	752,241
	Regional Rd (Block)	427,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000
	Regional Rd (Block) - Repair Grant	108,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000
	Transfer Repair Grant to Bridges Program - George Campbell Bridge Replacement											
	Heavy Patching	505,383	0	525,800	536,316	547,042	557,983	569,143	580,526	592,136	603,979	616,059
	Natural Disaster Funded Heavy Patching		2,400,000									
	Resealing State Roads	550,602	563,816	577,348	591,204	605,393	619,922	634,800	650,035	665,636	681,611	697,970
	Flood Damage Expenses											
304	Salaries	239,752	190,000	194,560	199,229	204,010	208,906	213,920	219,054	224,311	229,694	235,207
306	Oncost on RMS Works - Plant & Materials	(105,399)	(195,299)	(118,460)	(120,493)	(122,568)	(124,688)	(126,853)	(129,065)	(131,323)	(133,629)	(135,985)
307	Oncost on RMS Works - Payroll	(273,734)	(338,999)	(273,657)	(278,307)	(283,055)	(287,904)	(292,857)	(297,914)	(303,078)	(308,353)	(313,739)
	Total expenses	3,257,679	4,678,187	2,992,573	3,043,812	3,096,141	3,149,585	3,204,166	3,259,910	3,316,841	3,374,984	3,434,367
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	450,000	550,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
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	0	(100,000)	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
ROADS TO RECOVERY & FIXING LOCAL ROADS												
Income from Continuing Operations												
1231	Roads to Recovery Grant (RTR) - 2020-2024	915,452	915,452	915,452								
1232	Fixing Local Roads Grant - Round 1	294,795										
1655	Fixing Local Roads Grant - Round 2	1,647,183										
1879	Fixing Local Roads Grant - Round 3	29,708	899,542									
	Roads to Recovery Grant (RTR)				680,000	680,000	680,000	680,000	680,000	680,000	680,000	680,000
	Total income	2,887,138	1,814,994	915,452	680,000	680,000	680,000	680,000	680,000	680,000	680,000	680,000
Expenses from continuing operations												
	Total expenses	0	0	0	0	0	0	0	0	0	0	0
Capital items												
	RTR - Program Works				680,000	680,000	680,000	680,000	680,000	680,000	680,000	680,000
RESHEETING & ROCK CRUSHING PROJECTS												
	RTR - Gravel Roads Resheeting		240,119	240,119								
754	RTR - Middle Creek Rd - Resheeting	28,127										
SEALING & SHOULDER WIDENING PROJECTS												
	RTR - Sealed Roads Shoulder Sealing			375,185								
1590	RTR - Airport Road Widening	136,584										
HEAVY PATCHING PROJECTS												
	RTR - Heavy Patching		225,111	225,111								
742	RTR - Heavy Patching - Milburn Creek Road	13,500										
1743	RTR - Kite Street Cowra - Heavy Patching											
1744	RTR - Low Level Bridge Rd - Heavy Patching	24,678										
1745	RTR - Taragala St Cowra - Heavy Patching	8,236										
1746	RTR - Mt McDonald Rd - Heavy Patching	12,302										
1747	RTR - Nargong Rd - Heavy Patching	19,053										
1748	RTR - Noyeau St Woodstock - Heavy Patching	1,305										
1749	RTR - Reg Hailstone Way - Heavy Patching	103,529										
1750	RTR - George Russell Dr - Heavy Patching	87,696										
1751	RTR - Reg Hailstone Way - Additional Heavy Patching	81,774										
1752	RTR - Sheet of Bark Rd - Heavy Patching	117,262										
1904	RTR - Bangaroo Rd - Heavy Patching	79,500										
CULVERT & CAUSEWAY PROJECTS												
	RTR - Culverts & Causeways			75,037								
	RTR - Jukes Lane Stormwater Drainage Improvements		90,376									
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									
PROJECTS FUNDED BY BOTH RTR & FLR ROUND 1												
762	RTR - Porters Mt Rd - Rehabilitation (FLR)	34,925										
763	RTR - Eagleview Rd - Rehabilitation (FLR)	26,169										
764	RTR - Glen Logan Rd - Rehabilitation (FLR)	86,322										
765	RTR - Gleneriffe Rd - Rehabilitation (FLR)	73,729										
766	RTR - Sutherland Rd - Rehabilitation (FLR)	47,862										
767	RTR - Fragars Rd - Rehabilitation (FLR)	68,664										
768	RTR - Pride of Oak Rd - Rehabilitation (FLR)	32,624										
769	RTR - Wianamatta Rd - Rehabilitation (FLR)	29,764										
770	RTR - Kirribilli Rd - Rehabilitation (FLR)	10,631										
PROJECTS FUNDED BY BOTH RTR & FLR ROUND 2												
1645	RTR - Kangaroo Flat Rd - Rehab & Seal 8.9-12.2 (FLR2)	396,000										
1647	RTR - Kangaroo Flat Rd - Rehab & Seal 13.1-14.8 (FLR2)	204,000										

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
1648	RTR - Mt McDonald Rd - Rehab & Seal 4.4-5.3 (FLR2)	108,000										
1649	RTR - Mt McDonald Rd - Rehab & Seal 6.7-7.7 (FLR2)	120,000										
1650	RTR - Brook Ln - Rehab & Seal (FLR2)	240,000										
1646	RTR - Bank St - Rehab & Seal 0-0.3 (FLR2)	36,245										
1651	RTR - Porters Mt Rd - Rehab & Seal 1.76-5.0 (FLR2)	388,800										
1652	RTR - Porters Mt Rd - Rehab & Seal 0-1.76 (FLR2)	211,200										
1653	RTR - Glen Logan Rd - Rehab & Seal 2.6-4.7 (FLR2)	252,000										
1654	RTR - McKenneys Ln - Rehab & Seal (FLR2)	240,000										
	PROJECTS FUNDED BY BOTH RTR & FLR ROUND 3											
1783	RTR & FLR3 - Camp Rd Seal 1.6-3.6km from Darbys Falls Rd	12,000	342,000									
1784	RTR & FLR3 - Troopers Rd Seal 0-5km from Rivers Rd	27,612	857,388									
	Total capital items	3,360,094	1,814,994	915,452	680,000	680,000	680,000	680,000	680,000	680,000	680,000	680,000
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(472,956)	0	0	0	0	0	0	0	0	0	0
	Funded by / (to) reserves											
	Transfer from Unexpended Grants Reserve (Capital)	472,956										
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
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	1,160	1,195	1,231	1,268	1,306	1,345	1,385	1,427	1,470	1,514	1,559
1661	Capital Expenditure Contribution - Target Carpark	20,909										
1662	Annual Maintenance Contribution - Target Carpark	927	955	984	1,014	1,044	1,075	1,107	1,140	1,174	1,209	1,245
1736	Energy Saving Certificates	89,483										
	Total income	178,479	68,150	68,215	68,282	68,350	68,420	68,492	68,567	68,644	68,723	68,804
Expenses from continuing operations												
252	Roads Maintenance - Supervisor - Operating Expenses	115,318	120,254	123,335	126,495	129,737	133,063	136,474	139,974	143,565	147,249	151,028
251	Roads Maintenance - Maintenance Engineer	78,875	79,430	81,416	83,451	85,537	87,675	89,867	92,114	94,417	96,777	99,196
254	Cowra Streets - Maintenance	565,419	578,679	592,567	606,790	621,352	636,264	651,536	667,172	683,184	699,579	716,000
272	Unsealed Streets Maintenance	5,060	5,172	5,297	5,424	5,554	5,687	5,824	5,964	6,107	6,254	6,404
241	Footpaths - Ancillary Maintenance	58,926	60,206	61,651	63,131	64,646	66,198	67,787	69,414	71,080	72,785	74,533
273	Carparks Maintenance	11,980	12,232	12,526	12,826	13,134	13,449	13,772	14,102	14,440	14,786	15,141
	Total expenses	835,578	855,973	876,792	898,117	919,960	942,336	965,260	988,740	1,012,793	1,037,430	958,286
Capital items												
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(657,099)	(787,823)	(808,577)	(829,835)	(851,610)	(873,916)	(896,768)	(920,173)	(944,149)	(968,707)	(889,482)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	657,099	787,823	808,577	829,835	851,610	873,916	896,768	920,173	944,149	968,707	889,482

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
COWRA STREET CONSTRUCTION												
Income from continuing operations												
1684	Grant - Japanese Gardens Carpark Upgrade		100,000									
277	Growing Local Economies Grant - Capital Component	40,112										
278	Growing Local Economies Grant - Operating Component	82,160										
247	Grant - LRCI - Footpath Upgrade	83,014										
	Grant - Transport for NSW - Walking Communities	333,685										
	Grant - Transport for NSW - Road Safety and Walking Communities	58,000										
	Total income	596,971	100,000	0	0	0	0	0	0	0	0	0
Expenses from continuing operations												
1670	Growing Local Economies - Target Car Park Upgrade	82,160										
	Loan 254B - CBD Footpath - Interest - 58.69%	32,764	31,353	29,906	28,425	26,908	25,354	23,762	22,131	20,461	18,750	16,997
	Total expenses	114,925	31,353	29,906	28,425	26,908	25,354	23,762	22,131	20,461	18,750	16,997
Capital items												
265	Cowra Street & Lane Reseals	361,459	390,905	361,489	245,351	168,770	-	213,957	368,996	230,150	173,693	177,862
1683	Japanese Gardens Carpark Upgrade		100,000									
456	Redevelopment of Target Carpark - Council	40,112										
268	Mulyan St Footpath Intersection	2,265										
249	Mulyan to CBD Footpath	33,473										
	Pridham Street Shared Path	333,685										
	Redfern St Refuge Island at Evans Street	58,000										
	Loan 254B - CBD Footpath - Principal 58.69%	58,053	59,465	60,911	62,392	63,910	65,464	67,056	68,686	70,357	72,068	73,820
	Total capital items	887,047	550,370	422,400	307,743	232,680	65,464	281,013	437,682	300,507	245,761	251,682
Cash reconciliation items												
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(405,000)	(481,722)	(452,306)	(336,168)	(259,587)	(90,817)	(304,774)	(459,813)	(320,967)	(264,510)	(268,679)
Funded by / (to) reserves												
	Transfer from S94A Reserve(Capital)	10,493	7,997	8,197	8,402	8,612	8,827	9,048	9,274	9,506	9,743	9,987
	Transfer from Main Street Improvements Reserve	68,940										
	Funded by / (to) general revenues	325,568	473,726	444,110	327,767	250,976	81,991	295,727	450,540	311,462	254,767	258,693

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
RURAL ROAD MAINTENANCE												
	Income from continuing operations											
443	Rent of Dedicated Roads	21,061	21,693	22,344	23,014	23,704	24,415	25,147	25,901	26,678	27,478	28,302
444	Road Opening Permits	114	117	120	123	126	129	132	135	138	141	144
	Total income	21,175	21,810	22,464	23,137	23,830	24,544	25,279	26,036	26,816	27,619	28,446
	Expenses from continuing operations											
	Sealed Rural Road Maintenance	397,672	399,900	410,104	420,569	431,301	442,307	452,922	463,791	474,921	486,319	497,990
453	Rural Roads - Traffic Signs	29,283	29,935	30,653	31,389	32,142	32,913	33,703	34,512	35,340	36,187	37,055
		426,955	429,835	440,757	451,958	463,443	475,220	486,625	498,303	510,261	522,506	535,045
	Capital items											
	Grading	859,657	861,513	883,050	905,127	927,755	950,949	974,722	999,090	1,024,068	1,049,669	1,075,911
	Total capital items	859,657	861,513	883,050	905,127	927,755	950,949	974,722	999,090	1,024,068	1,049,669	1,075,911
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(1,265,437)	(1,269,538)	(1,301,343)	(1,333,948)	(1,367,368)	(1,401,625)	(1,436,068)	(1,471,357)	(1,507,513)	(1,544,556)	(1,582,510)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	1,265,437	1,269,538	1,301,343	1,333,948	1,367,368	1,401,625	1,436,068	1,471,357	1,507,513	1,544,556	1,582,510

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
RURAL ROAD CONSTRUCTION												
	Income from continuing operations											
1706	Grant - TfNSW - Bus Interchange	20,000										
	Total income	20,000	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
447	Roads Construction - Supervisor - Operating Expenses	105,233	109,185	111,805	114,488	117,235	120,049	122,929	125,879	128,900	131,994	135,162
446	Construction Engineer	95,096	96,892	99,217	101,598	104,036	106,533	109,090	111,708	114,389	117,134	119,945
	Total expenses	200,329	206,077	211,022	216,086	221,271	226,582	232,019	237,587	243,289	249,128	255,107
	Capital items											
	Gravel Resheeting	487,826	494,886	506,763	518,925	531,379	544,132	557,192	570,565	584,259	598,281	612,640
693	Rural Reseals	233,064	220,653	245,608	351,775	435,386	688,251	430,647	334,989	419,322	351,775	360,217
1669	Billimari Bus Interchange	37,814										
	Total capital items	758,704	715,539	752,371	870,700	966,765	1,232,383	987,839	905,554	1,003,581	950,056	972,857
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(939,033)	(921,616)	(963,393)	(1,086,786)	(1,188,036)	(1,458,965)	(1,219,858)	(1,143,141)	(1,246,870)	(1,199,184)	(1,227,964)
	Funded by / (to) reserves											
	Transfer from S94A Reserve (Capital)	49,271	23,990	24,590	25,205	25,835	26,481	27,143	27,821	28,517	29,230	29,961
	Funded by / (to) general revenues	889,762	897,626	938,803	1,061,581	1,162,201	1,432,484	1,192,715	1,115,320	1,218,353	1,169,954	1,198,003

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
VILLAGE STREETS												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
	Village Streets Maintenance	96,512	98,672	101,041	103,465	105,949	108,492	111,096	113,762	116,492	119,288	122,152
	Total expenses	96,512	98,672	101,041	103,465	105,949	108,492	111,096	113,762	116,492	119,288	122,152
	Capital items											
	Village Reseals	38,031	53,000	52,984	52,756	52,688	52,560	52,920	52,912	52,752	52,376	
	Total capital items	38,031	53,000	52,984	52,756	52,688	52,560	52,920	52,912	52,752	52,376	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	(134,543)	(151,672)	(154,025)	(156,221)	(158,637)	(161,052)	(164,016)	(166,674)	(169,244)	(171,664)	(122,152)
	Funded by / (to) reserves											
	Transfer from S94A Reserve	7,466	3,998	4,098	4,201	4,306	4,413	4,524	4,637	4,753	4,872	4,993
	Funded by / (to) general revenues	127,077	147,674	149,927	152,020	154,331	156,639	159,492	162,037	164,491	166,792	117,159

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
BUSHFIRE & EMERGENCY SERVICES												
Income from continuing operations												
1125	Bushfire Equipment Subsidy	371,918	380,844	389,984	399,344	408,928	418,742	428,792	439,083	449,621	460,412	471,462
1126	Rent of Fire Control Centre	8,398	8,650	8,910	9,177	9,452	9,736	10,028	10,329	10,639	10,958	11,287
1127	RFS Hazard Reduction Mechanical Activity	46,557	47,568	48,709	49,878	51,075	52,300	53,555	54,840	56,156	57,504	58,885
1090	Reimbursement - SES Shed Gooloogong	337,864										
1138	RFS - Torrington Station - Reimbursement	221,028										
1139	RFS - New Regional Headquarters - Reimbursement	2,353,711	625,000	625,000								
1686	RFS - New Regional Headquarters - Non-Cash Contribution	910,000										
	Total income	4,249,476	1,062,062	1,072,603	458,399	469,455	480,778	492,375	504,252	516,416	528,874	541,634
Expenses from continuing operations												
1091	Contr. To NSW Fire Brigade	35,931	36,793	37,676	38,580	39,506	40,454	41,425	42,419	43,437	44,479	45,546
	Contribution for LEMO Salary	5,629	5,764	5,902	6,044	6,189	6,338	6,490	6,646	6,806	6,969	7,136
	RFS Utility Expense	6,041	6,186	6,334	6,486	6,642	6,801	6,964	7,131	7,302	7,477	7,656
	RFS - Hazard Reduction	46,557	47,568	48,709	49,878	51,075	52,300	53,555	54,840	56,156	57,504	58,885
1092	Contribution to RFS	441,485	452,080	462,930	474,040	485,417	497,067	508,997	521,213	533,722	546,531	559,648
1086	Contribution to SES	20,647	21,143	21,650	22,170	22,702	23,247	23,805	24,376	24,961	25,560	26,173
	SES Expenses	5,370	5,499	5,631	5,766	5,904	6,046	6,191	6,340	6,492	6,648	6,808
	Depreciation	180,475	180,475	180,475	180,475	180,475	180,475	180,475	180,475	180,475	180,475	180,475
	Total expenses	742,134	755,508	769,307	783,439	797,910	812,728	827,902	843,440	859,351	875,643	892,327
Capital items												
1119	Bushfire Equipment Allocation	371,918	380,844	389,984	399,344	408,928	418,742	428,792	439,083	449,621	460,412	471,462
1088	SES - Gooloogong Shed Extension	337,864										
1123	RFS - Torrington - New Station	221,028										
1124	RFS - New Regional Headquarters - Cowra	4,513,711										
	Total capital items	5,444,521	380,844	389,984	399,344	408,928	418,742	428,792	439,083	449,621	460,412	471,462
Cash reconciliation items												
	Depreciation	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)
	Total adjustment for non-cash items	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)
	Increase / (decrease) in cash	(1,756,705)	106,185	93,787	(543,909)	(556,908)	(570,217)	(583,844)	(597,796)	(612,081)	(626,706)	(641,680)
Funded by / (to) reserves												
	Transfer from Built Asset Replacement Program Reserve	1,250,000										
	Transfer from Fire Mitigation Reserve	15,568										
	Transfer to Built Asset Replacement Program Reserve		(625,000)	(625,000)								
	Funded by / (to) general revenues	491,137	518,815	531,213	543,909	556,908	570,217	583,844	597,796	612,081	626,706	641,680

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
BRIDGES												
	Income from continuing operations											
282	Federal Bridges Renewal Program	1,140,536										
1734	Local Roads & Community Infrastructure Grant	945,274										
	RMS - Repair Grant	400,000										
	Grant - Low Level Bridge Replacement										6,000,000	
	Total income	2,485,810	0	0	0	0	0	0	0	0	6,000,000	0
	Expenses from continuing operations											
	Low Level Bridge	6,374	6,505	6,662	6,822	6,986	7,153	7,325	7,501	7,681	7,865	8,054
	Bridge Inspections/Repairs	2,204	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
	RMS - Repair Grant - George Campbell Bridge Replacement											
	Loan 254C - Low Level Repairs - Interest - 20.41%	11,394	10,903	10,400	9,885	9,357	8,817	8,263	7,696	7,115	6,520	5,911
	Total expenses	19,972	47,408	47,062	46,707	46,343	45,970	45,588	45,197	44,796	44,385	43,965
	Capital items											
	George Campbell Bridge Replacement	2,485,304										
	Low Level Bridge - New										6,000,000	
	Loan 254C - Low Level Repairs - Principal - 20.41%	20,189	20,679	21,182	21,697	22,225	22,766	23,319	23,886	24,467	25,062	25,672
	Total capital items	2,505,493	20,679	21,182	21,697	22,225	22,766	23,319	23,886	24,467	6,025,062	25,672
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(39,654)	(68,088)	(68,245)	(68,405)	(68,569)	(68,736)	(68,908)	(69,084)	(69,264)	(69,448)	(69,637)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	39,654	68,088	68,245	68,405	68,569	68,736	68,908	69,084	69,264	69,448	69,637

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
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	24,921	25,520	26,133	26,760	27,402	28,060	28,733	29,422	30,128	30,852	31,592
1142	Oncost on Gravel Issues	(241,225)	(200,000)	(204,800)	(209,715)	(214,748)	(219,902)	(225,180)	(230,584)	(236,118)	(241,785)	(247,588)
1711	Quarries Resource Investigation	30,000										
	Total expenses	(186,304)	(174,480)	(178,667)	(182,955)	(187,346)	(191,842)	(196,447)	(201,162)	(205,990)	(210,933)	(215,996)
	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	186,304	174,480	178,667	182,955	187,346	191,842	196,447	201,162	205,990	210,933	215,996
	Funded by / (to) reserves											
	Transfer from Quarry Rehabilitation Reserve	54,921	25,520	26,133	26,760	27,402	28,060	28,733	29,422	30,128	30,852	31,592
	Transfer to Quarry Rehabilitation Reserve	(87,985)	(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	(153,240)	(142,015)	(146,815)	(151,730)	(156,763)	(161,917)	(167,195)	(172,599)	(178,133)	(183,800)	(189,603)

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
DRAINAGE												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0				
	Expenses from continuing operations											
	Depreciation - Stormwater	258,880	258,880	258,880	258,880	258,880	258,880	258,880	258,880	258,880	258,880	258,880
	Loan No. 236b - Vaux St Drainage - 77.85%	6,205	4,683	3,064	1,341							
	Loan No. 241b - Vaux St Drainage - 11.67%	7,693	7,321	7,010	6,660	6,286	5,889	5,497	5,002	4,536	4,026	3,491
	Loan No. 250 - Drainage Improvements	8,878	7,762	6,593	5,342	3,954	2,525	1,005				
1074	Detention Basin Inspection	7,109	7,280	7,455	11,000	7,885	8,083	8,277	8,476	8,679	8,887	9,100
1073	Stormwater Infrastructure Maintenance	61,227	62,724	64,375	66,069	67,809	69,595	71,428	73,311	75,245	77,230	79,267
	Proposed Loan - West Cowra Drainage - Interest			15,715	15,198	14,659	14,096	13,509	12,895	12,255	11,587	10,889
	Total expenses	349,992	348,651	363,092	364,491	359,474	359,068	358,596	358,565	359,595	360,610	361,628
	Capital items											
1083	Ferndale Rd - Repair Drainage Erosion	104,630										
1084	West Cowra Drainage Improvements - Walker St to Grenfell Rd		365,000	-								
	Loan No. 236b - Vaux St Drainage - 77.85%	23,739	25,261	26,880	28,298							
	Loan No. 241b - Vaux St Drainage - 11.67%	4,759	5,131	5,442	5,792	6,165	6,563	6,955	7,450	7,916	8,426	8,961
	Loan No. 250 - Drainage Improvements	17,116	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			11,773	12,290	12,829	13,392	13,979	14,592	15,232	15,901	16,598
	Total capital items	150,245	48,624	63,497	67,032	41,034	43,424	45,923	22,042	23,148	24,327	25,559
	Cash reconciliation items											
	Depreciation	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)
	Total adjustment for non-cash items	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)
	Increase / (decrease) in cash	(241,357)	(138,395)	(167,708)	(172,642)	(141,628)	(143,612)	(145,639)	(121,727)	(123,864)	(126,057)	(128,307)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	241,357	138,395	167,708	172,642	141,628	143,612	145,639	121,727	123,864	126,057	128,307

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
PRIVATE WORKS												
	Income from continuing operations											
354	Private Works Revenue	87,125	62,432	64,084	65,780	67,521	69,309	71,144	73,029	74,964	76,951	78,991
	Private Works Profit	17,425	12,486	12,817	13,156	13,504	13,862	14,229	14,606	14,993	15,390	15,798
	Total income	104,550	74,918	76,901	78,936	81,025	83,171	85,373	87,635	89,957	92,341	94,789
	Expenses from continuing operations											
	Private Works Expenditure	87,125	62,432	64,084	65,780	67,521	69,309	71,144	73,029	74,964	76,951	78,991
	Total expenses	87,125	62,432	64,084	65,780	67,521	69,309	71,144	73,029	74,964	76,951	78,991
	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	17,425	12,486	12,817	13,156	13,504	13,862	14,229	14,606	14,993	15,390	15,798
	Funded by / (to) reserves											
	Funded by / (to) general revenues	(17,425)	(12,486)	(12,817)	(13,156)	(13,504)	(13,862)	(14,229)	(14,606)	(14,993)	(15,390)	(15,798)

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
BIOSECURITY - WEEDS												
Income from continuing operations												
181	Grants	90,922	93,195	95,525	97,913	100,361	102,870	105,442	108,078	110,780	113,550	116,389
182	Regulatory Fees & Fines	1,676	1,726	1,778	1,831	1,886	1,943	2,001	2,061	2,123	2,187	2,253
Total income		92,598	94,921	97,303	99,744	102,247	104,813	107,443	110,139	112,903	115,737	118,642
Expenses from continuing operations												
177	Biosecurity - Weeds - Operating Expenses	261,426	271,283	277,794	284,460	291,287	298,278	305,437	312,767	320,273	327,958	335,830
Total expenses		261,426	271,283	277,794	284,460	291,287	298,278	305,437	312,767	320,273	327,958	335,830
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		(168,828)	(176,362)	(180,491)	(184,716)	(189,040)	(193,465)	(197,994)	(202,628)	(207,370)	(212,221)	(217,188)
Funded by / (to) reserves												
Funded by / (to) general revenues		168,828	176,362	180,491	184,716	189,040	193,465	197,994	202,628	207,370	212,221	217,188

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
PUBLIC CEMETERIES												
	Income from continuing operations											
1040	Cemetery Fees	243,629	250,938	258,466	266,220	274,207	282,433	290,906	299,633	308,622	317,881	327,417
1042	War Graves Contribution	19,287	19,769	20,263	20,770	21,289	21,821	22,367	22,926	23,499	24,086	24,688
1041	Plaques & Vases	65,033	66,984	68,994	71,064	73,196	75,392	77,654	79,984	82,384	84,856	87,402
1043	Grant - Crown Reserves Fund (Woodstock Cemetery)	3,480										
1044	Grant - Crown Reserves Fund (Morongla Cemetery)	4,000										
	Total income	335,429	337,691	347,723	358,054	368,692	379,646	390,927	402,543	414,505	426,823	439,507
	Expenses from continuing operations											
1032	Cowra Cemetery - Operating Expenses	233,359	230,799	236,339	242,011	247,820	253,767	259,858	266,095	272,481	279,021	285,717
1036	Private Cemeteries - Management & Maintenance	5,453	5,584	5,718	5,856	5,997	6,141	6,289	6,440	6,594	6,752	6,914
1037	War Graves Maintenance	9,180	9,400	9,626	9,857	10,094	10,336	10,584	10,838	11,098	11,364	11,637
1779	Village Cemeteries - Management & Maintenance	10,000	10,200	10,444	10,694	10,951	11,214	11,483	11,759	12,042	12,331	12,627
1035	Plaques	41,298	42,289	43,304	44,343	45,407	46,497	47,613	48,756	49,926	51,124	52,351
1703	Interment Service Levy		-	-	-	-	-	-	-	-	-	-
1038	Weed Control - Woodstock Cemetery & Reserve	3,767										
1039	Weed Control - Morongla Cemetery & Reserve	4,000										
	Loan No. 253C - Cemetery Expansion - 11.74%	3,255	2,584	1,895	1,188	463						
	AODE	31,816	40,823	42,502	46,595	47,857	48,880	50,912	53,165	53,538	36,782	54,999
	Depreciation	6,137	6,137	6,137	6,137	6,137	6,137	6,137	6,137	6,137	6,137	6,137
	Total expenses	348,265	347,816	355,965	366,682	374,725	382,972	392,876	403,190	411,816	403,511	430,382
	Capital items											
	Loan No. 253C - Cemetery Expansion - 11.74%	25,258	25,929	26,618	27,325	28,051						
	Total capital items	25,258	25,929	26,618	27,325	28,051	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)
	Total adjustment for non-cash items	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)
	Increase / (decrease) in cash	(31,957)	(29,917)	(28,723)	(29,816)	(27,947)	2,811	4,188	5,490	8,826	29,449	15,262
	Funded by / (to) reserves											
	Transfer from S94A Reserve	37,326	19,992	20,492	21,004	21,529	22,067	22,619	23,184	23,764	24,358	24,967
	Funded by / (to) general revenues	(5,369)	9,925	8,232	8,812	6,418	(24,878)	(26,807)	(28,674)	(32,590)	(53,807)	(40,229)

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
PUBLIC AMENITIES												
	Income from continuing operations											
1158	Stronger Communities Grant - Public Amenities Upgrade	12,058										
	Total income	12,058	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1151	Public Amenities - Operating Expenses	116,885	165,873	169,853	173,930	178,104	182,380	186,757	191,240	195,829	200,530	205,343
1155	Squire Park Carer's Centre - Operating Expenses	50,912	52,133	53,384	54,665	55,977	57,321	58,697	60,106	61,549	63,026	64,538
	Depreciation	56,962	56,962	56,962	56,962	56,962	56,962	56,962	56,962	56,962	56,962	56,962
	Total expenses	224,759	274,968	280,199	285,557	291,043	296,663	302,416	308,308	314,340	320,518	326,843
	Capital items											
	Cowra Public Amenities Upgrade	33,869										
	Total capital items	33,869	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)
	Total adjustment for non-cash items	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)
	Increase / (decrease) in cash	(189,608)	(218,006)	(223,237)	(228,595)	(234,081)	(239,701)	(245,454)	(251,346)	(257,378)	(263,556)	(269,881)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	189,608	218,006	223,237	228,595	234,081	239,701	245,454	251,346	257,378	263,556	269,881

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
SWIMMING POOL												
	Income from continuing operations											
1001	User Fees & Charges	131,891	131,891	135,848	135,848	135,848	139,923	139,923	139,923	139,923	139,923	139,923
1002	Kiosk Income	89,394	92,076	94,838	97,683	100,613	103,631	106,740	109,942	113,240	116,637	120,136
1685	Grant - Pool Replacement		500,000	1,750,000								
	Total income	221,285	723,967	1,980,686	233,531	236,461	243,554	246,663	249,865	253,163	256,560	260,059
	Expenses from continuing operations											
988	Pool - Operating Expenses	432,780	466,831	472,565	483,908	495,521	507,413	519,591	532,062	544,832	557,908	571,297
990	Kiosk - Operating Expenses	85,339	89,536	91,685	93,885	96,138	98,445	100,808	103,228	105,705	108,242	110,840
	Loan No. 234 - Pool Kiosk	12,884	5,605									
	Depreciation	88,636	88,636	133,636	133,636	133,636	133,636	133,636	133,636	133,636	133,636	133,636
	Proposed Loan - New Pool - Interest		-	21,527	96,164	92,949	89,593	86,089	82,433	78,615	74,631	70,471
	Total expenses	619,639	650,608	719,413	807,593	818,244	829,087	840,124	851,359	862,788	874,417	886,244
	Capital items											
	Loan No. 234 - Pool Kiosk	123,494	128,697									
1681	Amenities Building Foundation Upgrade	20,000										
1680	Pool Concept Design & Specifications	50,000										
1679	Replacement - 50 Metre Pool		1,000,000	3,500,000								
	Proposed Loan Funding - Pool Replacement		(500,000)	(1,750,000)								
	Proposed Loan - New Pool - Principal		-	16,127	73,281	76,496	79,852	83,355	87,012	90,829	94,814	98,974
	Total capital items	193,494	628,697	1,766,127	73,281	76,496	79,852	83,355	87,012	90,829	94,814	98,974
	Cash reconciliation items											
	Depreciation	(88,636)	(88,636)	(133,636)	(133,636)	(133,636)	(133,636)	(133,636)	(133,636)	(133,636)	(133,636)	(133,636)
	Total adjustment for non-cash items	(88,636)	(88,636)	(133,636)	(133,636)	(133,636)	(133,636)	(133,636)	(133,636)	(133,636)	(133,636)	(133,636)
	Increase / (decrease) in cash	(503,212)	(466,702)	(371,219)	(513,707)	(524,643)	(531,749)	(543,181)	(554,870)	(566,819)	(579,035)	(591,523)
	Funded by / (to) reserves											
	Transfer from Built Asset Replacement Program Reserve	20,000	-	37,654	132,691	18,130	18,130	18,130	18,130	18,130	18,130	18,130
	Transfer from S94 Growth Reserve	7,562	7,751	7,944	8,143	8,347	8,555	8,769	8,988	9,213	9,443	9,679
	Transfer from S94A Reserve	8,958	4,798	4,918	5,041	5,167	5,296	5,429	5,564	5,703	5,846	5,992
	Funded by / (to) general revenues	466,692	454,153	320,702	367,832	492,999	499,767	510,853	522,187	533,772	545,615	557,721

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
PARKS, GARDENS & RESERVES												
Income from continuing operations												
223	Grant - Crown Reserves Fund - Bellevue Hill	14,701										
1731	Grant - Public Open Spaces	2,001,180										
	Total income	2,015,881	0	0	0	0	0	0	0	0	0	0
Expenses from continuing operations												
190	Parks & Gardens - Operating Expenses	1,133,528	1,165,208	1,195,526	1,226,638	1,258,565	1,291,329	1,324,949	1,359,449	1,394,854	1,431,188	1,468,474
218	Tidy Towns Maintenance	3,783	3,874	3,967	4,062	4,159	4,259	4,361	4,466	4,573	4,683	4,795
207	Lachlan River Precinct	10,375	10,645	10,921	11,205	11,497	11,797	12,103	12,417	12,740	13,071	13,412
206	Peace Precinct	20,500	21,023	21,559	22,109	22,673	23,251	23,844	24,452	25,076	25,716	26,372
209	Adventure Playground	15,375	15,775	16,186	16,608	17,041	17,485	17,940	18,406	18,885	19,376	19,880
	Vandalism	9,897	10,135	10,378	10,627	10,882	11,143	11,410	11,684	11,964	12,251	12,544
	Weed Control - Bellevue Hill & POW Reserve	14,701										
	Total expenses	1,208,158	1,226,660	1,258,537	1,291,249	1,324,817	1,359,264	1,394,607	1,430,874	1,468,092	1,506,285	1,545,477
Capital items												
1593	Fitness Equipment - Olympic Park	923										
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
	River Front Project Preliminaries (Public Spaces)	170,528										
1721	River Front Footpaths (Public Spaces)	308,620										
1722	River Front Street Furniture (Public Spaces)	12,820										
1723	River Front Carparking Area (Public Spaces)	133,597										
1724	Aboriginal Art Preliminaries (Public Spaces)	121,549										
1725	Aboriginal Art Design (Public Spaces)	20,179										
1726	Aboriginal Art Construction (Public Spaces)	373,905										
1727	Public Art Murals (Public Spaces)	452,247										
1728	Village Signs (Public Spaces)	407,735										
	Total capital items	2,027,103	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Cash reconciliation items												
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(1,219,380)	(1,251,660)	(1,283,537)	(1,316,249)	(1,349,817)	(1,384,264)	(1,419,607)	(1,455,874)	(1,493,092)	(1,531,285)	(1,570,477)
	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	1,194,380	1,226,660	1,258,537	1,291,249	1,324,817	1,359,264	1,394,607	1,430,874	1,468,092	1,506,285	1,545,477

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
SPORTSFIELDS												
	Income from continuing operations											
228	User Charges	26,269	27,057	27,869	28,705	29,566	30,453	31,367	32,308	33,277	34,275	35,303
	Stronger Communities Round 4 - Col Stinson Park		628,409									
233	Stronger Communities Grant - Twigg Oval Basketball Courts	119,659										
	Total income	145,928	655,466	27,869	28,705	29,566	30,453	31,367	32,308	33,277	34,275	35,303
	Expenses from continuing operations											
	Sportsfields - Operating Expenses	227,471	232,152	237,724	243,430	249,272	255,254	261,380	267,653	274,076	280,653	287,389
	Vandalism	2,672	2,736	2,802	2,869	2,938	3,009	3,081	3,155	3,231	3,309	3,388
	Loan No. 236a - River Park Amenities - 22.15%	1,765	1,333	872	382							
	Loan No. 242b - Mulyan Oval Amenities - 6.88%	4,883	4,705	4,539	4,325	4,107	3,894	3,613	3,356	3,070	2,765	2,457
	Total expenses	236,792	240,926	245,937	251,005	256,317	262,157	268,074	274,164	280,377	286,727	293,234
	Capital items											
	Resurface & Cover Basketball Courts at Twigg Oval	200,717										
1899	Col Stinson Park Amenities and Clubhouse		670,279									
	Loan No. 236a - River Park Amenities - 22.15%	6,754	7,187	7,648	8,051							
	Loan No. 242b - Mulyan Oval Amenities - 6.88%	2,570	2,748	2,914	3,129	3,347	3,560	3,841	4,098	4,383	4,689	4,996
	Total capital items	210,042	680,215	10,562	11,180	3,347	3,560	3,841	4,098	4,383	4,689	4,996
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(300,905)	(265,674)	(228,630)	(233,481)	(230,098)	(235,264)	(240,548)	(245,954)	(251,484)	(257,141)	(262,928)
	Funded by / (to) reserves											
	Transfer from Carryover Reserve (Capital)	29,574										
	Funded by / (to) general revenues	271,331	265,674	228,630	233,481	230,098	235,264	240,548	245,954	251,484	257,141	262,928

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
VILLAGE PARKS												
Income from continuing operations												
221	Grant - Stronger Communities - Parks & Access	182,076										
1884	Grant - Crown Reserves Improvement Fund	70,311										
	Total income	252,387	0	0	0	0	0	0	0	0	0	0
Expenses from continuing operations												
	Village Parks Maintenance	45,354	46,442	47,557	48,698	49,867	51,064	52,290	53,545	54,830	56,146	57,494
	Total expenses	45,354	46,442	47,557	48,698	49,867	51,064	52,290	53,545	54,830	56,146	57,494
Capital items												
	Village Park Facilities & Access Upgrade	248,847										
1895	Gooloogong Park Amenities Upgrade	80,311										
	Total capital items	329,158	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	(122,125)	(46,442)	(47,557)	(48,698)	(49,867)	(51,064)	(52,290)	(53,545)	(54,830)	(56,146)	(57,494)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	122,125	46,442	47,557	48,698	49,867	51,064	52,290	53,545	54,830	56,146	57,494

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
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	315,579	324,702	332,494	340,473	348,644	357,011	365,579	374,352	383,337	392,538	401,959
188	Vandalism	2,000	2,048	2,097	2,147	2,199	2,252	2,306	2,361	2,418	2,476	2,535
187	National Tree Day	7,082	7,252	7,426	7,604	7,786	7,973	8,165	8,361	8,561	8,766	8,976
	Total expenses	324,661	334,002	342,017	350,224	358,629	367,236	376,050	385,074	394,316	403,780	413,470
	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	(324,661)	(334,002)	(342,017)	(350,224)	(358,629)	(367,236)	(376,050)	(385,074)	(394,316)	(403,780)	(413,470)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	324,661	334,002	342,017	350,224	358,629	367,236	376,050	385,074	394,316	403,780	413,470

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
AERODROME												
	Income from continuing operations											
1059	Rents & Fees	1,771	1,824	1,879	1,935	1,993	2,053	2,115	2,178	2,243	2,310	2,379
1060	Land Leases	30,467	31,381	32,322	33,292	34,291	35,320	36,380	37,471	38,595	39,753	40,946
1056	Profit on Disposal - Land Sales - Airport	280,516	146,410	97,607	97,607	97,607	97,607					
1061	Grant - LRCL - Airport Entrance & Taxiway	18,093										
1718	Grant - Regional Airports Program - Lighting Upgrade	260,000										
	Total income	590,847	179,615	131,808	132,834	133,891	134,980	38,495	39,649	40,838	42,063	43,325
	Expenses from continuing operations											
1047	Aerodrome - Operating Expenses	180,848	180,330	184,658	189,091	193,629	198,276	203,035	207,908	212,898	218,007	223,240
1051	Airport Promotion	7,964	8,155	8,351	8,551	8,756	8,966	9,181	9,401	9,627	9,858	10,095
	Loan No. 253B - Airport Subdivision - 69.47%	19,261	15,291	11,216	7,032	2,737						
	Depreciation	9,697	9,697	9,697	9,697	9,697	9,697	9,697	9,697	9,697	9,697	9,697
	Total expenses	217,770	213,473	213,922	214,371	214,819	216,939	221,913	227,006	232,222	237,562	243,032
	Capital items											
	Loan No. 253B - Airport Subdivision - 69.47%	149,464	153,434	157,509	161,693	165,987						
	Upgrade Airport Entrance & Seal Taxiway	21,333										
	Cowra Airport Lighting & Taxiway Upgrade	260,000										
1057	Sale - Airport Subdivision	(106,164)	(59,840)	(39,893)	(39,893)	(39,893)	(39,893)					
	Total capital items	324,633	93,594	117,616	121,800	126,094	(39,893)	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)
	Total adjustment for non-cash items	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)
	Increase / (decrease) in cash	58,141	(117,755)	(190,033)	(193,640)	(197,326)	(32,369)	(173,721)	(177,660)	(181,687)	(185,802)	(190,010)
	Funded by / (to) reserves											
	Transfer from S94A Reserve	17,918	9,596	9,836	10,082	10,334	10,592	10,857	11,129	11,407	11,692	11,984
	Funded by / (to) general revenues	(76,059)	108,159	180,197	183,558	186,992	21,777	162,864	166,531	170,280	174,110	178,026

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
CARAVAN PARK												
	Income from continuing operations											
794	Caravan Park - Laundry & Other Income	7,500	7,700	7,900	8,100	8,300	8,550	8,800	8,800	8,800	8,800	8,800
792	Caravan Park - Sites	319,900	330,000	339,900	349,800	359,700	370,500	381,600	391,140	400,919	410,941	421,215
793	Caravan Park - Cabins	266,800	274,800	283,000	291,500	300,100	309,100	318,400	326,360	334,519	342,882	351,454
	Total income	594,200	612,500	630,800	649,400	668,100	688,150	708,800	726,300	744,238	762,623	781,469
	Expenses from continuing operations											
	Dividend	38,270	39,188	40,129	41,092	42,078	43,088	44,122	45,181	46,265	47,375	48,512
	AODE	56,016	74,043	77,102	84,509	86,720	88,600	92,310	94,777	96,127	65,721	97,791
772	Caravan Park - General - Operation & Maintenance	331,215	339,165	347,303	355,640	364,174	372,916	381,865	391,029	400,414	410,025	419,866
773	Caravan Park - Cabin - Operation & Maintenance	8,687	8,895	9,108	9,327	9,551	9,780	10,015	10,255	10,501	10,753	11,011
774	Caravan Park - Amenities - Operation & Maintenance	5,000	5,120	5,243	5,369	5,498	5,630	5,765	5,904	6,045	6,190	6,339
775	Caravan Park - Park - Operation & Maintenance	36,074	36,939	37,825	38,732	39,662	40,614	41,588	42,585	43,607	44,653	45,725
776	Caravan Park - Site - Operation & Maintenance	13,423	13,745	14,075	14,413	14,759	15,113	15,476	15,847	16,227	16,616	17,015
777	Caravan Park - Laundry - Operation & Maintenance	14,280	14,623	14,974	15,333	15,701	16,078	16,464	16,859	17,264	17,678	18,102
	Proposed Loan - Capital Improvement - Interest			57,949	56,237	54,432	52,529	50,524	48,409	46,181	43,832	41,355
	Depreciation	67,819	67,819	93,214	93,214	93,214	93,214	93,214	93,214	93,214	93,214	93,214
	Total expenses	570,784	599,537	696,923	713,866	725,789	737,562	751,342	764,061	775,844	756,057	798,930
	Capital items											
	Caravan Park - Capital Improvement		1,693,000									
	Loan Funding - Capital Improvement		(1,093,000)									
795	Caravan Park - Compliance Including Survey	35,609										
796	Caravan Park - Cabin Refurbishments - 4 Cabins	7,708										
797	Project Planning & Detailed Design - Stage 2 Works	40,000										
798	Tender & Procurement - Stage 2 Works	10,000										
	Proposed Loan - Capital Improvement - Principal			31,644	33,356	35,162	37,064	39,070	41,184	43,413	45,762	48,238
	Total capital items	93,317	600,000	31,644	33,356	35,162	37,064	39,070	41,184	43,413	45,762	48,238
	Cash reconciliation items											
	Depreciation	(67,819)	(67,819)	(93,214)	(93,214)	(93,214)	(93,214)	(93,214)	(93,214)	(93,214)	(93,214)	(93,214)
	Total adjustment for non-cash items	(67,819)	(67,819)	(93,214)	(93,214)	(93,214)	(93,214)	(93,214)	(93,214)	(93,214)	(93,214)	(93,214)
	Increase / (decrease) in cash	(2,082)	(519,218)	(4,553)	(4,609)	363	6,738	11,602	14,269	18,195	54,019	27,515
	Funded by / (to) reserves											
	Transfer to Caravan Park Reserve	(91,235)	(80,782)			(363)	(6,738)	(11,602)	(14,269)	(18,195)	(54,019)	(27,515)
	Transfer from Caravan Park Reserve			4,553	4,609							
	Transfer from Caravan Park Reserve (Capital)	93,317	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 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
SALEYARDS												
	Income from continuing operations											
1069	Fees	425,133	437,887	451,024	464,555	478,492	492,847	507,632	522,861	538,547	554,703	571,344
1070	Truck Wash	107,406	110,628	113,947	117,365	120,886	124,513	128,248	132,095	136,058	140,140	144,344
1688	Grant - Cover Yard Walkways		100,000									
	Total income	532,539	648,515	564,971	581,920	599,378	617,360	635,880	654,956	674,605	694,843	715,688
	Expenses from continuing operations											
	Contribution to Admin Salaries	15,931	16,250	16,640	17,039	17,448	17,867	18,296	18,735	19,185	19,645	20,116
	Dividend	20,770	21,268	21,778	22,301	22,836	23,384	23,945	24,520	25,108	25,711	26,328
	AODE	59,630	78,397	69,056	75,728	77,800	79,485	82,813	86,502	87,133	59,880	89,559
	Saleyards - Operating Expenses	305,232	310,944	318,407	326,049	333,875	341,889	350,094	358,497	367,100	375,910	384,931
1068	Avdata Charges on Truck Wash	9,792	10,027	10,268	10,514	10,766	11,024	11,289	11,560	11,837	12,121	12,412
	Contribution - Training	2,798	2,854	2,922	2,992	3,064	3,138	3,213	3,290	3,369	3,450	3,533
	Overheads	41,713	42,714	43,739	44,789	45,864	46,965	48,092	49,246	50,428	51,638	52,877
	Loan No. 246 - Effluent Screens	6,524	4,839	3,128	1,249							
	Loan No. 233 - Saleyards	1,268	210									
	Depreciation	40,791	40,791	40,791	40,791	40,791	40,791	40,791	40,791	40,791	40,791	40,791
	Total expenses	504,449	528,294	526,729	541,452	552,444	564,543	578,533	593,141	604,951	589,146	630,547
	Capital items											
	Loan No. 233 - Saleyards	18,147	6,774									
	Loan No. 246 - Effluent Screens	19,396	21,082	22,793	24,671							
1687	Cover Yard Walkways Stage 1		100,000									
	Total capital items	37,543	127,855	22,793	24,671	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)
	Total adjustment for non-cash items	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)
	Increase / (decrease) in cash	31,338	33,157	56,240	56,588	87,725	93,608	98,138	102,606	110,445	146,488	125,932
	Funded by / (to) reserves											
	Transfer to Saleyards Reserve	(31,338)	(33,157)	(56,240)	(56,588)	(87,725)	(93,608)	(98,138)	(102,606)	(110,445)	(146,488)	(125,932)
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
COUNCIL BUILDINGS & STRUCTURES MAINTENANCE												
Income from continuing operations												
1221	Rent of Council Properties	42,498	43,773	45,086	46,439	47,832	49,267	50,745	52,267	53,835	55,450	57,114
1220	Rose Garden Kiosk Rent	32,414	33,386	34,388	35,420	36,483	37,577	38,704	39,865	41,061	42,293	43,562
1222	House Bourke St	9,890	10,187	10,493	10,808	11,132	11,466	11,810	12,164	12,529	12,905	13,292
1224	Grant - LRCl - Visitor Centre/Waugoola House	100,981										
	Total income	185,783	87,346	89,967	92,667	95,447	98,310	101,259	104,296	107,425	110,648	113,968
Expenses from continuing operations												
1161	Salaries & Wages	115,535	115,018	117,778	120,605	123,499	126,463	129,498	132,606	135,789	139,048	142,385
1181	Rose Garden Café	22,216	11,496	11,772	12,055	12,344	12,640	12,943	13,254	13,572	13,898	14,232
950	Pound Maintenance	4,364	4,469	4,576	4,686	4,798	4,913	5,031	5,152	5,276	5,403	5,533
1162	Building Maintenance - Neighbourhood Centre	5,561	5,694	5,831	5,971	6,114	6,261	6,411	6,565	6,723	6,884	7,049
1201	Senior Citizens Building	4,559	4,668	4,780	4,895	5,012	5,132	5,255	5,381	5,510	5,642	5,777
1163	Building Maintenance - Bourke Street House	981	1,005	1,029	1,054	1,079	1,105	1,132	1,159	1,187	1,215	1,244
	Building Maintenance - Public Toilets	20,856	21,357	21,870	22,395	22,932	23,482	24,046	24,623	25,214	25,819	26,439
1202	Building Maintenance - 118A Kendal Street	4,482	4,590	4,700	4,813	4,929	5,047	5,168	5,292	5,419	5,549	5,682
	Bus Shelters	2,767	2,833	2,901	2,971	3,042	3,115	3,190	3,267	3,345	3,425	3,507
1179	Building Maintenance - Airport Road RFS	3,154	3,230	3,308	3,387	3,468	3,551	3,636	3,723	3,812	3,903	3,997
1203	Council Property Rates	23,950	24,525	25,114	25,717	26,334	26,966	27,613	28,276	28,955	29,650	30,362
	Council Property Maintenance	28,560	29,245	29,947	30,666	31,402	32,156	32,928	33,718	34,527	35,356	36,205
1178	Council Depot	5,340	5,468	5,599	5,733	5,871	6,012	6,156	6,304	6,455	6,610	6,769
1209	Library Flooring	33,000										
	Lot 2 Macquarie Street	4,000	4,096	4,194	4,295	4,398	4,504	4,612	4,723	4,836	4,952	5,071
	Proposed Loan - Roof Replacements - Interest			7,717	7,463	7,198	6,922	6,634	6,332	6,018	5,690	5,347
	Total expenses	279,325	237,694	251,116	256,706	262,420	268,269	274,253	280,375	286,638	293,044	299,599
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	27,870
1206	Visitor Centre Roof & Ancillary Works	254,987										
	Waugoola House Roof Replacement	379,614										
	Proposed Loan Funding - Roof Replacements		(179,238)									
	Proposed Loan - Roof Replacements - Principal			5,781	6,035	6,300	6,576	6,865	7,166	7,480	7,808	8,151
	Total capital items	662,470	(151,368)	33,651	33,905	34,170	34,446	34,735	35,036	35,350	35,678	36,021
Cash reconciliation items												
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(756,012)	1,020	(194,800)	(197,944)	(201,143)	(204,405)	(207,728)	(211,115)	(214,563)	(218,074)	(221,652)
Funded by / (to) reserves												
	Transfer from Built Asset Replacement Program Reserve (Capital)	561,489	27,870	33,651	33,905	34,170	34,446	34,735	35,036	35,350	35,678	36,021
	Transfer to Built Asset Replacement Program Reserve		(179,238)									
	Transfer from Carryover Reserve	11,000										
	Transfer from Built Asset Replacement Program Reserve	33,000										
	Funded by / (to) general revenues	150,523	150,348	161,149	164,039	166,973	169,959	172,994	176,079	179,213	182,396	185,631

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
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	840,246	902,885	969,526	1,038,936	1,111,209	1,138,989	1,167,464	1,196,650	1,226,567	1,257,232	1,288,663
170	Public Holidays	281,090	324,123	331,902	339,868	348,025	356,378	364,931	373,689	382,658	391,842	401,246
170	Workers Comp. Insurance	273,166	279,722	286,435	293,309	300,348	307,556	314,937	322,495	330,235	338,161	346,277
170	Annual Leave	562,180	583,421	597,423	611,761	626,443	641,478	656,873	672,638	688,781	705,312	722,239
	Long Service Leave - Accrual	266,893	272,231	278,765	285,455	292,306	299,321	306,505	313,861	321,394	329,107	337,006
170	Sick Leave	210,817	218,783	224,034	229,411	234,917	240,555	246,328	252,240	258,294	264,493	270,841
170	Special Leave	129,648										
	Saleyards Overheads Contra	(41,713)	(42,714)	(43,739)	(44,789)	(45,864)	(46,965)	(48,092)	(49,246)	(50,428)	(51,638)	(52,877)
	Total expenses	2,522,327	2,538,451	2,644,346	2,753,951	2,867,384	2,937,312	3,008,946	3,082,327	3,157,501	3,234,509	3,313,395
	Capital items											
170	Long Service Leave	140,545	145,855	145,855	145,855	145,855	145,855	145,855	145,855	145,855	145,855	145,855
	Total capital items	140,545	145,855	145,855	145,855	145,855	145,855	145,855	145,855	145,855	145,855	145,855
	Cash reconciliation items											
	LSL Accrual	(266,893)	(272,231)	(278,765)	(285,455)	(292,306)	(299,321)	(306,505)	(313,861)	(321,394)	(329,107)	(337,006)
	Total adjustment for non-cash items	(266,893)	(272,231)	(278,765)	(285,455)	(292,306)	(299,321)	(306,505)	(313,861)	(321,394)	(329,107)	(337,006)
	Increase / (decrease) in cash	(2,395,979)	(2,412,075)	(2,511,436)	(2,614,351)	(2,720,933)	(2,783,846)	(2,848,296)	(2,914,321)	(2,981,962)	(3,051,257)	(3,122,244)
	Funded by / (to) reserves											
	Transfer from Long Service Leave Reserve	140,545	145,855	145,855	145,855	145,855	145,855	145,855	145,855	145,855	145,855	145,855
	Transfer to Long Service Leave Reserve	(207,268)	(173,363)	(145,855)	(145,855)	(145,855)	(145,855)	(145,855)	(145,855)	(145,855)	(145,855)	(145,855)
	Funded by / (to) general revenues	2,462,703	2,439,583	2,511,436	2,614,351	2,720,933	2,783,846	2,848,296	2,914,321	2,981,962	3,051,257	3,122,244

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
WASTE COLLECTION												
Income from continuing operations												
	Domestic Waste Management Charge	2,089,163	2,151,838	2,216,393	2,282,885	2,351,372	2,421,913	2,494,570	2,569,407	2,646,489	2,725,884	2,807,661
	Commercial Waste Management Charge	254,077	261,699	269,550	277,637	285,966	294,545	303,381	312,482	321,856	331,512	341,457
1565	Hilltops Council Garbage Collection	19,628										
1740	Weddin Shire Council Garbage Collection	1,823										
	Interest on Overdue Charges	12,699	13,004	13,316	13,636	13,963	14,298	14,641	14,992	15,352	15,720	16,097
	Pensioner Rates Abandoned	(161,012)	(155,369)	(155,369)	(155,369)	(155,369)	(155,369)	(155,369)	(155,369)	(155,369)	(155,369)	(155,369)
	Pensioner Subsidy	87,842	85,453	85,453	85,453	85,453	85,453	85,453	85,453	85,453	85,453	85,453
	Total income	2,304,219	2,356,625	2,429,343	2,504,242	2,581,385	2,660,840	2,742,676	2,826,965	2,913,781	3,003,200	3,095,299
Expenses from continuing operations												
	AODE	211,743	284,886	296,937	325,889	335,067	342,584	357,190	373,366	376,347	258,808	387,337
	Waste - Collection - Operating Expenses	264,800	273,719	280,289	287,016	293,904	300,957	308,180	315,577	323,151	330,907	338,849
	MGB Maintenance	15,546	20,225	20,710	21,207	21,716	22,237	22,771	23,317	23,876	24,449	25,036
	Illegal Roadside Waste Collection	10,456	11,420	11,694	11,975	12,263	12,558	12,859	13,168	13,484	13,808	14,139
1541	Donations - DWMC	2,106	2,157	2,209	2,262	2,316	2,372	2,429	2,487	2,547	2,608	2,671
	Bin Deliveries	8,132	11,186	11,454	11,729	12,011	12,299	12,594	12,896	13,205	13,522	13,846
	Dividend	55,923	57,265	58,639	60,046	61,487	62,963	64,474	66,021	67,606	69,229	70,890
1519	MGB Disposal Costs (Weighbridge) - Internal	566,512	580,108	594,031	608,288	622,887	637,836	653,144	668,819	684,871	701,308	718,139
1740	Weddin Shire Council Garbage Collection	1,671										
STREET SWEEPING - COWRA & VILLAGES												
	Street Sweeping - Operating Expenses	130,694	134,377	137,602	140,904	144,286	147,749	151,295	154,926	158,644	162,451	166,350
CLEANING COWRA CBD												
	Cleaning Cowra CBD - Operating Expenses	82,448	88,573	85,579	87,634	89,737	91,891	94,096	96,354	98,666	101,034	103,459
	Depreciation - Waste	247,085	247,085	247,085	247,085	247,085	247,085	247,085	247,085	247,085	247,085	247,085
	Container Deposit Scheme - Contribution to Depreciation	(21,726)	(21,726)	(21,726)	(21,726)	(21,726)	(21,726)					
	Total expenses	1,575,390	1,689,275	1,724,503	1,782,309	1,821,033	1,858,805	1,926,117	1,974,016	2,009,482	1,925,209	2,087,801
Capital items												
1571	MGB Replacements	20,000	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	410,000	20,000	20,000	20,000	20,000	410,000	410,000	20,000	20,000	20,000	20,000
Cash reconciliation items												
	Depreciation - Waste	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)
	Total adjustment for non-cash items	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)
	Increase / (decrease) in cash	565,914	894,435	931,925	949,018	987,437	639,120	653,644	1,080,034	1,131,384	1,305,076	1,234,583
Funded by / (to) reserves												
	Transfer to Waste Reserve	(282,837)	(131,304)	(138,324)	(138,562)	(146,685)	(149,442)	(120,899)	(95,460)	(100,485)	(113,539)	(117,788)
	Transfer to Domestic Waste Management Reserve	(320,685)	(284,335)	(281,155)	(278,987)	(297,594)	(320,490)	(325,753)	(350,752)	(382,766)	(536,601)	(445,717)
	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	(372,392)	(498,796)	(532,446)	(551,469)	(563,158)	(579,187)	(616,993)	(653,821)	(668,133)	(674,936)	(691,078)

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
WASTE DISPOSAL												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
	Contribution to Administration Salaries	95,274	97,179	99,511	101,899	104,345	106,849	109,413	112,039	114,728	117,481	120,301
	Waste Fund - Plant Working Expenses Control	130,160	191,649	196,249	200,959	205,782	210,721	215,778	220,956	226,259	231,690	237,251
	Waste Fund - Plant Hire - Income	(341,217)	(498,902)	(510,876)	(523,137)	(535,692)	(548,549)	(561,714)	(575,195)	(589,000)	(603,136)	(617,611)
1564	MGB Disposal (Weighbridge)	(566,512)	(580,108)	(594,031)	(608,288)	(622,887)	(637,836)	(653,144)	(668,819)	(684,871)	(701,308)	(718,139)
	LANDFILL											
	Landfill - Operating Expenses	240,230	251,213	257,242	263,416	269,738	276,211	282,839	289,627	296,578	303,696	310,985
1546	DEC Licence Fees	4,271	4,374	4,479	4,586	4,696	4,809	4,924	5,042	5,163	5,287	5,414
	VILLAGE TIPS											
	Village Tips - Operating Expenses	28,099	29,031	29,728	30,441	31,172	31,920	32,687	33,471	34,274	35,096	35,938
	AODE	53,405	70,128	72,608	79,159	80,852	82,122	85,062	88,333	88,459	60,437	89,866
1545	Clean Up Australia Day	1,756	1,798	1,841	1,885	1,930	1,976	2,023	2,072	2,122	2,173	2,225
	Total expenses	(354,534)	(433,638)	(443,249)	(449,080)	(460,064)	(471,777)	(482,132)	(492,474)	(506,288)	(548,584)	(533,770)
	Capital items											
1682	Cell Construction	50,000	200,000									
	Total capital items	50,000	200,000	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	304,534	233,638	443,249	449,080	460,064	471,777	482,132	492,474	506,288	548,584	533,770
	Funded by / (to) reserves											
	Transfer from Waste Reserve	12,500	50,000									
	Transfer from Domestic Waste Management Reserve (Capital)	37,500	150,000									
	Funded by / (to) general revenues	(354,534)	(433,638)	(443,249)	(449,080)	(460,064)	(471,777)	(482,132)	(492,474)	(506,288)	(548,584)	(533,770)

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
RECYCLING												
Income from continuing operations												
1560	Sale of Recycled Material	153,419	158,022	162,763	167,646	172,675	177,855	183,191	188,687	194,348	200,178	206,183
1559	Recycling Crates Sales	4,917	5,065	5,217	5,374	5,535	5,701	5,872	6,048	6,229	6,416	6,608
1563	Land Rental	2,557	2,634	2,713	2,794	2,878	2,964	3,053	3,145	3,239	3,336	3,436
1562	Weighbridge Charges	672,028	692,189	712,955	734,344	756,374	779,065	802,437	826,510	851,305	876,844	903,149
1561	2nd Hand Shop Sales	4,960	5,109	5,262	5,420	5,583	5,750	5,923	6,101	6,284	6,473	6,667
	Recycling Charge	613,251	631,648	650,597	670,115	690,218	710,925	732,253	754,221	776,848	800,153	824,158
1566	Container Deposit Scheme - Claim Income	54,636	56,275	57,963	59,702	61,493	63,338	65,238	67,195	69,211	71,287	73,426
1771	Cardboard Pick-Up	23,637										
1567	Grant - Woodstock Landfill Closure & Transfer Stations	60,250										
	Total income	1,589,654	1,550,942	1,597,470	1,645,395	1,694,756	1,745,598	1,797,967	1,851,907	1,907,464	1,964,687	2,023,627
Expenses from continuing operations												
1532	Recycling - Operating Expenses	184,629	213,085	218,199	223,435	228,798	234,289	239,912	245,670	251,566	257,603	263,786
1535	Recycling - Education	31,055	17,455	17,874	18,303	18,742	19,192	19,653	20,125	20,608	21,103	21,609
1536	RAFCA Program	4,014	4,107	4,206	4,307	4,411	4,517	4,625	4,736	4,849	4,965	5,084
MRF OPERATION												
1537	MRF - Operating Expenses	971,911	1,037,184	1,062,075	1,087,565	1,113,666	1,140,395	1,167,764	1,195,790	1,224,488	1,253,875	1,283,968
	Waste & Energy Sustainability - Operating Expenses		73,381	75,142	76,945	78,792	80,683	82,619	84,602	86,632	88,711	90,840
	Contribution from Sewer Fund - Sustainability Officer		(19,461)	(19,928)	(20,406)	(20,896)	(21,398)	(21,912)	(22,438)	(22,977)	(23,528)	(24,093)
	Contribution from Water Fund - Sustainability Officer		(19,461)	(19,928)	(20,406)	(20,896)	(21,398)	(21,912)	(22,438)	(22,977)	(23,528)	(24,093)
	Contribution - Training	23,194	23,658	24,226	24,807	25,402	26,012	26,636	27,275	27,930	28,600	29,286
	AODE	141,415	187,489	195,258	214,123	219,981	224,747	234,157	244,587	246,370	169,312	253,231
	Contribution - General Fund	1,382,670	1,319,572	1,312,630	1,310,165	1,380,327	1,401,615	1,139,050	904,296	943,149	1,082,447	1,013,655
	Loan No. 247 - Recycling Upgrade	15,615	11,581	7,486	2,990							
	Proposed Loan - Admin Building & Electricity - Interest			19,374	18,737	18,073	17,379	16,655	15,898	15,109	14,285	13,425
	Total expenses	2,754,503	2,848,590	2,896,614	2,940,565	3,046,400	3,106,032	2,887,246	2,698,104	2,774,747	2,873,844	2,926,698
Capital items												
	Loan No. 247 - Recycling Upgrade	46,422	50,456	54,551	59,046							
	Proposed Loan - Admin Building & Electricity - Principal			14,515	15,152	15,816	16,510	17,234	17,990	18,780	19,604	20,464
1576	Air Conditioner for Recycling Shed	55,000										
1577	New Staff Amenities Building Design	17,131										
1580	Staff Amenities Building & Admin Office Renovation	322	369,678									
1579	Electricity Upgrade - MRF	30,185	80,000									
	Loan Funding - Admin/Amenities & Electricity		(450,000)									
	Total capital items	149,060	50,134	69,065	74,198	15,816	16,510	17,234	17,990	18,780	19,604	20,464
Cash reconciliation items												
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(1,313,908)	(1,347,781)	(1,368,209)	(1,369,368)	(1,367,460)	(1,376,945)	(1,106,514)	(864,188)	(886,063)	(928,761)	(923,535)
Funded by / (to) reserves												
	Transfer from Waste Reserve (Capital)	78,819										
	Transfer from Domestic Waste Management Reserve (Capital)	23,820										
	Funded by / (to) general revenues	1,211,270	1,347,781	1,368,209	1,369,368	1,367,460	1,376,945	1,106,514	864,188	886,063	928,761	923,535

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
CONTAINER DEPOSIT SCHEME												
	Income from continuing operations											
1569	Sale of CDS Materials - PET	196,527	197,510	198,497	199,490	200,487	201,490	84,374				
1570	Sale of CDS Materials - Aluminium	1,217,297	1,223,384	1,229,501	1,235,648	1,241,826	1,248,035	522,615				
	Total income	1,413,824	1,420,893	1,427,998	1,435,138	1,442,313	1,449,525	606,989	0	0	0	0
	Expenses from continuing operations											
1542	CDS - Operating Expenses	544,102	598,406	612,768	627,475	642,535	657,956	280,728	-	-	-	-
	Contribution to Waste Fund Depreciation	21,726	21,726	21,726	21,726	21,726	21,726	9,053				
	Contribution to Waste Fund Overheads	88,547	90,318	92,486	94,706	96,979	99,306	42,370				
	Total expenses	654,375	710,450	726,980	743,907	761,240	778,988	332,151	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	759,449	710,443	701,018	691,231	681,073	670,537	274,838	0	0	0	0
	Funded by / (to) reserves											
	Funded by / (to) general revenues	(759,449)	(710,443)	(701,018)	(691,231)	(681,073)	(670,537)	(274,838)	0	0	0	0

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
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	124,279	137,703	147,867	158,453	169,475	173,713	130,400	115,210	117,989	120,835	123,749
1551	Public Holidays	41,806	49,425	50,611	51,826	53,070	54,344	33,285	28,127	28,802	29,493	30,201
1551	Workers Comp. Insurance	42,985	44,017	45,073	46,155	47,263	48,397	23,811	24,382	24,967	25,566	26,180
1551	Annual Leave	83,611	88,964	91,099	93,285	95,524	97,817	71,328	64,769	66,323	67,915	69,545
	Long Service Leave - Accrual	38,050	38,811	39,742	40,696	41,673	42,673	43,697	44,746	45,820	46,920	48,046
1551	Sick Leave	31,354	33,362	34,163	34,983	35,823	36,683	17,831	16,192	16,581	16,979	17,386
1551	Special Leave	9,202										
	Contribution to Overheads - Container Deposit Scheme	(88,547)	(90,318)	(92,486)	(94,706)	(96,979)	(99,306)	(42,370)				
	Total expenses	282,740	301,964	316,069	330,692	345,849	354,321	277,981	293,426	300,482	307,708	315,107
	Capital items											
1551	Long Service Leave	20,903	22,241	22,241	22,241	22,241	22,241	22,241	22,241	22,241	22,241	22,241
	Total capital items	20,903	22,241	22,241	22,241	22,241	22,241	22,241	22,241	22,241	22,241	22,241
	Cash reconciliation items											
	LSL Accrual	(38,050)	(38,811)	(39,742)	(40,696)	(41,673)	(42,673)	(43,697)	(44,746)	(45,820)	(46,920)	(48,046)
	Total adjustment for non-cash items	(38,050)	(38,811)	(39,742)	(40,696)	(41,673)	(42,673)	(43,697)	(44,746)	(45,820)	(46,920)	(48,046)
	Increase / (decrease) in cash	(265,593)	(285,394)	(298,568)	(312,237)	(326,417)	(333,889)	(256,525)	(270,921)	(276,903)	(283,029)	(289,302)
	Funded by / (to) reserves											
	Transfer from Waste Reserve - Long Service Leave	20,367	22,241	22,241	22,241	22,241	22,241	22,241	22,241	22,241	22,241	22,241
	Transfer to Waste Reserve - Long Service Leave	(29,880)	(31,944)	(32,177)	(32,415)	(32,659)	(32,909)	(33,165)	(33,428)	(33,696)	(33,971)	(34,253)
	Funded by / (to) general revenues	275,105	295,097	308,504	322,411	336,836	344,557	267,449	282,108	288,358	294,759	301,314

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
WATER												
	Income from continuing operations											
	Water Access-Vacant Land - Residential	123,382	127,083	130,895	134,822	138,867	143,033	147,324	151,744	156,296	160,985	165,815
	RESIDENTIAL											
	Access Charges	1,077,246	1,136,788	1,170,892	1,206,019	1,242,200	1,279,466	1,317,850	1,357,386	1,398,108	1,440,051	1,483,253
	Consumption Charges	2,679,280	3,457,005	3,560,715	3,667,536	3,777,562	3,890,889	4,007,616	4,127,844	4,251,679	4,379,229	4,510,606
	NON-RESIDENTIAL											
	Access Charges	645,638	677,642	697,971	718,910	740,477	762,691	785,572	809,139	833,413	858,415	884,167
	Consumption Charges	1,135,583	1,605,486	1,653,651	1,703,261	1,754,359	1,806,990	1,861,200	1,917,036	1,974,547	2,033,783	2,094,796
	NON-RESIDENTIAL (INDUSTRIAL)											
	Access Charges	11,808	11,947	12,305	12,674	13,054	13,446	13,849	14,264	14,692	15,133	15,587
	Consumption Charges	137,722	165,043	169,994	175,094	180,347	185,757	191,330	197,070	202,982	209,071	215,343
	NON-RESIDENTIAL (NURSERIES)											
	Access Charges	3,277	2,399	2,471	2,545	2,621	2,700	2,781	2,864	2,950	3,039	3,130
	Consumption Charges	15,739	13,132	13,526	13,932	14,350	14,781	15,224	15,681	16,151	16,636	17,135
	EDUCATION											
	Access Charges	19,743	21,264	21,902	22,559	23,236	23,933	24,651	25,391	26,153	26,938	27,746
	Consumption Charges	66,644	66,655	68,655	70,715	72,836	75,021	77,272	79,590	81,978	84,437	86,970
	RAW WATER											
	Access Charges	30,962	29,984	30,884	31,811	32,765	33,748	34,760	35,803	36,877	37,983	39,122
	Consumption Charges	144,509	180,248	185,656	191,226	196,963	202,872	208,958	215,227	221,684	228,335	235,185
	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	88,838	91,503	94,248	97,075	99,987	102,987	106,077	109,259	112,537	115,913	119,390
	Pensioner Rates Abandoned	(117,697)	(117,697)	(117,697)	(117,697)	(117,697)	(117,697)	(117,697)	(117,697)	(117,697)	(117,697)	(117,697)
	Pensioner Rate Subsidy	64,733	64,733	64,733	64,733	64,733	64,733	64,733	64,733	64,733	64,733	64,733
	Tapping Fees	85,464	88,028	90,669	93,389	96,191	99,077	102,049	105,110	108,263	111,511	114,856
1426	Sundry Revenue	5,600	5,700	5,800	5,900	6,000	6,100	6,200	6,300	6,400	6,500	6,600
	Developer Contributions	32,100	32,903	33,726	34,569	35,433	36,319	37,227	38,158	39,112	40,090	41,092
1434	Service Agreement Erambie Cowra Water Maintenance	1,846	1,901	1,958	2,017	2,078	2,140	2,204	2,270	2,338	2,408	2,480
1430	LIRS - Interest Subsidy	36,663	27,360	17,206	6,778							
1433	Grant - Cowra Drought Water Supply Construction	9,902,805										
1436	Safe & Secure Grant - Cowra IWCM	94,540	135,373									
	Grant - 50% WTP Replacement										15,000,000	
	Total income	16,323,531	7,861,585	7,947,265	8,174,973	8,413,467	8,666,091	8,926,285	9,194,277	9,470,301	24,754,598	10,047,414
	Expenses from continuing operations											
	Contribution to Administration Salaries	173,951	177,430	181,688	186,049	190,514	195,086	199,768	204,562	209,471	214,498	219,646
	Contribution - Compliance Officer	16,971	17,395	17,830	18,276	18,733	19,201	19,681	20,173	20,677	21,194	21,724
	Contribution - Depot Redevelopment Loan	10,955	10,917	10,917	15,134	19,879	19,879	13,489	13,489	13,489	13,489	13,489
	Contribution - Sustainability Officer		19,461	19,928	20,406	20,896	21,398	21,912	22,438	22,977	23,528	24,093
	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
	Contribution - Training	34,791	35,487	36,339	37,211	38,104	39,018	39,954	40,913	41,895	42,900	43,930
	AODE	1,508,485	950,365	971,389	1,063,848	1,092,079	1,115,764	1,162,506	1,214,318	1,223,194	2,133,286	1,257,305
	Japanese Garden Water Subsidy	(104,335)	(107,465)	(110,689)	(114,009)	(117,430)	(120,952)	(124,581)	(128,318)	(132,168)	(136,133)	(140,217)
	Contribution from Sewer Fund - Cowra IWCM	(47,270)	(67,687)									
1440	Tr. From General Fund (S.611)	(180,000)	(180,000)	(180,000)	(180,000)	(120,000)	(80,000)	(50,000)				
1330	Public Promotion & Education	5,553	5,686	5,822	5,962	6,105	6,252	6,402	6,556	6,713	6,874	7,039
1659	Asset Revaluation Expense	10,165										
1258	Administration Expenses & Memberships	61,400	62,874	64,383	65,929	67,512	69,132	70,790	72,489	74,228	76,010	77,834
1333	Protective Equipment & Safety Supplies	7,792	7,979	8,170	8,366	8,567	8,773	8,984	9,200	9,421	9,647	9,879
1335	Avdata Charges on Standpipe Sales	3,060	3,133	3,208	3,285	3,364	3,445	3,528	3,613	3,700	3,789	3,880
1327	Donations - Water Availability Charge	26,138	26,765	27,407	28,065	28,739	29,429	30,135	30,858	31,599	32,357	33,134
1381	Minor Equipment	11,589	11,597	11,887	12,184	12,489	12,801	13,121	13,449	13,785	14,130	14,483

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
	ENGINEERING & SUPERVISION											
1325	Project Engineer - Water	34,306	35,164	36,043	36,944	37,868	38,815	39,785	40,780	41,800	42,845	43,916
1417	Cowra Integrated Water Cycle Management (IWCM)	189,080	270,745									
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
	PURCHASE OF WATER											
1260	Central Tablelands Water	97,415	99,753	102,147	104,599	107,109	109,680	112,312	115,007	117,767	120,593	123,487
1259	State Water - Lachlan River	174,741	178,935	183,229	187,626	192,129	196,740	201,462	206,297	211,248	216,318	221,510
	PUMPING STATION											
1279	Pumping Station - Repairs & Operating Expenses	106,258	139,420	142,767	146,193	149,702	153,295	156,974	160,742	164,599	168,550	172,594
1280	Energy Costs - Pumping Stations	345,000	353,280	361,759	370,441	379,332	388,436	397,758	407,304	417,079	427,089	437,339
	RESERVOIRS											
	Reservoirs - Operations & Maintenance	122,856	94,963	97,241	99,575	101,966	104,412	106,918	109,483	112,111	114,802	117,557
	TREATMENT PLANT											
1261	Treatment Plant - Cowra - Operating Expenses	500,173	504,878	516,994	529,401	542,107	555,117	568,440	582,083	596,053	610,358	625,007
1268	Sludge Removal Expense	22,819	23,367	23,928	24,502	25,090	25,692	26,309	26,940	27,587	28,249	28,927
1263	Wyangala Operation - Treatment Plant	60,391	61,812	63,296	64,815	66,370	67,962	69,594	71,265	72,975	74,727	76,520
1265	Woodstock Chlorine Station Operation	7,889	8,078	8,272	8,471	8,674	8,882	9,095	9,313	9,537	9,766	10,000
1266	Wattamondara Chlorine Station Operation	7,888	8,077	8,271	8,470	8,673	8,881	9,094	9,312	9,535	9,764	9,998
1264	Darbys Falls Operation - Treatment Plant	49,608	50,723	51,940	53,187	54,463	55,770	57,108	58,479	59,882	61,318	62,790
1297	Koorawatha Chlorine Station Operation	13,850	14,182	14,522	14,871	15,228	15,593	15,967	16,350	16,742	17,144	17,555
1270	Chlorine	77,284	79,139	81,038	82,983	84,975	87,014	89,102	91,240	93,430	95,672	97,968
1271	Fluoride	13,821	14,153	14,493	14,841	15,197	15,562	15,935	16,317	16,709	17,110	17,521
1272	Aluminium Chlorohydrate (ACH)	169,333	173,397	177,559	181,820	186,184	190,652	195,228	199,913	204,711	209,624	214,655
1328	EPA Licence	7,084	7,254	7,428	7,606	7,789	7,976	8,167	8,363	8,564	8,770	8,980
1273	Caustic Soda	30,000	30,720	31,457	32,212	32,985	33,777	34,588	35,418	36,268	37,138	38,029
1274	Permanganate	7,371	7,548	7,729	7,914	8,104	8,298	8,497	8,701	8,910	9,124	9,343
1269	Testing - Treatment Plant	104,035	106,531	109,088	111,706	114,387	117,132	119,943	122,822	125,769	128,788	131,878
1276	Test Monitoring Software	6,332	6,531	6,688	6,849	7,013	7,181	7,353	7,529	7,710	7,895	8,084
1277	Telephone	10,265	10,511	10,763	11,021	11,286	11,557	11,834	12,118	12,409	12,707	13,012
	MAINS											
	Water - Main Operations & Maintenance	744,729	761,408	779,682	798,394	817,554	837,174	857,267	877,841	898,909	920,484	942,575
1321	Infiltration Gallery	28,483	29,109	29,808	30,524	31,256	32,006	32,774	33,561	34,366	35,190	36,034
	TELEMETRY											
1320	Service & Maintenance	42,121	43,131	44,165	45,225	46,310	47,421	48,559	49,725	50,918	52,140	53,391
	METERS											
	Meters - Operations & Maintenance	194,819	104,704	107,217	109,790	112,425	115,123	117,886	120,716	123,614	126,580	129,618
	LOAN REPAYMENTS - INTEREST											
	Loan No. 252 - Water Treatment Plant Loan - LIRS	61,540	38,700	15,245								
	Loan No. 251 - Emergency Water Supply	56,778	53,401	49,798	45,952	41,848	37,467	32,791	27,801	22,475	16,791	10,724
	Loan No. 242a - 1C1 Zone - 93.12%	66,094	63,684	61,441	58,533	55,584	52,705	48,895	45,423	41,555	37,426	33,261
	Loan No. 241a - Mains Replacement Stage 3 - 88.33%	58,226	55,413	53,059	50,410	47,582	44,572	41,606	37,862	34,334	30,469	26,424
	Loan No. 238 - Mains Replacement	34,274	31,592	28,753	25,952	22,483	19,115	15,562	11,771	7,683	3,393	
	Proposed Loan - WTP, Uptake, Reservoir - Interest											990,237
	OVERHEADS & E.L.E.											
1338	Superannuation	123,593	126,155	135,467	145,165	155,263	159,145	163,124	167,068	171,107	175,244	179,481
1338	Public Holidays	43,478	42,730	43,756	44,806	45,881	46,982	48,110	49,265	50,447	51,658	52,898
1338	Workers Comp. Insurance	36,944	37,831	38,739	39,669	40,621	41,596	42,594	43,616	44,663	45,735	46,833
1338	Annual Leave	86,955	76,915	78,761	80,651	82,587	84,569	86,599	88,677	90,805	92,984	95,216
	Long Service Leave - Accrual	35,333	36,040	36,905	37,791	38,698	39,627	40,578	41,552	42,549	43,570	44,616
1338	Sick Leave	32,608	28,843	29,535	30,244	30,970	31,713	32,474	33,253	34,051	34,868	35,705
1338	Special Leave	6,245										
	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											
	Depreciation - Water	1,982,172	2,021,815	2,262,251	2,307,496	2,353,646	2,400,719	2,448,733	2,497,708	2,547,662	2,598,615	2,650,587

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
	Total expenses	8,171,436	7,644,570	7,759,513	7,967,354	8,188,890	8,377,582	8,574,705	8,805,355	8,945,515	9,989,066	10,240,490
	Capital items											
	METERS											
1347	New Meter Installations	64,585	66,199	67,855	69,551	71,289	73,071	74,898	76,771	78,690	80,658	82,675
1363	Meter Replacements	91,242	125,042	128,168	131,373	134,658	138,025	141,475	145,012	148,638	152,353	156,162
	RESERVOIRS											
1380	Reservoir Cleaning & Painting	53,074	49,954	51,203	52,483	53,795	55,140	56,519	57,932	59,380	60,865	62,386
1390	Cowra High Level Reservoir Dosing/Re-Chlorination	122,812										
1697	Reservoir Chlorine Monitoring System	125,000										
	Cowra - New Reservoir (15ML)										3,000,000	
	Cowra - Reservoir Re-Roofing			64,004	65,604	67,244	68,926					
	PUMPING STATIONS											
1398	Billimari - Pump Station Upgrade			64,004						64,004		
1410	Gooloogong Pump Replacement										21,538	
1392	River Low Lift Pump Station	200,812						169,557	173,796			
1391	High Lift Pump at River - Switch Board	186,870										
1419	Southern Line - Pump Replacement Program											59,434
	MAINS CONSTRUCTION											
	River Screen 10 Year Rehabilitation		1,500,000									
1385	Mains Replacement/Renewal		211,157	216,564	287,714	227,796	233,630	239,613	245,604	251,744	258,038	264,488
	Mains Replacement - Vaux Lane		500,000									
	Mains Replacement - Brougham St: Fitzroy to Campbell		50,000									
	Mains Replacement - Bernie Heilman St		200,000									
	Replace AC Water Mains			1,383,436	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	220,000										
1869	Comerford St & Lachlan St Main Replacement	240,000										
1891	Bendick Murrell Water Main Installation	15,000										
1386	Rural Residential Water Reticulation - Eloura to Camp Rd		331,144	452,564	231,939							
1421	Construct Emergency Drought Supply	9,902,805										
1759	William Street - Emergency Main Replacement	186,600										
	TREATMENT PLANT											
1393	WTP Office Extension	195,125										
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 - WTP, River Offtake, New Reservoir										(23,000,000)	
1700	Bunded Area Reconstruction	70,000										
1415	Transfer Pump Refurbishment		85,000									
1411	Install Additional VSD on High Level Transfer Pump		15,000									
	OTHER											
1384	Replace Telemetry System	263,609										
	LOAN REPAYMENTS - PRINCIPAL											
	Loan No. 252 - Water Treatment Plant Loan - LIRS	434,518	457,358	480,813								
	Loan No. 242a - 1C1 Zone External - 93.12%	34,790	37,200	39,443	42,351	45,300	48,179	51,989	55,461	59,329	63,458	67,623
	Loan No. 251 - Emergency Water Supply	50,174	53,550	57,154	60,999	65,104	69,485	74,160	79,151	84,477	90,161	96,228
	Loan No. 241a - Mains Replacement Stage 3 - 88.33%	36,021	38,834	41,189	43,838	46,666	49,676	52,642	56,386	59,913	63,778	67,823
	Loan No. 238 - Mains Replacement	43,704	46,386	49,225	52,026	55,495	58,863	62,416	66,207	70,295	74,586	
	Proposed Loan - WTP, Uptake, Reservoir - Principal											741,864
1338	Long Service Leave	21,739	19,229	19,229	19,229	19,229	19,229	19,229	19,229	19,229	19,229	19,229
	Total capital items	12,694,632	3,786,053	3,114,851	2,369,393	2,158,780	2,180,593	2,302,885	2,329,944	2,243,955	17,226,626	1,617,912

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
	Cash reconciliation items											
	Depreciation - Water	(1,982,172)	(2,021,815)	(2,262,251)	(2,307,496)	(2,353,646)	(2,400,719)	(2,448,733)	(2,497,708)	(2,547,662)	(2,598,615)	(2,650,587)
	LSL Accrual	(35,333)	(36,040)	(36,905)	(37,791)	(38,698)	(39,627)	(40,578)	(41,552)	(42,549)	(43,570)	(44,616)
	Total adjustment for non-cash items	(2,017,505)	(2,057,855)	(2,299,156)	(2,345,287)	(2,392,344)	(2,440,346)	(2,489,311)	(2,539,260)	(2,590,211)	(2,642,185)	(2,695,203)
	Increase / (decrease) in cash	(2,525,033)	(1,511,183)	(627,942)	183,513	458,142	548,262	538,007	598,238	871,042	181,091	884,215
	Funded by / (to) reserves											
	Transfer to Water Reserve - Long Service Leave	(30,572)	(28,239)	(28,455)	(28,677)	(28,904)	(29,136)	(29,374)	(29,617)	(29,866)	(30,122)	(30,383)
	Transfer to Water Reserve - Infrastructure	0	(1,430,400)	(1,606,904)	(2,140,447)	(2,190,021)	(2,287,198)	(2,383,084)	(2,453,203)	(2,622,005)	(1,895,522)	(1,307,114)
	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 S94 Water Reserve	(32,100)	(32,903)	(33,726)	(34,569)	(35,433)	(36,319)	(37,227)	(38,158)	(39,112)	(40,090)	(41,092)
	Transfer from Water Reserve - Operating Expenses	545,085										
	Transfer from Water Reserve - Infrastructure (Capital)	2,138,780	3,100,593	2,394,072	2,116,381	1,891,553	1,898,843	2,005,222	2,015,353	1,911,600	1,875,324	584,053
	Transfer from S94 Water Reserve (Capital)	32,100	32,903	33,726	34,569	35,433	36,319	37,227	38,158	39,112	40,090	41,092
	Transfer from Water Reserve - Long Service Leave	21,739	19,229	19,229	19,229	19,229	19,229	19,229	19,229	19,229	19,229	19,229
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
SEWER												
	Income from continuing operations											
	Sewer Access Charges	2,880,218	2,966,625	3,055,624	3,147,293	3,241,712	3,338,963	3,439,132	3,542,306	3,648,575	3,758,032	3,870,773
	Sewer Service Charges	728,817	750,682	773,202	796,398	820,290	844,899	870,246	896,353	923,244	950,941	979,469
	Wyangala Sewer - Access Charges	40,721	41,942	43,200	44,496	45,831	47,206	48,622	50,081	51,583	53,130	54,724
	Wyangala Sewer - Service Charges	18,635	19,194	19,770	20,363	20,974	21,603	22,251	22,919	23,607	24,315	25,044
	West Cowra Sewer - Access Charges			237,000	244,110	251,433	258,976	266,745	274,747	282,989	291,479	300,223
	West Cowra Sewer - Service Charges			51,000	52,530	54,106	55,729	57,401	59,123	60,897	62,724	64,606
1509	Sundry Income	13,040	13,431	13,834	14,249	14,676	15,116	15,569	16,036	16,517	17,013	17,523
	Pensioner Rates Abandoned	(78,522)	(78,522)	(78,522)	(78,522)	(78,522)	(78,522)	(78,522)	(78,522)	(78,522)	(78,522)	(78,522)
	Pensioner Rate Subsidy	43,187	43,187	43,187	43,187	43,187	43,187	43,187	43,187	43,187	43,187	43,187
1506	Council Services	23,877	24,593	25,331	26,091	26,874	27,680	28,510	29,365	30,246	31,153	32,088
	Interest on Overdue Charges	16,024	16,024	16,024	16,024	16,024	16,024	16,024	16,024	16,024	16,024	16,024
1507	Treatment Works Land Rental	22,044	22,705	23,386	24,088	24,811	25,555	26,322	27,112	27,925	28,763	29,626
1508	Trade Waste Fees	68,662	70,722	72,844	75,029	77,280	79,598	81,986	84,446	86,979	89,588	92,276
1511	Sludge Effluent at the STP	13,226	13,623	14,032	14,453	14,887	15,334	15,794	16,268	16,756	17,259	17,777
1513	Service Agreement Erambie Cowra Sewer Maintenance	47,558	48,747	49,966	51,215	52,495	53,807	55,152	56,531	57,944	59,393	60,878
	Developer Contributions	63,550	65,139	66,767	68,436	70,147	71,901	73,699	75,541	77,430	79,366	81,350
	Sewer - Interest on Investments	10,000	28,341	29,469	29,951	29,754	28,843	27,250	24,953	21,932	18,165	13,632
	Total income	3,911,037	4,046,434	4,456,114	4,589,391	4,725,959	4,865,899	5,009,368	5,156,470	5,307,313	5,462,010	5,620,678
	Expenses from continuing operations											
	Contribution to Admin Salaries	173,951	177,430	181,688	186,049	190,514	195,086	199,768	204,562	209,471	214,498	219,646
	Contribution - Compliance Officer	39,420	40,366	41,335	42,327	43,343	44,383	45,448	46,539	47,656	48,800	49,971
	Contribution - Depot Redevelopment Loan	10,917	10,917	15,134	19,879	19,879	13,489	13,489	13,489	13,489	13,489	13,489
	Contribution - Sustainability Officer		19,461	19,928	20,406	20,896	21,398	21,912	22,438	22,977	23,528	24,093
	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
	Contribution to Water Fund - Cowra IWCM	47,270	67,687									
	AODE	368,978	1,825,615	544,668	597,239	613,436	626,487	652,390	681,032	685,498	470,702	1,266,473
	Contribution Training	23,194	23,658	24,226	24,807	25,402	26,012	26,636	27,275	27,930	28,600	29,286
1447	Sewer - Administration Expenses	40,221	41,187	42,176	43,188	44,224	45,285	46,372	47,485	48,624	49,791	50,986
1469	Telephone	2,040	2,089	2,139	2,190	2,243	2,297	2,352	2,408	2,466	2,525	2,586
1456	Donations	1,450	1,485	1,521	1,558	1,595	1,633	1,672	1,712	1,753	1,795	1,838
1464	Protective Clothing & Safety Supplies	2,252	2,306	2,361	2,418	2,476	2,535	2,596	2,658	2,722	2,787	2,854
1470	EPA Licences	6,941	7,108	7,279	7,454	7,633	7,816	8,004	8,196	8,393	8,594	8,800
1471	Best Practice Compliance	10,000	10,240	10,486	10,738	10,996	11,260	11,530	11,807	12,090	12,380	12,677
1660	Asset Revaluation Expense	10,165										
1475	Project Engineer - Sewer	34,306	34,992	35,832	36,692	37,573	38,475	39,398	40,344	41,312	42,303	43,318
1489	Minor Equipment	5,657	5,793	5,932	6,074	6,220	6,369	6,522	6,679	6,839	7,003	7,171
	TREATMENT WORKS											
1465	STP Insurance	48,979	50,154	51,358	52,591	53,853	55,145	56,468	57,823	59,211	60,632	62,087
1442	Sewer - Treatment Works - Cowra Operation	407,056	388,970	497,883	509,831	522,067	534,596	547,426	560,564	574,017	587,794	601,901
1472	Bealieu House Maintenance	5,149	5,273	5,400	5,530	5,663	5,799	5,938	6,081	6,227	6,376	6,529
1445	Testing & Monitoring	30,488	31,220	31,969	32,736	33,522	34,327	35,151	35,995	36,859	37,744	38,650
1474	Test Monitoring Software	18,754	19,204	19,665	20,137	20,620	21,115	21,622	22,141	22,672	23,216	23,773
1446	Sewer - Treatment Works - Wyangala Operation	168,148	172,184	176,317	180,548	184,882	189,320	193,864	198,517	203,282	208,160	213,156
1467	Sludge Removal	137,164	143,967	147,423	150,961	154,584	158,294	162,093	50,000	50,000	50,000	50,000
	SEWER MAINS											
	Sewer - Mains - Repairs & Maintenance	249,110	254,608	260,718	266,975	273,382	279,943	286,662	293,542	300,587	307,801	315,188
	Condition Audit - Mains Inspection	38,928	39,862	40,819	41,799	42,802	43,829	44,881	45,958	47,061	48,190	49,347
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	144,923	148,159	189,644	194,195	198,855	203,628	208,515	213,520	218,644	223,891	229,264
	LOAN REPAYMENTS - INTEREST											
	Loan No. 244 - STP Upgrade	501,995	489,773	479,229	463,732	448,268	433,982	513,535	292,608	372,453	349,339	326,908
	Proposed Loan - West Cowra Sewerage			475,976	460,332	444,002	426,955	409,160	390,585	371,195	350,954	329,826

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
	EMPLOYMENT OVERHEADS & E.L.E.											
1476	Superannuation	28,158	36,540	39,238	42,046	44,971	46,095	47,247	48,381	49,542	50,731	51,949
1476	Public Holidays	10,087	14,153	14,493	14,841	15,197	15,562	15,935	16,317	16,709	17,110	17,521
1476	Workers Comp. Insurance	12,374	12,671	12,975	13,286	13,605	13,932	14,266	14,608	14,959	15,318	15,686
1476	Annual Leave	20,173	25,476	26,087	26,713	27,354	28,010	28,682	29,370	30,075	30,797	31,536
	Long Service Leave - Accrual	6,407	6,535	6,692	6,853	7,017	7,185	7,357	7,534	7,715	7,900	8,090
1476	Sick Leave	7,565	9,553	9,782	10,017	10,257	10,503	10,755	11,013	11,277	11,548	11,825
1476	Special Leave	2,058										
	Depreciation Charge											
	Depreciation - Sewer	829,992	882,137	940,790	1,028,699	1,049,273	1,070,258	1,091,663	1,113,496	1,135,766	1,158,481	1,181,651
	Total expenses	3,714,271	5,270,773	4,631,162	4,792,841	4,846,602	4,891,004	5,049,310	4,794,678	4,929,472	4,742,777	5,568,075
	Capital items											
	SEWER MAINS											
1490	West Cowra Sewer Reticulation	149,147	11,055,377									
1485	Mains Replacement/Renewal Program	365,521	374,659	384,025	393,626	403,467	413,554	423,893	434,490	445,352	456,486	467,898
1693	Upsize Trunk Main 1				118,869							
	COWRA TREATMENT PLANT											
1692	Install Solar PV 99kW System - Cowra STP	110,000										
	Cowra WWTP Tertiary Filters					2,624,173						
	Aerator Replacement		365,521									
1492	Purchase - Dewatering Bins	20,000										
1501	Upgrade UV Communication System	35,000										
1497	Remediate Tertiary Ponds & Reinstale Wall		35,000									
1498	Replace WAS Pumps	12,000										
1495	New Package Plant Filtration & UV for Water Cart Effluent Re-Use	200,000										
1499	SN Return, Rotation pipe Work & Pump System	15,000										
1694	Online MLSS, Sludge Volume & Blanket Testing		80,000									
	STP Augmentation - IDEA Tank											6,086,473
	WYANGALA TREATMENT PLANT											
1889	Clearscada Update at Wyangala STP	25,000										
	SEWER PUMP STATIONS											
1487	Pump Station Renewal/Replacement	12,184	12,489	12,801	13,121	13,449	13,785	14,130	14,483	14,845	15,216	15,597
1695	Lid Replacement STP & Pump Stations	60,000										
1494	Modify Young Rd Pump Station	3,793										
	OTHER											
1488	Ventstack Replacement		62,444	64,005	65,605	67,245	68,926					
1594	Install Flow Gauges	52,000										
	Replace Telemetry System							84,778				
	Airport Related Industrial Development - Wastewater					268,978						
	LOAN REPAYMENT - PRINCIPAL											
	Loan No. 244 - STP Upgrade	146,247	158,469	169,013	184,510	199,974	214,260	296,768	193,573	275,788	298,903	321,334
	Proposed Loan - West Cowra Sewerage			356,591	372,235	388,565	405,612	423,406	441,981	461,371	481,612	502,741
	Proposed Loan Funding - West Cowra Sewerage		(11,055,377)									
	Proposed Loan Funding - STP Augmentation - IDEA Tank											(4,500,000)
1476	Long Service Leave	5,043	6,369	6,369	6,369	6,369	6,369	6,369	6,369	6,369	6,369	6,369
	Total capital items	1,210,935	1,094,951	992,803	1,154,334	3,703,242	1,391,483	1,164,565	1,175,674	1,203,726	1,258,586	2,900,411
	Cash reconciliation items											
	Depreciation	(829,992)	(882,137)	(940,790)	(1,028,699)	(1,049,273)	(1,070,258)	(1,091,663)	(1,113,496)	(1,135,766)	(1,158,481)	(1,181,651)
	LSL Accrual	(6,407)	(6,535)	(6,692)	(6,853)	(7,017)	(7,185)	(7,357)	(7,534)	(7,715)	(7,900)	(8,090)
	Total adjustment for non-cash items	(836,399)	(888,672)	(947,482)	(1,035,552)	(1,056,290)	(1,077,443)	(1,099,020)	(1,121,030)	(1,143,481)	(1,166,381)	(1,189,741)
	Increase / (decrease) in cash	(177,770)	(1,430,618)	(220,369)	(322,232)	(2,767,595)	(339,144)	(105,487)	307,148	317,596	627,028	(1,658,068)
	Funded by / (to) reserves											
	Transfer to Sewer Reserve - Long Service Leave	(6,645)	(8,003)	(8,042)	(8,082)	(8,123)	(8,165)	(8,208)	(8,253)	(8,298)	(8,344)	(8,392)
	Transfer to S94 Sewer Reserve	(63,550)	(65,139)	(66,767)	(68,436)	(70,147)	(71,901)	(73,699)	(75,541)	(77,430)	(79,366)	(81,350)

Work Order	Budget Detail - Description	Revised Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
	Transfer to Sewer Reserve - Infrastructure	(909,516)		(508,926)	(353,014)	(427,308)	(515,970)	(426,437)	(939,580)	(882,024)	(1,209,305)	(529,634)
	Transfer from Sewer Reserve		484,572									
	Transfer from Sewer Reserve - Infrastructure (Capital)	1,034,645	930,112	460,831	591,221	3,108,334	765,243	438,023	533,751	460,197	471,702	2,069,968
	Transfer from S94 Sewer Reserve (Capital)			253,026	68,436	70,147	71,901	73,699	75,541	77,430	79,366	81,350
	Transfer from Sewer Reserve - Long Service Leave	5,043	6,369	6,369	6,369	6,369	6,369	6,369	6,369	6,369	6,369	6,369
	Transfer to Wyangala STP Reserve	(75,355)	(89,477)	(92,439)	(94,810)	(96,559)	(97,652)	(98,123)	(97,953)	(97,122)	(95,610)	(93,400)
	Transfer from Wyangala STP Reserve	168,148	172,184	176,317	180,548	184,882	189,320	193,864	198,517	203,282	208,160	213,156
	Transfer from Wyangala STP Reserve (Capital)	25,000										
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Reserves Schedule												
Fund	Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
General	Long Service Leave	1,049,610	1,092,460	1,092,460	1,092,460	1,092,460	1,092,460	1,092,460	1,092,460	1,092,460	1,092,460	1,092,460
General	Plant & Vehicle Replacement	2,250,921	1,747,884	1,551,355	1,693,620	1,576,754	1,693,239	1,814,974	1,387,481	1,067,895	1,466,099	1,466,099
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	61,689	69,189	76,689	84,689	92,689	100,689	109,189	117,689	126,689	135,689	144,689
General	Built Asset Replacement Program	736,021	1,533,389	2,108,083	1,962,487	1,931,188	1,899,612	1,867,747	1,835,581	1,803,101	1,770,293	1,737,142
General	Business Assistance	59,746	28,558	-	-	-	-	-	-	-	-	-
General	Caravan Park	808,966	289,748	285,195	280,586	280,949	287,687	299,289	313,558	331,753	385,772	413,287
General	Civic Centre	11,530	16,780	22,292	28,080	34,158	40,539	47,240	54,275	61,663	69,419	69,419
General	Depot Redevelopment	80,396	59,221	14,852	14,852	14,852	14,852	14,852	14,852	14,852	14,852	14,852
General	Election	35,000	70,000	105,000	2,473	42,473	82,473	122,473	13,887	53,887	93,887	133,887
General	IT Equipment	-	-	-	-	50,000	100,000	150,000	200,000	250,000	300,000	350,000
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	371,957	404,422	436,274	467,499	498,082	528,007	557,259	585,822	613,679	640,812	667,205
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	83,665	116,822	173,062	229,650	317,375	410,982	509,120	611,726	722,171	868,659	994,591
General	Statecover	155,869	155,952	156,036	156,122	156,210	156,300	156,391	156,484	156,579	156,676	156,775
General	Statewide	149,176	183,079	217,796	253,346	289,749	327,026	365,198	404,286	444,312	485,299	527,270
General	Unexpended Grants	4,012,019	2,741,547	2,810,086	2,880,338	2,952,346	3,026,154	3,101,808	3,179,354	3,258,837	3,340,308	3,423,816
		10,318,063	8,960,546	9,500,677	9,597,699	9,780,781	10,211,518	10,659,497	10,418,953	10,449,375	11,271,723	11,642,989
Waste	Waste - General	682,604	763,909	902,232	1,040,794	1,187,479	946,921	677,820	773,281	873,766	987,306	1,105,093
Waste	Waste - DWM	743,553	857,888	1,119,043	1,378,030	1,655,624	1,956,114	2,261,866	2,592,618	2,955,384	3,471,985	3,897,702
Waste	Waste - Long Service Leave	111,817	121,520	131,455	141,629	152,047	162,716	173,640	184,826	196,281	208,011	220,023
		1,537,974	1,743,316	2,152,730	2,560,453	2,995,150	3,065,751	3,113,327	3,550,726	4,025,432	4,667,302	5,222,818
Water	Water - Long Service Leave	104,034	113,044	122,270	131,718	141,392	151,299	161,443	171,831	182,469	193,361	204,515
Water	Water - Infrastructure	5,096,598	3,576,405	2,939,236	3,113,302	3,561,769	4,100,124	4,627,987	5,215,837	6,076,242	6,246,440	7,119,502
		5,200,632	3,689,449	3,061,506	3,245,019	3,703,161	4,251,423	4,789,430	5,387,668	6,258,711	6,439,801	7,324,017
Sewer	Sewer - Long Service Leave	24,672	26,306	27,979	29,692	31,447	33,243	35,082	36,966	38,894	40,869	42,892
Sewer	Sewer - Wyangala Treatment Plant	1,520,118	1,437,412	1,353,534	1,267,795	1,179,472	1,087,805	992,063	891,499	785,339	672,789	553,033
Sewer	Sewer - Infrastructure	7,780,717	6,366,033	6,414,128	6,175,921	3,494,894	3,245,622	3,234,036	3,639,865	4,061,692	4,799,295	3,258,961
		9,325,508	7,829,751	7,795,640	7,473,409	4,705,813	4,366,669	4,261,182	4,568,330	4,885,925	5,512,953	3,854,885
	Total	26,382,176	22,223,061	22,510,554	22,876,580	21,184,906	21,895,361	22,823,435	23,925,676	25,619,443	27,891,779	28,044,709

Developer Contribution Schedule												
Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Section 94 Rural Roads	0	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	0
Section 94 Bushfire Rural - Villages	0	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	0
Section 94 Public Open Space	0	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	0
Section 94 Drainage	0	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	0
Section 94 Community Facilities	0	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	0
Street Tree Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0
S94A	118,661	66,026	76,421	87,077	97,999	109,194	120,669	132,430	144,486	156,843	169,510	182,492
S94 Growth Areas	7,397	3,129	4,730	6,371	8,053	9,777	0	1,811	3,668	5,571	7,522	9,521
Total General Fund	126,058	69,155	81,151	93,448	106,052	118,971	120,669	134,242	148,154	162,415	177,031	192,014
Section 64 Water	0	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	0	0
Section 64 Sewerage	57,570	121,120	186,259	0	0	0	0	0	0	0	0	0
Headworks Sewer	0	0	0	0	0	0	0	0	0	0	0	0
Total Sewer Fund	57,570	121,120	186,259	0	0	0	0	0	0	0	0	0
Grand Total	183,628	190,275	267,410	93,448	106,052	118,971	120,669	134,242	148,154	162,415	177,031	192,014

Key Performance indicators by Fund	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	2022	2022	2022	2022	2022	2022	2023	2023	2023	2023	2023	2023	2024	2024	2024	2024	2024	2024	2025	2025	2025	2025	2025	2025
	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	18,298	17,389	6,749	9,510	909	18,367	18,479	17,480	5,238	8,014	1,000	18,561	19,026	17,878	4,610	7,980	1,148	19,120	18,894	17,597	4,793	7,658	1,297	19,000
Current Liabilities less Specific Purpose Liabilities	4,364	4,364	1,389	289	312	4,364	4,364	4,364	1,389	289	312	4,364	4,364	4,364	1,389	289	312	4,364	4,364	4,364	1,389	289	312	4,364
Benchmark is greater than 1.5x	4.19	3.98	4.86	32.91	2.91	4.21	4.23	4.01	3.77	27.73	3.20	4.25	4.36	4.10	3.32	27.61	3.68	4.38	4.33	4.03	3.45	26.50	4.16	4.35
Debt Service Cover Ratio																								
Operating result before capital excluding interest and depreciation/impairment/amortisation	8,933	6,394	476	1,465	598	6,991	7,776	4,774	2,449	82	470	5,245	9,190	4,403	2,625	1,654	508	4,911	8,796	3,949	2,661	1,681	505	4,454
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	2,413	827	876	648	62	889	2,397	811	876	648	62	873	3,319	866	876	1,481	96	962	2,986	1,029	380	1,481	96	1,125
Benchmark is greater than 2x	3.70	7.73	0.54	2.26	9.63	7.86	3.24	5.89	2.79	0.13	7.58	6.01	2.77	5.09	3.00	1.12	5.29	5.11	2.95	3.84	7.00	1.14	5.27	3.96
Rates & Annual Charges Coverage Ratio																								
Rates & Annual Charges	14,878	7,250	1,859	2,886	2,883	10,134	15,340	7,437	1,954	2,973	2,975	10,413	16,000	7,618	2,014	3,300	3,067	10,685	16,441	7,803	2,076	3,401	3,161	10,964
Income from Continuing Operations	60,258	34,716	16,324	3,911	5,308	40,023	42,652	25,416	7,862	4,046	5,328	30,744	42,367	24,509	7,947	4,456	5,455	29,964	40,774	22,425	8,175	4,589	5,585	28,010
Benchmark is greater than or equal to 40%	24.7%	20.9%	11.4%	73.8%	54.3%	25.3%	36.0%	29.3%	24.9%	73.5%	55.8%	33.9%	37.8%	31.1%	25.3%	74.1%	56.2%	35.7%	40.3%	34.8%	25.4%	74.1%	56.6%	39.1%
Operating Performance																								
Operating revenue excluding capital grants and contributions – operating expenses	368	1,783	-1,820	85	320	2,103	-1,342	-328	147	-1,357	196	-132	-939	-963	117	-311	218	-745	-1,522	-1,536	136	-342	220	-1,316
Operating revenue excluding capital grants and contributions	37,666	22,283	6,352	3,799	5,232	27,515	38,037	21,018	7,792	3,914	5,313	26,331	38,498	20,862	7,876	4,320	5,439	26,301	39,214	21,092	8,103	4,451	5,568	26,660
Benchmark is greater than 0%	1.0%	8.0%	-28.7%	2.2%	6.1%	7.6%	-3.5%	-1.6%	1.9%	-34.7%	3.7%	-0.5%	-2.4%	-4.6%	1.5%	-7.2%	4.0%	-2.8%	-3.9%	-7.3%	1.7%	-7.7%	4.0%	-4.9%
Own Source Operating Revenue																								
Rates, fees and charges	29,004	13,752	6,220	3,799	5,232	18,984	32,112	15,256	7,629	3,914	5,313	20,569	31,311	13,693	7,859	4,320	5,439	19,132	32,134	14,018	8,097	4,451	5,568	19,586
Total operating revenue (inclusive of capital grants and contributions)	60,258	34,716	16,324	3,911	5,308	40,023	42,652	25,416	7,862	4,046	5,328	30,744	42,367	24,509	7,947	4,456	5,455	29,964	40,774	22,425	8,175	4,589	5,585	28,010
Benchmark is greater than 60%	48.1%	39.6%	38.1%	97.1%	98.6%	47.4%	75.3%	60.0%	97.0%	96.7%	99.7%	66.9%	73.9%	55.9%	98.9%	97.0%	99.7%	63.8%	78.8%	62.5%	99.0%	97.0%	99.7%	69.9%
Cash Expense Cover Ratio																								
Current year's cash, cash equivalents and term deposits	28,585	12,979	4,969	8,984	1,652	14,631	25,951	13,082	3,458	7,554	1,858	14,939	25,923	13,493	2,830	7,333	2,267	15,760	25,923	13,224	3,013	7,011	2,675	15,899
Payments from cash flow of operating and financing activities x12	30,813	16,362	6,753	3,024	4,674	21,036	32,849	17,207	6,220	4,541	4,881	22,088	32,908	17,568	6,128	4,209	5,003	22,571	33,724	18,454	5,821	4,314	5,135	23,589
Benchmark is greater than 3 months	11.13	9.52	8.83	35.65	4.24	8.35	9.48	9.12	6.67	19.96	4.57	8.12	9.45	9.22	5.54	20.91	5.44	8.38	9.22	8.60	6.21	19.50	6.25	8.09

Key Performance indicators by Fund	Budget 2026 Consolidated	Budget 2026 General	Budget 2026 Water	Budget 2026 Sewer	Budget 2026 Waste	Budget 2026 Gen-Wte	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	
Unrestricted Current Ratio																									
Current Assets less all External Restrictions	18,878	17,424	5,251	4,890	1,454	18,997	18,980	17,756	5,800	4,551	1,224	19,101	18,732	17,766	6,338	4,446	966	18,866	17,965	16,893	6,936	4,753	1,073	18,113	
Current Liabilities less Specific Purpose Liabilities	4,364	4,364	1,389	289	312	4,364	4,364	4,364	1,389	289	312	4,364	4,364	4,364	1,389	289	312	4,364	4,364	4,364	1,389	289	312	4,364	
Benchmark is greater than 1.5x	4.33	3.99	3.78	16.92	4.66	4.35	4.35	4.07	4.18	15.75	3.92	4.38	4.29	4.07	4.56	15.38	3.10	4.32	4.12	3.87	4.99	16.45	3.44	4.15	
Debt Service Cover Ratio																									
Operating result before capital excluding interest and depreciation/impairment/amortisation	9,159	4,229	2,710	1,751	469	4,698	9,487	4,352	2,807	1,834	494	4,847	9,427	4,155	2,902	1,901	470	4,625	9,397	3,874	2,971	2,083	469	4,343	
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	2,857	962	380	1,481	34	996	2,614	720	380	1,481	34	753	2,776	720	380	1,643	34	753	2,424	691	380	1,319	34	725	
Benchmark is greater than 2x	3.21	4.39	7.13	1.18	13.84	4.72	3.63	6.05	7.39	1.24	14.58	6.43	3.40	5.77	7.64	1.16	6.14	3.88	5.61	7.82	1.58		5.99		
Rates & Annual Charges Coverage Ratio																									
Rates & Annual Charges	16,894	7,992	2,140	3,504	3,258	11,250	17,360	8,186	2,206	3,610	3,357	11,544	17,838	8,385	2,274	3,719	3,460	11,845	18,330	8,588	2,344	3,832	3,566	12,155	
Income from Continuing Operations	41,762	22,904	8,413	4,726	5,718	28,623	42,857	23,469	8,666	4,866	5,856	29,325	43,022	23,939	8,926	5,009	5,148	29,087	43,543	24,514	9,194	5,156	4,679	29,193	
Benchmark is greater than or equal to 40%	40.5%	34.9%	25.4%	74.1%	57.0%	39.3%	40.5%	34.9%	25.5%	74.2%	57.3%	39.4%	41.5%	35.0%	25.5%	74.2%	67.2%	40.7%	42.1%	35.0%	25.5%	74.3%	76.2%	41.6%	
Operating Performance																									
Operating revenue excluding capital grants and contributions – operating expenses	-1,138	-1,216	152	-261	187	-1,029	-867	-1,127	215	-167	212	-915	-1,173	-1,456	277	-183	189	-1,267	-1,045	-1,765	314	218	188	-1,577	
Operating revenue excluding capital grants and contributions	40,196	21,568	8,341	4,585	5,702	27,270	41,217	22,062	8,593	4,724	5,839	27,901	41,314	22,466	8,852	4,866	5,130	27,596	41,770	22,978	9,119	5,013	4,661	27,638	
Benchmark is greater than 0%	-2.8%	-5.6%	1.8%	-5.7%	3.3%	-3.8%	-2.1%	-5.1%	2.5%	-3.5%	3.6%	-3.3%	-2.8%	-6.5%	3.1%	-3.8%	3.7%	-4.6%	-2.5%	-7.7%	3.4%	4.4%	4.0%	-5.7%	
Own Source Operating Revenue																									
Rates, fees and charges	32,979	14,351	8,341	4,585	5,702	20,053	33,853	14,698	8,593	4,724	5,839	20,536	33,799	14,951	8,852	4,866	5,130	20,081	34,101	15,308	9,119	5,013	4,661	19,969	
Total operating revenue (inclusive of capital grants and contributions)	41,762	22,904	8,413	4,726	5,718	28,623	42,857	23,469	8,666	4,866	5,856	29,325	43,022	23,939	8,926	5,009	5,148	29,087	43,543	24,514	9,194	5,156	4,679	29,193	
Benchmark is greater than 60%	79.0%	62.7%	99.1%	97.0%	99.7%	70.1%	79.0%	62.6%	99.2%	97.1%	99.7%	70.0%	78.6%	62.5%	99.2%	97.1%	99.7%	69.0%	78.3%	62.4%	99.2%	97.2%	99.6%	68.4%	
Cash Expense Cover Ratio																									
Current year's cash, cash equivalents and term deposits	23,888	13,064	3,471	4,243	3,110	16,173	24,502	13,398	4,020	3,904	3,180	16,578	25,006	13,422	4,558	3,799	3,228	16,649	25,489	12,562	5,156	4,106	3,665	16,227	
Payments from cash flow of operating and financing activities x12	34,194	18,564	6,009	4,379	5,242	23,806	34,689	18,739	6,163	4,433	5,353	24,092	35,145	19,481	6,327	4,670	4,668	24,148	35,314	20,282	6,523	4,309	4,199	24,481	
Benchmark is greater than 3 months	8.38	8.44	6.93	11.63	7.12	8.15	8.48	8.58	7.83	10.57	7.13	8.26	8.54	8.27	8.64	9.76	8.30	8.27	8.66	7.43	9.48	11.43	10.47	7.95	

Key Performance indicators by Fund	Budget 2030 Consolidated	Budget 2030 General	Budget 2030 Water	Budget 2030 Sewer	Budget 2030 Waste	Budget 2030 Gen-Wte	Budget 2031 Consolidate	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	
Unrestricted Current Ratio																			
Current Assets less all External Restrictions	17,565	16,380	7,807	5,071	1,184	17,727	18,699	17,389	7,988	5,698	1,310	18,876	19,386	17,947	8,872	4,039	1,440	19,578	
Current Liabilities less Specific Purpose Liabilities	4,364	4,364	1,389	289	312	4,364	4,364	4,364	1,389	289	312	4,364	4,364	4,364	1,389	289	312	4,364	
Benchmark is greater than 1.5x	4.02	3.75	5.62	17.55	3.80	4.06	4.28	3.98	5.75	19.71	4.20	4.33	4.44	4.11	6.39	13.98	4.61	4.49	
Debt Service Cover Ratio																			
Operating result before capital excluding interest and depreciation/impairment/amortisation	9,899	4,075	3,139	2,180	505	4,580	10,377	4,795	2,412	2,499	671	5,466	10,582	4,712	3,477	1,810	584	5,296	
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	2,564	669	380	1,481	34	703	2,564	669	380	1,481	34	703	4,218	669	2,034	1,481	34	703	
Benchmark is greater than 2x	3.86	6.09	8.26	1.47		6.51	4.05	7.16	6.35	1.69		7.77	2.51	7.04	1.71	1.22		7.53	
Rates & Annual Charges Coverage Ratio																			
Rates & Annual Charges	18,835	8,797	2,416	3,948	3,675	12,472	19,355	9,010	2,490	4,067	3,788	12,798	19,888	9,228	2,566	4,190	3,903	13,132	
Income from Continuing Operations	44,723	25,124	9,470	5,307	4,821	29,945	66,982	31,797	24,755	5,462	4,968	36,765	47,189	26,402	10,047	5,621	5,119	31,521	
Benchmark is greater than or equal to 40%	42.1%	35.0%	25.5%	74.4%	76.2%	41.6%	28.9%	28.3%	10.1%	74.5%	76.2%	34.8%	42.1%	35.0%	25.5%	74.6%	76.3%	41.7%	
Operating Performance																			
Operating revenue excluding capital grants and contributions – operating expenses	-709	-1,616	449	235	224	-1,392	-343	-999	-312	577	391	-608	-1,155	-1,099	-271	-88	304	-796	
Operating revenue excluding capital grants and contributions	42,862	23,502	9,394	5,164	4,803	28,304	43,985	24,039	9,677	5,320	4,949	28,988	45,138	24,590	9,969	5,480	5,099	29,689	
Benchmark is greater than 0%	-1.7%	-6.9%	4.8%	4.5%	4.7%	-4.9%	-0.8%	-4.2%	-3.2%	10.8%	7.9%	-2.1%	-2.6%	-4.5%	-2.7%	-1.6%	6.0%	-2.7%	
Own Source Operating Revenue																			
Rates, fees and charges	35,034	15,674	9,394	5,164	4,803	20,476	35,995	16,049	9,677	5,320	4,949	20,997	36,982	16,433	9,969	5,480	5,099	21,532	
Total operating revenue (inclusive of capital grants and contributions)	44,723	25,124	9,470	5,307	4,821	29,945	66,982	31,797	24,755	5,462	4,968	36,765	47,189	26,402	10,047	5,621	5,119	31,521	
Benchmark is greater than 60%	78.3%	62.4%	99.2%	97.3%	99.6%	68.4%	53.7%	50.5%	39.1%	97.4%	99.6%	57.1%	78.4%	62.2%	99.2%	97.5%	99.6%	68.3%	
Cash Expense Cover Ratio																			
Current year's cash, cash equivalents and term deposits	26,654	12,063	6,027	4,424	4,140	16,203	29,128	13,087	6,208	5,051	4,782	17,869	29,482	13,660	7,092	3,392	5,337	18,997	
Payments from cash flow of operating and financing activities x12	36,101	20,644	6,629	4,523	4,304	24,949	36,852	20,573	7,639	4,357	4,284	24,856	39,476	21,233	8,519	5,202	4,521	25,754	
Benchmark is greater than 3 months	8.86	7.01	10.91	11.74	11.54	7.79	9.48	7.63	9.75	13.91	13.39	8.63	8.96	7.72	9.99	7.83	14.17	8.85	

Capital Works Listing

Fund	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
General Fund	Major Software & Infrastructure Upgrades	100,000	100,000								
General Fund	NSW State Government Grant Expenditure	337,000									
General Fund	Survey Equipment Upgrade									15,000	
General Fund	Depot Redevelopment Stage 3	400,000	400,000	50,000							
General Fund	Plant Purchases	1,443,037	1,136,529	797,735	1,056,866	823,515	818,265	1,367,493	1,259,586	541,796	940,000
General Fund	RTR - Program Works			680,000	680,000	680,000	680,000	680,000	680,000	680,000	680,000
General Fund	RTR - Gravel Roads Resheeting	240,119	240,119								
General Fund	RTR - Sealed Roads Shoulder Sealing		375,185								
General Fund	RTR - Heavy Patching	225,111	225,111								
General Fund	RTR - Culverts & Causeways		75,037								
General Fund	RTR - Jukes Lane Stormwater Drainage Improvements	90,376									
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 & FLR3 - Camp Rd Seal 1.6-3.6km from Darbys Falls Rd	342,000									
General Fund	RTR & FLR3 - Troopers Rd Seal 0-5km from Rivers Rd	857,388									
General Fund	Cowra Street & Lane Reseals	390,905	361,489	245,351	168,770	-	213,957	368,996	230,150	173,693	177,862
General Fund	Japanese Gardens Carpark Upgrade	100,000									
General Fund	Grading	861,513	883,050	905,127	927,755	950,949	974,722	999,090	1,024,068	1,049,669	1,075,911
General Fund	Gravel Resheeting	494,886	506,763	518,925	531,379	544,132	557,192	570,565	584,259	598,281	612,640
General Fund	Rural Reseals	220,653	245,608	351,775	435,386	688,251	430,647	334,989	419,322	351,775	360,217
General Fund	Village Reseals	53,000	52,984	52,756	52,688	52,560	52,920	52,912	52,752	52,376	
General Fund	Bushfire Equipment Allocation	380,844	389,984	399,344	408,928	418,742	428,792	439,083	449,621	460,412	471,462
General Fund	Low Level Bridge - New									6,000,000	
General Fund	West Cowra Drainage Improvements - Walker St to Grenfell Rd	365,000									
General Fund	Replacement - 50 Metre Pool	1,000,000	3,500,000								
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	670,279									
General Fund	Caravan Park - Capital Improvement	1,693,000									
General Fund	Cover Yard Walkways Stage 1	100,000									
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	Cell Construction	200,000									
Waste Fund	Staff Amenities Building & Admin Office Renovation	369,678									
Waste Fund	Electricity Upgrade - MRF	80,000									
Water Fund	New Meter Installations	66,199	67,855	69,551	71,289	73,071	74,898	76,771	78,690	80,658	82,675
Water Fund	Meter Replacements	125,042	128,168	131,373	134,658	138,025	141,475	145,012	148,638	152,353	156,162
Water Fund	Reservoir Cleaning & Painting	49,954	51,203	52,483	53,795	55,140	56,519	57,932	59,380	60,865	62,386
Water Fund	Cowra - New Reservoir (15ML)									3,000,000	
Water Fund	Cowra - Reservoir Re-Roofing		64,004	65,604	67,244	68,926					
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			

Capital Works Listing											
Fund	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Water Fund	Southern Line - Pump Replacement Program										59,434
Water Fund	River Screen 10 Year Rehabilitation	1,500,000									
Water Fund	Mains Replacement/Renewal	211,157	216,564	287,714	227,796	233,630	239,613	245,604	251,744	258,038	264,488
Water Fund	Mains Replacement - Vaux Lane	500,000									
Water Fund	Mains Replacement - Brougham St: Fitzroy to Campbell	50,000									
Water Fund	Mains Replacement - Bernie Heilman St	200,000									
Water Fund	Replace AC Water Mains		1,383,436	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	
Water Fund	Transfer Pump Refurbishment	85,000									
Water Fund	Install Additional VSD on High Level Transfer Pump	15,000									
Sewer Fund	West Cowra Sewer Reticulation	11,055,377									
Sewer Fund	Mains Replacement/Renewal Program	374,659	384,025	393,626	403,467	413,554	423,893	434,490	445,352	456,486	467,898
Sewer Fund	Upsize Trunk Main 1			118,869							
Sewer Fund	Cowra WWTP Tertiary Filters				2,624,173						
Sewer Fund	Aerator Replacement	365,521									
Sewer Fund	Remediate Tertiary Ponds & Reinststate Wall	35,000									
Sewer Fund	Online MLSS, Sludge Volume & Blanket Testing	80,000									
Sewer Fund	STP Augmentation - IDEA Tank										6,086,473
Sewer Fund	Pump Station Renewal/Replacement	12,489	12,801	13,121	13,449	13,785	14,130	14,483	14,845	15,216	15,597
Sewer Fund	Ventstack Replacement	62,444	64,005	65,605	67,245	68,926					
Sewer Fund	Replace Telemetry System							84,778			
Sewer Fund	Airport Related Industrial Development - Wastewater					268,978					
	Totals by Fund										
	General Fund	10,477,981	8,544,729	4,053,883	4,314,642	4,211,019	4,209,365	4,865,998	4,752,628	9,975,872	4,370,962
	Waste Fund	669,678	20,000	20,000	20,000	410,000	410,000	20,000	20,000	20,000	20,000
	Water Fund	3,133,496	2,427,798	2,150,950	1,926,986	1,935,162	2,042,449	2,053,511	1,950,712	39,915,414	625,145
	Sewer Fund	11,985,489	460,831	591,221	3,108,334	765,243	438,023	533,751	460,197	471,702	6,569,968
	Total Consolidated	26,266,645	11,453,359	6,816,054	9,369,962	7,321,423	7,099,837	7,473,260	7,183,537	50,382,989	11,586,075

COWRA SHIRE COUNCIL - LOAN SUMMARY

EXTERNAL LOANS

	LENDER	PURPOSE	DATE OBTAINED	DUE DATE	PRINCIPAL	INTEREST RATE	ANNUAL REPAYMENT	PRINCIPAL O/S 1/7/2021	2022		2023		2024		2025	
									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	24,921	1,268	18,147	210	6,774	0	0	0	0
234	National Australia Bank	Pool	13/06/2003	13/6/2023	1,600,000	5.81	136,378	252,191	12,884	123,494	5,605	128,697	0	0	0	0
236a	Commonwealth Bank	River Pk Amenities 22%	28/01/2005	1/2/2025	96,000	6.31	8,462	29,633	1,765	6,754	1,333	7,187	872	7,648	382	8,043
236b	Commonwealth Bank	Vaux St Drainage 78%	28/01/2005	1/2/2025	337,500	6.31	30,002	104,186	6,205	23,739	4,683	25,261	3,064	26,880	1,341	28,306
242b	Commonwealth Bank	Mulyan Amenities 6.88%	22/8/2007	24/8/2037	255,000	6.80	7,454	72,909	4,883	2,570	4,705	2,748	4,539	2,914	4,325	3,129
241b	Commonwealth Bank	Vaux Street Drainage 11.67%	18/12/2006	18/12/2036	166,000	6.35	12,452	121,684	7,693	4,759	7,321	5,131	7,010	5,442	6,660	5,792
249	National Australia Bank	Civic Centre Refurbishment	23/12/2008	30/9/2033	1,395,390	8.15	127,600	1,018,022	81,496	49,143	77,367	53,272	72,673	57,965	68,434	62,204
245	National Australia Bank	Civic Centre Refurbishment (2)	29/6/2009	29/6/2029	234,000	8.33	24,285	138,580	11,280	13,005	10,174	14,111	8,998	15,287	7,674	16,610
246	National Australia Bank	Saleyards - Effluent Screens	16/4/2010	16/4/2025	225,000	8.01	25,921	87,942	6,524	19,396	4,839	21,082	3,128	22,793	1,249	24,671
250	National Australia Bank	Drainage Improvements	28/6/2013	28/6/2028	250,000	6.36	25,994	145,902	8,878	17,116	7,762	18,232	6,593	19,402	5,342	20,652
253a	Tcorp	Depot - Stage 1 Re-Development	27/06/2016	27/06/2027	400,000	2.63	45,636	213,121	5,210	40,427	4,136	41,500	3,034	42,603	1,902	43,734
253c	Tcorp	Cemetery Expansion	27/06/2016	27/06/2027	250,000	2.63	28,513	133,238	3,255	25,258	2,584	25,929	1,895	26,618	1,188	27,325
253b	Tcorp	Airport	27/06/2016	27/06/2027	1,478,993	2.63	168,725	788,069	19,261	149,464	15,291	153,434	11,216	157,509	7,032	161,693
254a	Tcorp	Depot - Stage 2 Redevelopment	2020	2040	512,120	2.41	32,341	491,938	11,668	20,673	11,165	21,176	10,650	21,691	10,122	22,218
NEW LOAN L	Proposed Loan	Roof Replacements	2022	2042	179,238	4.34	13,498	0	0	0	0	0	7,717	5,781	7,463	6,035
NEW LOAN A2	Proposed Loan	Depot - Stage 3 Redevelopment	2023	2043	400,000	4.34	30,123	0	0	0	0	0	17,222	12,902	16,655	13,468
NEW LOAN A3	Proposed Loan	Depot - Stage 3 Redevelopment	2024	2044	450,000	4.34	33,889	0	0	0	0	0	0	0	19,374	14,515
NEW LOAN B1	Proposed Loan	Caravan Park Capital Improvement	2023	2053	1,093,000	5.34	89,593	0	0	0	0	57,949	31,644	56,237	33,356	
254b	Tcorp	CBD Footpath Refurbishment	2020	2040	1,437,788	2.41	90,817	1,381,113	32,764	58,053	31,353	59,465	29,906	60,911	28,425	62,392
254c	Tcorp	Low Level Bridge Repairs	2020	2040	500,000	2.41	31,583	480,291	11,394	20,189	10,903	20,679	10,400	21,182	9,885	21,697
NEW LOAN F1	Proposed Loan	Pool Replacement Stage 1	2023	2043	500,000	4.34	37,654	0	0	0	0	21,527	16,127	20,819	16,835	
NEW LOAN F2	Proposed Loan	Pool Replacement Stage 2	2024	2044	1,750,000	4.34	131,790	0	0	0	0	0	0	75,344	56,446	
NEW LOAN G1	Proposed Loan	West Cowra Drainage Stage 1	2023	2043	365,000	4.34	27,488	0	0	0	0	15,715	11,773	15,198	12,290	
					14,095,029		1,179,614	5,483,740	226,428	592,187	199,430	604,678	294,107	567,072	365,054	661,413
WATER																
238	Commonwealth Bank	Water Main Replacement 2005/2006	21/02/2006	22/02/2031	1,000,000	6.03	77,978	579,201	34,274	43,704	31,592	46,386	28,753	49,225	25,952	52,026
241a	Commonwealth Bank	Water Main Replacement 2006/2007 88.33%	18/12/2006	18/12/2036	1,256,000	6.35	94,248	920,576	58,226	36,021	55,413	38,834	53,059	41,189	50,410	43,838
242a	Commonwealth Bank	1C1 Zone 93.12%	22/8/2007	24/8/2037	1,286,500	6.80	100,883	987,488	66,094	34,790	63,684	37,200	61,441	39,443	58,533	42,351
251	Westpac	Emergency Water Supply - 1C1 Extension	28/06/2013	27/6/2033	1,186,124	6.566	106,952	883,346	56,778	50,174	53,401	53,550	49,798	57,154	45,952	60,999
252	National Australia Bank	Water Treatment Plant Upgrade	18/06/2014	18/06/2024	3,875,000	5.05	496,058	1,372,689	61,540	434,518	38,700	457,358	15,245	480,813	0	0
NEW LOAN J	Proposed Loan	New WTP, River Uptake & Reservoir	2031	2051	23,000,000	4.34	1,732,101	0	0	0	0	0	0	0	0	0
					31,603,624		2,608,220	4,743,301	276,912	599,208	242,791	633,328	208,296	667,824	180,847	199,214
SEWERAGE																
NEW LOAN H	Proposed Loan	West Cowra Sewer Augmentation - 1	2023	2043	11,055,377	4.34	832,566	0	0	0	0	475,976	356,591	460,332	372,235	
NEW LOAN K	Proposed Loan	IDEA Tank	2032	2052	4,500,000	4.34	338,889	-	0	0	0	0	0	0	0	
244	National Australia Bank	Sewerage Treatment Plant	05/07/2010	04/05/2040	7,213,320	8.13	648,242	6,245,493	501,995	146,247	489,773	158,469	479,229	169,013	463,732	184,510
					22,768,697		1,819,697	6,245,493	501,995	146,247	489,773	158,469	955,205	525,603	924,064	556,744
WASTE																
247	National Australia Bank	Recycling Plant	16/04/2010	16/04/2025	538,500	8.01	62,037	210,474	15,615	46,422	11,581	50,456	7,486	54,551	2,990	59,046
NEW LOAN I	Proposed Loan	MRF - Admin Building & Electricity	2023	2043	450,000	4.34	33,889	0	0	0	0	19,374	14,515	18,737	15,152	
					988,500		95,925	210,474	15,615	46,422	11,581	50,456	26,860	69,065	21,728	74,198
GRAND TOTAL - EXTERNAL LOANS					69,455,850		5,703,457	16,683,008	1,020,950	1,384,063	943,575	1,446,931	1,484,468	1,829,565	1,491,693	1,491,569
INTERNAL LOANS																
	TO	PURPOSE	DATE OBTAINED	DUE DATE	PRINCIPAL	INTEREST RATE	ANNUAL REPAYMENT	PRINCIPAL O/S 1/7/2021	2022		2023		2024		2025	
									Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal
GENERAL																
226	General	Library	30/06/2000	30/06/2025	167,500	8.00	15,691	51,971	4,158	11,533	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	51,971	4,158	11,533	3,235	12,456	2,239	13,453	1,162	14,529
GRAND TOTAL - INTERNAL LOANS					TOTAL		31,382	103,942	8,315	23,067	6,470	24,912	4,477	26,905	2,325	29,058

COWRA SHIRE COUNCIL - LOAN SUMMARY																			
EXTERNAL LOANS																			
		LENDER																Principal o/s	
		PURPOSE		2026		2027		2028		2029		2030		2031		2032		1/07/2031	
				Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal		
GENERAL																			
233	National Australia Bank	Saleyards	0	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	0	
236a	Commonwealth Bank	River Pk Amenities 22%	0	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	0	
242b	Commonwealth Bank	Mulyan Amenities 6.88%	4,107	3,347	3,894	3,560	3,613	3,841	3,356	4,098	3,070	4,383	2,765	4,689	2,457	4,996	32,634	0	
241b	Commonwealth Bank	Vaux Street Drainage 11.67%	6,286	6,165	5,889	6,563	5,497	6,955	5,002	7,450	4,536	7,916	4,026	8,426	3,491	8,961	48,125	0	
249	National Australia Bank	Civic Centre Refurbishment	62,793	67,845	57,093	73,546	51,053	79,586	44,089	86,549	36,867	93,771	29,269	101,370	20,611	110,027	182,743	0	
245	National Australia Bank	Civic Centre Refurbishment (2)	6,262	18,023	4,729	19,555	3,073	21,211	979	19,555	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	0	
250	National Australia Bank	Drainage Improvements	3,954	22,040	2,525	23,470	1,005	24,989	0	0	0	0	0	0	0	0	0	0	
253a	Tcorp	Depot - Stage 1 Re-Development	740	44,858	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
253c	Tcorp	Cemetery Expansion	463	28,107	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
253b	Tcorp	Airport	2,737	165,969	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
254a	Tcorp	Depot - Stage 2 Redevelopment	9,582	22,759	9,029	23,312	8,462	23,879	7,881	24,460	7,286	25,055	6,677	25,664	6,053	26,288	234,763	0	
NEW LOAN L	Proposed Loan	Roof Replacements	7,198	6,300	6,922	6,576	6,634	6,865	6,332	7,166	6,018	7,480	5,690	7,808	5,347	8,151	117,077	0	
NEW LOAN A2	Proposed Loan	Depot - Stage 3 Redevelopment	16,065	14,059	15,448	14,676	14,804	15,319	14,132	15,992	13,430	16,693	12,698	17,425	11,934	18,190	261,276	0	
NEW LOAN A3	Proposed Loan	Depot - Stage 3 Redevelopment	18,737	15,152	18,073	15,816	17,379	16,510	16,655	17,234	15,898	17,990	15,109	18,780	14,285	19,604	314,399	0	
NEW LOAN B1	Proposed Loan	Caravan Park Capital Improvement	54,432	35,162	52,529	37,064	50,524	39,070	48,409	41,184	46,181	43,413	43,832	45,762	41,355	48,238	738,107	0	
254b	Tcorp	CBD Footpath Refurbishment	26,908	63,910	25,354	65,464	23,762	67,056	22,131	68,686	20,461	70,357	18,750	72,068	16,997	73,820	658,932	0	
254c	Tcorp	Low Level Bridge Repairs	9,357	22,225	8,817	22,766	8,263	23,319	7,696	23,886	7,115	24,467	6,520	25,062	5,911	25,672	229,145	0	
NEW LOAN F1	Proposed Loan	Pool Replacement Stage 1	20,081	17,574	19,310	18,345	18,505	19,149	17,665	19,989	16,788	20,866	15,873	21,782	14,917	22,737	326,595	0	
NEW LOAN F2	Proposed Loan	Pool Replacement Stage 2	72,868	58,923	70,283	61,507	67,584	64,206	64,768	67,023	61,827	69,963	58,758	73,032	55,554	76,236	1,222,664	0	
NEW LOAN G1	Proposed Loan	West Cowra Drainage Stage 1	14,659	12,829	14,096	13,392	13,509	13,979	12,895	14,592	12,255	15,232	11,587	15,901	10,889	16,598	238,414	0	
			337,230	625,244	313,989	405,611	293,666	425,934	271,991	419,088	251,734	417,587	231,552	437,769	209,802	459,519	4,604,874	0	
WATER																			
238	Commonwealth Bank	Water Main Replacement 2005/2006	22,483	55,495	19,115	58,863	15,562	62,416	11,771	66,207	7,683	70,295	3,393	74,586	0	0	0	0	
241a	Commonwealth Bank	Water Main Replacement 2006/2007 88.33%	47,582	46,666	44,572	49,676	41,606	52,642	37,862	56,386	34,334	59,913	30,469	63,778	26,424	67,823	363,809	0	
242a	Commonwealth Bank	1C1 Zone 93.12%	55,584	45,300	52,705	48,179	48,895	51,989	45,423	55,461	41,555	59,329	37,426	63,458	33,261	67,623	442,366	0	
251	Westpac	Emergency Water Supply - 1C1 Extension	41,848	65,104	37,467	69,485	32,791	74,160	27,801	79,151	22,475	84,477	16,791	90,161	10,724	96,228	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	0	
NEW LOAN J	Proposed Loan	New WTP, River Uptake & Reservoir	0	0	0	0	0	0	0	0	0	0	0	0	990,237	741,864	22,258,136	0	
			167,497	212,564	153,859	226,202	138,854	241,207	122,857	257,204	106,047	274,014	88,078	291,983	1,060,646	973,538	23,167,014	0	
SEWERAGE																			
NEW LOAN H	Proposed Loan	West Cowra Sewer Augmentation - 1	444,002	388,565	426,955	405,612	409,160	423,406	390,585	441,981	371,195	461,371	350,954	481,612	329,826	502,741	7,221,264	0	
NEW LOAN K	Proposed Loan	IDEA Tank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,500,000	0	
244	National Australia Bank	Sewerage Treatment Plant	448,268	199,974	433,982	214,260	513,535	296,768	292,608	193,573	372,453	275,788	349,339	298,903	326,908	321,334	3,786,655	0	
			892,270	588,539	860,937	619,871	922,695	720,174	683,193	635,554	743,649	737,160	700,293	780,515	656,734	824,075	15,507,919	0	
WASTE																			
247	National Australia Bank	Recycling Plant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NEW LOAN I	Proposed Loan	MRF - Admin Building & Electricity	18,073	15,816	17,379	16,510	16,655	17,234	15,898	17,990	15,109	18,780	14,285	19,604	13,425	20,464	293,936	0	
			18,073	15,816	17,379	16,510	16,655	17,234	15,898	17,990	15,109	18,780	14,285	19,604	13,425	20,464	293,936	0	
		GRAND TOTAL - EXTERNAL LOANS	1,415,069	1,442,164	1,346,164	1,268,195	1,371,870	1,404,549	1,093,941	1,329,837	1,116,539	1,447,541	1,034,209	1,529,871	1,940,608	2,277,595	43,573,743	0	
INTERNAL LOANS																			
		TO																Principal o/s	
		PURPOSE		2026		2027		2028		2029		2030		2031		2032		1/07/2030	
				Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal		
GENERAL																			
226	General	Library	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
226	General	Gallery	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		GRAND TOTAL - INTERNAL LOANS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	