



DELIVERY PROGRAM

2025-2026 TO 2028-2029

OPERATIONAL PLAN

2025-2026

LONG TERM FINANCIAL PLAN

2025-2026 TO 2034-2035

PUBLIC EXHIBITION MAY 2025

www.cowracouncil.com.au

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INTRODUCTION

MESSAGE FROM THE MAYOR AND GENERAL MANAGER

Cowra Shire Delivery Program 2025–2029 and Operational Plan 2025–2026

Council is pleased to present Cowra Shire Council's **Delivery Program 2025–2029** and **Operational Plan 2025–2026** for public exhibition.

This important document outlines how Council will deliver on the aspirations and priorities of our **Community Strategic Plan 2025–2036** reflecting our shared vision for a vibrant, inclusive, and thriving Cowra Shire.

Over the next four years, Council will continue to focus on the foundations that matter most to our residents: health and wellbeing, community infrastructure, liveability and housing, environmental stewardship, reconciliation and inclusion, and economic resilience.

Key objectives for the 2025-2026 operational plan includes targeted actions to:

- **Support the redevelopment of Cowra Hospital** and investigate ways to attract vital health professionals to our region;
- **Advance critical infrastructure projects**, including planning for a new Lachlan River bridge, a CBD heavy vehicle bypass, and improvements to local roads and footpaths;
- **Promote Cowra as a family friendly shire** with abundant recreation spaces and a desirable quality of life;
- **Strengthen partnerships** in education, aged care, mental health, and Indigenous engagement;
- **Deliver cultural, environmental and economic development initiatives**, including continued progress on the Peace Precinct, CBD activation, the Sculpture Park, and sustainability efforts through the Cowra MRF.

We are committed to working transparently and collaboratively with our community, local stakeholders and all levels of government to achieve these outcomes.

We now invite your feedback during the public exhibition period. Your voice is critical in shaping the future of Cowra, and we welcome your engagement as we bring this vision to life.

Cr Paul Smith
Mayor, Cowra Shire Council

Mr Paul Devery
General Manager, Cowra Shire Council

YOUR COUNCIL

NSW Local Government elections are held every four years. The 2024 election was uncontested, and there was no need to vote. The following candidates were declared elected on 14 September 2024:

Cheryl Downing
Tony Horton
Paul Smith
Erin Watt

Ruth Fagan
Nikki Kiss
Cheryl Speechley
Peter Wright

To fill the final 9th councillor position, a by-election held on Saturday, 23 November 2024. The following candidate was declared elected on 10 December 2024:

Karren Cave

Every two years, these elected members elect a Mayor and Deputy Mayor. Council's elected members are:

Back (LtoR): Cr Peter Wright, Cr Paul Smith (Mayor), Cr Tony Horton

Front (LtoR): Cr Ruth Fagan, Cr Nikki Kiss OAM (Deputy Mayor), Cr Karren Cave, Cr Cheryl Speechley, Cr Cheryl Downing, Cr Erin Watt



VISION & VALUES

VISION

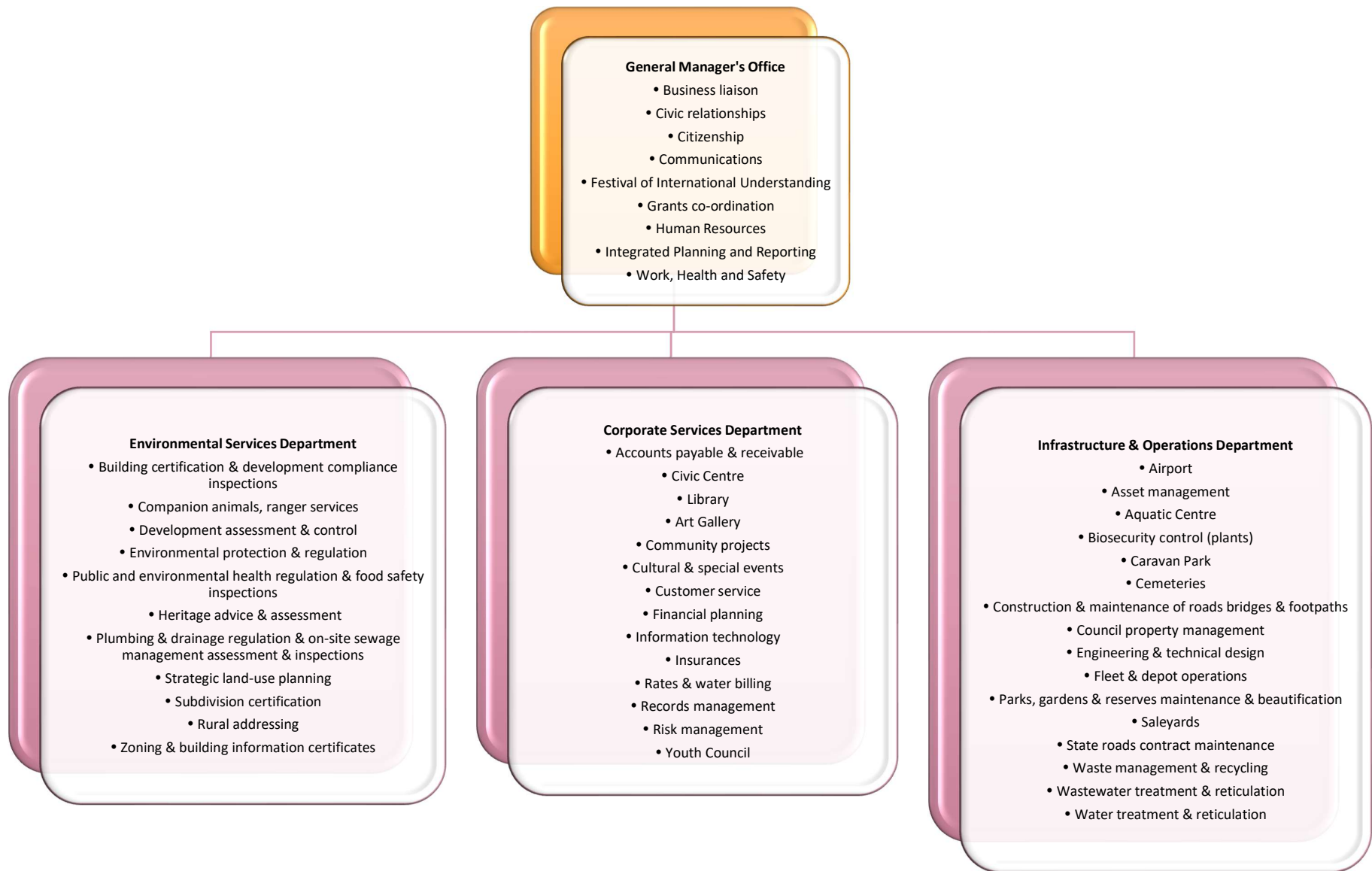
A leading, innovative and creative community, proud of our place in history, offering opportunity with the best of country living.

VALUES

In all our dealings we will....

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

COUNCIL'S ORGANISATION STRUCTURE



Delivery Program & Operational Plan

COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM & OPERATIONAL PLAN



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

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

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

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

Plan	What are we Measuring	What measures Will be used	When will results be reported to the community
Cowra 2036 Community Strategic Plan	What progress is being made towards the goals identified in the Community Strategic Plan that focus on the theme areas of: Health & Well-being; Education Training & Research; Lifestyle; Governance; Business & Industry; Transport & Infrastructure; and Natural Resource Management There are a range of stakeholders working towards these goals.	Measures that tell us about the condition of the natural environment, our built infrastructure and our human and social assets. We will use a range of statistics, as well as results from broad community surveys and consultation.	A report will be prepared every four years at the end of each Council term.
Delivery Program 2025-2026 to 2028-2029	The outcomes of the Council's service delivery – whether the Council is making a positive difference for the community through its service delivery.	Service outcome measures that focus on the condition of the built assets Council is responsible for and community satisfaction with the services that Council provides. We will use a range of statistics, service reports and targeted satisfaction surveys.	A progress report will be prepared every six months and tabled in Council.
Operational Plan 2025-2026	The outputs/inputs of Council's service delivery – whether the Council is delivering its activities as planned and within its financial budget.	Service output/input measures with a focus on completion of activities on time and within budget.	A financial progress report will be prepared quarterly and tabled in Council. An annual report (including audited financial reports) will be prepared at the end of the financial year (and will include a report on the state of the environment every four years).
Supporting Documents: Long Term Financial Plan Asset Management Plan Workforce Plan	The sustainability of Council. Whether we are improving our overall performance and viability as an organisation.	Organisational sustainability measures with a focus on financial, asset and human resource measures.	A progress report will be included in Council's Annual Report each year

MEASURING & REPORTING PROGRESS

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

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

KEY DIRECTIONS

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

STRATEGIC OBJECTIVES

Health & Wellbeing (Strategic Theme 1)

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

Innovation & Education (Strategic Theme 2)

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

Liveability & Housing (Strategic Theme 3)

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

Community Leadership & Engagement (Strategic Theme 4)

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

Business & Industry (Strategic Theme 5)

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

Transport & Infrastructure (Strategic Theme 6)

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

Environmental Sustainability & Stewardship (Strategic Theme 7)

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

Reconciliation & Inclusion (Strategic Theme 8)

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

Health & Well-Being (Strategic Theme 1)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEARS DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
H1. Construct a new hospital facility in Cowra.	H1.1 Ensure the new Cowra hospital meets the needs of the community now and into the future.	H1.1.a	Liaise with Health Infrastructure as the Cowra Hospital redevelopment is undertaken.	Ensure council is regularly advised of progress with the project.	General Manager
		H1.1.b	Council represented on the Cowra Health Council.	Council representative attends meetings and provides reporting back to Council as required.	General Manager
H2. Collaborate with education and health providers to attract and retain health professionals to the Shire.	H2.1 Support initiatives to attract and retain health professionals.	H2.1.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
		H2.1.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
		H2.1.c	Liaise with local medical professionals to provide support for attraction of workforce.	Meet with local medical representatives and provide support as agreed.	General Manager
		H2.1.d	Investigate options to subsidise or incentivise medical professionals to relocate to Cowra.	Contact NSW rural and regional councils to seek advice on what incentives they provide to attract medical professionals.	General Manager
H3. Provide facilities, infrastructure and programs for health and well-being needs, including disability, mental	H3.1 Support health and well-being providers in the Cowra Shire community.	H3.1.a	Provide rental subsidy to Cowra Information and Neighbourhood Centre (CINC).	Subsidy provided.	Director – Corporate Services

Health & Well-Being (Strategic Theme 1)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEARS DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
health and family support services.		H3.1.b	Advocate for ongoing funding for Tresillian, Gidget House and other service providers as required.	Advocacy undertaken with government.	General Manager
	H3.2 Advocate for a Medicare Urgent Care clinic for Cowra.	H3.2.a	Lobby government and seek community support for establishment of clinic.	Letters written to relevant MPs. Advocate within community for support of the lobbying effort.	General Manager
	H3.3 Support and contribute to partnerships in community health and well-being initiatives.	H3.3.a	Support community-based initiatives for well-being programs and events including Women's and Men's Health Weeks and Mental Health Month.	Key health and well-being events recognised and promoted.	Director – Corporate Services
	H3.4 Provide companion animal services across the shire.	H3.4.a	Promote a subsidised companion animal incentive scheme for de-sexing, microchipping, registration and vaccination.	Promote the National Desexing Network which provides reduced cost desexing for companion animals. Continue to work with rescue agencies and veterinary clinics to provide subsidised vaccinations for companion animals.	Director – Environmental Services
		H3.4.b	Maintain, develop and promote leash-free areas.	Maintenance and promotion undertaken.	Director – Environmental Services
		H3.4.c	Provide a companion animal re-homing program.	Program continues. Council utilises services of several re-homing agencies across the state.	Director – Environmental Services

Health & Well-Being (Strategic Theme 1)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEARS DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	H3.5 Undertake improvements to and operate the Cowra pound facility.	H3.5.a	Undertake the following works: <ul style="list-style-type: none"> • Removal of trees in the yard area. • New chainlink exercise yard fencing. • New entry and driveway to pound. • Concreting to exercise area and dog runs and cattery extension. • Provision of 2 elevated isolation kennels • Cattery cages • Installation of new on-site sewage management system • Commencement of cattery extension • Shade cloth over exercise yards • New sump to exterior yards 	Works completed within budget.	Director – Environmental Services
	H3.6 Provide opportunities for Council staff to participate in a range of health and well-being programs.	H3.6.a	Administer health programs for employees and adequately resource appropriate health and well-being initiatives.	<p>Maintain Employee Assistance Program.</p> <p>Deliver annual skin clinics and annual flu vaccinations.</p> <p>Deliver other identified programs within available resources.</p>	General Manager
	H3.7 Ensure work, health and safety of both Council staff and others in the workplace.	H3.7.a	Review and monitor work, health and safety issues in the workplace on an ongoing basis.	<p>Maintain an effective relationship with StateCover Mutual Workers Compensation insurers to ensure all cases are managed effectively thus minimising Council's liability.</p> <p>Comply with all relevant legislation and subsidiary codes to provide a safe working environment and protection of the public and within reasonable budget limits provide resources necessary to meet requirements.</p>	General Manager

Health & Well-Being (Strategic Theme 1)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEARS DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
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.	
	H3.8 Inspect and enforce health standards through a regular food shop inspection program.	H3.8.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
	H3.9 Develop, implement and promote a proactive Public Health inspection program – including barbers, beauty services and skin penetration premises.	H3.9.a	Implement, promote and maintain a public health inspection program that is educational and meets legislative standards.	Promote impending inspection program to affected premises. All barbers, beauty services and skin penetration premises are inspected on an annual basis.	Director – Environmental Services
	H3.10 Encourage smoke-free public areas.	H3.10.a	Implement signage in areas where smoking is prohibited under the NSW Smoke-free Environment Act 2000.	Signs installed.	Director – Infrastructure & Operations
H4. Partner with and seek advice from the local Wiradjuri community and Indigenous health care services to improve health outcomes.	H4.1 Liaise with local health and First Nations groups to increase awareness of health challenges.	H4.1.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
H5. Advocate for future aged care needs and support services to promote an active retirement.	H5.1 Coordinate and support programs for seniors.	H5.1.a	Organise events for Seniors Festival.	High levels of engagement with community organisations.	Director – Corporate Services
		H5.1.b	Support organisations and activities that promote an active retirement.	Support provided within available resources.	Director – Corporate Services

Health & Well-Being (Strategic Theme 1)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEARS DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	H5.2 Advocate for aged care needs.	H5.2.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 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
I1. Make Cowra Shire a learning community.	I1.1 Support ongoing operation of Country Universities Centre.	I1.1.a	Provide support within resources to facilitate operation of the Country Universities Centre (CUC).	Council to assist the CUC where possible with knowledge and expertise to support the ongoing operations of the Centre. Councillor representative allocated to CUC Cowra Region Board.	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
I2. Support initiatives to increase education and training outcomes for local indigenous people.	I2.1 Support local Wiradjuri community education and skills training.	I2.1.a	Ensure consideration in development of Reconciliation Action Plan.	Demonstrated consideration of this objective and identified strategies adopted.	General Manager
		I2.1.b	Consider options to support First Nations employment with Council.	Options considered and where feasible implemented.	General Manager
		I2.1.c	Liaise with Cowra Local Aboriginal Land Council and other relevant groups to understand and advocate for education and skills training opportunities.	Meetings held and advocacy undertaken as requested.	General Manager
I3. Support local training and education providers to build local skills, capacity, infrastructure and knowledge.	I3.1 Advocate for increased activity at Cowra TAFE and from other service providers.	I3.1.a	Liaise with Cowra Business Chamber, Cowra Community Development Company and local business community to understand training requirements and advocate for their delivery in Cowra.	Investigate training gaps with Cowra business community and advocacy undertaken.	General Manager

Innovation and Education (Strategic Theme 2)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
I4. Support innovation and research.	I4.1 Support the Cowra Agricultural Research Station.	I4.1.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
I5. Build educational engagement, opportunities and outcomes for youth.	I5.1 Support the local school education sector.	I5.1.a	Meet with local school reps and advocate for needs as appropriate.	Meetings held and advocacy undertaken.	General Manager
		I5.1.b	Advocate for NSW Government funding of Dolly Parton Imagination Library beyond 2025/2026.	Advocacy undertaken.	General Manager

Liveability and Housing (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
L1. Position Cowra as a family-friendly Shire.	L1.1 Develop and maintain facilities to promote recreation and leisure activities for families in Cowra Shire.	L1.1.a	Promote the benefits of walking communities and cycling to residents and visitors.	Promotion undertaken.	Director –Corporate Services
		L1.1.b	Consider appropriate locations for signage directing residents and visitors to shared footpath and cycling routes.	Signs erected.	Director - Infrastructure & Operations
		L1.1.c	Promote use of Council's parks, gardens and playgrounds.	Promotion undertaken.	General Manager
	L1.2 Develop and implement a Play Strategy.	L1.2.a	Consult widely with community in developing a Play Strategy.	Play Strategy developed and adopted by Council.	Director – Infrastructure & Operations
		L1.2.b	In renewing playgrounds, consider provision of facilities accessible for all the community.	Consideration given and inclusive facilities incorporated in renewal works.	Director – Infrastructure & Operations
		L1.2.c	In renewing playgrounds, consider the advice of 'Shade in Playgrounds' (Kidsafe June 2021) to provide adequate shade.	Advice considered.	Director – Infrastructure & Operations
	L1.3 Support National Families Week.	L1.3.a	Collaborate with community organisations to host a calendar of events for National Families Week.	Collaboration undertaken and events conducted.	Director – Corporate Services
		L1.3.b	Promote National Families Week.	Promotion undertaken.	General Manager

Liveability and Housing (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
L2. Advocate for appropriate services – childcare, education, healthcare and support services to be available to meet a growing population.	L2.1 Understand and support needs of providers in the childcare, education, healthcare and support services sectors.	L2.1.a	Meet with providers and advocate for their needs as required.	Meetings held and advocacy undertaken.	General Manager
L3. Develop and provide programs to meet the needs of Cowra Shire's young people.	L3.1 Build capacity of Cowra's young people to participate in community life.	L3.1.a	Develop and implement education initiatives for young people in leadership and event management.	Education initiatives conducted.	Director – Corporate Services
	L3.2 Support the principles of Justice Reinvestment.	L3.2.a	Support CINC to progress the Justice reinvestment program.	Support provided where required.	General Manager
	L3.3 Continue to support the Cowra Youth Council.	L3.3.a	Facilitate Cowra Youth Council operations, projects and community participation.	Regular meetings held. Number of youth initiatives led by the CYC. Positive CYC community profile maintained.	Director – Corporate Services
		L3.3.b	Continue Youth Week activities.	Events conducted with good participation.	Director – Corporate Services
	L3.4 Build understanding of Cowra Shire's young people.	L3.4.a	Investigate opportunities to include Cowra's youth in the community survey.	Investigation undertaken and youth included if possible.	General Manager
2. Prepare, implement and maintain a strategic planning framework that responds to community needs including enabling appropriate housing development.	L4.1 Regularly review planning controls.	L4.1.a	Monitor changes in planning legislation and provide appropriate advice to Council.	Reports provided to Council as required.	Director – Environmental Services
		L4.1.b	Review and update Development Control Plan as required.	Plan updated and adopted.	Director – Environmental Services

Liveability and Housing (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
		L4.1c	Undertake a comprehensive review of Council's Local Strategic Planning Statement.	Plan reviewed, updated and adopted.	Director – Environmental Services
	L4.2 Undertake regular reviews and report on the directions of the Cowra Housing Strategy.	L4.2.a	<p>Support the local development sector by identifying and implementing improvements to planning processes and engagement processes;</p> <p>Work with developers through a master planning process for greenfield areas to provide a greater mix of lots, housing types and sizes;</p> <p>Support seniors housing developments in appropriate locations in proximity to services and facilities;</p> <p>Work with the NSW Government for Cowra LGA to be included in the Welcome Experience as a strategy to assist essential workers to relocate and settle in the region;</p> <p>Support housing projects that attract working-age people and their families to stay and/or relocate to Cowra; and</p> <p>Support housing projects which are consistent with the vision and strategic objectives of the NSW Aboriginal Land Council Strategy on Aboriginal Housing.</p>	<p>Support provided as required.</p> <p>Activities undertaken to advance strategy actions.</p>	Director – Environmental Services

Liveability and Housing (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	L4.3 Facilitate ongoing community knowledge of planning policies and how to work with Council.	L4.3.a	<p>Provide drop-in times for community questions.</p> <p>Provide briefing sessions for people interested in submitting development applications.</p> <p>Provide planning concierge service to assist public with lodgement of applications through the NSW Planning Portal.</p>	Services promoted and provided.	Director – Environmental Services
L5. Continue to develop our leisure and cultural facilities and infrastructure and protect and enhance our natural environment.	L5.1 Undertake asset renewal of Cowra Aquatic Centre.	L5.1.a	Commence delivery of Aquatic Centre renewal project after 2025/2026 season.	Project delivered within planned timeframe and budget.	Director – Infrastructure & Operations
	L5.2 Deliver projects identified in adopted Sport and Recreation Plan.	L5.2.a	Finalise and commence implementation of masterplans for West Cowra Recreation Ground, River Park precinct, Edgell Park precinct and Mulyan Oval precinct.	Consultation undertaken and masterplans completed and adopted.	Director – Infrastructure & Operations
		L5.2.b	Seek grant funding for sportsfield masterplan projects.	Grant applications submitted to appropriate grant funding programs.	Director – Infrastructure & Operations
	L5.3 Support and promote sporting and recreation groups across the Shire.	L5.3.a	Sport & Recreation Committee meets regularly and provides recommendations to Council as required.	Meetings held and regular reports provided to Council.	Director – Corporate Services
		L5.3.b	Conduct annual Sport & Recreation Network event.	Event conducted with good participation.	Director – Corporate Services

Liveability and Housing (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
		L5.3.c	Within resources, conduct activities in partnership with clubs and other providers to increase participation in sport and recreation.	Biannual Cowra Families Into Sport days held.	Director – Corporate Services
	L5.4 Review masterplan and develop the Peace Precinct in accordance with the adopted masterplan.	L5.4.a	Seek funding and implement identified projects within the masterplan.	Grant applications submitted where appropriate.	General Manager
	L5.5 Review masterplan and develop the Lachlan River Precinct as a major focal point for passive recreation.	L5.5.a	Pursue funding and implement when adequate resources are available the following initiatives from the Lachlan River Precinct Masterplan: • The Col Newton Park improvements identified in the Masterplan.	Works completed as funds become available.	Director – Infrastructure & Operations
		L5.5.b	Commence review of the bridge pylon murals.	Review and consultation undertaken with progress reported to Council.	Director – Corporate Services
	L5.6 Provide recreation opportunities through the provision of attractive parks and gardens.	L5.6.a	Maintain parks and gardens to a high standard for all recreation users.	Parks maintained to current high standard.	Director – Infrastructure & Operations
		L5.6.b	Review plantings in CBD and preferred tree species for parks and streets.	Review undertaken.	Director – Infrastructure & Operations
	L5.7 Support and provide good quality facilities to meet the needs of sporting and recreational clubs and users.	L5.7.a	Maintain council sporting fields, facilities and amenities.	Sportsfields, sports facilities and associated amenities maintained to current high standard.	Director – Infrastructure & Operations

Liveability and Housing (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
		L.5.7.b	Support Cowra Showground Crown Land Manager 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
	L5.8 Maintain and operate the Cowra Caravan Park to its current high standard.	L5.8.a	Complete Stage 3 upgrade works subject to funding.	Design works and scope of project finalised, including final cost estimate. Construct new internal roads, entry layby, visitor parking and dump point space.	Director – Infrastructure & Operations
		L5.8.b	Maintain and operate the Cowra Caravan Park to its current high standard.	Park maintained and positive feedback received.	Director Infrastructure & Operations
	L5.9 Upgrade the public amenities at Olympic Park.	L5.9.a	Seek grant funding to install accessible amenities facility in Olympic Park.	Funding applications submitted.	General Manager
	L5.10 Continue to maintain and develop the Cowra Regional Art Gallery.	L5.10.a	Develop, present and promote a diverse program of high-quality exhibitions, public events and workshop activities at the Cowra Regional Art Gallery.	Two-year forward exhibition program developed and implemented. Use established Council publications and media to promote.	Director – Corporate Services
		L5.10.b	Advance redevelopment plans to shovel ready in order to pursue funding and community support for the Cowra Regional Art Gallery upgrade.	Plans finalised and adopted by Council. Funding applications lodged where applicable.	Director – Corporate Services

Liveability and Housing (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
		L5.10.c	Consider implementation of a Gallery Foundation/Arts Trust to support the ongoing development of the Art Gallery and collection (including the Sculpture Park).	Report on options presented to Council for consideration.	Director – Corporate Services
	L5.11 Develop the Civic Square Cultural Precinct.	L5.11.a	Seek funding to continue to progress Civic Square masterplan design.	Funding applications lodged where applicable.	Director – Environmental Services
	L5.12 Maintain and improve the Cowra Civic Centre.	L5.12.a	Develop, present and promote a diverse program of high-quality events, workshops, activities and entertainment at the Cowra Civic Centre.	A schedule of both local and community events and commercial shows from non-Cowra artists is prepared. Growth in utilisation and attendance.	Director – Corporate Services
	L5.13 Facilitate the affordable use of the civic centre by the local community.	L5.13.a	Provide financial support to local community organisations, local businesses and local schools to partially offset the total cost of hiring the civic centre. This does not include state and commonwealth government agencies and organisations predominantly funded by them.	Specific purpose concessions are provided.	Director – Corporate Services
	L5.14 Maintain and improve facilities at the Cowra Library.	L5.14.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

Liveability and Housing (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	L5.15 Develop the Cowra Sculpture Park as a major attraction within Cowra.	L5.15.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. A curatorial framework for the sculpture park is prepared for Council's endorsement.	Director – Corporate Services
	L5.16 Lobby the NSW Government to develop and invest in the Wyangala State Recreation Park.	L5.16.a	In conjunction with Cowra Tourism, lobby the relevant Ministers and local members to fund improvements for the Park.	Advocacy undertaken.	General Manager
	L5.17 Update and adopt a new Cultural Plan.	L5.17.a	Consultation undertaken to develop new Cultural Plan.	Plan adopted.	Director – Corporate Services
	L5.18 Develop our villages.	L5.18.a	Review Village Action Plan.	Consultation undertaken and revised plan adopted by Council.	Director – Environmental Services

Community Leadership and Engagement (Strategic Theme 4)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
C1 Develop and model leadership skills across the community.	C1.1 Continue to develop Council's relationship with other government bodies.	C1.1.a	Maintain relationship with key local government bodies such as Central NSW Joint Organisation (CNSWJO), Local Government NSW (LGNSW) and Australian Local Government Association (ALGA).	Attend and participate in relevant meetings, seminars and conferences.	General Manager
	C1.2 Ensure Council's Section 355 Committees (s355), focus groups and advisory bodies are relevant and provide appropriate community involvement.	C1.2.a	Ensure committees meet regularly and provide minutes and recommendations to Council.	Meetings held and regular reports/recommendations provided to Council.	General Manager
	C1.3 Support Council s355 committees.	C1.3.a	Provide administrative support and respond to recommendations in a timely manner.	Administrative support provided within available resources. Minutes provided to Council for consideration.	General Manager
		C1.3.b	Provide councillor delegates to Council Section 355 committees.	Regular attendance by councillor representatives.	General Manager
	C1.4 Provide support for the continued professional development of councillors.	C1.4.a	Provide details of and facilitate training/skill/professional development opportunities to councillors in line with professional development plans.	Professional development plans implemented.	General Manager
	C1.5 Build capacity in the local volunteer sector.	C1.5.a	Undertake workshops on grant writing and meeting procedure and provide information on available grant opportunities.	Workshops conducted.	General Manager

Community Leadership and Engagement (Strategic Theme 4)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	C1.6 Support and contribute to the development of Village organisations.	C1.6.a	Meet at least annually with representatives of villages to discuss issues of importance to each community.	Joint meeting of village representatives and councillors held at least once per year.	General Manager
	C1.7 Develop and monitor relevant Integrated Planning and Reporting (IP&R) strategies.	C1.7.a	Report to Council in accordance with statutory requirements.	Reports provided to Council.	General Manager
C2. Strengthen our community engagement and improve customer service communications.	C2.1 Maintain and improve appropriate mechanisms to consult with the community and other stakeholders and provide information on Council decisions, services and initiatives.	C2.1.a	Issue regular communication informing the community of Council decisions, activities and programs in line with the adopted Community Engagement Strategy.	Increased interaction and growth in followers is evident in website and social media analytics. Develop an email subscription database and implement digital newsletter. Utilise appropriate engagement method in accordance with adopted Community Engagement Strategy.	General Manager
		C2.2.a	Inform community of methods to lodge customer requests and monitor service levels.	Promotion of customer request options and CRM system reporting on performance against service level guarantee.	Director – Corporate Services
	C2.2 Improve customer service experience and processes.	C2.2.b	Seek to find methods to reduce unnecessary delays in timeliness of governance decision making.	Investigation/review undertaken.	General Manager
		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. 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

Community Leadership and Engagement (Strategic Theme 4)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
		C3.1.b	Advocate for a 24-hour police station in Cowra.	Write to relevant members of parliament.	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
	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.
	C3.4 Seek to improve safety and security in the community.	C3.4.a	Support Cowra police and community organisation initiatives that promote community safety and security where feasible.	Support provided within available resources.	Director – Corporate Services
		C3.4.b	Support initiatives within the shire that aim at preventing domestic and family violence initiatives.	Support provided within available resources.	Director – Corporate Services
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 in adopted strategic plans.	Applications submitted for relevant programs.	General Manager
	C4.2 Undertake asset management planning to ensure that Council's infrastructure is maintained and reviewed to meet Council's adopted levels of service.	C4.2.a	Update Asset Management Plans for all asset classes annually and review Strategic Asset Management Plan.	Updated Strategic Asset Management Plan adopted.	Director – Infrastructure and Operations
		C4.2.b	Implement renewal plans for all asset classes, transport, water and wastewater, buildings etc.	Renewal plans delivered within available resources.	Director – Infrastructure & Operations

Community Leadership and Engagement (Strategic Theme 4)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
C5. Build understanding and communication of Cowra Shire's rich history, vibrant future and leadership in international; understanding and cultural diversity.	C5.1 Conduct annual Festival of International Understanding.	C5.1.a	Plan and deliver 2026 Festival of International Understanding.	Festival conducted with good community support and involvement.	General Manager
		C5.1.b	Design improvements to presentation of the Festival of International Understanding tree planting area in Brougham Park.	Consultation undertaken and agreed plan endorsed by council.	Director – Infrastructure & Operations
	C5.2 Conduct annual Australia Day celebrations.	C5.2.a	Work with Australia Day committee to deliver Australia Day activities.	Events conducted with good community support and involvement.	Director – Corporate Services
	C5.3 Support the Cowra Historical Society and Cowra Family History Group.	C5.3.a	Liaise with groups and provide support within available resources.	Liaison undertaken and support provided as required.	Director – Corporate Services
	C5.4 Support annual commemoration of POW Breakout.	C5.4.a	Support POW Breakout Committee in staging of anniversary commemorations.	Support provided within resources and feedback from event participants is positive.	General Manager
	C5.5 Continue to foster and develop the Cowra/Japan relationship.	C5.5.a	Support the Japanese Garden & Cultural Centre within available resources.	Support provided within available resources.	General Manager
		C5.5.b	Council represented on the Japanese Garden & Cultural Centre Board and reports to Council as required.	Meetings attended and reports provided as appropriate.	General Manager
		C5.5.c	Support Cowra-Joetsu City reciprocal relationship.	Support provided as required.	General Manager

Community Leadership and Engagement (Strategic Theme 4)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	C5.6 Support the World Peace Bell Committee to foster peace initiatives and maintain the profile of Australia's World Peace Bell.	C5.6.a	Advocate for the inclusion of World Peace Bell Ceremonies in key community events and conduct ceremonies where relevant.	World Peace Bell ceremonies conducted.	Director – Corporate Services
		C5.6.b	Conduct activities to celebrate the International Day of Peace, including the annual Youth Peace Forum.	Peace Day activities conducted with good participation.	Director – Corporate Services
C6. Recognise and grow the talent in our community.	C6.1 Maintain donations policy to support community development.	C6.1.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
C7. Support and encourage volunteering within the community.	C7.1 Increase awareness of volunteering activity, needs and opportunities in the community.	C7.1.a	Publicise links to State government volunteering websites.	Publicity undertaken.	General Manager
		C7.1.b	Recognise and celebrate volunteers through the Cowra Shire Australia Day Awards and National Volunteer Week.	Annual Australia Day Awards conducted. National Volunteer Week activities conducted.	Director – Corporate Services
		C7.1.c	List volunteer community groups on council website.	Maintain system on Council's website for local volunteer and community groups to self-register.	Director – Corporate Services
	C7.2 Continue to support the community through provision of Community Strategic Plan funding.	C7.2.a	Provide funding for projects that meet Community Strategic Plan objectives through the Community Grants Scheme.	Funding delivered and projects implemented.	General Manager

Business & Industry (Strategic Theme 5)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
B1. Plan for and support business and industry growth, research and innovation.	B1.1 Ensure strategic planning for business and industry growth is current.	B1.1.a	Pursue objectives detailed in Cowra Regional Economic Development Strategy (REDS).	Demonstrated action to achieve objectives eg lobbying, grant submissions. Six-monthly report on the health of Cowra business and industry.	General Manager
		B1.1.b	Undertake business gap analysis of Cowra and present to CBD Committee and council.	Analysis undertaken and report presented to CBD Committee and council.	General Manager
B2. Add value and support to our existing businesses and industries.	B2.1 Support Cowra Business Chamber.	B2.1.a	Work with Cowra Business Chamber to support existing business.	Support provided within resources.	General Manager
	B2.2 Collaborate with Cowra Business Chamber, Biz HQ and NSW Business Chamber to provide educational events, encourage innovation and build business confidence.	B2.2.a	Plan and deliver Small Business Month activities.	Activities delivered.	General Manager
		B2.2.b	Facilitate delivery of retail merchandising training to upskill retailers on the importance of shop-front presentation and product mix and placement.	Training delivered.	General Manager
		B2.2.c	Promote the Service NSW Business Concierge service.	Service reviewed and promoted.	General Manager
B3. Support the development of an energetic CBD.	B3.1 Implement actions from CBD Place, Vision and Activation Plan.	B3.1.a	Install lights in suitable trees.	Lights installed.	Director – Infrastructure and Operations
		B3.1.b	Review cleaning and maintenance schedule for CBD.	Review undertaken and report presented to council if additional funding is required.	Director – Infrastructure and Operations

Business & Industry (Strategic Theme 5)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
		B3.1.c	Investigate the installation of free wi-fi access points in Squire Park.	Investigation undertaken and report presented to council on feasibility of implementation.	General Manager
		B3.1.d	Investigate the fixing of or placement of a town clock.	Investigation undertaken and reported to council.	General Manager
		B3.1.e	Review signage across the CBD area.	Review undertaken and reported to council.	Director – Infrastructure and Operations
		B3.1.f	Commence development of a masterplan for Macquarie Street.	Scope of masterplan endorsed by council and consultant engaged subject to funding.	Director – Infrastructure and Operations
		B3.1.g	Review operation of Squire Park facility/amenities.	Operation reviewed and recommendations reported to council.	Director – Infrastructure and Operations
		B3.1.h	Review council policies/fees relating to footpath trading and other legalities to support a vibrant shopping precinct.	Review footpath trading policy.	Director – Environmental Services
		B3.1.i	Audit accessibility to use taxi rank, pedestrian crossings, footpaths and public bus shelter/stop and night lighting.	Audit undertaken.	Director – Environmental Services
	B3.2 Support “Can Do Cowra” Committee.	B3.2.a	Provide support to the development of the “Can Do Cowra” Committee.	Support provided within available resources.	General Manager
	B3.3 Continue to support the Cowra Christmas Street Festival.	B3.3.a	Continue to support Cowra Tourism Corporation in delivering the event.	Support provided.	General Manager
		B3.3.b	Continue to provide prizes for the Cowra Ca\$h card competition and Christmas lights competition.	Support provided.	General Manager

Business & Industry (Strategic Theme 5)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
B4. Develop local business capacity and increase local procurement.	B4.1 Monitor engagement of local businesses and suppliers in council procurement.	B4.1.a	Review regular procurement for materials and contracts to identify options for local procurement and communicate these opportunities to local providers.	Review undertaken, opportunities identified and local providers advised.	Director – Corporate Services
	B4.2 Promote procurement opportunities locally.	B4.2.a	Promote procurement opportunities to local businesses.	Promotion undertaken.	General Manager
		B4.2.b	Collaborate with Cowra Business Chamber and Cowra Tourism Corporation to promote procurement opportunities to their members.	Promotion undertaken.	General Manager
		B4.2.c	Promote NSW Government “Local procurement toolkit”.	Promotion undertaken.	General Manager
	B4.3 Support local businesses to develop their capacity to engage in council procurement.	B4.3.a	Review Purchasing and Procurement policy, including a review of notice periods.	Review undertaken.	Director – Corporate Services
		B4.3.b	Undertake consultation with local businesses to understand barriers in doing business with council.	Consultation undertaken.	General Manager
		B4.3.c	Hold regular information sessions on tendering and procurement with local business.	Session held.	General Manager
B5. Advocate for improved digital connectivity for Cowra Shire.	B5.1 Facilitate the provision of information to the community on the range of technologies available.	B5.1.a	Convene relevant forums to present current technology options to the business community.	Forums conducted with good participation.	General Manager

Business & Industry (Strategic Theme 5)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	B5.2 Advocate for and support initiatives to improve digital connectivity.	B5.2.a	Lobby and pursue funding for improved NBN access for business.	Funding submissions lodged, advocacy undertaken.	General Manager
		B5.2.b	Work with village communities and advocate for improved connectivity.	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 Shire.	B6.1 Review and monitor the Memorandum of Understanding (MOU) between Council and the Cowra Tourism Corporation (CTC).	B6.1.a	Ensure Council and Cowra Tourism Corporation meet obligations of the MOU between the parties.	Obligations met.	General Manager
	B6.2 Support Cowra Tourism in identifying new events and supporting existing events.	B6.2.a	Provide funding to Cowra Tourism for Events Officer.	Funding provided and a satisfactory number of events conducted.	General Manager
	B6.3 Provide resources and financial assistance to Cowra Tourism Corporation to effectively support and grow the Shire's tourism sector.	B6.3.a	Provide two representatives on Cowra Tourism Board. Provide annual contribution to Cowra Tourism.	Council representatives attend board meetings and report back to Council.	General Manager
	B6.4 Continue to be an RV-friendly council.	B6.4.a	Encourage the development of council approved primitive and free camping sites across the shire.	Potential sites considered and where feasible approval provided.	Director – Environmental Services

Transport & Infrastructure (Strategic Theme 6)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
T1. Construct a new mid-level bridge over the Lachlan River within the Cowra township.	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. Develop a Heavy Vehicle Bypass for Cowra's CBD.	T2.1 Project is adopted by Transport for NSW as a medium-term priority.	T2.1.a	Lobby Transport for NSW, local members and NSW Government to include the project in Transport for NSW planning documents.	Project endorsed for inclusion in Transport for NSW planning for the region.	General Manager
T3. Construct a swift and safe link connecting Central NSW to Metropolitan Sydney via the Blue Mountains.	T3.1 Project is adopted by Transport for NSW as a medium-term priority.	T3.1.a	Lobby Transport for NSW, local members and NSW Government to include the project in Transport for NSW planning documents.	Project endorsed for inclusion in Transport for NSW planning for the region.	General Manager
T4. Re-open the Blayney to Demondrille trail line to facilitate freight movement within and beyond the region.	T4.1 Project is adopted by Transport for NSW as a medium-term priority.	T4.1.a	Lobby Transport for NSW, local members and NSW Government to include the project in Transport for NSW planning documents.	Project endorsed for inclusion in Transport for NSW planning for the region.	General Manager
T5. Develop an integrated transport system that addresses local and regional needs in relation to cycleways and footpaths, road and rail.	T5.1 Maintain, improve and develop footpaths and walkways to ensure the safe and efficient movement of users, including persons living with disabilities, and develop pedestrian and cycling linkages in the shire.	T5.1.a	Seek funding for projects identified in the Pedestrian and Cycling plan.	Funding applications submitted for appropriate programs.	General Manager
		T5.1.b	Investigate options to improve pedestrian safety in the CBD area, particularly around pedestrian crossings.	Investigations undertaken and recommendations presented to council.	Director – Infrastructure & Operations
	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 2025/2026.	Projects completed on time and on budget.	Director – Infrastructure & Operations

Transport & Infrastructure (Strategic Theme 6)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
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 promote the “Hail and Ride” service within Cowra.	Promotion undertaken.	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 in accordance with the Airport Masterplan.	Project scope, costing and funding finalised for delivery in accordance with the Airport Masterplan.	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	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.b	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 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	T7.2 Discharge from wastewater treatment plants to meeting Environmental Protection Agency (EPA) licence conditions.	T7.2.a	Plant is operated to comply with EPA requirements at all times.	Nil compliance breaches.	Director Infrastructure & Operations
	T7.3 Undertake improvement works to West Cowra Drainage.	T7.3.a	Complete engineering plans of proposed stormwater drainage downstream of Lyall Street and commence stage one works.	Study completed and work commenced subject to available funding.	Director Infrastructure & Operations
T8. Ensure long-term security of Cowra's water supply.	T8.1 Monitor and maintain infrastructure that maximises water security for Cowra.	T8.1.a	Review the emergency supply agreement with Central Tablelands Water (CTW).	Agreement reviewed, updated and executed.	General Manager
		T8.1.b	Undertake maintenance of emergency pipelines connecting CTW and Billimari borefield to Cowra water treatment plant.	Maintenance undertaken.	Director – Infrastructure and Operations
T9. Deliver sewer to West Cowra.	T9.1 Continue planning for the completion of the West Cowra Sewer project.	T9.1.a	Finalise design and construction estimates for the airport connection, the showground pumping station and the small lot residential area of Ranken Street.	Consultation completed. Project scope and costing adopted ready for delivery.	Director Infrastructure & Operations
T10. Ensure that community assets and public infrastructure including roads, bridges and public buildings are well-maintained.	T10.1 Maintain local, regional and state roads and bridges.	T10.1.a	Bridge and road maintenance scheduled and completed as required.	Work completed within budget.	Director Infrastructure & Operations
	T10.2 Efficiently manage and maintain Council's buildings and special purpose facilities.	T10.2.a	Required building maintenance scheduled and completed.	Work completed within budget.	Director Infrastructure & Operations

Transport & Infrastructure (Strategic Theme 6)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	T10.3 Maintain and manage Cowra Cemetery.	T10.3.a	Cemetery maintained to current high standard.	Maintenance undertaken.	Director Infrastructure & Operations
		T10.3.b	Investigate use of frames for the placement of wreaths at commemorative events.	Investigation undertaken and stands procured.	Director Infrastructure & Operations
		T10.3.c	Liaise with Office of Australian War Graves and Japanese Embassy to undertake improvements at the Japanese War cemetery.	Liaison undertaken and works completed.	Director Infrastructure & Operations
		T10.3.d	Install directional signage to Indonesian graves.	Signs installed.	Director Infrastructure & Operations
T11. Improve the transport corridor connecting the Hume, Mid-Western, Newell, Olympic and Mitchell Highways.	T11.1 Advocate for improvements to the corridor.	T11.1.a	Liaise with local members of parliament, Transport for NSW and other stakeholders to seek recognition of and improvements to the corridor.	Advocacy and liaison undertaken.	General Manager

Environmental Sustainability & Stewardship (Strategic Theme 7)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
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 (MRF) 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
		E1.1.b	Develop and adopt MRF masterplan to ensure operations are consistent with the adopted Waste and Resource Recovery Strategy.	Develop and adopt MRF masterplan. Investigate biogas collection from landfill as part of revised design. Develop a plan to mitigate landfill leachate risk. Implement revised design of landfill to improve efficiency.	Director – Infrastructure & Operations
		E1.1.c	Maintain and upgrade CDS and recycling processing area to allow for expanded intake.	Maintain and upgrade sorting process plan to improve efficiency.	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.	E2.1.a	Seek funding for projects identified in Energy Efficiency and Renewable Energy Plan.	Applications lodged.	Director - Infrastructure & Operations
		E2.1.b	Monitor emissions of council operations.	Develop system of regular measurement and reporting of council emissions across all operations.	Director – Infrastructure & Operations
E3. Take advantage of and support opportunities to grow new sustainable industries.	E3.1 Maximise opportunities for Council to participate in the circular economy.	E3.1.a	Investigate options for recycling and resource recovery.	Investigate increasing variety of accepted products by embracing opportunities to process problem waste. Investigate innovative methods to process recycling and problem waste.	Director – Infrastructure & Operations

Environmental Sustainability & Stewardship (Strategic Theme 7)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
				Investigate new markets for recycled materials.	
E4. Show leadership by taking action and promoting practices to encourage Cowra Shire to be an environmentally responsible community.	E4.1 Implement actions from adopted Waste Management Strategy to meet the objectives of the "NSW EPA Waste and Sustainable Materials Strategy 2041".	E4.1.a	Review Waste Collection services.	Review usage and viability of village transfer stations. Review waste and recycling options for non-serviced areas within Cowra LGA.	Director Infrastructure & Operations
		E4.1.b	Deliver and promote clean town, villages and streetscapes.	Improve waste disposal and recycling options in streetscapes. Deliver and promote town and village cleanliness.	Director Infrastructure & Operations
	E4.2 Investigate requirements and implement Food Organic and Garden Organics (FOGO) system.	E4.2.a	Complete annual bin audits: Engage bin auditor to provide information on the make-up of the Cowra waste streams and estimate potential FOGO diversion quantities.	Bin audit completed and reported to Council.	Director Infrastructure & Operations
		E4.2.b	Investigate options for general waste bin sizes and collection frequency. Report models used to manage FOGO at other Councils and investigate opportunities within the MRF and in collaboration with external suppliers to manage and treat FOGO.	Investigations completed and reported to Council.	Director Infrastructure & Operations
		E4.2.c	Prepare for NSW Government's implementation of commercial FOGO collection.	Promote mandatory requirements to business operators. Prepare for implementation of FOGO regulation from 1 July 2026.	Director Environmental Services

Environmental Sustainability & Stewardship (Strategic Theme 7)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	E4.3 Work with the community to maximise recycling.	E4.3.a	Deliver recycling education program.	Promotion and education initiatives undertaken.	Director Infrastructure & Operations
		E4.3.b	Participate in annual Netwaste "Waste to Art" program.	Event conducted with good community participation.	Director Infrastructure & Operations
		E4.3.c	Seek to reduce recycling contamination.	Continue to provide and promote recycling education. Investigate introduction of waste vouchers for zero contamination. Assess impacts of CDS operations and agreements. Continue to investigate options for the diversion of waste from landfill. Improve site management and pollution mitigation.	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
E5. Build partnerships with people who work with and care for the land to secure a healthier environment.	E5.1 Contribute to a healthier environment through the Natural Resource Management Committee, Netwaste and Council's biosecurity operations.	E5.1.a	NRM Committee works with stakeholder groups to raise awareness within the community and council of plans and programs that will benefit the environment.	Forums conducted where appropriate, information communicated to the public and recommendations provided to Council as appropriate.	Director – Environmental Services

Environmental Sustainability & Stewardship (Strategic Theme 7)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
		E5.1.b	Council continues to participate in Netwaste forums and initiatives.	Active participation.	Director – Infrastructure & Operations
		E5.1.c	Maintain a proactive and effective biosecurity operation.	Works undertaken in accordance with management plan.	Director – Infrastructure & Operations
E6. Build and promote Council's and the community's preparedness for, adaptability to and resilience to climate change and natural disaster impacts.	E6.1 Adopt and/or review plans to improve Council and community preparedness and response to climate change and natural disaster impacts.	E6.1.a	Local Emergency Management Committee (LEMC) continues to monitor and as required review plans for disaster preparedness and response.	LEMC meets regularly and plans are reviewed as required.	General Manager
		E6.1.b	Commence review of flood data for Cowra and Gooloogong townships.	Develop scope for review and seek funding for the work.	Director – Environmental Services

Reconciliation and Inclusion (Strategic Theme 8)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
R1. Foster reconciliation and connection with the local indigenous population. Respect, promote and protect Wiradjuri culture.	R1.1 Develop a Reconciliation Action Plan (RAP).	R1.1.a	Liaise with reconciliation Australia, local Wiradjuri community and wider community to progress development of Reconciliation Action Plan.	Demonstrated progress and meeting of milestones set by Reconciliation Australia.	General Manager
	R1.2 Respect and protect local culture.	R1.2.a	Review the First Nations Consultation Policy and First Nations Site Monitoring Procedures, and the list of those to be consulted.	Policy reviewed, updated and adopted.	Director – Environmental Services
		R1.2.b	Consult with the local Wiradjuri community on all development applications that have the potential to impact on Wiradjuri cultural heritage.	Undertake consultation in accordance with adopted First Nations Consultation Policy, Community Participation Plan and First Nations Site Monitoring Procedures.	Director – Environmental Services
		R1.2.c	Liaise with the local Wiradjuri community and Cowra Local Aboriginal Land Council to discuss inclusion of Wiradjuri language in the singing of the National Anthem at Council events.	Liaison undertaken and if approved changes implemented.	General Manager
		R1.2.d	Liaise with local Wiradjuri community and Cowra Local Aboriginal Land Council to discuss inclusion of Wiradjuri language in the Acknowledgement of Country at Council events.	Liaison undertaken and if approved changes implemented.	General Manager
	R1.3 Celebrate local culture.	R1.3.a	Support and participate in NAIDOC Week and other days of significance to the local First Nations community.	Support provided.	Director – Corporate Services
		R1.3.b	Work with the local Wiradjuri community and the Cowra Local	Liaison undertaken and project progresses with approval from the local land council.	General Manager

Reconciliation and Inclusion (Strategic Theme 8)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
			Aboriginal Land Council on the Interpretation Centre in line with the Peace Precinct Masterplan.		
R2. Show leadership and promote actions that ensure all members of the community have an equal opportunity to participate fully within the community.	R2.1 Be a responsible employer committed to the principles of equal employment opportunity.	R2.1.a	Continue to explore options to increase employment opportunities for those groups identified in the EEO Management Plan.	Employment of target groups increased.	General Manager
R3. Endeavour to continue to deliver and ensure all high movement areas, public buildings and appropriate Council resources and services are accessible for all the community.	R3.1 Review the Disability Inclusion Action Plan (DIAP).	R3.1.a	DIAP reviewed, adopted and commence implementation of recommendations.	Consultation undertaken and updated plan adopted by Council.	Director – Environmental Services
	R3.2 Develop facilities, programs and services that increase ease of access within our community.	R3.2.a	Maintain the Access Incentive Fund.	Fund maintained and opportunities publicised to relevant stakeholders.	Director – Environmental Services
		R3.2.b	Support co-location of adult change facility with inclusive playground.	Include consideration of adult change facility in planning for inclusive playground.	Director – Infrastructure & Operations
		R3.2.c	Subject to council approval, seek grant funding for modification of playgrounds to ensure equity in accessibility.	Council agreement sought and received and grant applications submitted.	Director – Infrastructure & Operations
		R3.2.d	Develop a mobility map to promote Cowra Shire's public accessibility options.	Map developed.	Director – Environmental Services

Reconciliation and Inclusion (Strategic Theme 8)

COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
R4. Develop a community where people are welcomed from all walks of life and feel safe and secure.	R4.1 Improve how we welcome new residents to our community.	R4.1.a	Conduct welcome events for new residents.	Conduct one event per year.	General Manager

Revenue Policy

REVENUE POLICY

RATES & ANNUAL CHARGES 2025-2026

RATES & RATE PEGGING

Rates are levied under sections 494, 495 and 495A of the LG Act. IPART has imposed a 4.2% cap on rate increases for 2025-2026. The previous year's Base Amount and Ad Valorem charges are shown in brackets. The Land Values based as at 1st July 2022 are applicable.

ORDINARY RATES:

The ordinary rating structure for 2025-2026 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	2022 Land Value	Ad Valorem Cents in \$
Residential	3.89%	332,658	48	\$159,676	851	188	172,982	88,042,310	0.00196476
Village & Others						(182)			(0.00192450)
Residential - Cowra	26.15%	2,236,037	48	\$1,073,298	3,845	279	1,162,739	502,508,667	0.00231387
						(268)			(0.00221972)
Residential - Rural	8.74%	747,439	40	\$298,976	770	388	448,463	184,707,000	0.00242797
						(371)			(0.00231970)
Farmland	41.40%	3,539,260	20	\$707,852	1,450	488	2,831,408	2,010,302,010	0.00140845
						(468)			(0.00134881)
Business	19.53%	1,669,421	0	\$-	448	0	1,669,421	70,763,563	0.02359153
									(0.02270622)
Mining	0.29%	24,563	0	\$-	1	0	24,563	358,000	0.06861162
									(0.06577170)
	100.00%	\$8,549,378		\$2,239,801	7365		\$6,309,577	2,856,681,550	

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.

(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 4.2% increase has been applied to the Water Access Charge, but not the Water Usage Charge, as a first step towards implementing the best practice approach under NSW Water's integrated water pricing model.

Residential		2024-2025	2025-2026
Access Charge	Meter Size		
	20mm	255.00	307.00
	25mm	397.00	478.00
	32mm	653.00	787.00
	40mm	1,020.00	1,229.00
	50mm	1,593.00	1,920.00
Usage Charge	All Kilolitres	3.93	3.93

Non-Residential		2024-2025	2025-2026
Access Charge	Meter Size		
	20mm	414.00	431.00
	25mm	646.00	673.00
	32mm	1,061.00	1,106.00
	40mm	1,658.00	1,728.00
	50mm	2,605.00	2,714.00
	65mm	2,904.00	3,026.00
	80mm	3,204.00	3,339.00
	100mm	5,006.00	5,216.00
	150mm	11,266.00	11,739.00
Usage Charge	All Kilolitres	2.91	3.03

Non-Residential - Industrial		2024-2025	2025-2026
Access Charge	Meter Size		
	20mm	414.00	431.00
	25mm	646.00	673.00
	32mm	1,061.00	1,106.00
	40mm	1,658.00	1,728.00
	50mm	2,605.00	2,714.00
	80mm	3,204.00	3,339.00
	100mm	5,006.00	5,216.00
	150mm	11,266.00	11,739.00
Usage Charge	All Kilotres	1.15	1.20

Residential Raw Water		2024-2025	2025-2026
Access Charge	Meter Size		
	20mm	414.00	431.00
	25mm	646.00	673.00
	32mm	1,061.00	1,106.00
	40mm	1,658.00	1,728.00
	50mm	2,605.00	2,714.00
	80mm	3,204.00	3,339.00
	100mm	5,006.00	5,216.00
	150mm	11,266.00	11,739.00
Usage Charge	All Kilotres	3.79	3.95

Non-Residential Raw Water		2024-2025	2025-2026
Access Charge	Meter Size		
	20mm	414.00	431.00
	25mm	646.00	673.00
	32mm	1,061.00	1,106.00
	40mm	1,658.00	1,728.00
	50mm	2,605.00	2,714.00
	80mm	3,204.00	3,339.00
	100mm	5,006.00	5,216.00
	150mm	11,266.00	11,739.00
Usage Charge	All Kilotres	2.32	2.42

Nurseries		2024-2025	2025-2026
Access Charge	Meter Size		
	20mm	414.00	431.00
	25mm	646.00	673.00
	32mm	1,061.00	1,106.00
	40mm	1,658.00	1,728.00
	50mm	2,605.00	2,714.00
	80mm	3,204.00	3,339.00
	100mm	5,006.00	5,216.00
	150mm	11,266.00	11,739.00
Usage Charge	All Kilotres	2.91	3.03

EDUCATION

The Education Tariff will apply to the Education Providers listed below when 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		2024-2025	2025-2026
Access Charge	Meter Size		
	20mm	414.00	431.00
	25mm	646.00	673.00
	32mm	1,061.00	1,106.00
	40mm	1,658.00	1,728.00
	50mm	2,605.00	2,714.00
	80mm	3,204.00	3,339.00
	100mm	5,006.00	5,216.00
	150mm	11,266.00	11,739.00
Usage Charge	All Kilotres	2.91	3.03

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 – WATER

A \$307 access charge will be applied to all vacant unmetered properties as a contribution towards infrastructure costs.

Vacant Properties	2024-2025		2025-2026
Access Charge		255.00	307.00

SEWERAGE SERVICE

Sewer charges to increase by 4.2%.

Residential	2024-2025		2025-2026
Access Charge		855.00	891.00
Usage Charge		188.00	196.00

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

NON-RESIDENTIAL

Non-Residential Sewer Accounts will be charged on a user pays basis calculated on the total water consumption multiplied by a Sewerage Discharge Factor which identifies the percentage of water consumed that goes to the sewer. The following charges have been increased across the board by 4.2%. 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		2024-2025	2025-2026
Access Charge	Meter Size		
	20mm	855.00	891.00
	25mm	881.00	918.00
	32mm	907.00	945.00
	40mm	935.00	974.00
	50mm	962.00	1,002.00
	65mm	977.00	1,018.00
	80mm	992.00	1,034.00
	100mm	1,022.00	1,065.00
	150mm	1,052.00	1,096.00
Usage Charge		0.97	1.01

VACANT PROPERTIES - SEWER

An \$891.00 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		2024-2025	2025-2026
Access Charge		855.00	891.00

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 4.2%.

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 1993, a recycling charge of \$147 for a fortnightly pickup service for a 240 litre recycling bin. That charge will be added to the garbage bin charge for each property depending upon whether they have a 240 litre \$656 or a 120 litre \$379 garbage bin service.

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

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

In accordance with Section 496 of the Local Government Act 1993, Council proposes to levy charges on properties for which the domestic waste service is available. For 2025-2026 the following charges are to be levied:

Domestic (Residential) Waste	2024-2025	2025-2026
1 x 240 litre garbage bin (weekly pick-up) and	630.00	656.00
1 x 240 litre recycling bin (fortnightly pick-up)	141.00	147.00
Total	771.00	803.00
1 x 120 litre garbage bin (weekly pick-up) and	364.00	379.00
1 x 240 litre recycling bin (fortnightly pick-up)	141.00	147.00
Total	505.00	526.00

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 2025-2026. The total revenue raised in 2025-2026 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 2025-2026 the following charges have been increased by 4.2%

Commercial Waste Management Charge	2024-2025	2025-2026
1 x 240 litre bin (1 pick-up per week)	630.00	656.00
1 x 120 litre bin (1 pick-up per week)	364.00	379.00

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 4.2%. A Commercial Recycling service will continue to be rolled out in 2025-2026 for all commercial properties wishing to utilise the service.

Commercial Recycling Management Charge	2024-2025	2025-2026
1 x 240 litre recycling bin (1 pick-up per week)	286.00	298.00
Subsequent and additional bins	141.00	147.00

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 10.5% (10.5% 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 has been Council's general practice 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.

The following loans are proposed for 2025-2026:

Program	Fund	Budget Detail – Description	Amount
West Cowra Drainage Projects	General	West Cowra Drainage Projects	\$ 365,000
Civic Centre	General	Re-finance Loan 249 – Civic Centre Refurbishing	\$ 795,437
Sewerage	Sewer	Re-finance Loan 244 – Sewer Treatment Plant	\$ 5,587,255

FEES AND CHARGES

Council's fees and charges for 2025-2026 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 the rate peg determined by IPART for FY 26. This rate is 4.2%. These are shown as Code 1 charges. Other charges are set by statute or variations of that requirement.

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

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

Code 1	Charge set by Council
Code 2	Charge set by Statute
Code 3	Council charges less than required by Statute
Code 4	Council sets charge based on Statutory Guidelines

Certain charges have been adjusted at a lower amount than the rate peg, to provide simple price increases to limit complications for consumers.

Swimming Pool Charges Swimming pool admission charges are proposed to increase \$0.20/adult and \$0.10/child. Season ticket charges will increase by 3.57%.

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

Sales Yards Between 3.95% and 4.16%

Cemetery Between 4.11% and 4.18%

Sports field Hire Between 4% and 4.19%

Aerodrome Between 4.31% and 4.27%

2025/2026 REVENUE POLICY - FEES & CHARGES

Code for Fees and Charges					
Charge set by Council					1
Charge set by Statute					2
Maximum charge set by statute and Council charges less than maximum					3
Charge set by Council in accordance with statutory guidelines					4
Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
GENERAL ADMINISTRATION					
Miscellaneous Charges (including Interest on Overdue Rates)					
INTEREST ON OVERDUE RATES & CHARGES					
Accrual of interest on Rates and Charges (refer s566 Local Government Act 1993)		N	2	10.5%	TBA
Photocopying, Printing & Document Copies					
PHOTOCOPYING					
• Photocopies - A4 black & white	Per copy	Y	I	\$ 1.00	\$ 1.00
• Photocopies - A3 black & white	Per copy	Y	I	\$ 2.00	\$ 2.00
• Photocopies - A4 colour	Per copy	Y	I	\$ 1.50	\$ 1.50
• Photocopies - A3 colour	Per copy	Y	I	\$ 2.50	\$ 2.50
• Plan Copies - AO size	Per copy	Y	I	\$ 16.00	\$ 16.00
• Plan Copies - A1 size	Per copy	Y	I	\$ 15.00	\$ 15.00
• Plan Copies - A2 size	Per copy	Y	I	\$ 12.00	\$ 12.00
• Large documents	Per document	Y	I	POA	POA
MAP PRODUCTION					
• Coloured A1 & AO maps – plan printer	Per copy	Y	I	\$ 60.00	\$ 60.00
• Black and white A1 & AO maps – plan printer	Per copy	Y	I	\$ 40.00	\$ 40.00
• Coloured A2 & A3 maps – plan printer	Per copy	Y	I	\$ 40.00	\$ 40.00
• Black and white A2 & A3 maps – plan printer	Per copy	Y	I	\$ 21.00	\$ 21.00
• Coloured A4 maps – laser printer	Per copy	Y	I	\$ 2.20	\$ 2.20
DOCUMENT COPIES					
Rate Notice Copies	Per rate year	Y	I	\$ 6.50	\$ 6.50
PUBLICATION DOCUMENTS					
- Operational Plan - Delivery Program - Annual Report - Annual Financial Statements	Per document – hard copy	Y	I	\$ 25.00	\$ 25.00
PUBLIC DOCUMENTS - ENVIRONMENTAL SERVICES					
Swimming Pool Resuscitation Chart	Each	Y	I	\$ 26.00	\$ 26.00
Document Lodging and Transmission					
SCANNING AND EMAILING					
First Page	Per page	Y	I	\$ 4.50	\$ 4.50
Subsequent Pages	Per page	Y	I	\$ 0.40	\$ 0.40

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

Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
ELECTRONIC LODGEMENT					
• A4 or less per page	Per sheet	Y	I	\$ 3.00	\$ 3.00
• A3 or larger per page	Per sheet	Y	I	\$ 25.00	\$ 25.00
Laminating Maps and Plans					
• AO (per sheet)	Each	Y	I	\$ 30.00	\$ 30.00
• A1 (per sheet)	Each	Y	I	\$ 25.00	\$ 25.00
• A2 (per sheet)	Each	Y	I	\$ 15.00	\$ 15.00
• A3 (per sheet)	Each	Y	I	\$ 10.00	\$ 10.00
• A4 (per sheet)	Each	Y	I	\$ 9.00	\$ 9.00
Rates and Charges Certificate (Section 603)					
• Section 603 Certificate	Per certificate	N	2	\$ 100.00	\$ 100.00
• Section 603 Certificate – urgent 1 day processing additional fee	Per certificate	Y	I	\$ 50.00	\$ 50.00
Government Information (Public Access)					
ACCESS TO RECORDS BY PERSON REGARDING THEIR PERSONAL AFFAIRS					
Application Fee - Includes up 20hrs processing time	Per application	N	2	\$ 35.00	\$ 30.00
Per hour of employee time after 20hrs	Per application /Per hour	N	2	\$ 35.00	\$ 30.00
ACCESS BY PERSONS OR CORPORATIONS REGARDING NON-PERSONAL AFFAIRS					
Application Fee - Includes the 1st hour of employee time	Per application	N	I	\$ 35.00	\$ 30.00
Processing charge after the first hour	Per hour	N	I	\$ 35.00	\$ 30.00
Internal Review of Refusal of Access	Per application	N	I	\$ 45.00	\$ 45.00
Records Search fee					
Records search fee including minor photocopying, scanning and printing	Per Search	Y	I	\$ 35.00	\$ 35.00
Classification of Public Land					
Section 54 Certificate - Local Government Act 1993, Classification of public land application fee	Per application	N	I	\$ 75.00	\$ 75.00
ROADS					
Roads Fees (Section 138)					
Section 138 Application fee (Traffic Control Plan is supplied by applicant)	Per application	N	I	\$ 190.00	\$ 198.00
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	\$ 68.00	\$ 70.00
Section 138 Application fee (when TCP is to be designed by Council)	Per application	N	I	\$ 524.00	\$ 545.00
Section 138 Application - additional urgent processing fee (where permit is required within two days from application)	Per application	N	I	\$ 119.00	\$ 124.00

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

Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
Section 138 Application - re-inspection fee	Per application	N	I	\$ 83.00	\$ 86.00
Section 138 Application for retrospective approval	Per application	N	I	\$ 606.00	\$ 630.00
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	\$ 170.00	\$ 177.00
Advertising fee	Each	Y	I	\$ 140.00	\$ 145.00
Notification fee	Each	Y	I	\$ 140.00	\$ 145.00
Annual rent fee	Per road	Y	I	Annual increase by Rate Pegging percentage	Annual increase by Rate Pegging percentage
Traffic Control Plan					
Prepare and Print Traffic Control Plan (TCP)	Each	Y	I	\$ 324.00	\$ 337.00
Roads - Public Events					
Road Event Permit (Roads Act 1993 - Div. 4, C.I 144)	Each	Y	I	\$ 132.00	\$ 137.00
Resident notification for road event	Each	Y	I	\$ 459.00	\$ 477.00
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	\$ 177.00	\$ 184.00
Annual Renewal	Each	N	I	\$ 119.00	\$ 124.00
Construction/Maintenance Bond	Each	N	I	\$ 5,408.00	\$ 5,624.00
CROWN RESERVES MANAGED BY COUNCIL					
Native Title assessment of proposed future act	Each	Y	I	\$281.00 per hour (Minimum \$1,000)	\$292.00 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	\$ 319.00	\$ 332.00

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
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	\$ 317.50	\$ 330.00
AMUSEMENT DEVICES (SHOWS, FAIRS, FUNCTIONS)					
All amusement devices	Per device	N	I	\$ 59.50	\$ 62.00
Inspection fee	Per inspection	N	I	\$ 201.50	\$ 210.00
INSTALL MOVEABLE DWELLING					
Install a manufactured home, moveable dwelling or associated structure in caravan park, manufactured home estate or the like and where existing development consent for such purpose is in place.	Per approval	N	I	\$ 515.50	\$ 535.00
Install a manufactured home, moveable dwelling or associated structure on land other than caravan park or manufactured home estate or the like.	Per approval	N	I	\$ 1,202.50	\$ 1,250.00
Modification to manufactured home, moveable dwelling or associated structure on land other than caravan park or manufactured home estate or the like	Per approval	N	I	50% of original fee	50% of original fee
Inspection fee	Per inspection	N	I	\$ 201.50	\$ 210.00
INSTALL TEMPORARY STRUCTURE					
Install a temporary structure on land	Per approval	N	I	\$ 317.50	\$ 330.00
Inspection fee	Per inspection	N	I	\$ 201.50	\$ 210.00
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	\$ 317.50	\$ 330.00
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	\$ 68.00	\$ 71.00
Inspection fee	Per inspection	N	I	\$ 201.50	\$ 210.00
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	\$ 317.50	\$ 330.00
Annual renewal fee for existing approval to engage in a trade or business on community land.	Per year	N	I	\$ 68.00	\$ 71.00
Inspection fee	Per inspection	N	I	\$ 201.50	\$ 210.00

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
WASTE STORAGE CONTAINER					
Place a waste storage container in a public place - application fee	Per application	N	I	\$ 317.50	\$ 330.00
BUSKING					
Play a musical instrument or sing on community land for fee or reward -application fee	Per application	N	I	\$ 30.00	\$ 31.00
CARAVAN PARK/MANUFACTURED HOME ESTATE APPROVAL FEES					
Minimum fee	Each	N	I	\$ 201.95	\$ 210.00
Application for Approval – per site	Per site	N	I	\$ 12.50	\$ 13.00
Renewal fee – per site	Per site	N	I	\$ 7.50	\$ 8.00
Annual Compliance Inspection – per site	Per site	N	I	\$ 7.50	\$ 8.00
Inspection other than annual inspection including reinspection for non compliance – per half hour or part thereof	Per 1/2 hour of inspection	N	I	\$ 201.50	\$ 210.00
PLUMBING AND DRAINAGE					
Plumbing and Drainage Approval Permit - includes one inspection	Per approval	N	I	\$ 317.50	\$ 350.00
Plumbing and Drainage Approval Permit - minor alterations and repairs	Per approval	N	I	\$ 68.00	\$ 71.00
Inspection fee	Per inspection	N	I	\$ 201.50	\$ 210.00
ON-SITE SEWERAGE MANAGEMENT SYSTEMS					
Application to install new OSSM - includes one inspection	Per application	N	I	\$ 317.50	\$ 330.00
Alteration to Existing Approved On-Site Sewerage Management	Per application	N	I	\$ 68.00	\$ 71.00
Application for Approval to Operate Existing On-Site Sewerage Management	Per application	N	I	\$ 68.00	\$ 71.00
Registration of existing approved On-Site Sewerage Management	Per application	N	I	\$ 68.00	\$ 71.00
Inspection fee to verify compliance of existing system and/or additional inspections	Per inspection	N	I	\$ 201.50	\$ 210.00
ADDITIONAL INSPECTION FEE					
Additional inspection fee for compliance inspections relating to Section 68 approvals	Per inspection	N	I	\$ 201.50	\$ 210.00
MORTUARY/UNDERTAKERS					
Application to Operate a Mortuary/Undertakers Business	Per application	N	I	\$ 317.50	\$ 330.00
Inspection fee	Per inspection	N	I	\$ 201.50	\$ 210.00
OTHER					
Other S68 Approval not listed	Per application	N	I	\$ 317.50	\$ 330.00
Modification of application for S68 Approval (other than moveable/transportable dwelling)	Per application	N	I	\$ 55.00	\$ 57.00
Inspection fee	Per inspection	N	I	\$ 201.50	\$ 210.00

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
Miscellaneous Environmental Service Fees					
SECTION 608 FEE FOR ADVICE/SERVICE					
Fee for Advice/Service	Per service	Y	I	\$ 132.00	\$ 137.00
Fee for Service (inspection required)	Per inspection	Y	I	\$ 201.50	\$ 210.00
File Retrieval/Inspection Fee	Per retrieval or inspection	Y	I	\$ 35.00	\$ 36.00
DRAINAGE DIAGRAMS					
Solicitor enquiries	Per property	N	I	\$ 125.00	\$ 130.00
Urgency fee	Per property	N	I	\$ 50.00	\$ 75.00
Reinspection fee (of works)	Per property	N	I	\$ 50.00	\$ 75.00
Reinspection fee (due to no access)	Per property	N	I	\$ 125.00	\$ 130.00
Copy of Drainage Diagram for building purposes	Per property	Y	I	\$ 50.00	\$ 75.00
RURAL ADDRESSING					
Rural Addressing Application including one plate	Each	Y	I	\$ 132.00	\$ 137.00
Rural Addressing additional plate	Each	Y	I	\$ 50.00	\$ 52.00
FOOD SERVICES					
Food Premises Annual Administration Fee (only where inspection of premises carried out)	Per annum	N	3	\$ 85.00	\$ 88.00
Inspection Fee (minimum charge half hour)	Per hour	N	3	\$ 284.00	\$ 293.00
Re-inspection	Per re-inspection	N	3	\$ 142.00	\$ 147.00
Improvement notice fee	Per notice	N	2	\$ 330.00	\$ 330.00
Mobile food premises annual registration and inspection fee	Per hour	N	3	\$ 188.00	\$ 193.00

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Charge set by Council	1
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Maximum charge set by statute and Council charges less than maximum	3
Charge set by Council in accordance with statutory guidelines	4

Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
PUBLIC HEALTH ACT					
<p>Compliance inspection fee for premises regulated under Public Health Act. E.g. skin penetration premises, cooling tower systems, hairdressers and barbers</p> <p>Skin Penetration Premises and Procedures are defined as places where any of the following procedures (whether medical or not) are undertaken:</p> <ul style="list-style-type: none"> •Acupuncture •Tattoos •Body piercing •Hair removal (including waxing, electrolysis etc) •Micro-dermabrasion •Cuticle cutting •Razor scrapping •Semi-permanent makeup •Or any beauty treatment that involves the deliberate removal of the skin <p>Such premises are regulated under the provisions of the Public Health Act 2010.</p>	Per inspection	N	I	\$ 201.50	\$ 210.00
Annual inspection of hairdresser premises	Per inspection	N	I	\$ 98.00	\$ 102.00
Notification of skin penetration premises	Per application	N	2	\$ 105.00	\$ 108.00
Notification of installation of water-cooling and warm-water systems	Per application	N	2	\$ 120.00	\$ 124.00
Notification of public swimming pools and spas	Per application	N	2	\$ 105.00	\$ 108.00
Testing of commercial swimming pools	Per test	N	I	POA	POA
Testing of private drinking water supplies	Per test	N	I	POA	POA
Improvement notice or prohibition order given to occupier of premises at which there is a regulated system	Per notice / order	N	2	\$ 635.00	\$ 635.00
Improvement notice or prohibition order in any other case	Per notice / order	N	2	\$ 295.00	\$ 295.00
Reinspection of premises subject to prohibition order	Per hour	N	2	\$ 255.00	\$ 255.00
SWIMMING POOLS - ACT 1992					
Clause 22 - Exemption Application	Per application	Y	2	\$ 250.00	\$ 250.00
Clause 22D - Application for Certificate of Compliance:					
• First inspection since person became the owner	Per inspection	Y	2	\$ 150.00	\$ 150.00
• Subsequent inspections after the first inspection since the person became the owner	Per inspection	Y	2	\$ 100.00	\$ 100.00
• First inspection since a certificate of compliance in relation to the premises ceased to be valid	Per inspection	Y	2	\$ 150.00	\$ 150.00

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Charge set by Council					1
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Maximum charge set by statute and Council charges less than maximum					3
Charge set by Council in accordance with statutory guidelines					4

Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
• Subsequent inspections since a certificate of compliance in relation to the premises ceased to be valid	Per inspection	Y	2	\$ 100.00	\$ 100.00
Registration of a swimming pool or spa	Per application	Y	2	\$ 10.00	\$ 10.00
Animals - Companion Animals Act					
ANIMAL REGISTRATION					
Dog - desexed by relevant age	Per animal	N	2	\$ 78.00	TBA
Dog - desexed by relevant age - owned by eligible pensioner	Per animal	N	2	\$ 34.00	TBA
Dog - desexed - sold by pound/shelter	Per animal	N	2	No Charge	No Charge
Dog - not desexed or desexed after relevant age	Per animal	N	2	\$ 262.00	TBA
Dog - not desexed due to medical condition, or owned by a recognised breeder	Per animal	N	2	\$ 78.00	TBA
Assistance animals, working dogs, and dogs in service of the State	Per animal	N	2	No Charge	No Charge
Cat - desexed or not desexed	Per animal	N	2	\$ 68.00	TBA
Cat - desexed or not desexed - owned by eligible pensioner	Per animal	N	2	\$ 34.00	TBA
Cat - desexed - sold by pound/shelter	Per animal	N	2	No Charge	No Charge
Registration late fee	Per animal	N	2	\$ 22.00	TBA
NOTE:					
• 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	\$ 96.00	TBA
Dangerous dog	Per animal	N	2	\$ 230.00	TBA
Restricted dog	Per animal	N	2	\$ 230.00	TBA
Permit late fee	Per animal	N	2	\$ 22.00	TBA
OTHER					
Dangerous/Restricted Dog Sign	Per sign	Y	I	\$ 30.00	\$ 31.00
Dangerous/Restricted Dog Collar:					
• Small - 25mm x 450mm	Per collar	Y	I	\$ 42.50	\$ 44.00
• Medium - 40mm x 530mm	Per collar	Y	I	\$ 48.00	\$ 50.00
• Large - 50mm x 650mm	Per collar	Y	I	\$ 54.15	\$ 56.00
• X-Large - 50mm x 850mm	Per collar	Y	I	\$ 61.50	\$ 64.00
Compliance Certificate Dangerous/Restricted Dog Enclosure	Per animal	N	I	\$ 156.50	\$ 163.00

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
POUND RELEASE FEES					
Cat Traps (50% of fee is refundable upon return of the cage in a clean and operational condition)	Per trap	Y	I	\$ 87.50	\$ 91.00
Dog/Cat (first time)	Per animal	N	I	\$ 18.00	\$ 19.00
Second or subsequent time in a 12 month period	Per animal	N	I	\$ 35.00	\$ 36.00
Sustenance per day impounded-Dog/Cat	Per animal per day	N	I	\$ 8.50	\$ 15.00
Conveyance of animals to pound	Per animal	N	I	At cost	At cost
Microchip fee (cat/dog) - excluding registration	Per animal	N	I	\$ 45.80	\$ 55.00
Microchip fee (cat/dog) - excluding registration - performed by vet	Per animal	N	I	As per vet - full cost recovery	As per vet - full cost recovery
Surrender fee (dog)	Per animal	N	I	New Charge	\$ 95.00
Surrender fee (cat)	Per animal	N	I	New Charge	\$ 62.00
Adoption - Companion Animal - Cat (includes vaccination, worming, flea treatment, microchipping & desexing; Registration is free of charge)	Per animal	N	I	New Charge	\$ 250.00
Adoption - Companion Animal - Dog (includes vaccination, worming, flea treatment, microchipping & desexing; Registration is free of charge)	Per animal	N	I	New Charge	\$ 450.00
Public Spaces (Unattended Property) Act 2021					
Large Animals	Per animal	N	I	\$ 84.25	\$ 88.00
Sheep, goats, pigs & similar size animals	Per animal	N	I	\$ 18.50	\$ 19.00
Sustenance per day impounded - horses & cattle	Per animal per day	N	I	At cost	At cost
Sustenance per day impounded - sheep, goats, pigs	Per animal per day	N	I	At cost	At cost
Conveyance of animals to pound	Per animal	N	I	At cost	At cost
Release impounded shopping trolleys	Per trolley	N	I	\$ 69.75	\$ 73.00
Release items other than livestock (miscellaneous)	Per item	N	I	\$ 10.50	\$ 11.00
Vehicle Impounding Fee	Per vehicle	N	I	Full cost recovery	\$520.00 plus cost of towing
Vehicle Impounding Fee - subsequent offence	Per vehicle	N	I		\$740.00 plus cost of towing
For release of article (not a vehicle)	Per article	N	I	\$ 69.75	\$ 73.00

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
Protection of the Environment - Operations Act 1997					
Administrative cost of prepare and giving clean up notice Clause 94	Per notice	N	2	\$ 803.00	\$ 803.00
Administrative cost of prepare and giving prevention notice Clause 100	Per notice	N	2	\$ 803.00	\$ 803.00
Administrative cost of prepare and giving noise control notice Clause 267A	Per notice	N	2	\$ 803.00	\$ 803.00
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	\$ 144.00	TBA
\$5,001–\$50,000	Per application	N	2	\$220, plus an additional \$3 for each \$1,000 (or part of \$1,000) over \$5,000.	TBA
\$50,001–\$250,000	Per application	N	2	\$459 plus an additional \$3.64 for each \$1,000 (or part of \$1,000) over \$50,000	TBA
\$250,001–\$500,000	Per application	N	2	\$1,510 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) over \$250,000	TBA
\$500,001–\$1,000,000	Per application	N	2	\$2,272 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) over \$500,000	TBA
\$1,000,001–\$10,000,000	Per application	N	2	\$3,404 plus an additional \$1.44 for each \$1,000 (or part of \$1,000) over \$1,000,000	TBA
More than \$10,000,000	Per application	N	2	\$20,667 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) over \$10,000,000	TBA

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
Outdoor Advertisement	Per application	N	2	\$371 including one advertisement plus \$93 for each additional advertisement	TBA
Dwelling House \$100,000 or less - maximum fee payable	Per application	N	2	\$ 592.00	TBA
Additional fee for a DA or modification application that is referred to a Design Review Panel for advice	Per application	N	2	\$ 3,905.00	TBA
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	\$ 371.00	TBA
SUBDIVISION FEES					
Subdivision of land involving opening of public road	Per application	N	2	\$ 865.00	TBA
Plus per each additional lot created	Per application	N	2	\$ 65.00	TBA
Subdivision of land not involving opening of public road	Per application	N	2	\$ 430.00	TBA
Plus per each additional lot created	Per application	N	2	\$ 53.00	TBA
Subdivision of land for Strata Title	Per application	N	2	\$ 430.00	TBA
Plus per each additional lot created	Per application	N	2	\$ 65.00	TBA
NOTE: For example, a plan of subdivision that provides for 5 lots over land that has previously comprised 2 lots will result in the creation of 3 additional lots, and so attract a fee that includes a base amount of \$833 or \$414, as the case requires, together with a further amount of \$65 or \$53, as the case requires, for each of the 3 additional lots.					
Subdivision Certificate Application	Per application	N	I	\$ 227.00	\$ 236.00
Plus per each additional lot created	Per lot per application	N	I	\$ 28.25	\$ 29.50
Signing of Plans of Consolidation & other plans not requiring Subdivision Certificate	Per plan	N	I	\$ 227.00	\$ 236.00
COMPLIANCE CERTIFICATE FEES (INCLUDING SUBDIVISION)					
per inspection required determined by PCA					
1. Water	Per certificate / inspection	Y	I	\$ 87.50	\$ 91.00
2. Sewer	Per certificate / inspection	Y	I	\$ 87.50	\$ 91.00
3. Roads, kerb & gutter, Footpath	Per certificate / inspection	Y	I	\$ 87.50	\$ 91.00
4. Access	Per certificate / inspection	Y	I	\$ 87.50	\$ 91.00

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Charge set by Council in accordance with statutory guidelines	4

Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
5. Drainage	Per certificate / inspection	Y	I	\$ 87.50	\$ 91.00
FEES FOR ADVERTISING OF DEVELOPMENT					
Advertising Fee for Designated Development	Per application	N	2	\$ 2,890.00	TBA
Advertising Fee for Advertised Development Note: Consent authority must refund so much of the fee paid under this clause as is not spent in giving notice.	Per application	N	3	At cost, to a maximum of \$1,438	TBA
Advertising fee for development for which an environmental planning instrument or development control plan requires notice to be given	Per application	N	3	At cost, to a maximum of \$1,438	TBA
Advertising Fee for Prohibited Development	Per application	N	2	\$ 1,438.00	TBA
Giving of notice for other development for which a community participation plan requires notice to be given	Per application	N	2	\$ 1,438.00	TBA
Giving of notice for nominated integrated development, threatened species development or Class I aquaculture development	Per application	N	2	\$ 1,438.00	TBA
Neighbour notification of Development where Advertising is not required	Per Application	N	3	\$ 129.00	\$ 134.00
ADDITIONAL FEES FOR APPROVALS REQUIRING REFERRAL					
Designated Development additional fee (in addition to DA fee and other applicable fees)	Per certificate / inspection	N	2	\$ 1,198.00	TBA
Additional fee for application requiring Concurrence Referral	Per concurrence	N	2	\$ 183.00	TBA
Concurrence fee payable to a Concurrence Authority	Per concurrence	N	2	\$ 416.00	TBA
Additional fee for application requiring Integrated Referral	Per integrated approval	N	2	\$ 183.00	TBA
Integrated Authority approval fee payable to Integrated Approval Authority	Per integrated approval	N	2	\$ 416.00	TBA
Additional fee for development application that is referred to design review panel for advice	Per referral	N	2	\$ 3,905.00	TBA
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	\$ 71.00	TBA

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
\$5,001–\$250,000	Per application	N	2	\$111 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) over \$5,000	TBA
\$250,001–\$500,000	Per application	N	2	\$651 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) over \$250,000	TBA
\$500,001–\$1,000,000	Per application	N	2	\$927 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) over \$500,000	TBA
\$1,000,001–\$10,000,000	Per application	N	2	\$1,285 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) over \$1,000,000	TBA
More than \$10,000,000	Per application	N	2	\$6,167 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) over \$10,000,000	TBA
Appeal against determination of modification under section 8.9 of the Act	Per application	N	2	50% of the original DA fee paid	TBA
Review change of use application	Per application	N	2	50% of the original DA fee paid	TBA
Application for review of development application not involving the erection of a building, the carrying out of work or the demolition of a work or building under section 8.3 of the Act	Per application	N	2	50% of the original DA fee paid	TBA
Review of Development Application for Dwelling House <\$100,000	Per application	N	2	\$ 247.00	TBA
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 \$807	TBA

Code for Fees and Charges	
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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
REVIEW OF DECISION TO REJECT DEVELOPMENT APPLICATION					
If estimated cost of DA is less than \$100,000	Per application	N	2	\$ 71.00	TBA
If estimated cost of DA is from \$100,000 to \$1,000,000	Per application	N	2	\$ 195.00	TBA
If estimated cost of DA is more than \$1,000,000	Per application	N	2	\$ 325.00	TBA
FEE FOR APPLICATION TO MODIFY A CONSENT FOR LOCAL DEVELOPMENT					
Modification for Dwelling house <\$100,000	Per application	N	2	\$ 247.00	TBA
Modifications involving minor error, misdescription or miscalculation 4.55(1)	Per application	N	2	\$ 92.00	TBA
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	\$839 or 50% of the fee for the original development application fee, whichever is the lesser	TBA
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	\$ 247.00	TBA
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	\$ 71.00	TBA

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
\$5,001–\$250,000	Per application	N	2	\$110 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) over \$5,000	TBA
\$250,001–\$500,000	Per application	N	2	\$651 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) over \$250,000	TBA
\$500,001–\$1,000,000	Per application	N	2	\$927 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) over \$500,000	TBA
\$1,000,001–\$10,000,000	Per application	N	2	\$1,285 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) over \$1,000,000	TBA
More than \$10,000,000	Per application	N	2	\$6,167 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) over \$10,000,000	TBA
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	\$ 866.00	TBA
Plus an additional fee if the modification application is accompanied by statement of qualified designer	Per application	N	2	\$ 990.00	TBA
Plus an additional fee if the modification application is referred to design review panel for advice	Per application	N	2	\$ 3,905.00	TBA
Plus an additional fee for modification of consent for residential apartment buildings where Clause 102 EPAR 2021 applies	Per application	N	2	\$ 988.00	TBA
COMPLYING DEVELOPMENT CERTIFICATE (CDC) ASSESSMENT FEE					
Complying Development Certificate fee	Per certificate	Y	1	\$188.50 plus equivalent CC fees	\$196.00 plus equivalent CC fees
Administration Fee - Charged for assessment of the Complying Development Certificate (CDC) if it is withdrawn.	Per withdrawn certificate	Y	1	\$ 130.15	\$ 135.00
If the CDC is refused then all fees will be retained.					

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
COMPLYING DEVELOPMENT MODIFICATION FEE					
Complying Development Certificate Modification Fee	Per certificate	Y	I	50% of original fees	50% of original fee
CONSTRUCTION CERTIFICATE ASSESSMENT FEE					
Base fee - cost up to \$5,000	Per certification	Y	I	\$ 125.96	\$ 131.00
• Plus each additional \$1,000 over \$5,000 up to \$100,000	Per \$1,000	Y	I	\$ 8.24	\$ 8.57
• Plus each additional \$1,000 over \$100,000 up to \$250,000	Per \$1,000	Y	I	\$ 4.21	\$ 4.38
• Plus each additional \$1,000 over \$250,000	Per \$1,000	Y	I	\$ 2.21	\$ 2.30
CONSTRUCTION CERTIFICATE MODIFICATION FEE					
Minor amendment	Per application	Y	I	\$ 125.00	\$ 130.00
All other amendments	Per application	Y	I	50% of original fees with a minimum charge of \$180.00	50% of original fees with a minimum charge of \$187.50
INSPECTION FEES					
Inspection fee (where Council is nominated as the Principal Certifying Authority by the applicant at the time of submission of application. Inspection fee charged per mandatory inspection and occupation certificate)	Per inspection	Y	I	\$ 201.50	\$ 210.00
Inspection carried out on behalf of PCA (excludes Occupation Certificate - refer to Occupation Certificate Fee)	Per inspection	Y	I	\$ 385.50	\$ 400.00
Note 1: Guideline for charging at CC lodgement stage: Base charge 5 inspections plus Occupation certificate fee for class 1 buildings new single level dwelling, dwelling additions and the like. Base charge 2 inspections plus Occupation Certificate for class 10 buildings garage carport, swimming pools and the like. Commercial and industrial buildings charge base 5 plus OC. Note: Additional inspection fees may be charged over and above base number per inspection.					
Note 2: Where inspector arrives on site at appointed time and job is not ready for inspection or does not comply, an additional inspection fee will be charged for the reinspection.					
OCCUPATION CERTIFICATE FEE					
Applies when Council is not the original PCA relating to the development & includes guidance with procedure change PCA	Per application	Y	I	\$ 960.55	\$ 999.00
ADMINISTRATION FEE FOR UNAUTHORISED DEVELOPMENT (Additional to DA, CC, OC, Inspection & Building Information Certificate Fees)					
Class 10 Buildings and minor additions to Class 1a buildings i.e. carport, pool, garages, decks, single room	Per development	Y	I	\$ 625.00	\$ 650.00
Class 2 - 9 buildings and larger additions to Class 1a Buildings i.e. larger residential additions, commercial and industrial development	Per development	Y	I	\$ 1,250.50	\$ 1,300.00

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
PLANNING PROPOSAL					
Pre-lodgement consultation	Per proposal	N	I	No Charge	No Charge
<p>Local Environmental Plans & Development Control Plans</p> <p>Strategic Planning - Planning Proposals</p> <p>Basic Planning Proposal</p> <p>A basic planning proposal refers to any one or more of the following proposed LEP amendment types, including an amendment:</p> <ul style="list-style-type: none"> -To list a local heritage item -To reclassify land where the Governor's approval is not required -That is consistent with a Department endorsed/approved local strategy, such as a Local Housing Strategy -That is consistent with section 3.22 Expedited amendments of environmental planning instruments of the EP&A Act to: <p>a) correct an obvious error in the principal instrument consisting of a misdescription, the inconsistent numbering of provisions, a wrong cross-reference, a spelling error, a grammatical mistake, the insertion of obviously missing words, the removal of obviously unnecessary words or a formatting error</p> <p>b) address matters in the principal instrument that are of a consequential, transitional, machinery or other minor nature, and/or</p> <p>c) deal with matters that the Minister considers do not warrant compliance with the conditions precedent for the making of the instrument because they will not have any significant adverse impact on the environment or adjoining land.</p>					
Lodgement	Per application	N	I	\$ 4,000.00	\$ 4,160.00
Submission to gateway	Per application	N	I	\$ 6,000.00	\$ 6,240.00
Exhibition through to finalisation	Per application	N	I	\$ 5,000.00	\$ 5,200.00

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
Standard Planning Proposal A standard planning proposal refers to any one or more of the following proposed LEP amendment types, including an amendment: <ul style="list-style-type: none"> - To change the land use zone where the proposal is consistent with the objectives identified in the LEP for that proposed zone - That relates to altering the principal development standards of the LEP - That relates to the addition of a permissible land use or uses and/or any conditional arrangements under Schedule 1 Additional Permitted Uses of the LEP - That is consistent with an endorsed District/Regional Strategic Plan and/or LSPS - Relating to classification or reclassification of public land through the LEP 					
Lodgement	Per application	N	I	\$ 8,000.00	\$ 8,320.00
Submission to gateway	Per application	N	I	\$ 16,000.00	\$ 16,640.00
Exhibition through to finalisation	Per application	N	I	\$ 11,000.00	\$ 11,440.00
Complex Planning Proposal A complex planning proposal refers to any one or more of the following proposed LEP amendment types, including an amendment: <ul style="list-style-type: none"> - To change in the land use zone and/or the principal development standards of the LEP, which would result in a significant increase in demand for supporting local, regional or State infrastructure and would require infrastructure funding - To respond to a new policy e.g. local character or new provision not in the standard instrument template - That is inconsistent with a District/Regional Plan or council's endorsed LSPS - Responding to a change in circumstances, such as the investment in new infrastructure or changing demographic trends - That is progressed under the Aboriginal Land SEPP - Any other amendment or amendments that are not categorised as a principal LEP, standard or basic planning proposal. 					
Lodgement	Per application	N	I	\$ 15,000.00	\$ 15,600.00
Submission to gateway	Per application	N	I	\$ 20,000.00	\$ 20,800.00
Exhibition through to finalisation	Per application	N	I	\$ 14,000.00	\$ 14,560.00
PLANNING AGREEMENTS					
Negotiation and Assessment	Per application	N	I	\$ 1,000.00	\$ 1,040.00
Public consultation and notification	Per application	N	I	\$ 1,000.00	\$ 1,040.00
Council reporting, finalisation and registration	Per application	N	I	\$ 1,000.00	\$ 1,040.00

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Legal costs to Council	Per application	N	I	At cost	At cost
DEVELOPMENT CONTROL PLANS					
Change of DCP map to amend the development potential of specific land - per application	Per application	N	I	\$ 4,951.10	\$ 5,149.00
Comprehensive DCP (current)	Per application	N	I	\$ 586.00	\$ 609.00
DCP extracts (per chapter)	Per application	N	I	\$ 50.55	\$ 52.75
PLANNING CERTIFICATES					
Section 10.7(2) - certificate fee charged per assessment to a maximum of 5 adjoining parcels. Where there are more than 5 parcels in an assessment and/or the parcels are not adjoining, additional fees will be charged .	per assessment to a max of 5 adjoining parcels	N	2	\$ 69.00	TBA
Section 10.7(5) - certificate fee charged per assessment to a maximum of 5 adjoining parcels. Where there are more than 5 parcels in an assessment and/or the parcels are not adjoining, additional fees will be charged .	per assessment to a max of 5 adjoining parcels	N	2	\$ 105.00	TBA
Section 121ZP / 735A (Outstanding Notice)	Per application	N	I	\$ 107.25	\$ 111.50
Plus where a certificate requires a site inspection	Per inspection	Y	I	\$ 201.50	\$ 210.00
Plus urgency fee	per application	Y	I	\$ 70.00	\$ 73.00
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	\$ 290.50	\$ 302.00
Any other class of Building not exceeding 200m ²	Per building	N	I	\$ 290.50	\$ 302.00
ANY OTHER CLASS OF BUILDING EXCEEDING 200M² BUT NOT EXCEEDING 2,000M²					
• base fee	Per application	N	I	\$ 290.50	\$ 302.00
• plus per m ² over 200m ²	Per m ²	N	I	\$ 0.58	\$ 0.60
ANY OTHER CLASS OF BUILDING EXCEEDING 2,000M²					
• base fee	Per application	N	I	\$ 1,353.50	\$ 1,407.50
• plus per m ² over 2,000m ²	Per m ²	N	I	\$ 0.09	\$ 0.09
Subsequent Inspections	Per inspection	N	I	\$ 118.00	\$ 122.50
Copy of Building Certificate	Per copy	N	I	\$ 16.85	\$ 17.50
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	\$ 69.00	TBA
Where required consent not obtained previously, Construction Certificates and Development Application Fees apply in addition to Building Information certificate Fees	Per application	N	I	CC + DA Fees apply in addition to BIC Fees	CC + DA Fees apply in addition to BIC Fees
FEES FOR LODGEMENT OF CERTIFICATES (BY PRIVATE CERTIFIER)					
Fee for lodgement of Complying Development Certificate	Per application	N	I	\$ 46.85	\$ 49.00

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FEE FOR LODGEMENT OF PART 6 CERTIFICATES					
• construction certificate-per certificate	Per certificate	N	I	\$ 46.85	\$ 49.00
• occupation certificate-per certificate	Per certificate	N	I	\$ 46.85	\$ 49.00
• subdivision certificate-per certificate	Per certificate	N	I	\$ 46.85	\$ 49.00
ASSESSMENT OF ALTERNATIVE SOLUTION					
per performance clause-not fire	Per performance clause	Y	I	\$ 201.50	\$ 210.00
FIRE SAFETY CERTIFICATES & STATEMENT LODGEMENT FEES					
Lodgement/registration of essential service certificates	Per lodgement /registration	N	I	\$ 44.75	\$ 46.50
Registration of Fire Safety Statement	Per registration	N	I	\$ 28.10	\$ 29.00
Drafting of Fire Safety Schedule for existing class 2-9 buildings	Per schedule	Y	I	\$ 44.75	\$ 46.50
Fire Safety Audit	Per audit	Y	I	\$ 199.85	\$ 208.00
SUBDIVISION WORKS CERTIFICATE					
WATER					
Water quality facility or constructed wetland or on-sit stormwater detention basin	Per lot	Y	I	\$ 12.00	\$ 12.50
Water mains - pipes	Per lineal metre	Y	I	\$ 9.00	\$ 9.50
Water mains - structures (pumps, tanks, hydrants)	Per structure	Y	I	\$ 119.00	\$ 124.00
STORMWATER					
Trunk stormwater drainage culvert structure (minimum twin cell 1,200mm diameter)	Per structure	Y	I	\$ 119.00	\$ 124.00
Stormwater drainage pipes (excluding inter-allotment drainage)	Per lineal metre	Y	I	\$ 9.00	\$ 9.40
Stormwater drainage pits, headwalls and gross pollutant traps (excluding inter-allotment drainage)	Per structure	Y	I	\$ 12.00	\$ 12.50
Inter-allotment drainage	Per lineal metre	Y	I	\$ 3.00	\$ 3.15
SEWER					
Sewer mains - pipes	Per lineal metre	Y	I	\$ 9.00	\$ 9.50
Sewer mains - structures (manholes, pumps, junctions)	Per structure	Y	I	\$ 12.00	\$ 12.50
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	\$ 12.00	\$ 12.50
Full road construction including kerb and gutter (excluding stormwater drainage and concrete paths)	Per lineal metre	Y	I	\$ 15.00	\$ 15.50
Full road construction - rural roads with table drains or similar including private access roads	Per lineal metre	Y	I	\$ 6.00	\$ 6.25
MISCELLANEOUS					

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Earthworks where separate Construction Certificate is required - lot greater than 750m ²	Per lot	Y	I	\$57.80 per lot (minimum \$200)	\$60.00 per lot (minimum \$200)
Additional compliance inspections - where reinspection is required	Per inspection	Y	I	\$ 189.00	\$ 196.50
Additional design assessment including updating details in the Construction Certificate or civil design considerations	Per hour	Y	I	\$ 144.00	\$ 150.00
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					
• Any materials disposed at this facility which are generated from a regulated waste area will attract the appropriate EPA levies.					
• All commercial transactions are to be weighed and the appropriate waste stream tonnage charge applied.					
MRF CHARGES					
Plastics only – PET, HDPE, PVE	N/A	N/A	-	No Charge	No Charge
Cans – steel & aluminium	N/A	N/A	-	No Charge	No Charge
Paper & cardboard	N/A	N/A	-	No Charge	No Charge
Glass – brown, green & clear	N/A	N/A	-	No Charge	No Charge
GREEN WASTE					
Grass Cuttings		Y	I	\$ 5.20	\$ 5.40
Minimum charge - mixed greens/leaves, branches	Sulo Bin	Y	I	\$ 6.20	\$ 6.45
Ute / single axle trailer (up to 7x4)	1/2 Load	Y	I	\$ 11.50	\$ 11.95
Ute / single axle trailer (up to 7x4)	Full load	Y	I	\$ 23.00	\$ 23.95
Large truck / commercial / dual axle trailer	Per tonne	Y	I	\$104.50 (minimum charge \$11.50)	\$108.90 (minimum charge \$12)
Large tree trunks / roots	Per tonne	Y	I	\$156.00 (minimum charge \$23.00)	\$162.55 (minimum charge \$24.00)
FILL					
Clean fill (topsoil/garden soil - no stone or rock)	Per tonne	Y	I	\$ 10.40	\$ 10.80
Inert fill (topsoil/clay - with brick/glass/timber or rock)	Per tonne	Y	I	\$52.00 (minimum charge \$10.40)	\$54.20 (minimum charge \$10.85)
Restricted contaminated solid waste	Per tonne	Y	I	\$ 365.00	\$ 380.00
RESIDENTIAL					

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
Minimum charge (per bin over weighbridge)	Per Bin	Y	I	\$ 8.30	\$ 8.65
Ute / single axle trailer (up to 7x4)	1/2 Load	Y	I	\$ 26.00	\$ 27.00
Ute / single axle trailer (up to 7x4)	Full load	Y	I	\$ 52.00	\$ 54.00
Large truck / commercial mixed waste	Per tonne	Y	I	\$ 174.50	\$ 181.80
Council garbage truck	Per tonne	Y	I	\$ 174.50	\$ 181.80
Document Security Disposal	Minimum charge	Y	I	\$ 31.30	\$ 32.60
Mattress (single)	Per unit	Y	I	\$ 15.60	\$ 16.25
Mattress (double and larger)	Per unit	Y	I	\$ 31.30	\$ 32.60
COMMERCIAL WASTE - 240L MGB HIRE					
Event bin hire per 240L MGB (includes hire / collection / waste disposal)	Per MGB	Y	I	\$ 20.90	\$ 21.75
Bin Hire (waste charges not included)	Per MGB	Y	I	\$ 7.10	\$ 7.40
Drop off / collection fee out of town limits	Per MGB	Y	I	\$2.10 per kilometre out of town limits	2.20 per kilometre out of town limits
THIRD PARTY PROCESSING					
External Waste Processing	Per tonne	Y	I	New Charge	TBA
TYRES					
Push bike	Per unit	Y	I	\$ 5.20	\$ 5.40
Motor bike or car	Per unit	Y	I	\$ 20.90	\$ 21.75
Light Truck or 4WD	Per unit	Y	I	\$ 26.00	\$ 27.05
Heavy truck	Per unit	Y	I	\$ 41.80	\$ 43.55
Tractor front / small	Per unit	Y	I	\$ 41.80	\$ 43.55
Tractor rear	Per unit	Y	I	\$ 146.30	\$ 152.45
Earthmoving up to 2m	Per unit	Y	I	\$ 313.50	\$ 326.65
TYRES - ON RIM					
Motor bike or car	Per unit	Y	I	\$ 26.00	\$ 27.00
Light Truck or 4WD	Per unit	Y	I	\$ 31.30	\$ 32.60
Heavy truck	Per unit	Y	I	\$ 47.00	\$ 48.95
Tractor front / small	Per unit	Y	I	\$ 47.00	\$ 48.95
Tractor rear	Per unit	Y	I	\$ 156.70	\$ 163.25
Earthmoving up to 2m	Per unit	Y	I	\$ 324.00	\$ 337.60
METAL (CLEAN AND SEPARATED)					
Car Bodies	Each	Y	I	\$ 52.00	\$ 54.15
Car bodies with tyres, batteries and oil removed	Each	Y	I	No Charge	No Charge
Steel/black iron	Per tonne	Y	I	No Charge	No Charge
White goods	Per unit	Y	I	No Charge	No Charge

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
Fencing wire	Per tonne	Y	I	No Charge	No Charge
Steel drums	Each	Y	I	No Charge	No Charge
Steel tanks	Each	Y	I	No Charge	No Charge
BUILDING MATERIALS (CLEAN)					
Asbestos and asbestos contaminated material	Per tonne	Y	I	\$ 418.00	\$ 435.50
Asbestos contaminated material from one residential house (non-commercial purposes) up to 50 tonnes	First 50 tonnes	Y	I	\$ 12,540.00	\$ 13,066.50
Additional asbestos contaminated material from same residential home	Per tonne	Y	I	\$ 174.50	\$ 181.80
Builders waste mixed / bulk demolition	Per tonne	Y	I	\$ 174.50	\$ 181.80
Builders timber / pallets	Per tonne	Y	I	\$ 174.50	\$ 181.80
Bricks and/or concrete	Per tonne	Y	I	\$ 125.40	\$ 130.65
ANIMAL DISPOSAL					
Horses, cows and bulls	Per animal	Y	I	\$ 73.00	\$ 76.00
Calves and foals	Per animal	Y	I	\$ 62.70	\$ 65.30
Sheep, goats, deer, pigs, kangaroos etc.	Per animal	Y	I	\$ 41.80	\$ 43.55
Dogs, cats, possums	Per animal	Y	I	\$ 15.70	\$ 16.35
Offal	Per m3	Y	I	\$ 31.30	\$ 32.60
Bulk animal disposal	Per tonne	Y	I	\$ 418.00	\$ 435.50
Other Waste					
e-waste	Item	Y	I	No Charge	No Charge
All types of oils	Each	Y	I	No Charge	No Charge
Batteries (vehicles, cars etc.)	Each	Y	I	No Charge	No Charge
Solar Panels	Each	Y	I	New Charge	TBA
MGB Replacement Charges					
240 litre bin (New)	Per Bin	Y	I	\$ 94.00	\$ 97.95
140 litre bin (New)	Per Bin	Y	I	\$ 94.00	\$ 97.95
Weighbridge Ticket					
Weighbridge Ticket	Each	Y	I	\$ 26.10	\$ 27.20
DISCHARGE OF LIQUID TRADE WASTE TO SEWERAGE SYSTEM					
Application Fee					
Application fee	Per application	N	4	\$ 107.00	\$ 111.00
Renewal fee	Per application	N	4	\$ 53.00	\$ 55.00
Annual trade waste fee					
• Category 1 discharger	Per year	N	4	\$ 118.00	\$ 123.00

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• Category 2/2S discharger	Per year	N	4	\$ 236.00	\$ 246.00
• Category 3 discharger	Per year	N	4	\$ 793.00	\$ 825.00
Re-inspection Fee	Per re-inspection	N	4	\$ 99.00	\$ 103.00
Trade Waste usage Charge	\$/kL	N	4	\$ 2.08	\$ 2.16
Trade Waste usage Charge for dischargers where appropriate pre-treatment facilities are not installed or maintained	\$/kL	N	4	\$ 18.20	\$ 18.90
Substances					
EXCESS MASS CHARGES U VALUE FOR SUBSTANCE (See Section 3.5.5 of Council's Policy 3.60)					
Acid demand, pH>10	\$/kg	N	4	\$ 0.91	\$ 0.95
Alkali demand, pH<7	\$/kg	N	4	\$ 0.91	\$ 0.95
Aluminium	\$/kg	N	4	\$ 0.91	\$ 0.95
Ammonia (as N)	\$/kg	N	4	\$ 2.68	\$ 2.78
Arsenic	\$/kg	N	4	\$ 90.10	\$ 93.70
Barium	\$/kg	N	4	\$ 45.03	\$ 46.83
BOD	\$/kg	N	4	\$ 0.91	\$ 0.95
Boron	\$/kg	N	4	\$ 0.91	\$ 0.95
Bromine	\$/kg	N	4	\$ 18.02	\$ 18.74
Cadmium	\$/kg	N	4	\$ 415.88	\$ 432.50
Chloride	\$/kg	N	4	\$ 0.00	\$ 0.00
Chlorinated Hydrocarbons	\$/kg	N	4	\$ 45.03	\$ 46.83
Chlorinated Phenolics	\$/kg	N	4	\$ 1,801.58	\$ 1,873.64
Chlorine	\$/kg	N	4	\$ 1.83	\$ 1.90
Chromium	\$/kg	N	4	\$ 29.82	\$ 31.00
Herbicides/Defoliant	\$/kg	N	4	\$ 894.71	\$ 930.50
Cobalt	\$/kg	N	4	\$ 18.23	\$ 18.95
Copper	\$/kg	N	4	\$ 18.23	\$ 18.95
Cyanide	\$/kg	N	4	\$ 89.48	\$ 93.05
Fluoride	\$/kg	N	4	\$ 4.48	\$ 4.65
Formaldehyde	\$/kg	N	4	\$ 1.82	\$ 1.90
Total Oil and Grease	\$/kg	N	4	\$ 1.60	\$ 1.65
Iron	\$/kg	N	4	\$ 1.82	\$ 1.90
Lead	\$/kg	N	4	\$ 44.73	\$ 46.50
Lithium	\$/kg	N	4	\$ 8.94	\$ 9.30
Manganese	\$/kg	N	4	\$ 8.94	\$ 9.30
Mercaptans	\$/kg	N	4	\$ 89.48	\$ 93.05

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
Mercury	\$/kg	N	4	\$ 2,982.39	\$ 3,101.70
Methylene Blue Active Substances (MBAS)	\$/kg	N	4	\$ 0.90	\$ 0.95
Molybdenum	\$/kg	N	4	\$ 0.90	\$ 0.95
Nickel	\$/kg	N	4	\$ 29.82	\$ 31.00
Total Kjeldahl Nitrogen	\$/kg	N	4	\$ 0.24	\$ 0.25
Organoarsenic Compounds	\$/kg	N	4	\$ 894.71	\$ 930.50
Pesticides General (excludes organochlorines and organophosphates)	\$/kg	N	4	\$ 894.71	\$ 930.50
Petroleum Hydrocarbons (non-flammable)	\$/kg	N	4	\$ 2.98	\$ 3.10
Phenolic Compounds (non-chlorinated)	\$/kg	N	4	\$ 8.94	\$ 9.30
Total Phosphorous	\$/kg	N	4	\$ 1.82	\$ 1.90
Polynuclear Aromatic Hydrocarbons (PAHs)	\$/kg	N	4	\$ 18.23	\$ 18.95
Selenium	\$/kg	N	4	\$ 61.85	\$ 64.30
Silver	\$/kg	N	4	\$ 1.64	\$ 1.70
Sulphate (SO4)	\$/kg	N	4	\$ 0.18	\$ 0.18
Sulphide	\$/kg	N	4	\$ 1.82	\$ 1.90
Sulphite	\$/kg	N	4	\$ 1.99	\$ 2.07
Suspended Solids	\$/kg	N	4	\$ 1.15	\$ 1.20
Thiosulphate	\$/kg	N	4	\$ 0.31	\$ 0.32
Tin	\$/kg	N	4	\$ 8.94	\$ 9.30
Total Dissolved Solids	\$/kg	N	4	\$ 0.06	\$ 0.06
Uranium	\$/kg	N	4	\$ 8.94	\$ 9.30
Zinc	\$/kg	N	4	\$ 18.23	\$ 18.95
Excess Mass Charges C Value for BOD>600mg/L (see section 3.5.5 of Council's policy 3.60)	C - Value	N	4	\$ 0.91	\$ 0.95
Food waste disposal charge	per bed	N	4	\$ 33.14	\$ 34.50
Non-compliance					
NON-COMPLIANCE CHARGES (See Section 3.5.7 of Council's Policy 3.60)					
Non-compliance pH charge	k value	N	4	\$ 0.49	\$ 0.51
NON-COMPLIANCE EXCESS MASS CHARGE (Value as for excess mass charge)					
Discharge of stormwater to the sewerage system	\$/kL	N	4	\$ 18.28	\$ 19.00
Portable toilet waste	\$/kL	N	4	\$ 19.90	\$ 20.70
Septic tank and pan waste disposal charge (where accepted with prior arrangement from Council)	\$/kL	N	4	\$ 3.15	\$ 3.25
Septic tank sludge (where accepted with prior arrangement of Council)	\$/kL	N	4	\$ 26.60	\$ 27.65

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CEMETERY					
NSW Government Levy					
Cemeteries and Crematoria NSW Interment Levy for each ash interment	Each	Y	4	New Charge	\$ 69.30
Cemeteries and Crematoria NSW Interment Levy for each burial	Each	Y	4	New Charge	\$ 171.60
Services exempt from the levy: Interment services for children under 12, stillborn and miscarriages. Interment services for destitute people. This fee is not payable if a memorial only is required (eg. No ashes interred)					
COLUMBARIUM (ASHES ONLY)					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of Interment)	Each	Y	I	\$ 487.00	\$ 507.00
Interment of Ashes: Includes niche for casket, installation and perpetual maintenance and including plaque (to a standard amount of inscription)	Each	Y	I	\$ 768.00	\$ 800.00
MEMORIAL TREE AND MEMORIAL GARDENS (ASHES ONLY)					
• Gardens to have maximum of two interments per niche.					
• Garden prices to include one vase and one plaque, upon second interment both interments to be on one plaque.					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of Interment)	Each	Y	I	\$ 797.00	\$ 830.00
Interment of Ashes: reception and Interment of ashes if desired, perpetual maintenance and plaque (to a standard amount of inscription)	Each	Y	I	\$ 1,149.50	\$ 1,197.00
Additional Interment(s) of Ashes: (Memorial Tree Portions A, B, C & D only) Existing tree – includes reception and Interment of ashes if desired, perpetual maintenance, and plaque (to a standard amount of inscription)	Each	Y	I	\$ 789.00	\$ 822.00
LAWN SECTIONS					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of Interment)	Each	Y	I	\$ 891.00	\$ 928.00
Interment Fee: Land for each grave, first Interment, 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	\$ 3,617.00	\$ 3,768.00
• Catholic Lawn Section (larger plaque)	Each	Y	I	\$ 3,718.00	\$ 3,874.00
• Children's Lawn	Each	Y	I	\$ 1,561.00	\$ 1,625.00
Interment of ashes in existing grave	Each	Y	I	\$ 674.00	\$ 702.00
Extra depth (Below 1.6m to make provision for a second interment)	Each	Y	I	\$ 496.00	\$ 516.00
Re-opening of grave for second interment and provision for and including bronze plaque (to a standard amount of inscription)	Each	Y	I	\$ 1,584.00	\$ 1,650.00
Interment of ashes into new lawn plot	Each	Y	I	\$ 2,912.00	\$ 3,034.00

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MONUMENTAL GARDEN SECTION					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of interment)	Each	Y	I	\$ 636.00	\$ 662.00
Interment Fee: Land for each grave, first interment, perpetual maintenance. Strict conditions apply to Monument Headstone Applications for this section.	Each	Y	I	\$ 3,218.00	\$ 3,353.00
Extra depth (Below 1.6m to make provision for a second interment)	Each	Y	I	\$ 496.00	\$ 516.00
Re-opening of grave for second interment	Each	Y	I	\$ 967.00	\$ 1,007.00
Interment of ashes into new plot include perpetual maintenance	Each	Y	I	\$ 2,836.00	\$ 2,955.00
Interment of ashes into an existing grave	Each	Y	I	\$ 674.00	\$ 702.00
MONUMENTAL SECTION & VILLAGES					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of interment)	Each	Y	I	\$ 636.00	\$ 662.00
Interment fee: land for each grave, first interment, perpetual maintenance	Each	Y	I	\$ 2,016.00	\$ 2,100.00
Extra depth (Below 1.6m to make provision for a second interment)	Each	Y	I	\$ 496.00	\$ 516.00
Re-opening of grave for second interment	Each	Y	I	\$ 967.00	\$ 1,007.00
Interment of Ashes - exclusive use includes land for each grave, first interment, perpetual maintenance	Each	Y	I	\$ 1,575.00	\$ 1,641.00
Interment of Ashes into existing Grave	Each	Y	I	\$ 674.00	\$ 702.00
SATURDAY & PUBLIC HOLIDAYS					
Lawn/Monumental Sections (Note: Additional payment over and above normal weekday Interment fee)	Each	Y	I	\$ 1,395.00	\$ 1,456.00
Columbarium/Memorial Sections (Note: additional payment over and above normal weekday Interment fee)	Each	Y	I	\$ 444.00	\$ 462.00
MONUMENT APPLICATIONS					
All applications to Council for approval	Each	N	I	\$ 61.60	\$ 64.00
HEADSTONES					
Large concrete headstone	Each	Y	I	\$ 176.60	\$ 184.00
Small concrete headstone	Each	Y	I	\$ 75.20	\$ 78.00
PLAQUES					
Children's Lawn/Memorial/Tree/Columbarium Sections – 149mm x 111mm bronze die cast plaque – standard of nine lines inscription	Each	Y	I	\$ 411.50	\$ 428.00
New Lawn/Old Lawn Sections – 254mm x 203mm bronze die cast plaque – standard of five lines inscription	Each	Y	I	\$ 724.00	\$ 754.00
Catholic Lawn Section – 279mm x 381mm bronze die cast plaque – standard of eight lines inscription	Each	Y	I	\$ 842.00	\$ 877.00
Refurbishment of bronze plaque (254x203mm)	Each	Y	I	\$ 177.60	\$ 185.00

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ULTRA IMAGE PHOTOGRAPHS					
5x7	Each	Y	I	\$ 342.70	\$ 357.00
7x9	Each	Y	I	\$ 405.40	\$ 422.00
TRUE TO LIFE PHOTOGRAPHS					
5x7	Each	Y	I	\$ 511.00	\$ 532.00
7x9	Each	Y	I	\$ 546.50	\$ 569.00
COLOUR CERAMIC PHOTOGRAPHS					
5 x 7	Each	Y	I	\$ 505.70	\$ 526.00
7 x 9	Each	Y	I	\$ 535.00	\$ 557.00
VASES					
Concrete block surround with stainless steel insert	Each	Y	I	\$ 148.30	\$ 154.00
Stainless steel insert for vase	Each	Y	I	\$ 130.60	\$ 136.00
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	\$ 56.65	\$ 59.00
Rate per kL inclusive of Avdata Charge	Per kL	N	I	\$ 5.25	\$ 5.45
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	\$ 1,165.00	\$ 1,212.00
	25mm	N	I	\$ 1,534.00	\$ 1,595.00
> 4m < 15m	Cowra - 20mm	N	I	\$ 1,924.00	\$ 2,001.00
	Cowra - 25mm	N	I	\$ 2,457.00	\$ 2,555.00
	Villages - 20mm	N	I	\$ 2,035.00	\$ 2,116.00
	Villages - 25mm	N	I	\$ 2,560.00	\$ 2,662.00
> 15m < 30m	Cowra - 20mm	N	I	\$ 2,246.00	\$ 2,335.00
	Cowra - 25mm	N	I	\$ 3,000.00	\$ 3,120.00
	Villages - 20mm	N	I	\$ 2,772.00	\$ 2,882.00
	Villages - 25mm	N	I	\$ 3,504.00	\$ 3,644.00
(i) New meter and service greater than 30mm diameter		N	I	POA	POA
(ii) Meter installation only – 20mm		N	I	\$ 250.00	\$ 260.00
Non-Payment of Account					
Disconnection/Reconnection		N	I	\$ 165.00	\$ 172.00

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
Replacement/Reconnection of service where illegally connected in addition to Penalty Infringement Notice		N	I	Meter at cost, labour at private works rate	Meter at cost, labour at private works rate
Disconnection/Reconnection					
EXISTING CONNECTIONS - DISCONNECTION					
Urban – Cowra, Noonbinna	Each instance	N	I	\$ 113.00	\$ 117.00
Village – Rural	Each instance	N	I	\$ 165.00	\$ 172.00
EXISTING CONNECTIONS - RECONNECTION					
Urban – Cowra, Noonbinna	Each instance	N	I	\$ 160.00	\$ 166.00
Village – Rural	Each instance	N	I	\$ 165.00	\$ 172.00
(i) New meter and service other than 20mm and 25mm diameter	Each instance	N	I	POA	POA
(ii) Meter installation only – 20mm	Each instance	N	I	\$ 250.00	\$ 260.00
Fee to provide quotation for change in water meter size	Each instance	Y	I	\$ 45.00	\$ 47.00
Meters					
Size change	Each instance	N	I	POA	POA
Ancillary Services					
METER TESTING (FOR ACCURACY)					
- Cowra	Each instance	N	I	\$ 340.00	\$ 353.00
- Other	Each instance	N	I	\$ 381.00	\$ 396.00
FLOW & PRESSURE TESTS					
Cowra	Each instance	N	I	\$ 92.00	\$ 96.00
Other	Each instance	N	I	\$ 153.00	\$ 159.00
for fire rating purposes & report	Each instance	N	I	\$ 170.00	\$ 177.00
SPECIAL ONE-OFF METER READS					
Cowra	Each instance	N	I	\$ 74.00	\$ 77.00
Other	Each instance	N	I	\$ 106.00	\$ 110.00
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	\$ 4,095.00	\$ 4,218.00
B – R5 Large Lot Residential		N	I	\$ 10,500.00	\$ 10,815.00
C – Southern Section		N	I	\$ 8,275.00	\$ 8,523.00
D – Central Tablelands Water		N	I	\$ 10,701.00	\$ 11,022.00
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	\$ 4,219.00	\$ 4,345.00

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B – R5 Large Lot Residential		N	I	\$ 10,814.00	\$ 11,138.00
C – Southern Section		N	I	\$ 8,523.00	\$ 8,778.00
D – Central Tablelands Water		N	I	\$ 11,022.00	\$ 11,353.00
SEWER					
Supply and install new junction	Each instance	N	I	POA	POA
Inspect line with camera	Per hour	Y	I	\$ 194.00	\$ 200.00
Pipe cleaning with water jet	Per hour	Y	I	\$ 267.00	\$ 275.00
Headworks Charge/ET					
As per Developer Servicing Plan (Section 64 Local Government Association, Section 306 Water Management Act)					
Cowra		N	I	\$ 6,301.00	\$ 6,490.00
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	\$ 75.00	\$ 78.00
Lost key fee will be charged for any keys lost or damaged	Per key	Y	I	\$ 30.00	\$ 30.00
Public Meeting Room					
Hire of Public Meeting Room for commercial purposes.	Per hour	Y	I	\$ 40.00	\$ 42.00
Bookings for community or non profit groups	Per booking			No Charge	No Charge
Cleaning Fee if room not left in clean and tidy condition	Per hire	Y	I	\$ 45.00	\$ 47.00
Lost key fee will be charged for any keys lost or damaged	Per key	Y	I	\$ 30.00	\$ 30.00
Civic Centre - Auditorium (One technician, FOH Supervisor, and Two Ushers for the duration, use of dressing rooms, stage, green room, auditorium seating in standard layout, basic lighting (four colour wash and front fill), basic sound with up to 4 wireless mics, lectern and post-event clean. Staff numbers to be determined by the Civic Centre Manager appropriate for the event. Any additional staff will be at the cost of the hirer.) - Loadings apply to weekends and public holidays, refer to loadings chart below.					
HIRE RATES FOR ALL EVENTS FOR COMMERCIAL USERS OUTSIDE THE LOCAL GOVERNMENT AREA (all other users as per Concessional Rates shown below)					
Monday - Friday					
Auditorium Daily Rate	Max. 8 Hours	Y	I	\$ 1,700.00	\$ 2,300.00
Auditorium Half Day Rate	Max. 4 Hours	Y	I	\$ 900.00	\$ 1,375.00
Auditorium Additional time (per hour)	Per Hour	Y	I	\$ 210.00	\$ 240.00
Auditorium Dark Day (Non-use during a hire period)	Per Day	Y	I	\$ 350.00	\$ 350.00
Bump-In/Bump-Out - Includes 1x Technician and Duty Manager Only (Min. 3 hour call unless attached to a Full or Half Day Rate Hire)	Per Hour	Y	I	\$ 120.00	\$ 130.00

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Civic Centre - Theatre/Cinema Includes two staff for the duration, post-event cleaning, and use of equipment. A lighting and sound technician may be required to operate some equipment, which will be at an additional cost to the hirer. Rates are listed under 'additional staffing'. Loadings apply to weekends and public holidays.					
Monday - Friday					
Theatrette Daily Rate (E.g. Meetings and Events)	Max. 8 Hours	Y	I	\$ 960.00	\$ 1,200.00
Theatrette Half Day Rate (E.g. Meetings and Events)	Max. 4 Hours	Y	I	\$ 480.00	\$ 770.00
Cinema Screenings (E.g. Private, Open to public, Special Screenings) (Based on 3 hour session) Additional charges may apply for screening rights	Per Session	Y	I	By Negotiation	\$ 700.00
Cinema Screenings - Additional Time	Per Hour	Y	I	\$ 0.00	\$ 120.00
Access to Theatre - Does not cover any staff or use of equipment (Min. 3 Hour Call)	Per Hour	Y	I	\$ 68.00	\$ 90.00
Civic Centre - Additional Staffing (Additional to any rate where staff are not included or extra are required) - Loadings apply to weekends and public holidays, refer to loadings chart below.					
Technician (per hour - if attached to a half or full day, otherwise min. 3 hour block)	Per Hour	Y	I	\$ 52.00	\$ 55.00
FOH staff/Usher (per hour - if attached to a half or full day, otherwise min. 3 hour block)	Per Hour	Y	I	\$ 44.00	\$ 47.00
Shift Supervisor (per hour - if attached to a half or full day, otherwise min. 3 hour block)	Per Hour	Y	I	\$ 55.00	\$ 58.00
Loading Multiplier Applies to all staffing and venue hire rates. Does not apply to equipment, incidentals, or ticketing					
Saturday Rate	Percentage multiplier	Y	I	125%	125%
Sunday Rate	Percentage multiplier	Y	I	150%	150%
Public Holidays	Percentage multiplier	Y	I	200%	200%
For Good Friday and Christmas Public Holidays an additional 20% to the Public Holidays rate	Percentage multiplier	Y	I	220%	220%

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
<u>Additional Charge - Catering and Kitchen Use</u> The manager must be notified at the time of booking if the event will be catered. The hirer may nominate their preferred caterer; however, the caterer must meet the requirements set out by the venue. Food Safety Standards apply to the use of the kitchen and external caterers. Some charitable organizations or hirers may be granted limited access to the kitchen, subject to the manager's discretion. In such cases, a cleaning deposit may be required. Rates below cover a basic clean post-event/use. Caterers are still required to complete a satisfactory clean post-use, or extra cleaning charges will be applied. Additionally, all caterers must provide proof of insurance and relevant certifications. Any damage to kitchen equipment or facilities will be the responsibility of the hirer, and repair costs will be charged accordingly.					
Use of Kitchen - Full Access to all Equipment	Per Day	Y	I	\$ 210.00	\$ 350.00
Use of Kitchen - Limited Access: does not include use of cooking equipment (e.g. Fryer/Oven)	Per Day	Y	I	\$ 210.00	\$ 120.00
Catered Event (no use of kitchen)	Per Day	Y	I	\$ 0.00	\$ 55.00
<u>Additional Charge - Ticketing and Merchandise</u> Below charges relate to the charge payable by the hirer per ticket and not the charge passed onto the customer. Customer Booking Fees can be absorbed into the ticket price at an inside fee cost to the hirer. All ticketing for events at the Civic Centre must be conducted via the Cowra Civic Centre Ticketing System					
TICKETING FEE (Hirer or External Organisation)					
Registered Charities and Local Schools	Per Ticket	Y	I	\$ 0.00	\$ 0.00
Local Community Groups within the LGA	Per Ticket	Y	I	\$ 1.00	\$ 1.00
Commercial	Per Ticket	Y	I	\$ 2.00	\$ 2.20
Complimentary Tickets (do not incur a customer transaction fee)	Per Ticket	Y	I	\$ 0.70	\$ 1.00
Capital Renewal Levy (Must Be paid by Hirer on all tickets sold)	Per Ticket	Y	I	\$ 1.00	\$ 1.00
Non-Ticketed Event (including school performances, meetings and presentations etc.)	Per Session	Y	I	\$ 180.00	\$ 190.00
CUSTOMER BOOKING FEE					
Non Member Booking Fee - Online	Per Ticket	Y	I		\$ 1.00
Non Member Booking Fee - Box Office prior to the day of the event	Per Ticket	Y	I		\$ 1.50
Non Member Booking Fee - Box Office on the day of the event	Per Ticket	Y	I		\$ 2.00
Members - Online or from the Box Office prior to the day of the event	Per Ticket	Y	I		\$ 0.00
Members - Box Office on the day of the event	Per Ticket	Y	I		\$ 2.00
EXTERNAL LOCAL BUSINESS TICKETING SERVICE					
Initial Set Up of Ticketing	Per Event	Y	I	\$ 0.00	\$ 50.00
Changes to Existing Approved Event	Per Event	Y	I	\$ 0.00	\$ 25.00

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Cancellation of Event (Venue to send cancellation email via ticketing system. If individuals are required to be contacted via phone or other means additional labour charges will apply)	Per Event	Y	I	\$ 0.00	\$ 25.00
MERCHANDISE					
Set-up of merchandise space in the foyer with table and table cloth	Per Booking	Y	I	\$ 0.00	\$ 25.00
Merchandise - including CD's, DVD's, Clothing and programs etc.	Per Booking	Y	I	10%	5%
<u>Additional Charge - Technical</u>					
Staff cost included in prices unless otherwise stated.					
Portable Staging - Up to 4 Sections (Best for Drum Riser)	Per Day	Y	I	\$ 150.00	\$ 150.00
Portable Staging - Up to 8 Sections	Per Day	Y	I	\$ 200.00	\$ 210.00
Portable Staging - All Sections	Per Day	Y	I	\$ 250.00	\$ 260.00
Portable Staging (off-site)- Plus staffing and transportation costs as relevant and required	Per Booking	Y	I	Quoted upon Request	
Yamaha Upright Piano	Per Day	Y	I	\$ 60.00	\$ 65.00
Yamaha C3 Grand Piano	Per Day	Y	I	\$ 160.00	\$ 165.00
Drum Kit - Yamaha Stage Custom Euro Size SPB2F5 Deep Blue Sunburst	Per Day	Y	I	External Hire	\$ 120.00
Cymbal Pack - Zildjian Family Standard Gig Cymbal Pack 14/16/20	Per Day	Y	I	External Hire	\$ 50.00
Roland Electric Piano	Per Day	Y	I	\$ 40.00	\$ 45.00
Piano Tuning	One Off	Y	I	At Cost	At Cost
Smoke Machine	Per Day	Y	I	\$ 60.00	\$ 60.00
Tarkett Flooring (installation and removal)	As Required	Y	I	\$ 100.00	\$ 120.00
Tarkett Flooring Rental	Per Day	Y	I	\$ 35.00	\$ 40.00
Any changes beyond standard rig (e.g. Mirror Ball, Lighting Changes etc)	Per Request	Y	I	Labour Cost Recovery Basis	Labour Cost Recovery Basis
<u>Concessional Rate</u>					
Local commercial operator (inside Cowra LGA)	Per Full Day Booking	Y	I	60% of full charge	45% of full charge
Local commercial operator (inside Cowra LGA)	Per Half Day Booking	Y	I	60% of full charge	39% of full charge
Volunteer/local Not-for-profit groups/Schools/Registered Charities	Per Full Day Booking	Y	I	40% of full charge	30% of full charge
Volunteer/local Not-for-profit groups/Schools/Registered Charities	Per Half Day Booking	Y	I	40% of full charge	27% of full charge
Events Deemed to not require minimum staffing requirements	Per Booking	Y	I	As determined by the Manager	As determined by the Manager
<u>Additional Charge - Event Marketing</u>					

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Charge set by Council in accordance with statutory guidelines					4

Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
Marketing Package One Inclusion in What's On Brochure for the month of the Event and inclusion in standard EDM to subscribers in month of event only. Plus 1x user login to view event ticket sales progress	Per Booking	Y	I	\$ 0.00	\$ 0.00
Marketing Package Two All inclusions in Marketing Package One plus included in local poster run, display of poster (digital or print) for the event in the Foyer and separate event announcement EDM to subscribers when tickets go live	Per Booking	Y	I	\$ 120.00	\$ 130.00
Marketing Package Three All inclusions in Marketing Packages One and Two plus 2nd EDM reminder of event, display of pull up banner in the foyer (provided by hirer), Facebook advertising campaign for 2 weeks leading up to the event (min spend \$100), featured banner on website home page and featured Event label on Ticketing Platform (Ticketsearch). Plus 2x user login for Ticketsearch to access ticket sales progress and marketing opt in information	Per Booking	Y	I	\$ 250.00	\$ 300.00
Social Media Basic Package - 5x Organic Facebook Posts/Stories and 5x Organic Instagram Post/stories (spread of stories and posts to be determined by the Venue Manager)	Per Booking	Y	I	\$ 50.00	\$ 55.00
Social Media Advanced Package - 2x paid campaigns (at least \$100 in total), Daily story for four weeks (2 weeks from announcement and 2 weeks prior to event), at least 5x posts (must be different content) and active sharing to local pages and groups.	Per Booking	Y	I	\$ 0.00	\$ 200.00
Additional Social Media Campaigns	Per Campaign	Y	I	Cost + 10%	Cost + 10%
Radio - included in What's On regular ad on Triple M and HitFM.	Per Campaign	Y	I	\$ 0.00	\$ 100.00
EDM to subscribers	Per Campaign	Y	I	\$ 0.00	\$ 95.00
Event Poster Run to Local Businesses	Per Run	Y	I	\$ 0.00	\$ 110.00
Cinema Advertising - 30-40sec advert (minimum 4 week buy)	Per Week	Y	I	\$ 0.00	\$ 80.00
Cinema Advertising - Basic Creation of Cinema Advert for your business or event (up to 2 edits)	Per Creation	Y	I	\$ 0.00	\$ 300.00
Cinema Advertising - Addition to the Local Business Spotlight Reel. Up to 1 x logo and 1 x photo included only (Minimum 4 week buy)	Per Week	Y	I	\$ 0.00	\$ 50.00
Additional Charge - Other					
Anything externally sourced (e.g. equipment, catering, Photographer, Videographer etc)	Per Request	Y	I	Cost + 10%	Cost + 10%
Extra cleaning and damages	Per Booking	Y	I	Cost + 20%	Cost + 20%
Security For Events - The requirement for security for an event will be on a risk basis and must be paid by the hirer	Per Event	Y	I	At Cost	Cost + 10%

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
Civic Centre - Memberships Valid for 365 days from purchase and entitle the holder 'member priced tickets and other benefits as listed in the terms and conditions. Members do not pay booking fees other than when tickets are purchased at the Box Office on the day of the event. The terms and conditions are subject to change at the discretion of the Manager. Changes to the terms and conditions notice will be provided 30 days prior to the changes taking effect. A discounted membership may be offered at the discretion of the Manager for the purpose of a 'membership drive'.					
All Access Premium Membership	Per Membership	Y	I	\$ 0.00	\$ 49.00
Movie Club	Per Membership	Y	I	\$ 0.00	\$ 29.00
Civic Centre - Cinema Admission Prices listed below do not include booking fee					
Luxe Seats (Standard)					
Non-Member Adult	Per Ticket	Y	I	\$ 0.00	\$ 19.00
Non-Member Child/Senior/Concession	Per Ticket	Y	I	\$ 0.00	\$ 15.00
Member Adult	Per Ticket	Y	I	\$ 0.00	\$ 14.00
Member Child/Senior/Concession	Per Ticket	Y	I	\$ 0.00	\$ 12.50
Emperor Recliners					
Non-Member Adult	Per Ticket	Y	I	\$ 0.00	\$ 35.00
Non-Member Child/Senior/Concession	Per Ticket	Y	I	\$ 0.00	\$ 35.00
Member Adult	Per Ticket	Y	I	\$ 0.00	\$ 29.00
Member Child/Senior/Concession	Per Ticket	Y	I	\$ 0.00	\$ 29.00
Civic Centre - Customer Booking Fees Prices listed below (Waived for Members except for 'On the Day' purchases from the Box Office)					
Online	Per Ticket	Y	I	\$ 0.00	\$ 1.00
Box Office Prior to the Day of Event or Film (Phone or In-Person)	Per Ticket	Y	I	\$ 0.00	\$ 1.50
Box Office On the Day of the Event or Film (Phone or In-Person)	Per Ticket	Y	I	\$ 0.00	\$ 2.00

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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.					10% of estimate for all non-ticketed events
ADDITIONAL COMMENTS					
<ul style="list-style-type: none"> - Hire cannot exceed 14 hours per day, including staff breaks, with staff completing no more than 12 hours excluding breaks. - A production schedule is required no less than 7 days prior to the first date of the event. - The bar and box office are 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, Blu-Tack, 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. - The manager has the discretion to adjust prices for venue-specific and driven events, films, and special hires (e.g., kids' birthday parties, memberships, and other specials). - All hirers must comply with the venue's health and safety regulations. Failure to do so may result in additional charges or termination of the hire agreement. - Any damage to the venue or its equipment will be the responsibility of the hirer, and repair costs will be charged accordingly. - The venue reserves the right to refuse any booking that does not align with its policies or operational capabilities. 					
AFTER HOURS					
Failure to vacate hall by 1.30 a.m.	Per hour or part thereof	Y	I	\$ 420.00	\$ 450.00
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

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
SWIMMING POOL ADMISSION					
Conditions					
DAILY PASS					
Daily pass outs are to be issued at the discretion of the pool customer service staff and are to be non-transferable between customers (enforced through digital photo id linking the customer with the card).					
TICKET CLASSIFICATION					
<ul style="list-style-type: none"> Family tickets, including pensioner family tickets, comprise two adults (either parents or grandparents of the children) and all children as identified on the family Medicare Card. 					
<ul style="list-style-type: none"> Child tickets refer to children of school age. 					
<ul style="list-style-type: none"> 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					
<p>The definition of a Pension cardholder is as follows:</p> <ul style="list-style-type: none"> Person(s) in possession of a Department of Veterans' Affairs or Centrelink Pension Card or low income card. To receive entry at a reduced rate an application must be completed at the pool. On approval an Aquatic Centre Concession Card will be issued. This card would be valid for one season, renewable annually, and be shown on entry to the Aquatic Centre 					
Admission					
GENERAL ADMISSION					
Adult	Per person	Y	I	\$ 5.00	\$ 5.20
Child	Per person	Y	I	\$ 3.00	\$ 3.10
Pensioner (aged, invalid & Veterans Affairs only)	Per person	Y	I	\$ 3.00	\$ 3.10
Family ticket	Per "Family"	Y	I	\$ 15.00	\$ 15.60
Non-swimmer/Spectator	Per person	Y	I	\$ 2.50	\$ 2.60
Daily Pass Outs		N/A	-	No Charge	No Charge
School Students completing regular structured classes/carnivals	Per student	Y	I	\$ 2.00	\$ 2.05
SEASON TICKETS					
Adult	Per person	Y	I	\$ 140.00	\$ 145.00
Child	Per person	Y	I	\$ 84.00	\$ 87.00
Family	Per "Family"	Y	I	\$ 297.80	\$ 310.00
Pensioner Family	Per "Family"	Y	I	\$ 140.00	\$ 145.00
Non-swimmer/Spectator	Per person	Y	I	\$ 84.00	\$ 87.00
Pensioner (aged, invalid & Veterans Affairs only)	Per person	Y	I	\$ 84.00	\$ 87.00

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
HALF SEASON TICKETS - AVAILABLE FROM 1ST JANUARY					
Adult	Per person	Y	I	\$ 84.00	\$ 87.00
Child	Per person	Y	I	\$ 50.60	\$ 52.00
Family	Per "Family"	Y	I	\$ 178.70	\$ 186.00
Pensioner Family	Per "Family"	Y	I	\$ 84.00	\$ 87.00
Non-swimmer/Spectator	Per person	Y	I	\$ 50.60	\$ 52.00
Pensioner (aged, invalid & Veteran Affairs only)	Per person	Y	I	\$ 50.60	\$ 52.00
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	\$ 3.00	\$ 3.10
Child	Per person	Y	I	\$ 2.50	\$ 2.60
Family Ticket	Per "Family"	Y	I	\$ 10.00	\$ 10.40
LOW INCOME SEASON TICKETS					
Adult	Per person	Y	I	\$ 84.00	\$ 87.00
Child	Per person	Y	I	\$ 84.00	\$ 87.00
Family Ticket	Per "Family"	Y	I	\$ 140.00	\$ 145.00
Other Entry					
LEARN TO SWIM LESSONS					
Per half hour lesson	Per 30 minutes per person	Y	I	\$ 16.30	\$ 17.00
SCHOOL BASED LEARN-TO-SWIM (10 DAY PROGRAM)					
Child	Per person/Per day	Y	I	\$ 2.10	\$ 2.15
10 ENTRY PASS					
Adult	Per person	Y	I	\$ 43.80	\$ 45.00
Child	Per person	Y	I	\$ 22.40	\$ 23.00
Family	Per "Family"	Y	I	\$ 134.80	\$ 140.00
Pensioner (aged, invalid & Veterans Affairs only)	Per person	Y	I	\$ 22.40	\$ 23.00
Non-swimmer/Spectator	Per person	Y	I	\$ 22.40	\$ 23.00
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).					

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
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	\$ 1.10	\$ 1.15
Other Fees					
LOCKER HIRE					
Per Day	Each	Y	I	\$ 1.15	\$ 1.20
Per Week	Each	Y	I	\$ 5.50	\$ 5.75
Per Season	Each	Y	I	\$ 67.50	\$ 70.00
LOST OR DAMAGED POOL SEASON CARDS					
Per card	Per card	Y	I	\$ 7.30	\$ 7.50
SWIM TEACHER HIRE					
Per swim teacher	Per hour	Y	I	\$ 57.40	\$ 60.00
CLEANING FEE					
Cleaning/Litter collection when cleaning is not carried out by the hirer to the satisfaction of Council	Per hour	Y	I	\$ 163.00	\$ 170.00
SPORTSFIELDS HIRE & USAGE					
Variations to Sports Field season fees should be calculated according to the following formula: padlock charge + capital maintenance charge + kiosk (if used) + amenities (if used) + mowing (base rate X frequency X no. fields) + wicket preparation (base rate X frequency X no. wickets) = Season Fee."					
One off hire of facility/Special Event (junior, school and charities exempt)	Each event	Y	I	\$ 115.40	\$ 120.00
Netball - Summer	Per season	Y	I	\$ 1,310.00	\$ 1,365.00
Netball - Winter	Per season	Y	I	\$ 1,014.00	\$ 1,056.00
Touch Football	Per season	Y	I	\$ 2,230.00	\$ 2,323.00
7-a-side Soccer	Per season	Y	I	\$ 1,825.60	\$ 1,902.00
Senior Soccer	Per season	Y	I	\$ 1,526.00	\$ 1,590.00
Cricket	Per ground preparation	Y	I	\$ 209.00	\$ 218.00
AFL	Per season	Y	I	\$ 2,432.00	\$ 2,534.00
Hockey	Per season	Y	I	\$ 1,960.00	\$ 2,042.00
Rugby League	Per season	Y	I	\$ 2,432.00	\$ 2,534.00
Other					
Lights	Per hour	Y	I	\$ 111.20	\$ 116.00
Cleaning/Litter collection when cleaning is not carried out by the hirer to the satisfaction of Council	Per hour	Y	I	\$ 163.00	\$ 170.00
Waste disposal per 240L MGB	Per MGB	Y	I	\$ 19.60	\$ 20.50

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Padlock/Key Deposit	Each instance	Y	I	\$ 94.50	\$ 100.00
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	\$ 24.50	\$ 25.50
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	\$ 588.00	\$ 613.00
Zone 2 - Kendal Street (between Brisbane Street & Lachlan Street)	Per installation	Y	I	\$ 841.00	\$ 876.00
Zone 3 - Railway Lane	Per installation	Y	I	\$ 588.00	\$ 613.00
Zone 4 - Olympic Park	Per installation	Y	I	\$ 275.00	\$ 286.00
QUARRY CHARGES					
Private sale of gravel	Per tonne	Y	I	\$ 16.20	\$ 17.00
AERODROME					
Terminal Building					
• room rent	Per annum	Y	I	\$ 585.00	\$ 610.00
• hangar rent	Per annum	Y	I	\$ 242.00	\$ 252.00
Aerodrome Hire Fee	Each event	Y	I	\$ 1,216.00	\$ 1,267.00
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 - deluxe	per night	Y	I	\$130.00 (105.00 - 155.00)	\$140.00 (110.00 - 160.00)
Cabin - studio queen	per night	Y	I	\$130.00 (115.00 - 165.00)	\$130.00 (110.00 - 160.00)
Cabin - superior deluxe	per night	Y	I	\$170.00 (125.00 - 230.00)	\$180.00 (130.00 - 240.00)
Cabin - accessible	per night	Y	I	\$150.00 (125.00 - 190.00)	\$155.00 (130.00 - 200.00)
Site - powered	per night	Y	I	\$40.00 (35.00 - 65.00)	\$42.00 (37.00 - 67.00)
Site - unpowered	per night	Y	I	\$30.00 (25.00 - 45.00)	\$32.00 (26.00 - 47.00)
Extra person - cabin	per night	Y	I	\$ 22.00	\$ 23.00
Extra person - site	per night	Y	I	\$ 9.00	\$ 10.00
Extra person - site (holiday periods)	per night	Y	I	\$ 11.00	\$ 12.00
Extra person - site (under 5 years old)	per night	Y	I	No Charge	No Charge


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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
SALEYARDS					
Advertising Fee	Per application; for Council to assess and approve placement of advertising signage at the Saleyards	Y	I	On Application	On Application
Auctioneer's Permit					
Regular sales	Per agent	Y	I	\$ 95.70	\$ 99.70
Special sales	Per agent	Y	I	\$ 95.70	\$ 99.70
NLIS levy for cattle	Per head	Y	I	\$ 1.27	\$ 1.32
NLIS levy for sheep	Per head	Y	I	\$ 0.15	\$ 0.16
Emergency NLIS Cattle Device	Per device	Y	I	\$ 20.95	\$ 21.80
Emergency NLIS Sheep Tag	Per tag	Y	I	\$ 2.05	\$ 2.77
Saleyard Fees (per head including GST)	Fee includes unloading of stock for the scheduled sale into the yards from 12pm Tuesday; yarding for sale, and reloading of stock until 12pm Thursday				
REGULAR & SPECIAL SALES					
Cattle/Head	Per head	Y	I	\$ 8.90	\$ 9.27
Sheep/Head	Per head	Y	I	\$ 1.77	\$ 1.84
Supplementary feeding for sale stock or transit stock	Per head	Y	I	New Charge	At cost + 20%
SPECIAL USE OF YARDS (NO SCALES)					
These charges are for using the saleyards for non-sale livestock: drafting, distribution, animal husbandry, use of facility outside of feeder yards/stock pens. 'Special use of yards' fees are applicable to sale livestock remaining in yards after 12pm Thursday					
Minimum Charge	This minimum fee per head is for special use of the yards 'non-sale day' and no scales	Y	I	\$ 16.00	\$ 16.67
Cattle	Per head per day	Y	I	New Charge	\$ 4.50

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
Sheep	Per head per day	Y	I	New Charge	\$ 0.65
Monthly non-sale use of yards by local transport operators and agents	By negotiation based on average head per month	Y	I	New Charge	By Negotiation
NOTE: Additional to special sales and special use of yards (where used)					
Truck Wash Key	Per key	Y	I	\$ 61.80	\$ 64.40
Truck-Wash (per minute)	Per minute	Y	I	\$ 1.17	\$ 1.22
Truck-Wash turn on fee	Each	Y	I	\$ 5.38	\$ 5.61
Saleyard Scales Private Use	Per head	Y	I	\$ 7.60	\$ 7.92
Stock In Transit					
Use of Cowra Saleyards for sheep and cattle in transit may be arranged by contacting our office on 02 6340 2070 or after hours 0419 219 231. Availability of the saleyards for sheep and cattle in transit is subject to facility operational requirements and capacity.					
Minimum Charge	Per load	Y	I	\$ 16.00	\$ 16.50
Cattle/Head	Per head per day	Y	I	\$ 4.40	\$ 4.50
Sheep/Head	Per head per day	Y	I	\$ 0.63	\$ 0.65
Supplementary feeding for transit stock	Per head	Y	I	New Charge	At cost + 20%
Overnight Paddock Fee - Cattle	Per night	Y	I	New Charge	\$4.58 per head per night
Overnight Paddock Fee - Sheep	Per night	Y	I	New Charge	\$0.66 per head per night
Disposal of Dead Animals					
Sheep/Head	Per head	Y	I	\$ 73.75	\$ 76.85
Sale Cattle/Head	Per head	Y	I	\$ 203.75	\$ 212.30
Transit Cattle	Per head	Y	I	\$ 267.50	\$ 278.70
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.					
LIBRARY (Set by Central West Library - Orange)					
General					
LOST BORROWER CARD					
Lost or damaged material - replacement cost and processing fee	Per Item	Y	I	\$ 2.20	\$ 2.20
Lost or damaged library materials	Per Item Replacement cost plus processing fee	Y	I	\$ 25.00	\$ 25.00
INTER LIBRARY LOANS					

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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
Other					
Local History Research	Per hour	Y	I	First hour is free, then \$40 per hour	First hour is free, then \$40 per hour
School Holiday Activities	Per activity	Y	I	Various	Various
Exam Invigilation	Per hour	Y	I	\$ 75.00	\$ 75.00
PRIVATE WORKS					
Private Works - Payment required upfront in accordance with Debt Recovery Plan 1.10	Each instance	Y	I	Cost + 20%	Cost + 20%



Long Term Financial Plan (LTFP)

Cowra Shire Council
Long Term Financial Plan
2026-2035

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Income Statement		CONSOLIDATED - ALL FUNDS									
\$'000	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Income from continuing operations											
Rates and annual charges	16,863	17,754	18,399	19,102	19,832	20,590	21,378	22,196	23,046	23,928	24,845
User charges and fees	16,561	15,700	15,400	15,930	16,479	17,047	17,635	18,244	18,875	19,527	20,203
Other revenue	2,766	2,253	1,591	1,103	616	629	642	656	670	685	700
Grants and contributions provided for operating purposes	10,307	8,474	8,892	9,284	9,483	9,687	9,898	10,115	10,338	10,568	10,805
Grants and contributions provided for capital purposes	4,803	5,184	4,027	692	712	734	21,756	778	802	826	851
Interest and investment income	1,991	1,675	1,568	1,573	1,550	1,582	1,605	1,671	1,801	1,857	1,864
Other income	206	213	219	226	232	239	246	254	261	269	277
Net gains from the disposal of assets	0	242	0	0	0	0	0	0	0	0	0
Total Income	53,498	51,494	50,095	47,910	48,905	50,508	73,160	53,914	55,793	57,661	59,546
Expenses from continuing operations											
Employee benefits and on-costs	18,379	19,311	19,546	19,598	19,939	20,526	21,131	21,754	22,396	23,056	23,737
Materials and contracts	19,829	16,047	15,098	15,014	15,418	15,703	15,992	16,480	17,065	17,290	17,768
Borrowing costs	830	820	801	1,445	1,174	1,204	1,128	2,128	2,011	1,894	1,782
Depreciation, amortisation and impairment	9,288	9,474	9,664	9,857	10,054	10,255	10,460	10,669	10,883	11,100	11,322
Other expenses	1,641	1,631	1,659	1,697	1,737	1,777	1,818	1,860	1,903	1,948	1,993
Total Expenses	49,967	47,284	46,767	47,612	48,322	49,465	50,530	52,891	54,258	55,287	56,602
Net Operating Result	3,531	4,210	3,328	298	583	1,044	22,631	1,023	1,535	2,373	2,943
Net operating result before grants and contributions provided for capital purposes	(1,272)	(974)	(699)	(393)	(129)	310	875	244	733	1,547	2,093

Income Statement		GENERAL FUND									
\$'000	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Income from continuing operations											
Rates and annual charges	8,131	8,472	8,812	9,165	9,533	9,915	10,313	10,727	11,157	11,604	12,070
User charges and fees	8,516	7,599	6,996	7,202	7,414	7,632	7,856	8,087	8,325	8,570	8,822
Other revenue	1,528	1,025	357	364	371	378	385	392	400	408	416
Grants and contributions provided for operating purposes	10,205	8,474	8,892	9,284	9,483	9,687	9,898	10,115	10,338	10,568	10,805
Grants and contributions provided for capital purposes	3,229	4,743	3,917	579	596	614	6,633	652	671	691	712
Interest and investment income	1,777	1,492	1,389	1,401	1,383	1,419	1,446	1,520	1,655	1,727	1,734
Other income	190	196	201	207	214	220	227	233	240	248	255
Net gains from the disposal of assets	0	242	0	0	0	0	0	0	0	0	0
Total Income	33,576	32,241	30,566	28,202	28,993	29,865	36,757	31,726	32,786	33,816	34,814
Expenses from continuing operations											
Employee benefits and on-costs	14,422	15,092	15,245	15,399	15,851	16,317	16,796	17,290	17,798	18,322	18,861
Materials and contracts	9,343	6,366	3,945	4,878	5,285	5,321	4,805	5,588	5,936	5,921	6,085
Borrowing costs	156	180	189	175	159	144	130	115	99	82	73
Depreciation, amortisation and impairment	5,380	5,488	5,598	5,710	5,824	5,940	6,059	6,180	6,304	6,430	6,558
Other expenses	1,608	1,597	1,624	1,661	1,700	1,739	1,779	1,821	1,863	1,906	1,950
Total Expenses	30,910	28,722	26,601	27,822	28,818	29,461	29,569	30,993	31,999	32,661	33,528
Net Operating Result	2,666	3,520	3,965	380	175	404	7,187	733	787	1,155	1,286
Net operating result before grants and contributions provided for capital purposes	(562)	(1,223)	47	(199)	(421)	(210)	555	81	115	463	573

Income Statement		WASTE FUND									
\$'000	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Income from continuing operations											
Rates and annual charges	3,355	3,492	3,597	3,705	3,817	3,932	4,051	4,173	4,298	4,428	4,561
User charges and fees	1,041	1,072	1,104	1,137	1,171	1,207	1,243	1,280	1,318	1,358	1,399
Other revenue	1,223	1,228	1,234	739	245	251	258	264	271	278	285
Grants and contributions provided for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Grants and contributions provided for capital purposes	0	335	0	0	0	0	0	0	0	0	0
Interest and investment income	28	29	29	30	31	31	32	33	34	35	35
Other income	3	3	3	3	3	3	3	3	4	4	4
Net gains from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
Total Income	5,649	6,158	5,967	5,615	5,268	5,425	5,587	5,753	5,925	6,102	6,284
Expenses from continuing operations											
Employee benefits and on-costs	2,000	2,209	2,250	2,088	1,913	1,970	2,029	2,089	2,152	2,216	2,282
Materials and contracts	2,777	2,917	2,994	2,753	2,481	2,543	2,484	2,674	2,731	2,787	2,864
Borrowing costs	29	25	24	23	22	22	21	20	18	17	16
Depreciation, amortisation and impairment	356	363	371	378	386	393	401	409	417	426	434
Other expenses	2	2	2	3	3	3	3	3	3	3	3
Total Expenses	5,164	5,516	5,642	5,245	4,804	4,930	4,938	5,195	5,321	5,449	5,599
Net Operating Result	485	642	326	370	463	494	649	558	604	653	685
Net operating result before grants and contributions provided for capital purposes	485	307	326	370	463	494	649	558	604	653	685

Income Statement		WATER FUND									
\$'000	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Income from continuing operations											
Rates and annual charges	2,149	2,465	2,565	2,669	2,776	2,888	3,005	3,126	3,252	3,384	3,520
User charges and fees	6,004	5,998	6,238	6,487	6,747	7,016	7,297	7,589	7,892	8,207	8,536
Other revenue	15	0	0	0	0	0	0	0	0	0	0
Grants and contributions provided for operating purposes	102	0	0	0	0	0	0	0	0	0	0
Grants and contributions provided for capital purposes	1,506	36	37	38	39	40	15,041	43	44	45	46
Interest and investment income	62	62	62	62	62	62	62	62	62	62	62
Other income	0	0	0	0	0	0	0	0	0	0	0
Net gains from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
Total Income	9,838	8,561	8,902	9,256	9,624	10,007	25,405	10,819	11,250	11,698	12,164
Expenses from continuing operations											
Employee benefits and on-costs	1,333	1,369	1,393	1,435	1,478	1,522	1,567	1,613	1,662	1,711	1,762
Materials and contracts	4,570	4,601	4,805	5,042	5,239	5,366	6,343	5,623	5,745	5,871	6,031
Borrowing costs	181	167	154	139	123	106	88	1,147	1,099	1,052	1,007
Depreciation, amortisation and impairment	2,477	2,526	2,577	2,629	2,681	2,735	2,789	2,845	2,902	2,960	3,019
Other expenses	30	30	31	32	32	33	34	35	36	37	37
Total Expenses	8,591	8,694	8,961	9,276	9,553	9,762	10,821	11,263	11,444	11,630	11,856
Net Operating Result	1,247	(133)	(59)	(20)	71	245	14,584	(444)	(194)	68	308
Net operating result before grants and contributions provided for capital purposes	(259)	(168)	(96)	(58)	32	205	(457)	(486)	(238)	23	262

Income Statement		SEWER FUND									
\$'000	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Income from continuing operations											
Rates and annual charges	3,228	3,325	3,425	3,562	3,705	3,854	4,009	4,170	4,338	4,512	4,693
User charges and fees	1,001	1,031	1,062	1,104	1,147	1,193	1,240	1,289	1,339	1,392	1,447
Other revenue	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	68	70	73	75	77	79	82	84	87	89	92
Interest and investment income	124	93	87	81	74	69	65	55	50	33	33
Other income	14	14	15	15	15	16	16	17	17	18	19
Net gains from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
Total Income	4,435	4,533	4,661	4,836	5,020	5,211	5,412	5,615	5,832	6,045	6,284
Expenses from continuing operations											
Employee benefits and on-costs	624	642	657	677	697	718	739	761	784	808	832
Materials and contracts	3,138	2,164	3,353	2,341	2,413	2,473	2,360	2,595	2,653	2,711	2,788
Borrowing costs	464	448	434	1,108	870	932	889	846	794	742	687
Depreciation, amortisation and impairment	1,075	1,096	1,118	1,141	1,164	1,187	1,211	1,235	1,259	1,285	1,310
Other expenses	2	2	2	2	2	2	2	2	2	2	2
Total Expenses	5,302	4,352	5,564	5,269	5,145	5,312	5,201	5,440	5,493	5,547	5,619
Net Operating Result	(867)	181	(904)	(433)	(126)	(100)	211	176	339	497	664
Net operating result before grants and contributions provided for capital purposes	(935)	111	(976)	(508)	(203)	(180)	129	92	252	408	572

STATEMENT OF FINANCIAL POSITION			CONSOLIDATED - ALL FUNDS									
\$'000	Annual Statements 2024	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
ASSETS												
Current Assets												
Cash and cash equivalents	9,068	7,257	7,313	7,225	7,405	7,539	7,911	8,583	8,946	8,979	9,568	10,279
Investments	29,771	29,030	29,250	28,900	29,621	30,154	31,644	34,331	35,784	35,917	38,270	41,117
Receivables	8,099	8,099	8,099	8,099	8,099	8,099	8,099	8,099	8,099	8,099	8,099	8,099
Inventories	894	894	894	894	894	894	894	894	894	894	894	894
Contract Assets	5,694	5,694	5,694	5,694	5,694	5,694	5,694	5,694	5,694	5,694	5,694	5,694
Other	39	39	39	39	39	39	39	39	39	39	39	39
Total Current Assets	53,565	51,013	51,289	50,851	51,752	52,419	54,281	57,640	59,455	59,622	62,564	66,122
Non-Current Assets												
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Inventories	149	149	149	149	149	149	149	149	149	149	149	149
Infrastructure, property, plant and equipment	813,590	818,929	823,404	839,115	837,589	836,671	834,915	873,181	870,817	870,506	868,322	866,054
Other	174	174	174	174	174	174	174	174	174	174	174	174
Total Non-Current Assets	813,913	819,252	823,727	839,438	837,912	836,994	835,238	873,504	871,140	870,829	868,645	866,377
TOTAL ASSETS	867,478	870,265	875,015	890,289	889,664	889,413	889,519	931,144	930,596	930,452	931,209	932,499
LIABILITIES												
Current Liabilities												
Payables	4,469	4,469	4,469	4,469	4,469	4,469	4,469	4,469	4,469	4,469	4,469	4,469
Borrowings	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Provisions	5,223	5,223	5,223	5,223	5,223	5,223	5,223	5,223	5,223	5,223	5,223	5,223
Contract Liabilities	2,707	2,707	2,707	2,707	2,707	2,707	2,707	2,707	2,707	2,707	2,707	2,707
Total Current Liabilities	13,399	13,399	13,399	13,399	13,399	13,399	13,399	13,399	13,399	13,399	13,399	13,399
Non-Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	11,922	10,958	11,272	22,985	21,821	20,739	19,546	38,278	36,437	34,479	32,576	30,627
Provisions	786	1,006	1,233	1,466	1,706	1,954	2,209	2,472	2,742	3,021	3,308	3,604
Total Non-Current Liabilities	12,708	11,964	12,505	24,451	23,528	22,693	21,755	40,750	39,179	37,500	35,884	34,231
TOTAL LIABILITIES	26,107	25,363	25,904	37,850	36,927	36,092	35,154	54,149	52,578	50,899	49,283	47,630
NET ASSETS	841,371	844,902	849,112	852,440	852,738	853,321	854,364	876,995	878,018	879,553	881,926	884,869
EQUITY												
Accumulated Surplus	257,776	261,307	265,517	268,845	269,143	269,726	270,769	293,400	294,423	295,958	298,331	301,274
Revaluation Reserves	583,595	583,595	583,595	583,595	583,595	583,595	583,595	583,595	583,595	583,595	583,595	583,595
TOTAL EQUITY	841,371	844,902	849,112	852,440	852,738	853,321	854,364	876,995	878,018	879,553	881,926	884,869

STATEMENT OF FINANCIAL POSITION		GENERAL FUND										
\$'000	Annual Statements 2024	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
ASSETS												
Current Assets												
Cash and cash equivalents	1,922	3,360	3,449	3,231	3,331	3,284	3,331	3,715	3,933	4,184	4,531	4,927
Investments	15,950	13,441	13,794	12,923	13,324	13,137	13,325	14,858	15,732	16,737	18,124	19,710
Receivables	4,093	4,093	4,093	4,093	4,093	4,093	4,093	4,093	4,093	4,093	4,093	4,093
Inventories	894	894	894	894	894	894	894	894	894	894	894	894
Contract Assets	5,594	5,594	5,594	5,594	5,594	5,594	5,594	5,594	5,594	5,594	5,594	5,594
Other	39	39	39	39	39	39	39	39	39	39	39	39
Total Current Assets	28,492	27,422	27,863	26,774	27,275	27,041	27,276	29,193	30,285	31,541	33,276	35,257
Non-Current Assets												
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Inventories	149	149	149	149	149	149	149	149	149	149	149	149
Infrastructure, property, plant and equipment	664,836	668,250	672,259	678,622	678,411	678,748	678,859	684,065	683,631	683,077	682,470	681,809
Other	174	174	174	174	174	174	174	174	174	174	174	174
Total Non-Current Assets	665,159	668,573	672,582	678,945	678,734	679,071	679,182	684,388	683,954	683,400	682,793	682,132
TOTAL ASSETS	693,651	695,995	700,445	705,719	706,009	706,112	706,458	713,580	714,239	714,942	716,069	717,390
LIABILITIES												
Current Liabilities												
Payables	4,369	4,369	4,369	4,369	4,369	4,369	4,369	4,369	4,369	4,369	4,369	4,369
Borrowings	545	545	545	545	545	545	545	545	545	545	545	545
Provisions	4,287	4,287	4,287	4,287	4,287	4,287	4,287	4,287	4,287	4,287	4,287	4,287
Contract Liabilities	1,365	1,365	1,365	1,365	1,365	1,365	1,365	1,365	1,365	1,365	1,365	1,365
Total Current Liabilities	10,566	10,566	10,566	10,566	10,566	10,566	10,566	10,566	10,566	10,566	10,566	10,566
Non-Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	3,253	2,745	3,484	4,596	4,302	4,021	3,747	3,460	3,157	2,838	2,568	2,354
Provisions	710	896	1,087	1,285	1,488	1,697	1,912	2,134	2,363	2,598	2,841	3,091
Total Non-Current Liabilities	3,963	3,640	4,571	5,880	5,790	5,718	5,660	5,594	5,520	5,437	5,409	5,444
TOTAL LIABILITIES	14,529	14,206	15,137	16,446	16,356	16,284	16,226	16,160	16,086	16,003	15,975	16,010
NET ASSETS	679,122	681,788	685,308	689,273	689,653	689,828	690,232	697,420	698,152	698,939	700,094	701,379
EQUITY												
Accumulated Surplus	192,011	194,677	198,197	202,162	202,542	202,717	203,121	210,309	211,041	211,828	212,983	214,268
Revaluation Reserves	487,111	487,111	487,111	487,111	487,111	487,111	487,111	487,111	487,111	487,111	487,111	487,111
TOTAL EQUITY	679,122	681,788	685,308	689,273	689,653	689,828	690,232	697,420	698,152	698,939	700,094	701,379

STATEMENT OF FINANCIAL POSITION		WASTE FUND										
\$'000	Annual Statements 2024	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
ASSETS												
Current Assets												
Cash and cash equivalents	1,294	658	557	692	760	848	1,021	1,227	1,416	1,616	1,749	1,890
Investments	1,700	2,633	2,226	2,768	3,039	3,390	4,084	4,907	5,664	6,463	6,996	7,561
Receivables	867	867	867	867	867	867	867	867	867	867	867	867
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Contract Assets	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	3,861	4,158	3,650	4,327	4,666	5,105	5,972	7,001	7,947	8,946	9,613	10,319
Non-Current Assets												
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, property, plant and equipment	3,126	3,256	4,408	4,057	4,089	4,113	3,740	3,359	2,970	2,572	2,556	2,532
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	3,126	3,256	4,408	4,057	4,089	4,113	3,740	3,359	2,970	2,572	2,556	2,532
TOTAL ASSETS	6,987	7,414	8,057	8,384	8,755	9,218	9,712	10,360	10,917	11,519	12,169	12,851
LIABILITIES												
Current Liabilities												
Payables	23	23	23	23	23	23	23	23	23	23	23	23
Borrowings	71	71	71	71	71	71	71	71	71	71	71	71
Provisions	470	470	470	470	470	470	470	470	470	470	470	470
Contract Liabilities	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	564	564	564	564	564	564	564	564	564	564	564	564
Non-Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	438	367	353	340	325	309	293	275	257	237	217	195
Provisions	38	52	66	81	96	112	128	145	162	179	198	216
Total Non-Current Liabilities	476	418	420	421	421	421	421	420	419	417	414	411
TOTAL LIABILITIES	1,040	982	984	985	985	985	985	984	983	981	978	975
NET ASSETS	5,947	6,432	7,074	7,399	7,770	8,233	8,727	9,376	9,934	10,538	11,191	11,876
EQUITY												
Accumulated Surplus	5,680	6,165	6,807	7,132	7,503	7,966	8,460	9,109	9,667	10,271	10,924	11,609
Revaluation Reserves	267	267	267	267	267	267	267	267	267	267	267	267
TOTAL EQUITY	5,947	6,432	7,074	7,399	7,770	8,233	8,727	9,376	9,934	10,538	11,191	11,876

STATEMENT OF FINANCIAL POSITION			WATER FUND									
\$'000	Annual Statements 2024	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
ASSETS												
Current Assets												
Cash and cash equivalents	2,736	1,314	1,304	1,398	1,478	1,575	1,726	1,752	1,664	1,272	1,287	1,344
Investments	4,500	5,254	5,215	5,591	5,913	6,298	6,905	7,009	6,657	5,086	5,149	5,375
Receivables	2,419	2,419	2,419	2,419	2,419	2,419	2,419	2,419	2,419	2,419	2,419	2,419
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Contract Assets	100	100	100	100	100	100	100	100	100	100	100	100
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	9,755	9,087	9,037	9,508	9,910	10,392	11,150	11,280	10,840	8,877	8,956	9,238
Non-Current Assets												
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, property, plant and equipment	98,281	100,016	99,739	99,004	98,361	97,714	96,949	131,133	130,347	131,287	130,507	129,720
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	98,281	100,016	99,739	99,004	98,361	97,714	96,949	131,133	130,347	131,287	130,507	129,720
TOTAL ASSETS	108,036	109,103	108,777	108,512	108,271	108,106	108,099	142,413	141,187	140,164	139,463	138,958
LIABILITIES												
Current Liabilities												
Payables	40	40	40	40	40	40	40	40	40	40	40	40
Borrowings	199	199	199	199	199	199	199	199	199	199	199	199
Provisions	391	391	391	391	391	391	391	391	391	391	391	391
Contract Liabilities	1,342	1,342	1,342	1,342	1,342	1,342	1,342	1,342	1,342	1,342	1,342	1,342
Total Current Liabilities	1,972	1,972	1,972	1,972	1,972	1,972	1,972	1,972	1,972	1,972	1,972	1,972
Non-Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	2,644	2,445	2,232	2,006	1,765	1,508	1,234	20,942	20,136	19,283	18,489	17,650
Provisions	21	40	59	79	100	121	143	166	189	213	237	263
Total Non-Current Liabilities	2,665	2,485	2,292	2,085	1,865	1,629	1,377	21,107	20,325	19,496	18,727	17,913
TOTAL LIABILITIES	4,637	4,457	4,264	4,057	3,837	3,601	3,349	23,079	22,297	21,468	20,699	19,885
NET ASSETS	103,399	104,646	104,513	104,454	104,434	104,505	104,750	119,334	118,890	118,696	118,764	119,073
EQUITY												
Accumulated Surplus	29,956	31,203	31,070	31,011	30,991	31,062	31,307	45,891	45,447	45,253	45,321	45,630
Revaluation Reserves	73,443	73,443	73,443	73,443	73,443	73,443	73,443	73,443	73,443	73,443	73,443	73,443
TOTAL EQUITY	103,399	104,646	104,513	104,454	104,434	104,505	104,750	119,334	118,890	118,696	118,764	119,073

STATEMENT OF FINANCIAL POSITION		SEWER FUND										
\$'000	Annual Statements 2024	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
ASSETS												
Current Assets												
Cash and cash equivalents	3,116	1,925	2,004	1,905	1,836	1,832	1,833	1,889	1,933	1,908	2,000	2,118
Investments	7,621	7,701	8,015	7,618	7,345	7,329	7,330	7,556	7,731	7,630	8,000	8,470
Receivables	720	720	720	720	720	720	720	720	720	720	720	720
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Contract Assets	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	11,457	10,347	10,739	10,243	9,902	9,881	9,883	10,165	10,384	10,258	10,720	11,308
Non-Current Assets												
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, property, plant and equipment	47,347	47,407	46,997	57,433	56,728	56,096	55,367	54,625	53,870	53,570	52,788	51,993
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	47,347	47,407	46,997	57,433	56,728	56,096	55,367	54,625	53,870	53,570	52,788	51,993
TOTAL ASSETS	58,804	57,754	57,736	67,675	66,630	65,977	65,250	64,790	64,253	63,827	63,508	63,300
LIABILITIES												
Current Liabilities												
Payables	37	37	37	37	37	37	37	37	37	37	37	37
Borrowings	185	185	185	185	185	185	185	185	185	185	185	185
Provisions	75	75	75	75	75	75	75	75	75	75	75	75
Contract Liabilities	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	297	297	297	297	297	297	297	297	297	297	297	297
Non-Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	5,587	5,402	5,203	16,044	15,430	14,901	14,272	13,601	12,887	12,120	11,302	10,428
Provisions	17	18	20	21	23	24	26	27	29	30	32	34
Total Non-Current Liabilities	5,604	5,421	5,222	16,065	15,452	14,925	14,298	13,628	12,915	12,151	11,334	10,462
TOTAL LIABILITIES	5,901	5,718	5,519	16,362	15,749	15,222	14,595	13,925	13,212	12,448	11,631	10,759
NET ASSETS	52,903	52,036	52,217	51,314	50,881	50,755	50,655	50,865	51,041	51,379	51,877	52,541
EQUITY												
Accumulated Surplus	30,129	29,262	29,443	28,540	28,107	27,981	27,881	28,091	28,267	28,605	29,103	29,767
Revaluation Reserves	22,774	22,774	22,774	22,774	22,774	22,774	22,774	22,774	22,774	22,774	22,774	22,774
TOTAL EQUITY	52,903	52,036	52,217	51,314	50,881	50,755	50,655	50,865	51,041	51,379	51,877	52,541

Cash Flow Statement		CONSOLIDATED - ALL FUNDS									
\$'000	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Cash flows from operating activities											
<u>Receipts:</u>											
Rates and annual charges	16,863	17,754	18,399	19,102	19,832	20,590	21,378	22,196	23,046	23,928	24,845
User charges and fees	16,561	15,700	15,400	15,930	16,479	17,047	17,635	18,244	18,875	19,527	20,203
Investment and interest revenue received	1,991	1,675	1,568	1,573	1,550	1,582	1,605	1,671	1,801	1,857	1,864
Grants and contributions	14,689	13,224	12,472	9,516	9,722	9,933	31,151	10,376	10,607	10,845	11,090
Other Revenue	2,766	2,253	1,591	1,103	616	629	642	656	670	685	700
Other Income	206	213	219	226	232	239	246	254	261	269	277
Net gain from the disposal of assets	0	242	0	0	0	0	0	0	0	0	0
<u>Payments:</u>											
Employee benefits and on-costs	(17,832)	(18,747)	(18,965)	(19,000)	(19,322)	(19,891)	(20,477)	(21,081)	(21,702)	(22,342)	(23,001)
Materials and contracts	(19,829)	(16,047)	(15,098)	(15,014)	(15,418)	(15,703)	(15,992)	(16,480)	(17,065)	(17,290)	(17,768)
Borrowing costs	(830)	(820)	(801)	(1,445)	(1,174)	(1,204)	(1,128)	(2,128)	(2,011)	(1,894)	(1,782)
Other	(1,641)	(1,631)	(1,659)	(1,697)	(1,737)	(1,777)	(1,818)	(1,860)	(1,903)	(1,948)	(1,993)
LSL Paid - reduce liability	(328)	(337)	(348)	(358)	(369)	(380)	(391)	(403)	(415)	(427)	(440)
Net cash provided (or used in) operating activities	12,619	13,477	12,778	9,936	10,411	11,066	32,851	11,445	12,163	13,212	13,996
Cash flows from investing activities											
<u>Receipts:</u>											
Sale of infrastructure, property, plant and equipment	0	96	0	0	0	0	0	0	0	0	0
Deferred debtors receipts	0	0	0	0	0	0	0	0	0	0	0
<u>Payments:</u>											
Purchase of property, plant and equipment	(14,207)	(13,611)	(24,929)	(7,871)	(8,662)	(8,011)	(48,224)	(7,788)	(10,038)	(8,367)	(8,489)
Net cash provided (or used in) investing activities	(14,207)	(13,515)	(24,929)	(7,871)	(8,662)	(8,011)	(48,224)	(7,788)	(10,038)	(8,367)	(8,489)
Cash flows from financing activities											
<u>Receipts:</u>											
New loans	0	1,215	12,446	0	0	0	20,000	0	0	0	0
<u>Payments:</u>											
Repayment of borrowings and advances	(964)	(901)	(733)	(1,164)	(1,082)	(1,193)	(1,268)	(1,841)	(1,958)	(1,903)	(1,949)
Net cash provided (or used in) financing activities	(964)	314	11,713	(1,164)	(1,082)	(1,193)	18,732	(1,841)	(1,958)	(1,903)	(1,949)
Net increase / (decrease) in cash	(2,552)	276	(438)	901	667	1,862	3,358	1,816	167	2,941	3,558
Cash at the beginning of the year	38,839	36,287	36,563	36,125	37,026	37,693	39,555	42,914	44,729	44,896	47,838
Cash at the end of the year	36,287	36,563	36,125	37,026	37,693	39,555	42,914	44,729	44,896	47,838	51,396

Cash Flow Statement		GENERAL FUND									
\$'000	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Cash flows from operating activities											
<u>Receipts:</u>											
Rates and annual charges	8,131	8,472	8,812	9,165	9,533	9,915	10,313	10,727	11,157	11,604	12,070
User charges and fees	8,516	7,599	6,996	7,202	7,414	7,632	7,856	8,087	8,325	8,570	8,822
Investment and interest revenue received	1,777	1,492	1,389	1,401	1,383	1,419	1,446	1,520	1,655	1,727	1,734
Grants and contributions	13,013	12,783	12,363	9,404	9,606	9,814	16,028	10,249	10,476	10,711	10,952
Other Revenue	1,528	1,025	357	364	371	378	385	392	400	408	416
Other Income	190	196	201	207	214	220	227	233	240	248	255
Net gain from the disposal of assets	0	242	0	0	0	0	0	0	0	0	0
<u>Payments:</u>											
Employee benefits and on-costs	(13,963)	(14,618)	(14,758)	(14,897)	(15,334)	(15,784)	(16,247)	(16,725)	(17,216)	(17,722)	(18,243)
Materials and contracts	(9,343)	(6,366)	(3,945)	(4,878)	(5,285)	(5,321)	(4,805)	(5,588)	(5,936)	(5,921)	(6,085)
Borrowing costs	(156)	(180)	(189)	(175)	(159)	(144)	(130)	(115)	(99)	(82)	(73)
Other	(1,608)	(1,597)	(1,624)	(1,661)	(1,700)	(1,739)	(1,779)	(1,821)	(1,863)	(1,906)	(1,950)
LSL Paid - reduce liability	(274)	(282)	(290)	(299)	(308)	(317)	(327)	(337)	(347)	(357)	(368)
Net cash provided (or used in) operating activities	7,812	8,765	9,313	5,833	5,734	6,072	12,966	6,624	6,793	7,278	7,528
Cash flows from investing activities											
<u>Receipts:</u>											
Sale of infrastructure, property, plant and equipment	0	96	0	0	0	0	0	0	0	0	0
Deferred debtors receipts	0	0	0	0	0	0	0	0	0	0	0
<u>Payments:</u>											
Purchase of property, plant and equipment	(8,374)	(9,160)	(11,514)	(5,039)	(5,687)	(5,564)	(10,762)	(5,229)	(5,217)	(5,274)	(5,332)
Net cash provided (or used in) investing activities	(8,374)	(9,063)	(11,514)	(5,039)	(5,687)	(5,564)	(10,762)	(5,229)	(5,217)	(5,274)	(5,332)
Cash flows from financing activities											
<u>Receipts:</u>											
New loans	0	1,215	1,391	0	0	0	0	0	0	0	0
<u>Payments:</u>											
Repayment of borrowings and advances	(508)	(476)	(279)	(294)	(281)	(274)	(287)	(303)	(319)	(270)	(214)
Net cash provided (or used in) financing activities	(508)	739	1,112	(294)	(281)	(274)	(287)	(303)	(319)	(270)	(214)
Net increase / (decrease) in cash	(1,070)	441	(1,089)	501	(233)	235	1,916	1,092	1,257	1,734	1,982
Cash at the beginning of the year	17,872	16,802	17,243	16,154	16,655	16,421	16,656	18,573	19,665	20,921	22,656
Cash at the end of the year	16,802	17,243	16,154	16,655	16,421	16,656	18,573	19,665	20,921	22,656	24,637

Cash Flow Statement		WASTE FUND									
\$'000	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Cash flows from operating activities											
<u>Receipts:</u>											
Rates and annual charges	3,355	3,492	3,597	3,705	3,817	3,932	4,051	4,173	4,298	4,428	4,561
User charges and fees	1,041	1,072	1,104	1,137	1,171	1,207	1,243	1,280	1,318	1,358	1,399
Investment and interest revenue received	28	29	29	30	31	31	32	33	34	35	35
Grants and contributions	0	335	0	0	0	0	0	0	0	0	0
Other Revenue	1,223	1,228	1,234	739	245	251	258	264	271	278	285
Other Income	3	3	3	3	3	3	3	3	4	4	4
Net gain from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
<u>Payments:</u>											
Employee benefits and on-costs	(1,958)	(2,165)	(2,206)	(2,042)	(1,866)	(1,921)	(1,979)	(2,038)	(2,098)	(2,161)	(2,225)
Materials and contracts	(2,777)	(2,917)	(2,994)	(2,753)	(2,481)	(2,543)	(2,484)	(2,674)	(2,731)	(2,787)	(2,864)
Borrowing costs	(29)	(25)	(24)	(23)	(22)	(22)	(21)	(20)	(18)	(17)	(16)
Other	(2)	(2)	(2)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)
LSL Paid - reduce liability	(28)	(29)	(30)	(31)	(32)	(33)	(34)	(35)	(36)	(37)	(38)
Net cash provided (or used in) operating activities	855	1,020	711	764	865	904	1,067	984	1,039	1,097	1,138
Cash flows from investing activities											
<u>Receipts:</u>											
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
<u>Payments:</u>											
Purchase of property, plant and equipment	(486)	(1,515)	(20)	(410)	(410)	(20)	(20)	(20)	(20)	(410)	(410)
Net cash provided (or used in) investing activities	(486)	(1,515)	(20)	(410)	(410)	(20)	(20)	(20)	(20)	(410)	(410)
Cash flows from financing activities											
<u>Receipts:</u>											
New loans	0	0	0	0	0	0	0	0	0	0	0
<u>Payments:</u>											
Repayment of borrowings and advances	(71)	(13)	(14)	(15)	(16)	(16)	(17)	(18)	(20)	(21)	(22)
Net cash provided (or used in) financing activities	(71)	(13)	(14)	(15)	(16)	(16)	(17)	(18)	(20)	(21)	(22)
Net increase / (decrease) in cash	297	(508)	677	339	439	867	1,029	946	999	666	706
Cash at the beginning of the year	2,994	3,291	2,783	3,460	3,799	4,238	5,105	6,134	7,080	8,079	8,746
Cash at the end of the year	3,291	2,783	3,460	3,799	4,238	5,105	6,134	7,080	8,079	8,746	9,452

Cash Flow Statement		WATER FUND									
\$'000	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Cash flows from operating activities											
<u>Receipts:</u>											
Rates and annual charges	2,149	2,465	2,565	2,669	2,776	2,888	3,005	3,126	3,252	3,384	3,520
User charges and fees	6,004	5,998	6,238	6,487	6,747	7,016	7,297	7,589	7,892	8,207	8,536
Investment and interest revenue received	62	62	62	62	62	62	62	62	62	62	62
Grants and contributions	1,608	36	37	38	39	40	15,041	43	44	45	46
Other Revenue	15	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
<u>Payments:</u>											
Employee benefits and on-costs	(1,294)	(1,329)	(1,352)	(1,392)	(1,434)	(1,476)	(1,520)	(1,566)	(1,612)	(1,660)	(1,710)
Materials and contracts	(4,570)	(4,601)	(4,805)	(5,042)	(5,239)	(5,366)	(6,343)	(5,623)	(5,745)	(5,871)	(6,031)
Borrowing costs	(181)	(167)	(154)	(139)	(123)	(106)	(88)	(1,147)	(1,099)	(1,052)	(1,007)
Other	(30)	(30)	(31)	(32)	(32)	(33)	(34)	(35)	(36)	(37)	(37)
LSL Paid - reduce liability	(20)	(21)	(21)	(22)	(23)	(23)	(24)	(25)	(25)	(26)	(27)
Net cash provided (or used in) operating activities	3,743	2,413	2,538	2,629	2,773	3,002	17,396	2,425	2,732	3,053	3,353
Cash flows from investing activities											
<u>Receipts:</u>											
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
<u>Payments:</u>											
Purchase of property, plant and equipment	(4,212)	(2,250)	(1,841)	(1,986)	(2,034)	(1,970)	(36,974)	(2,059)	(3,842)	(2,181)	(2,232)
Net cash provided (or used in) investing activities	(4,212)	(2,250)	(1,841)	(1,986)	(2,034)	(1,970)	(36,974)	(2,059)	(3,842)	(2,181)	(2,232)
Cash flows from financing activities											
<u>Receipts:</u>											
New loans	0	0	0	0	0	0	20,000	0	0	0	0
<u>Payments:</u>											
Repayment of borrowings and advances	(199)	(213)	(226)	(241)	(257)	(274)	(292)	(806)	(853)	(794)	(839)
Net cash provided (or used in) financing activities	(199)	(213)	(226)	(241)	(257)	(274)	19,708	(806)	(853)	(794)	(839)
Net increase / (decrease) in cash	(668)	(50)	470	403	482	758	130	(440)	(1,963)	79	282
Cash at the beginning of the year	7,236	6,568	6,518	6,989	7,391	7,873	8,631	8,761	8,321	6,358	6,437
Cash at the end of the year	6,568	6,518	6,989	7,391	7,873	8,631	8,761	8,321	6,358	6,437	6,719

Cash Flow Statement		SEWER FUND									
\$'000	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Cash flows from operating activities											
<u>Receipts:</u>											
Rates and annual charges	3,228	3,325	3,425	3,562	3,705	3,854	4,009	4,170	4,338	4,512	4,693
User charges and fees	1,001	1,031	1,062	1,104	1,147	1,193	1,240	1,289	1,339	1,392	1,447
Investment and interest revenue received	124	93	87	81	74	69	65	55	50	33	33
Grants and contributions	68	70	73	75	77	79	82	84	87	89	92
Other Revenue	0	0	0	0	0	0	0	0	0	0	0
Other Income	14	14	15	15	15	16	16	17	17	18	19
Net gain from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
<u>Payments:</u>											
Employee benefits and on-costs	(617)	(635)	(650)	(669)	(689)	(710)	(731)	(753)	(775)	(798)	(822)
Materials and contracts	(3,138)	(2,164)	(3,353)	(2,341)	(2,413)	(2,473)	(2,360)	(2,595)	(2,653)	(2,711)	(2,788)
Borrowing costs	(464)	(448)	(434)	(1,108)	(870)	(932)	(889)	(846)	(794)	(742)	(687)
Other	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)
LSL Paid - reduce liability	(6)	(6)	(6)	(6)	(6)	(7)	(7)	(7)	(7)	(7)	(8)
Net cash provided (or used in) operating activities	209	1,279	216	709	1,039	1,088	1,423	1,412	1,600	1,784	1,977
Cash flows from investing activities											
<u>Receipts:</u>											
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
<u>Payments:</u>											
Purchase of property, plant and equipment	(1,135)	(687)	(11,554)	(436)	(532)	(458)	(468)	(480)	(959)	(503)	(515)
Net cash provided (or used in) investing activities	(1,135)	(687)	(11,554)	(436)	(532)	(458)	(468)	(480)	(959)	(503)	(515)
Cash flows from financing activities											
<u>Receipts:</u>											
New loans	0	0	11,055	0	0	0	0	0	0	0	0
<u>Payments:</u>											
Repayment of borrowings and advances	(185)	(200)	(214)	(614)	(528)	(629)	(671)	(714)	(766)	(818)	(874)
Net cash provided (or used in) financing activities	(185)	(200)	10,841	(614)	(528)	(629)	(671)	(714)	(766)	(818)	(874)
Net increase / (decrease) in cash	(1,110)	392	(496)	(341)	(21)	2	283	218	(126)	462	588
Cash at the beginning of the year	10,737	9,627	10,019	9,523	9,182	9,161	9,163	9,445	9,664	9,538	10,000
Cash at the end of the year	9,627	10,019	9,523	9,182	9,161	9,163	9,445	9,664	9,538	10,000	10,588

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
CIVIC ACTIVITIES												
	Income from continuing operations											
1225	Sale of Cowra History Book	475										
31	Income - Cowra Breakout Anniversary	21,818										
	Total income	22,293	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
42	Mayoral Expenses	3,911	4,005	4,101	4,199	4,300	4,403	4,509	4,617	4,728	4,841	4,957
40	Mayoral Allowance	39,350	40,294	41,261	42,251	43,265	44,303	45,366	46,455	47,570	48,712	49,881
51	Mayor - Vehicle Running Expenses	19,372	19,837	20,313	20,801	21,300	21,811	22,334	22,870	23,419	23,981	24,557
57	Executive Meetings	14,013	14,349	14,693	15,046	15,407	15,777	16,156	16,544	16,941	17,348	17,764
54	Community Event Attendance	3,546	3,631	3,718	3,807	3,898	3,992	4,088	4,186	4,286	4,389	4,494
43	Councillor Travelling Costs/Allowances	14,680	15,032	15,393	15,762	16,140	16,527	16,924	17,330	17,746	18,172	18,608
44	Councillor Communication Expenses	4,815	4,931	5,049	5,170	5,294	5,421	5,551	5,684	5,820	5,960	6,103
45	Councillor Training & Conference Attendance	30,840	31,580	32,338	33,114	33,909	34,722	35,556	36,409	37,282	38,177	39,094
49	Councillor Partners/Spouses Expenses	766	784	803	822	842	862	883	904	926	948	971
	Councillor Induction					10,000				10,000		
46	Councillor Professional Development Plans					10,000				10,000		
61	Membership Fees	1,754	1,796	1,839	1,883	1,928	1,974	2,021	2,070	2,120	2,171	2,223
67	Prospective Councillor Introductory Sessions	6,769				5,000				5,000		
50	Councillor Carers Expenses	678	694	711	728	745	763	781	800	819	839	859
56	Staff Meeting Expenses	12,322	12,618	12,921	13,231	13,549	13,874	14,207	14,548	14,897	15,255	15,621
55	Council & Staff Functions	12,774	13,081	13,395	13,716	14,045	14,382	14,727	15,080	15,442	15,813	16,193
38	Councillor Insurance	35,721	36,578	37,456	38,355	39,276	40,219	41,184	42,172	43,184	44,220	45,281
37	Local Government NSW - Membership	38,312	39,231	40,173	41,137	42,124	43,135	44,170	45,230	46,316	47,428	48,566
1658	Election Expenses	142,854				157,139				172,853		
39	Section 356 Donations - General	35,642	11,497	11,773	12,056	12,345	12,641	12,944	13,255	13,573	13,899	14,233
	Section 356 Donations - New Years Eve Beach Party		6,000	6,144	6,291	6,442	6,597	6,755	6,917	7,083	7,253	7,427
	Section 356 Donations - Sakura Matsuri		2,000	2,048	2,097	2,147	2,199	2,252	2,306	2,361	2,418	2,476
	Section 356 Donations - Woodstock Show		2,000	2,048	2,097	2,147	2,199	2,252	2,306	2,361	2,418	2,476
	Section 356 Donations - Woodstock Swimming Pool		6,000	6,144	6,291	6,442	6,597	6,755	6,917	7,083	7,253	7,427
	Section 356 Donations - Erambie All Blacks		7,500	7,680	7,864	8,053	8,246	8,444	8,647	8,855	9,068	9,286
	Section 356 Donations - Cowra Senior Citizens		1,500	1,536	1,573	1,611	1,650	1,690	1,731	1,773	1,816	1,860
60	Information & Neighbourhood Centre Contribution	12,624	12,927	13,237	13,555	13,880	14,213	14,554	14,903	15,261	15,627	16,002
58	Cowra / Japan Relationship	5,000	5,000	5,000	25,000	5,000	5,000	5,000	25,000	5,000	5,000	5,000
52	Civic Receptions	11,939	12,226	12,519	12,819	13,127	13,442	13,765	14,095	14,433	14,779	15,134
53	Civic Expenses	10,240	10,486	10,738	10,996	11,260	11,530	11,807	12,090	12,380	12,677	12,981
41	Councillor Fees	165,060	169,021	173,078	177,232	181,486	185,842	190,302	194,869	199,546	204,335	209,239
2015	Councillor Super Equivalent	18,982	20,283	20,769	21,268	21,778	22,301	22,836	23,384	23,946	24,520	25,109
68	Breakout Anniversary	66,679					40,000					50,000
62	Central NSW Joint Organisation Membership & Admin	27,155	27,807	28,474	29,157	29,857	30,574	31,308	32,059	32,828	33,616	34,423
63	Central NSW Joint Organisation Operational Membership	11,458	11,733	12,015	12,303	12,598	12,900	13,210	13,527	13,852	14,184	14,524
59	Cowra Community Grants Scheme	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
71	Cowra History Book - Cost of Goods Sold	1,200										
	Total expenses	798,456	594,421	607,367	640,621	816,335	688,096	662,331	696,905	889,684	707,117	772,769
	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	(776,164)	(594,421)	(607,367)	(640,621)	(816,335)	(688,096)	(662,331)	(696,905)	(889,684)	(707,117)	(772,769)
	Funded by / (to) reserves											
	Transfer to Election Reserve	(40,000)	(40,000)	(40,000)	(40,000)	(43,000)	(43,000)	(43,000)	(43,000)	(46,000)	(46,000)	(46,000)
	Transfer from Election Reserve	142,854				157,139				172,853		
	Transfer from Carryover Reserve											
	Funded by / (to) general revenues	673,310	634,421	647,367	680,621	702,195	731,096	705,331	739,905	762,831	753,117	818,769

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	LAND DEVELOPMENT											
	Income from continuing operations											
2266	Profit on Disposal - Land											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1146	Land Development - Holding Costs	8,980	9,357	9,731	10,120	10,525	10,946	11,384	11,839	12,313	12,806	13,318
	Total expenses	8,980	9,357	9,731	10,120	10,525	10,946	11,384	11,839	12,313	12,806	13,318
	Capital items											
1150	Sale of Asset - Land											
	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	(8,980)	(9,357)	(9,731)	(10,120)	(10,525)	(10,946)	(11,384)	(11,839)	(12,313)	(12,806)	(13,318)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	8,980	9,357	9,731	10,120	10,525	10,946	11,384	11,839	12,313	12,806	13,318

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
GENERAL MANAGERS OFFICE												
	Income from continuing operations											
30	Festival Revenue	7,509	7,734	7,966	8,205	8,451	8,705	8,966	9,235	9,512	9,797	10,091
35	Grant - NSW Small Business Month											
2028	Grant - Reconnecting Regional NSW - Community Events Program											
2377	Grant - Installation of EV Charging		43,445									
2110	Grant - Cowra Voices Audio Archive Project											
	Total income	7,509	51,179	7,966	8,205	8,451	8,705	8,966	9,235	9,512	9,797	10,091
	Expenses from continuing operations											
1	GM's Office - Operating Expenses - Wages	395,516	541,281	557,520	574,246	591,473	609,217	627,494	646,319	665,709	685,681	706,252
1	GM's Office - Operating Expenses - Other	60,064	61,506	62,983	64,495	66,044	67,629	69,252	70,914	72,615	74,358	76,142
4	Advertising	78,062	79,935	81,853	83,817	85,829	87,889	89,998	92,158	94,370	96,635	98,954
6	Public Relations	11,308	11,579	11,856	12,141	12,432	12,730	13,035	13,348	13,668	13,996	14,331
8	Sponsorship	11,027	11,292	11,563	11,841	12,125	12,416	12,714	13,019	13,331	13,651	13,979
9	Local Government NSW Management Services - General Manager - Performance Review	7,814	8,002	8,194	8,391	8,592	8,798	9,009	9,225	9,446	9,673	9,905
5	Printing	21,530	22,047	22,576	23,118	23,673	24,241	24,823	25,419	26,029	26,654	27,294
11	Business Assistance	37,148	38,040	38,953	39,888	40,845	41,825	42,829	43,857	44,910	45,988	47,092
14	Community Satisfaction Surveys		23,103		24,273		25,502		26,793		28,149	
17	Main Street Banners	5,519	11,314	5,798	11,886	6,092	12,488	6,400	13,120	6,724	13,784	7,064
15	Festival Operations	110,492	113,301	116,182	119,136	122,166	125,273	128,461	131,731	135,084	138,525	142,053
16	Festival Coordinator	33,305	34,104	34,922	35,760	36,618	37,497	38,397	39,319	40,263	41,229	42,218
26	Grant Expenditure - NSW Small Business Month											
2070	Contribution - Christmas Lights Competition	10,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
1876	Contribution - Cowra Ca\$h Christmas Shop Local Campaign		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
2161	Business/Economic Data	25,600	26,214	26,843	27,487	28,147	28,823	29,515	30,223	30,948	31,691	32,452
2111	Cowra Voices Audio Archive Project	5,005										
	Reconnecting Regional NSW Grant Expenditure											
2058	Events Coordination & Administration											
2052	Chalk Up Festival											
	Total expenses	812,390	991,718	989,243	1,046,479	1,044,036	1,104,328	1,101,927	1,165,445	1,163,097	1,230,014	1,227,736
	Capital items											
2402	Installation of EV Charging	0	43,445									
	Total capital items	0	43,445	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	(804,881)	(983,984)	(981,277)	(1,038,274)	(1,035,585)	(1,095,623)	(1,092,961)	(1,156,210)	(1,153,585)	(1,220,217)	(1,217,645)
	Funded by / (to) reserves											
	Transfer from Business Assistance Reserve											
	Transfer from Unexpended Grant Reserve											
	Transfer to Unexpended Grant Reserve											
	Funded by / (to) general revenues	804,881	983,984	981,277	1,038,274	1,035,585	1,095,623	1,092,961	1,156,210	1,153,585	1,220,217	1,217,645

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	TOURISM ACTIVITIES											
	Income from continuing operations											
1030	Japanese Garden Rent	2,235	2,288	2,343	2,399	2,457	2,516	2,576	2,638	2,701	2,766	2,832
1029	Visitor's Centre Rent	53,444	55,047	56,698	58,399	60,151	61,956	63,815	65,729	67,701	69,732	71,824
	Total income	55,679	57,335	59,041	60,798	62,608	64,472	66,391	68,367	70,402	72,498	74,656
	Expenses from continuing operations											
1993	Japanese Garden Raw Water	121,060	124,692	129,680	134,867	140,262	145,872	151,707	157,775	164,086	170,649	177,475
1021	Cowra Tourism Contribution	300,530	307,743	315,129	322,692	330,437	338,367	346,488	354,804	363,319	372,039	380,968
	Building Maintenance - Visitor's Centre	19,279	12,000	12,288	12,583	12,885	13,194	13,511	13,835	14,167	14,507	14,855
1022	Cowra Tourism Contribution - Events Management Officer	51,840	53,084	54,358	55,663	56,999	58,367	59,768	61,202	62,671	64,175	65,715
1026	Cowra Japanese Garden & Cultural Centre - Plant/Labour Contribution	11,543	11,820	12,104	12,394	12,691	12,996	13,308	13,627	13,954	14,289	14,632
1023	Christmas Decorations	300	6,092	300	6,400	300	6,724	300	7,064	300	7,422	300
1028	Visitor's Centre Rent Contribution	35,737	36,595	37,473	38,372	39,293	40,236	41,202	42,191	43,204	44,241	45,303
	Building Depreciation	33,935	34,614	35,306	36,012	36,732	37,467	38,216	38,980	39,760	40,555	41,366
	Total expenses	574,224	586,640	596,638	618,983	629,599	653,223	664,500	689,478	701,461	727,877	740,614
	Capital items											
	Total Capital Items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(33,935)	(34,614)	(35,306)	(36,012)	(36,732)	(37,467)	(38,216)	(38,980)	(39,760)	(40,555)	(41,366)
	Total adjustment for non-cash items	(33,935)	(34,614)	(35,306)	(36,012)	(36,732)	(37,467)	(38,216)	(38,980)	(39,760)	(40,555)	(41,366)
	Increase / (decrease) in cash	(484,610)	(494,691)	(502,291)	(522,173)	(530,259)	(551,284)	(559,893)	(582,131)	(591,299)	(614,824)	(624,592)
	Funded by / (to) reserves											
	Transfer to Carryover Reserve											
	Transfer from Carryover Reserve											
	Funded by / (to) general revenues	484,610	494,691	502,291	522,173	530,259	551,284	559,893	582,131	591,299	614,824	624,592

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	HUMAN RESOURCES											
	Income from continuing operations											
141	Training Subsidy	41,000	42,230	43,497	44,802	46,146	47,530	48,956	50,425	51,938	53,496	55,101
	Total income	41,000	42,230	43,497	44,802	46,146	47,530	48,956	50,425	51,938	53,496	55,101
	Expenses from continuing operations											
133	Human Resources - Wages	247,003	254,413	262,045	269,906	278,003	286,343	294,933	303,781	312,894	322,281	331,949
134	Training	241,962	222,259	227,593	233,055	238,648	244,376	250,241	256,247	262,397	268,695	275,144
138	Employee Health & Welfare Programs	32,795	33,583	34,389	35,214	36,059	36,924	37,810	38,717	39,646	40,597	41,571
135	Employee Assistance Program	10,240	10,486	10,738	10,996	11,260	11,530	11,807	12,090	12,380	12,677	12,981
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	33,459	22,000	22,528	23,069	23,623	24,190	24,771	25,366	25,975	26,598	27,236
137	Pre-Employment Expenses	13,264	13,582	13,908	14,242	14,584	14,934	15,292	15,659	16,035	16,420	16,814
140	HR Management Software	58,071	59,464	60,891	62,352	63,848	65,380	66,949	68,555	70,201	71,885	73,610
2318	Employee Assistance - Onsite Counselling	12,000	12,288	12,583	12,885	13,194	13,511	13,835	14,167	14,507	14,855	15,212
2319	Staff Medical Assesments	2,000	1,024	1,049	1,074	1,100	1,126	1,153	1,181	1,209	1,238	1,268
2320	Drug & Alcohol Testing	6,000	7,168	7,340	7,516	7,696	7,881	8,070	8,264	8,462	8,665	8,873
2321	Staff Service Awards	6,048	6,194	6,343	6,495	6,651	6,811	6,974	7,141	7,312	7,487	7,667
2322	Legal Charges - HR	1,000	1,024	1,049	1,074	1,100	1,126	1,153	1,181	1,209	1,238	1,268
2323	All Staff BBQ	4,000	4,096	4,194	4,295	4,398	4,504	4,612	4,723	4,836	4,952	5,071
1957	Training Contribution - Saleyards, Waste, Water, Sewer	(91,660)	(93,860)	(96,112)	(98,419)	(100,781)	(103,200)	(105,677)	(108,213)	(110,810)	(113,469)	(116,192)
	WORK HEALTH & SAFETY											
2244	Work Health & Safety - Wages	55,933	95,113	97,966	100,905	103,932	107,050	110,262	113,570	116,977	120,486	124,101
2244	Work Health & Safety - Other Operating Expenses	35,496	36,348	37,220	38,113	39,027	39,964	40,923	41,905	42,911	43,941	44,995
2246	Replenish First Aid Kits	10,500	12,000	12,288	12,583	12,885	13,194	13,511	13,835	14,167	14,507	14,855
2247	Defibrillator Maintenance	4,329	4,433	4,539	4,648	4,760	4,874	4,991	5,111	5,234	5,360	5,489
	Total expenses	700,861	720,166	739,235	758,823	778,947	799,621	820,859	842,679	865,095	888,123	911,783
	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	(659,861)	(677,936)	(695,738)	(714,021)	(732,801)	(752,091)	(771,903)	(792,254)	(813,157)	(834,627)	(856,682)
	Funded by / (to) reserves											
	Transfer from Statecover Reserve	48,456	49,620	50,811	52,030	53,279	54,557	55,866	57,206	58,579	59,984	61,423
	Transfer from Carryover Reserve	48,770										
	Funded by / (to) general revenues	562,635	628,316	644,927	661,991	679,522	697,534	716,037	735,048	754,578	774,643	795,259

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
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	109,991	110,217	113,524	116,930	120,438	124,051	127,773	131,606	135,554	139,620	143,809
18	Public Holidays	35,520	36,586	37,684	38,815	39,979	41,178	42,413	43,685	44,996	46,346	47,736
18	Workers Comp. Insurance	30,585	31,319	32,071	32,841	33,629	34,436	35,262	36,108	36,975	37,862	38,771
18	Annual Leave	71,040	73,171	75,366	77,627	79,956	82,355	84,826	87,371	89,992	92,692	95,473
	Long Service Leave - Accrual	34,963	36,012	37,092	38,205	39,351	40,532	41,748	43,000	44,290	45,619	46,988
18	Sick Leave	156,640	27,439	28,262	29,110	29,983	30,882	31,808	32,762	33,745	34,757	35,800
18	Training Wages											
	Lump Sum Payment	6,000	7,429									
	Total expenses	444,739	322,173	323,999	333,528	343,336	353,434	363,830	374,532	385,552	396,896	408,577
	Capital items											
18	Long Service Leave	17,760	18,293	18,842	19,407	19,989	20,589	21,207	21,843	22,498	23,173	23,868
	Total capital items	17,760	18,293	18,842	19,407	19,989	20,589	21,207	21,843	22,498	23,173	23,868
	Cash reconciliation items											
	Long Service Leave Accrual	(34,963)	(36,012)	(37,092)	(38,205)	(39,351)	(40,532)	(41,748)	(43,000)	(44,290)	(45,619)	(46,988)
	Total adjustment for non-cash items	(34,963)	(36,012)	(37,092)	(38,205)	(39,351)	(40,532)	(41,748)	(43,000)	(44,290)	(45,619)	(46,988)
	Increase / (decrease) in cash	(427,536)	(304,454)	(305,749)	(314,730)	(323,974)	(333,491)	(343,289)	(353,375)	(363,760)	(374,450)	(385,457)
	Funded by / (to) reserves											
	Transfer to Long Service Leave Reserve	(17,760)	(18,293)	(18,842)	(19,407)	(19,989)	(20,589)	(21,207)	(21,843)	(22,498)	(23,173)	(23,868)
	Transfer from Long Service Leave Reserve	17,760	18,293	18,842	19,407	19,989	20,589	21,207	21,843	22,498	23,173	23,868
	Funded by / (to) general revenues	427,536	304,454	305,749	314,730	323,974	333,491	343,289	353,375	363,760	374,450	385,457

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
CORPORATE SERVICES												
	Income from continuing operations											
99	Statewide - Insurance Rebates	39,288										
100	Statecover - Performance Rebate	51,751	52,993	54,265	55,567	56,901	58,267	59,665	61,097	62,563	64,065	65,603
2352	Insurance Claim Income - Admin Building Roof	155,486										
	Insurance Claim - 2022 Flood	650,000										
	Total income	896,525	52,993	54,265	55,567	56,901	58,267	59,665	61,097	62,563	64,065	65,603
	Expenses from continuing operations											
74	Corporate Services - Operating Expenses - Wages	584,820	648,083	667,526	687,551	708,178	729,424	751,307	773,846	797,062	820,974	845,603
74	Corporate Services - Operating Expenses - Other	356,617	365,175	373,938	382,910	392,100	401,511	411,146	421,012	431,116	441,463	452,057
81	Insurance Expenses	416,727	426,728	436,970	447,457	458,196	469,193	480,454	491,986	503,794	515,885	528,266
90	Employee Service Awards											
	FINANCIAL SERVICES											
2009	Financial Services - Operating Expenses - Wages	528,463	544,317	560,647	577,466	594,790	612,634	631,013	649,943	669,441	689,524	710,210
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	55,873	57,214	58,587	59,993	61,433	62,907	64,417	65,963	67,546	69,167	70,827
106	Annual Statements Audit Fees	81,800	83,763	85,773	87,832	89,940	92,099	94,309	96,572	98,890	101,263	103,693
107	Internal Audit	25,000	25,600	26,214	26,843	27,487	28,147	28,823	29,515	30,223	30,948	31,691
2243	ARIC Members Fees	25,000	27,600	28,262	28,940	29,635	30,346	31,074	31,820	32,584	33,366	34,167
110	Accounting Software	25,000	25,600	26,214	26,843	27,487	28,147	28,823	29,515	30,223	30,948	31,691
111	Revaluation of Council Assets	30,000		20,000	20,000		30,000		20,000	20,000		30,000
	ADMINISTRATION BUILDING - WORKING EXPENSES											
85	Administration Building - Maintenance & Operating Expenses	200,874	247,856	255,107	262,583	270,292	278,242	286,441	294,897	303,622	312,620	321,903
2163	Installation - WHS Compliant Boiling Water Units											
2350	Administration Building Roof Repair	146,861										
2351	Insurance Excess - Administration Building Roof	20,000										
	Building Depreciation	124,593	127,085	129,627	132,220	134,864	137,561	140,312	143,118	145,980	148,900	151,878
	Total expenses	2,661,628	2,619,141	2,709,108	2,781,007	2,834,900	2,940,841	2,988,884	3,089,090	3,171,526	3,236,248	3,353,325
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(124,593)	(127,085)	(129,627)	(132,220)	(134,864)	(137,561)	(140,312)	(143,118)	(145,980)	(148,900)	(151,878)
	Total adjustment for non-cash items	(124,593)	(127,085)	(129,627)	(132,220)	(134,864)	(137,561)	(140,312)	(143,118)	(145,980)	(148,900)	(151,878)
	Increase / (decrease) in cash	(1,640,511)	(2,439,063)	(2,525,216)	(2,593,220)	(2,643,135)	(2,745,013)	(2,788,907)	(2,884,875)	(2,962,983)	(3,023,283)	(3,135,844)
	Funded by / (to) reserves											
	Transfer to Statewide Reserve	(39,288)										
	Transfer to Statecover Reserve	(51,751)	(52,993)	(54,265)	(55,567)	(56,901)	(58,267)	(59,665)	(61,097)	(62,563)	(64,065)	(65,603)
	Transfer from Carryover Reserve											
	Transfer to Bad Debts Reserve	(7,500)	(8,000)	(8,000)	(8,000)	(8,500)	(8,500)	(9,000)	(9,000)	(9,000)	(9,500)	(9,500)
	Funded by / (to) general revenues	1,739,049	2,500,056	2,587,481	2,656,787	2,708,536	2,811,780	2,857,572	2,954,972	3,034,546	3,096,848	3,210,947

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
GENERAL PURPOSE REVENUE												
	Income from continuing operations											
	Residential - Cowra	2,144,985	2,235,074	2,324,477	2,417,456	2,514,154	2,614,720	2,719,309	2,828,081	2,941,204	3,058,852	3,181,206
	Residential	320,889	334,366	347,741	361,651	376,117	391,162	406,808	423,080	440,003	457,603	475,907
	Residential - Rural	716,502	746,595	776,459	807,517	839,818	873,411	908,347	944,681	982,468	1,021,767	1,062,638
	Farmland	3,392,766	3,535,262	3,676,672	3,823,739	3,976,689	4,135,757	4,301,187	4,473,234	4,652,163	4,838,250	5,031,780
	Mining	23,546	24,535	25,516	26,537	27,598	28,702	29,850	31,044	32,286	33,577	34,920
	Business	1,607,321	1,674,828	1,741,821	1,811,494	1,883,954	1,959,312	2,037,684	2,119,191	2,203,959	2,292,117	2,383,802
	Interest on Overdue Rates	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000
	Income - Rate Legal Action	13,820	13,820	13,820	13,820	13,820	13,820	13,820	13,820	13,820	13,820	13,820
	Write off Bad & Doubtful Debts	(5,519)	(5,651)	(5,787)	(5,926)	(6,068)	(6,214)	(6,363)	(6,516)	(6,672)	(6,832)	(6,996)
	Pensioner Rates Abandoned	(182,344)	(190,002)	(194,562)	(199,231)	(204,013)	(208,909)	(213,923)	(219,057)	(224,314)	(229,698)	(235,211)
	Pensioner Rates Subsidy	99,176	103,341	105,821	108,361	110,962	113,625	116,352	119,144	122,003	124,931	127,929
	Interest on Investments	1,716,932	1,433,560	1,331,490	1,342,517	1,325,008	1,361,053	1,387,720	1,462,206	1,596,542	1,669,179	1,675,859
1583	Financial Assistance Grant - Local Roads	1,825,657	1,880,427	1,936,840	1,994,945	2,054,793	2,116,437	2,179,930	2,245,328	2,312,688	2,382,069	2,453,531
1582	Financial Assistance Grant - General	4,082,798	4,205,282	4,331,440	4,461,383	4,595,224	4,733,081	4,875,073	5,021,325	5,171,965	5,327,124	5,486,938
	Total income	15,814,529	16,049,437	16,469,748	17,022,263	17,566,056	18,183,957	18,813,794	19,513,561	20,296,115	21,040,759	21,744,123
	Expenses from continuing operations											
105	Valuer General Land Value Fee	69,076	70,733	72,431	74,169	75,949	77,772	79,639	81,550	83,507	85,511	87,563
108	Debt Recovery Expenses	15,256	15,622	15,997	16,381	16,774	17,177	17,589	18,011	18,443	18,886	19,339
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	120,000	80,000	50,000							
	Total expenses	(685,668)	(743,645)	(781,572)	(809,450)	(857,277)	(855,051)	(852,772)	(850,439)	(848,050)	(845,603)	(843,098)
	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	16,500,198	16,793,082	17,251,320	17,831,713	18,423,333	19,039,008	19,666,566	20,364,000	21,144,165	21,886,362	22,587,221
	Funded by / (to) reserves											
	Transfer to Financial Assistance Grants Reserve	(3,028,083)	(3,103,785)	(3,181,380)	(3,260,914)	(3,342,437)	(3,425,998)	(3,511,648)	(3,599,439)	(3,689,425)	(3,781,661)	(3,876,202)
	Transfer from Financial Assistance Grants Reserve	938,474	3,028,083	3,103,785	3,181,380	3,260,914	3,342,437	3,425,998	3,511,648	3,599,439	3,689,425	3,781,661
	Transfer to Built Asset Replacement Program Reserve	(114,325)	(92,389)	(77,811)	(78,842)	(82,685)	(86,700)	(90,896)	(95,281)	(99,863)	(104,652)	(109,655)
	Funded by / (to) general revenues	(14,296,264)	(16,624,991)	(17,095,913)	(17,673,337)	(18,259,126)	(18,868,747)	(19,490,020)	(20,180,928)	(20,954,316)	(21,689,474)	(22,383,025)

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
OTHER REVENUE												
	Income from continuing operations											
	Interest on Internal Loans	2,325										
113	S.603 Certificates	43,422	44,725	46,067	47,449	48,872	50,338	51,848	53,403	55,005	56,655	58,355
115	AGL Gas Distribution Revenue	2,669	2,749	2,831	2,916	3,003	3,093	3,186	3,282	3,380	3,481	3,585
98	Sundry	4,997	5,147	5,301	5,460	5,624	5,793	5,967	6,146	6,330	6,520	6,716
	Total income	53,413	52,621	54,199	55,825	57,499	59,224	61,001	62,831	64,715	66,656	68,656
	Expenses from continuing operations											
1965	AODE Distribution	(2,812,780)	(1,908,391)	(3,202,451)	(2,361,910)	(2,492,990)	(2,569,113)	(3,060,736)	(2,709,732)	(2,757,522)	(2,803,116)	(2,922,599)
1963	Waste Dividend	(63,214)	(64,731)	(66,285)	(67,876)	(69,505)	(71,173)	(72,881)	(74,630)	(76,421)	(78,255)	(80,133)
1960	Saleyards Dividend	(22,301)	(22,836)	(23,384)	(23,945)	(24,520)	(25,108)	(25,711)	(26,328)	(26,960)	(27,607)	(28,270)
1961	Caravan Park Dividend	(43,259)	(44,297)	(45,360)	(46,449)	(47,564)	(48,706)	(49,875)	(51,072)	(52,298)	(53,553)	(54,838)
1962	Dividend - Water	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
1964	Dividend - Sewer	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
1966	Contribution - Waste Fund	(1,006,011)	(1,065,675)	(1,066,608)	(840,294)	(625,682)	(642,248)	(735,250)	(683,847)	(700,619)	(716,338)	(733,934)
	Total expenses	(4,097,565)	(3,255,930)	(4,554,088)	(3,490,474)	(3,410,260)	(3,506,349)	(4,094,453)	(3,695,609)	(3,763,820)	(3,828,869)	(3,969,774)
	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	4,150,978	3,308,551	4,608,287	3,546,299	3,467,759	3,565,573	4,155,454	3,758,440	3,828,535	3,895,525	4,038,430
	Funded by / (to) reserves											
	Funded by / (to) general revenues	(4,150,978)	(3,308,551)	(4,608,287)	(3,546,299)	(3,467,759)	(3,565,573)	(4,155,454)	(3,758,440)	(3,828,535)	(3,895,525)	(4,038,430)

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	INFORMATION TECHNOLOGY											
	Income from continuing operations											
123	Information Services - Sundry Income	860	860	860	860	860	860	860	860	860	860	860
	Total income	860	860	860	860	860	860	860	860	860	860	860
	Expenses from continuing operations											
123	Information Services - Operating Expenditure - Wages	245,180	252,535	260,111	267,914	275,951	284,230	292,757	301,540	310,586	319,904	329,501
123	Information Services - Operating Expenditure - Other	443,131	453,767	464,657	475,808	487,228	498,921	510,896	523,158	535,713	548,571	561,737
	Contribution - Joint Computer Security Information Officer	15,000	15,000	15,000								
2143	Website Licensing	33,337	42,170	43,182	44,218	45,279	46,366	47,479	48,618	49,785	50,980	52,204
2142	Desktop PC/Laptop Replacement	24,667	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
2141	Migration of Phone System	40,280										
124	Purchase of IT Equipment - Councillors	9,289				28,500				29,000		
	RECORDS											
2010	Records Management - Operating Expenditure - Wages	118,949	122,517	126,193	129,979	133,878	137,894	142,031	146,292	150,681	155,201	159,857
2010	Records Management - Operating Expenditure - Other	23,689	24,258	24,840	25,436	26,046	26,671	27,311	27,966	28,637	29,324	30,028
	DEPRECIATION											
	Equipment Depreciation	97,431	99,380	101,368	103,395	105,463	107,572	109,723	111,917	114,155	116,438	118,767
	Other Asset Depreciation	10,805	11,021	11,241	11,466	11,695	11,929	12,168	12,411	12,659	12,912	13,170
	Total expenses	1,061,758	1,040,648	1,066,592	1,078,216	1,134,040	1,133,583	1,162,365	1,191,902	1,251,216	1,253,330	1,285,264
	Capital items											
	Major Software & Infrastructure Upgrades		90,000									
	Total capital items	0	90,000	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(108,236)	(110,401)	(112,609)	(114,861)	(117,158)	(119,501)	(121,891)	(124,328)	(126,814)	(129,350)	(131,937)
	Total adjustment for non-cash items	(108,236)	(110,401)	(112,609)	(114,861)	(117,158)	(119,501)	(121,891)	(124,328)	(126,814)	(129,350)	(131,937)
	Increase / (decrease) in cash	(952,662)	(1,019,387)	(953,123)	(962,495)	(1,016,022)	(1,013,222)	(1,039,614)	(1,066,714)	(1,123,542)	(1,123,120)	(1,152,467)
	Funded by / (to) reserves											
	Transfer to IT Equipment Reserve	(50,000)	(90,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
	Transfer from Carryover Reserve (Capital)											
	Transfer from Carryover Reserve	40,280										
	Transfer to Carryover Reserve											
	Funded by / (to) general revenues	962,382	1,109,387	1,003,123	1,012,495	1,066,022	1,063,222	1,089,614	1,116,714	1,173,542	1,173,120	1,202,467

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	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 - Wages											
143	Risk Management - Operating Expenses - Other											
	Employee Health Screenings											
150	Assessment of Workstations & Chair Replacements											
149	Replenish First Aid Kits											
151	Defibrillator Maintenance											
	LEMO											
146	LEMO Service - Wages											
146	LEMO Service - Other											
1977	Contribution from SES for LEMO											
	Total expenses	0	0	0	0	0	0	0	0	0	0	0
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	0	0	0	0	0	0	0	0	0	0	0
	Funded by / (to) reserves											
	Transfer from Statecover Reserve											
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	LIBRARY											
	Income from continuing operations											
958	Library Subsidy	82,009	82,009	82,009	82,009	82,009	82,009	82,009	82,009	82,009	82,009	82,009
959	Sundry Income	7,870	8,106	8,349	8,599	8,857	9,123	9,397	9,679	9,969	10,268	10,576
960	Special Purpose Grant	19,700	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
2171	2022/23 Public Library Infrastructure Grant											
	Total income	109,579	96,115	96,358	96,608	96,866	97,132	97,406	97,688	97,978	98,277	98,585
	Expenses from continuing operations											
954	Contribution to Central West Libraries	400,000	409,600	419,430	429,496	439,804	450,359	461,168	472,236	483,570	495,176	507,060
952	Building Maintenance - Library	40,779	50,848	52,068	53,318	54,598	55,909	57,251	58,625	60,032	61,473	62,949
2008	Loan No. 226 - Library - 50%	1,163										
951	Library - Working Expenses	44,672	46,158	47,696	49,288	50,936	52,642	54,409	56,238	58,131	60,092	62,122
955	Local Projects Grant Expenditure	58,650	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
	Building Depreciation	44,616	45,508	46,418	47,346	48,293	49,259	50,244	51,249	52,274	53,319	54,385
	Equipment Depreciation	1,423	1,451	1,480	1,510	1,540	1,571	1,602	1,634	1,667	1,700	1,734
	Total expenses	591,303	559,565	573,092	586,958	601,171	615,740	630,674	645,982	661,674	677,760	694,250
	Capital items											
	Loan No. 226 - Library - 50%	14,529										
957	Revitalising Regional Libraries	16,000										
2170	Cowra Library Refurbishment	4,397										
	Total capital items	34,926	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(46,039)	(46,959)	(47,898)	(48,856)	(49,833)	(50,830)	(51,846)	(52,883)	(53,941)	(55,019)	(56,119)
	Internal Loan Principal - Back	(14,529)										
	Total adjustment for non-cash items	(60,568)	(46,959)	(47,898)	(48,856)	(49,833)	(50,830)	(51,846)	(52,883)	(53,941)	(55,019)	(56,119)
	Increase / (decrease) in cash	(456,082)	(416,491)	(428,836)	(441,494)	(454,472)	(467,778)	(481,422)	(495,411)	(509,755)	(524,464)	(539,546)
	Funded by / (to) reserves											
	Transfer from Unexpended Grants Reserve	43,347										
	Transfer from Unexpended Grants Reserve (Capital)	16,000										
	Transfer from S94 Growth Reserve	2,347	2,406	2,466	2,528	2,591	2,656	2,722	2,790	2,860	2,931	3,004
	Funded by / (to) general revenues	394,388	414,085	426,370	438,966	451,881	465,122	478,700	492,621	506,895	521,533	536,542

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	ART GALLERY											
	Income from continuing operations											
864	Gallery Income - Art Awards - Subscription/Program	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
870	Gallery Income - Retail Shop Sales	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
865	Gallery Income - Workshops	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
868	Gallery Income - Art Sales (Net of Commission)	6,848	6,848	6,848	6,848	6,848	6,848	6,848	6,848	6,848	6,848	6,848
869	Gallery Income - Art Sales Commission	2,557	2,634	2,713	2,794	2,878	2,964	3,053	3,145	3,239	3,336	3,436
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	29,305	29,382	29,461	29,542	29,626	29,712	29,801	29,893	29,987	30,084	30,184
	Expenses from continuing operations											
841	Gallery - Salaries	186,860	192,466	198,240	204,187	210,313	216,622	223,121	229,815	236,709	243,810	251,124
842	Gallery - Building & Utilities	78,375	77,182	79,035	80,932	82,874	84,863	86,900	88,985	91,121	93,308	95,548
845	Gallery - Administration & Marketing Expenses	27,470	28,129	28,804	29,495	30,203	30,928	31,670	32,430	33,208	34,005	34,821
847	Gallery - Collection Storage & Conservation	7,607	7,790	7,977	8,168	8,364	8,565	8,771	8,982	9,198	9,419	9,645
851	Gallery - Art Awards	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
850	Gallery - Exhibitions Expenses	25,140	35,000	35,840	36,700	37,581	38,483	39,407	40,353	41,321	42,313	43,329
848	Gallery - Exhibition Development	1,466	1,501	1,537	1,574	1,612	1,651	1,691	1,732	1,774	1,817	1,861
844	Gallery - Public Programs/Outreach	16,721	20,000	20,480	20,972	21,475	21,990	22,518	23,058	23,611	24,178	24,758
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	1,376										
2397	Gallery - Upgrade/ Staging Options	20,000										
2119	NATSIAA Conference & Exhibition Darwin											
863	Loan No. 226 - Gallery - 50%	1,163										
	COWRA SCULPTURE PARK											
855	Cowra Sculpture Park	3,600	11,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
	Building Depreciation	44,616	45,508	46,418	47,346	48,293	49,259	50,244	51,249	52,274	53,319	54,385
	Other Asset Depreciation	29,227	29,812	30,408	31,016	31,636	32,269	32,914	33,572	34,243	34,928	35,627
	Total expenses	469,621	474,388	477,739	489,390	501,351	513,630	526,236	539,176	552,459	566,097	580,098
	Capital items											
2261	Purchase of Scissor Lift											
	Loan No. 226 - Gallery - 50%	14,529										
	Total capital items	14,529	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Internal Loan Principal - Back	(14,529)										
	Depreciation	(73,843)	(75,320)	(76,826)	(78,362)	(79,929)	(81,528)	(83,158)	(84,821)	(86,517)	(88,247)	(90,012)
	Total adjustment for non-cash items	(88,372)	(75,320)	(76,826)	(78,362)	(79,929)	(81,528)	(83,158)	(84,821)	(86,517)	(88,247)	(90,012)
	Increase / (decrease) in cash	(366,473)	(369,686)	(371,452)	(381,486)	(391,796)	(402,390)	(413,277)	(424,462)	(435,955)	(447,766)	(459,902)
	Funded by / (to) reserves											
	Transfer to Unexpended Grants Reserve											
	Transfer from Unexpended Grants Reserve											
	Transfer to Carryover Reserve											
	Transfer to Art Gallery Reserve											
	Transfer to Sculpture Park Reserve	(80,000)										
	Transfer from Art Gallery Reserve	10,154										
	Transfer from Carryover Reserve	54,542										
	Transfer from S94 Growth Reserve	2,347	2,406	2,466	2,528	2,591	2,656	2,722	2,790	2,860	2,931	3,004
	Transfer from Statecover Reserve (Capital)											
	Funded by / (to) general revenues	379,430	367,280	368,986	378,958	389,205	399,734	410,555	421,672	433,095	444,835	456,898

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	CIVIC CENTRE											
	Income from continuing operations											
2023	Grant - Civic Centre Accessibility Upgrade	39,640										
831	Equipment Funds - Civic Centre	12,000	12,360	12,731	13,113	13,506	13,911	14,328	14,758	15,201	15,657	16,127
832	Other Income - Civic Centre	3,800	3,914	4,031	4,152	4,277	4,405	4,537	4,673	4,813	4,957	5,106
833	Bar Sales - Civic Centre	55,000	62,500	64,375	66,306	68,295	70,344	72,454	74,628	76,867	79,173	81,548
835	Booking Fees - Civic Centre	8,240	10,500	10,815	11,139	11,473	11,817	12,172	12,537	12,913	13,300	13,699
836	Equipment Hire - Civic Centre	3,407	5,000	5,150	5,305	5,464	5,628	5,797	5,971	6,150	6,335	6,525
837	Venue Hire Fees - Civic Centre	65,000	156,552	161,249	166,086	171,069	176,201	181,487	186,932	192,540	198,316	204,265
838	Ticket Sales - Civic Centre	40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671	52,191	53,757
2357	Cinema Sales - Civic Centre	45,000	57,096	58,809	60,573	62,390	64,262	66,190	68,176	70,221	72,328	74,498
839	Merchandise Sales - Civic Centre	1,200	1,236	1,273	1,311	1,350	1,391	1,433	1,476	1,520	1,566	1,613
2387	Membership Fees - Civic Centre	7,895	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
2069	Grant - Creative Capital Funding Program	148,534										
	Total income	429,716	362,358	372,869	383,694	394,844	406,330	418,160	430,346	442,896	455,823	469,138
	Expenses from continuing operations											
	WAGES AND SALARIES											
1667	Civic Centre - Manager's Wages	95,508	98,373	101,324	104,364	107,495	110,720	114,042	117,463	120,987	124,617	128,356
810	Civic Centre - General Expenditure - Wages	59,548	61,334	63,174	65,069	67,021	69,032	71,103	73,236	75,433	77,696	80,027
814	Civic Centre - Marketing - Wages	9,638	9,927	10,225	10,532	10,848	11,173	11,508	11,853	12,209	12,575	12,952
815	Civic Centre - Technical Expenditure - Wages	17,500	18,025	18,566	19,123	19,697	20,288	20,897	21,524	22,170	22,835	23,520
816	Civic Centre - Venue Hire - Wages	40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671	52,191	53,757
817	Civic Centre - Projects - Wages	9,000	9,270	9,548	9,834	10,129	10,433	10,746	11,068	11,400	11,742	12,094
811	Civic Centre - Bar - Wages	20,000	20,600	21,218	21,855	22,511	23,186	23,882	24,598	25,336	26,096	26,879
818	Civic Centre - Cinema - Wages	30,000	30,900	31,827	32,782	33,765	34,778	35,821	36,896	38,003	39,143	40,317
813	Civic Centre - Maintenance & Cleaning - Wages											
	OTHER OPERATING EXPENSES											
810	Civic Centre - General Expenditure	45,000	45,000	46,080	47,186	48,319	49,478	50,665	51,881	53,126	54,401	55,706
818	Civic Centre - Cinema	25,000	25,000	25,600	26,214	26,843	27,487	28,147	28,823	29,515	30,223	30,948
811	Civic Centre - Bar	30,000	30,000	30,720	31,457	32,212	32,985	33,777	34,588	35,418	36,268	37,138
813	Civic Centre - Maintenance & Cleaning	65,000	65,000	66,560	68,157	69,793	71,468	73,183	74,939	76,738	78,580	80,466
812	Civic Centre - Box Office	9,000	9,000	9,216	9,437	9,663	9,895	10,132	10,375	10,624	10,879	11,140
814	Civic Centre - Marketing	25,000	25,000	25,600	26,214	26,843	27,487	28,147	28,823	29,515	30,223	30,948
815	Civic Centre - Technical Expenditure	7,500	7,500	7,680	7,864	8,053	8,246	8,444	8,647	8,855	9,068	9,286
816	Civic Centre - Venue Hire	5,000	5,000	5,120	5,243	5,369	5,498	5,630	5,765	5,903	6,045	6,190
817	Civic Centre - Projects	25,000	27,000	27,648	28,312	28,991	29,687	30,399	31,129	31,876	32,641	33,424
804	Eisteddfod Donation	28,840	13,737	14,149	14,573	15,010	15,460	15,924	16,402	16,894	17,401	17,923
	Concessions - Local Commercial Operators		13,000	13,312	13,631	13,958	14,293	14,636	14,987	15,347	15,715	16,092
	Concessions - Volunteer/Not-for-profit/Schools		63,000	64,512	66,060	67,645	69,268	70,930	72,632	74,375	76,160	77,988
	FIXED COSTS											
1932	Loan No. 249 - Civic Centre Refurbishment	68,434	62,793	57,093	51,053	44,089	36,867	29,269	20,611	11,312	1,904	
1933	Loan No. 245 - Civic Centre Refurbishment	7,674	6,262	4,729	3,073	979						
	Building Depreciation	124,211	126,695	129,229	131,814	134,450	137,139	139,882	142,680	145,534	148,445	151,414
	Equipment Depreciation	8,461	8,630	8,803	8,979	9,159	9,342	9,529	9,720	9,914	10,112	10,314
	Other Asset Depreciation	5,865	5,982	6,102	6,224	6,348	6,475	6,605	6,737	6,872	7,009	7,149
	Total expenses	761,179	828,228	840,471	852,759	864,210	877,056	891,060	904,572	918,027	931,969	954,028
	Capital items											
	Loan No. 249 - Civic Centre Refurbishment	62,204	67,845	73,546	79,586	86,549	93,771	101,370	110,027	119,327	63,415	
	Loan No. 245 - Civic Centre Refurbishment	16,610	18,023	19,555	21,211	20,779						
2024	Accessibility Upgrade - Grant Funded	79,640										
2068	Auditorium Seating Upgrade - Grant Funded	148,534										
2174	Civic Centre - Coffee Machine Purchase											
	Total capital items	306,989	85,868	93,101	100,797	107,328	93,771	101,370	110,027	119,327	63,415	0
	Cash reconciliation items											
	Depreciation	(138,537)	(141,307)	(144,134)	(147,017)	(149,957)	(152,956)	(156,016)	(159,137)	(162,320)	(165,566)	(168,877)
	Total adjustment for non-cash items	(138,537)	(141,307)	(144,134)	(147,017)	(149,957)	(152,956)	(156,016)	(159,137)	(162,320)	(165,566)	(168,877)
	Increase / (decrease) in cash	(499,915)	(410,431)	(416,569)	(422,845)	(426,738)	(411,542)	(418,254)	(425,117)	(432,138)	(373,995)	(316,013)
	Funded by / (to) reserves											
	Transfer to Civic Centre Reserve	(12,000)	(12,360)	(12,731)	(13,113)	(13,506)	(13,911)	(14,328)	(14,758)	(15,201)	(15,657)	(16,127)

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Transfer from Civic Centre Reserve (Capital)											
	Transfer from Civic Centre Reserve											
	Transfer from S94 Growth Reserve	8,674	8,891	9,113	9,341	9,575	9,814	10,059	10,311	10,568	10,832	11,103
	Funded by / (to) general revenues	503,241	413,900	420,187	426,617	430,669	415,639	422,523	429,564	436,771	378,820	321,037

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	COMMUNITY DEVELOPMENT											
	Income from continuing operations											
983	Youth Week Grant	3,412	3,412	3,412	3,412	3,412	3,412	3,412	3,412	3,412	3,412	3,412
982	Youth Week - Sundry Income	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
987	Australia Day Council Grant	10,000										
976	Australia Day Events - Sundry Income											
1678	Grant - Seniors Festival	5,000										
	Total income	19,412	4,412	4,412	4,412	4,412	4,412	4,412	4,412	4,412	4,412	4,412
	Expenses from continuing operations											
961	Community Development - Operating Expenses - Wages	84,633	87,172	89,787	92,481	95,255	98,113	101,056	104,088	107,211	110,427	113,740
961	Community Development - Operating Expenses - Other	11,850	12,134	12,425	12,723	13,028	13,341	13,661	13,989	14,325	14,669	15,021
963	Showground Trust Contribution	49,578	50,768	51,986	53,234	54,512	55,820	57,160	58,532	59,937	61,375	62,848
964	Regional Arts Contribution	8,861	9,074	9,292	9,515	9,743	9,977	10,216	10,461	10,712	10,969	11,232
971	Youth Council Activities	13,408	13,730	14,060	14,397	14,743	15,097	15,459	15,830	16,210	16,599	16,997
967	Sport/Recreation Plan Implementation	4,954	5,073	5,195	5,320	5,448	5,579	5,713	5,850	5,990	6,134	6,281
2291	Family Day Care Grants	10,000	10,000									
	COMMUNITY EVENTS											
978	NAIDOC Week	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400
979	World Peace Day	7,822	8,011	8,204	8,403	8,606	8,815	9,028	9,246	9,470	9,699	9,934
980	Christmas Markets	22,049	22,632	23,230	23,843	24,472	25,120	25,786	26,469	27,170	27,890	28,628
981	New Year's Eve Beach Party	11,322	5,952	6,119	6,291	6,467	6,648	6,835	7,027	7,224	7,427	7,636
976	Australia Day Celebrations	21,877	14,000	14,336	14,680	15,032	15,393	15,762	16,141	16,528	16,925	17,332
977	Seniors Week	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
2116	ANZAC Day	3,797	3,907	4,021	4,138	4,258	4,383	4,511	4,642	4,778	4,917	5,060
2117	Cowra Show	7,611	7,832	8,060	8,295	8,536	8,784	9,039	9,302	9,572	9,851	10,138
2043	Other Community Events	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
2166	Winter Holiday Break Program	4,749										
2176	Remembrance Day	841	865	889	914	939	965	993	1,021	1,050	1,079	1,109
2177	Morongla Show Traffic	2,035	2,084	2,134	2,185	2,237	2,291	2,346	2,402	2,460	2,519	2,579
2178	Cowra Eisteddfod											
2179	Other Events											
	Other Asset Depreciation	29,531	30,122	30,724	31,338	31,965	32,604	33,256	33,921	34,599	35,291	35,997
	Total expenses	308,818	297,256	294,362	301,657	309,141	316,830	324,721	332,821	341,136	349,671	358,432
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(29,531)	(30,122)	(30,724)	(31,338)	(31,965)	(32,604)	(33,256)	(33,921)	(34,599)	(35,291)	(35,997)
	Total adjustment for non-cash items	(29,531)	(30,122)	(30,724)	(31,338)	(31,965)	(32,604)	(33,256)	(33,921)	(34,599)	(35,291)	(35,997)
	Increase / (decrease) in cash	(259,875)	(262,722)	(259,226)	(265,907)	(272,764)	(279,814)	(287,053)	(294,488)	(302,125)	(309,968)	(318,023)
	Funded by / (to) reserves											
	Transfer from Unexpended Grants Reserve	4,740										
	Funded by / (to) general revenues	255,135	262,722	259,226	265,907	272,764	279,814	287,053	294,488	302,125	309,968	318,023

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
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	294,688	304,868	314,014	323,434	333,137	343,131	353,425	364,028	374,949	386,198	397,784
91	Public Holidays	89,920	92,618	95,397	98,259	101,207	104,243	107,370	110,591	113,909	117,326	120,846
91	Workers Comp. Insurance	129,985	133,105	136,300	139,571	142,921	146,351	149,863	153,460	157,143	160,914	164,776
91	Annual Leave	180,610	186,028	191,609	197,357	203,278	209,376	215,657	222,127	228,791	235,655	242,725
	Long Service Leave - Accrual	82,354	84,825	87,370	89,991	92,691	95,472	98,336	101,286	104,325	107,455	110,679
91	Sick Leave	67,729	69,761	71,854	74,010	76,230	78,517	80,873	83,299	85,798	88,372	91,023
91	Training Wages	2,177										
	Lump Sum Payment	18,125	23,125									
	Total expenses	865,588	894,330	896,544	922,622	949,464	977,090	1,005,524	1,034,791	1,064,915	1,095,920	1,127,833
	Capital items											
91	Long Service Leave	44,960	46,309	47,698	49,129	50,603	52,121	53,685	55,296	56,955	58,664	60,424
	Total capital items	44,960	46,309	47,698	49,129	50,603	52,121	53,685	55,296	56,955	58,664	60,424
	Cash reconciliation items											
	Long Service Leave Accrual	(82,354)	(84,825)	(87,370)	(89,991)	(92,691)	(95,472)	(98,336)	(101,286)	(104,325)	(107,455)	(110,679)
	Total adjustment for non-cash items	(82,354)	(84,825)	(87,370)	(89,991)	(92,691)	(95,472)	(98,336)	(101,286)	(104,325)	(107,455)	(110,679)
	Increase / (decrease) in cash	(828,194)	(855,814)	(856,872)	(881,760)	(907,376)	(933,739)	(960,873)	(988,801)	(1,017,545)	(1,047,129)	(1,077,578)
	Funded by / (to) reserves											
	Transfer to Long Service Leave Reserve	(44,960)	(46,309)	(47,698)	(49,129)	(50,603)	(52,121)	(53,685)	(55,296)	(56,955)	(58,664)	(60,424)
	Transfer from Long Service Leave Reserve	44,960	46,309	47,698	49,129	50,603	52,121	53,685	55,296	56,955	58,664	60,424
	Funded by / (to) general revenues	828,194	855,814	856,872	881,760	907,376	933,739	960,873	988,801	1,017,545	1,047,129	1,077,578

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	RANGER SERVICES											
	Income from continuing operations											
943	Companion Animals Reimbursement	22,323	22,993	23,683	24,393	25,125	25,879	26,655	27,455	28,279	29,127	30,001
2419	Animal Registration Fees	25,000	28,000	28,840	29,705	30,596	31,514	32,459	33,433	34,436	35,469	36,533
2420	Microchipping Fees	1,000	4,000	4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219
944	Dog Impounding Fees											
945	Infringement Notice - Fines	21,403	22,045	22,706	23,387	24,089	24,812	25,556	26,323	27,113	27,926	28,764
946	Animal Impounding Fees	2,761	2,844	2,929	3,017	3,108	3,201	3,297	3,396	3,498	3,603	3,711
947	Companion Animal Rehoming Scheme											
	Total income	72,487	79,882	82,278	84,746	87,289	89,908	92,604	95,383	98,245	101,192	104,228
	Expenses from continuing operations											
937	Ranger - Operating Expenses - Wages	146,677	151,077	155,609	160,277	165,086	170,039	175,140	180,394	185,806	191,380	197,121
937	Ranger - Operating Expenses - Other	55,522	40,895	41,876	42,881	43,910	44,964	46,043	47,149	48,281	49,439	50,625
2418	Pound Operating Expenditure	21,475	36,990	37,878	38,787	39,717	40,671	41,647	42,646	43,669	44,717	45,790
942	OLG Companion Animal Registrations	7,637	7,820	8,008	8,200	8,397	8,599	8,805	9,016	9,232	9,454	9,681
941	Weighbridge Charges	3,072	3,150	3,226	3,303	3,382	3,463	3,546	3,631	3,718	3,807	3,898
940	Infringement Processing Expense	5,000	5,120	5,243	5,369	5,498	5,630	5,765	5,903	6,045	6,190	6,339
	Building Depreciation	2,060	2,101	2,143	2,186	2,230	2,275	2,321	2,367	2,414	2,462	2,511
	Total expenses	241,443	247,153	253,983	261,003	268,220	275,641	283,267	291,106	299,165	307,449	315,965
	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	(2,060)	(2,101)	(2,143)	(2,186)	(2,230)	(2,275)	(2,321)	(2,367)	(2,414)	(2,462)	(2,511)
	Total adjustment for non-cash items	(2,060)	(2,101)	(2,143)	(2,186)	(2,230)	(2,275)	(2,321)	(2,367)	(2,414)	(2,462)	(2,511)
	Increase / (decrease) in cash	(340,896)	(165,170)	(169,562)	(174,071)	(178,701)	(183,458)	(188,342)	(193,356)	(198,506)	(203,795)	(209,226)
	Funded by / (to) reserves											
	Transfer from Built Asset Replacement Reserve (Capital)	174,000										
	Funded by / (to) general revenues	166,896	165,170	169,562	174,071	178,701	183,458	188,342	193,356	198,506	203,795	209,226

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
ENVIRONMENTAL SERVICES												
	Income from continuing operations											
907	Food Inspection Fees	12,642	13,021	13,412	13,814	14,228	14,655	15,095	15,548	16,014	16,494	16,989
	Building Inspection Fees	78,292	80,641	83,060	85,552	88,119	90,763	93,486	96,291	99,180	102,155	105,220
	Planning & Building Cert. Application Fee	70,578	72,695	74,876	77,122	79,436	81,819	84,274	86,802	89,406	92,088	94,851
	DA Fees	168,627	173,686	178,897	184,264	189,792	195,486	201,351	207,392	213,614	220,022	226,623
930	Sundry	10,720	11,042	11,373	11,714	12,065	12,427	12,800	13,184	13,580	13,987	14,407
	Rural Addressing Sales	2,472	2,546	2,622	2,701	2,782	2,865	2,951	3,040	3,131	3,225	3,322
914	Heritage Advisors Grant	7,468	7,692	7,923	8,161	8,406	8,658	8,918	9,186	9,462	9,746	10,038
909	Heritage Fund Grant	6,650	6,650	6,650	6,650	6,650	6,650	6,650	6,650	6,650	6,650	6,650
	Construction Certificate	72,270	74,438	76,671	78,971	81,340	83,780	86,293	88,882	91,548	94,294	97,123
	Subdivision Certificate	3,052	3,144	3,238	3,335	3,435	3,538	3,644	3,753	3,866	3,982	4,101
929	Long Service Levy Commission	3,078	3,170	3,265	3,363	3,464	3,568	3,675	3,785	3,899	4,016	4,136
1236	Public Health Act Registration/Compliance Inspection	217	224	231	238	245	252	260	268	276	284	293
933	Swimming Pool Act Compliance/Exemption Application	6,704	6,905	7,112	7,325	7,545	7,771	8,004	8,244	8,491	8,746	9,008
	Complying Dev Cert Applications	19,333	19,913	20,510	21,125	21,759	22,412	23,084	23,777	24,490	25,225	25,982
	Section 68 Application Fee	33,311	34,310	35,339	36,399	37,491	38,616	39,774	40,967	42,196	43,462	44,766
932	Drainage Diagrams	9,671	9,961	10,260	10,568	10,885	11,212	11,548	11,894	12,251	12,619	12,998
	S94 Growth Contributions	37,194	25,000	25,750	26,523	27,319	28,139	28,983	29,852	30,748	31,670	32,620
	S94A Contributions	84,856	87,402	90,024	92,725	95,507	98,372	101,323	104,363	107,494	110,719	114,041
	S94 Contributions - Old Plan											
2256	Grant - Regional Housing Strategic Planning Fund											
	Total income	627,135	632,440	651,213	670,550	690,468	710,983	732,113	753,878	776,296	799,384	823,168
	Expenses from continuing operations											
874	Environmental Services - Operating Expenses - Wages	902,718	929,800	957,694	986,425	1,016,018	1,046,499	1,077,894	1,110,231	1,143,538	1,177,844	1,213,179
874	Environmental Services - Operating Expenses - Other	225,572	156,233	159,983	163,822	167,754	171,780	175,903	180,125	184,448	188,874	193,407
2417	Environmental Services Legal Costs		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
2396	API Licence Fee	9,974	18,000	18,432	18,874	19,327	19,791	20,266	20,752	21,250	21,760	22,282
879	Strategic / LEP Amendments	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
886	State of the Environment Report											
883	Local Heritage Fund	15,410	15,780	16,159	16,547	16,944	17,351	17,767	18,193	18,630	19,077	19,535
884	Heritage Advisor	33,500	34,304	35,127	35,970	36,833	37,717	38,622	39,549	40,498	41,470	42,465
881	Small Environmental Grants Program	25,032	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
887	DA Tracking Project	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600
880	Disabled Access Incentive Fund	41,772	42,775	43,802	44,853	45,929	47,031	48,160	49,316	50,500	51,712	52,953
2302	Strong Start Cadetship Program	25,000										
2039	NSW Planning Portal - Setup	8,026										
2257	Regional Housing Strategic Planning Fund	90,920										
	Total expenses	1,391,524	1,264,492	1,298,797	1,334,091	1,370,405	1,407,769	1,446,212	1,485,766	1,526,464	1,568,337	1,611,421
	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	(764,389)	(632,052)	(647,584)	(663,541)	(679,937)	(696,786)	(714,099)	(731,888)	(750,168)	(768,953)	(788,253)
	Funded by / (to) reserves											
	Transfer to S94A Reserve	(84,856)	(87,402)	(90,024)	(92,725)	(95,507)	(98,372)	(101,323)	(104,363)	(107,494)	(110,719)	(114,041)
	Transfer to S94 Growth Reserve	(37,194)	(25,000)	(25,750)	(26,523)	(27,319)	(28,139)	(28,983)	(29,852)	(30,748)	(31,670)	(32,620)
	Transfer to S94 Community Facilities Reserve											
	Transfer to S94 Rural Roads Reserve											
	Transfer to S94 Bushfire Rural Reserve											
	Transfer from Carryover Reserve	21,032										
	Transfer from Unexpended Grants Reserve	125,926										
	Funded by / (to) general revenues	739,481	744,454	763,358	782,789	802,763	823,297	844,405	866,103	888,410	911,342	934,914

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
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	140,728	151,772	156,325	161,015	165,845	170,820	175,945	181,223	186,660	192,260	198,028
900	Public Holidays	47,066	48,478	49,932	51,430	52,973	54,562	56,199	57,885	59,622	61,411	63,253
900	Workers Comp. Insurance	40,780	41,759	42,761	43,787	44,838	45,914	47,016	48,144	49,299	50,482	51,694
900	Annual Leave	94,133	96,957	99,866	102,862	105,948	109,126	112,400	115,772	119,245	122,822	126,507
	Long Service Leave - Accrual	47,862	49,298	50,777	52,300	53,869	55,485	57,150	58,865	60,631	62,450	64,324
900	Sick Leave	35,300	36,359	37,450	38,574	39,731	40,923	42,151	43,416	44,718	46,060	47,442
900	Training Wages	1,000										
	Lump Sum Payment	7,529	12,910									
	Total expenses	414,398	437,533	437,111	449,968	463,204	476,830	490,861	505,305	520,175	535,485	551,248
	Capital items											
900	Long Service Leave	23,533	24,239	24,966	25,715	26,486	27,281	28,099	28,942	29,810	30,704	31,625
	Total capital items	23,533	24,239	24,966	25,715	26,486	27,281	28,099	28,942	29,810	30,704	31,625
	Cash reconciliation items											
	Long Service Leave Accrual	(47,862)	(49,298)	(50,777)	(52,300)	(53,869)	(55,485)	(57,150)	(58,865)	(60,631)	(62,450)	(64,324)
	Total adjustment for non-cash items	(47,862)	(49,298)	(50,777)	(52,300)	(53,869)	(55,485)	(57,150)	(58,865)	(60,631)	(62,450)	(64,324)
	Increase / (decrease) in cash	(390,069)	(412,474)	(411,300)	(423,383)	(435,821)	(448,626)	(461,810)	(475,382)	(489,354)	(503,739)	(518,549)
	Funded by / (to) reserves											
	Transfer from Long Service Leave Reserve	23,533	24,239	24,966	25,715	26,486	27,281	28,099	28,942	29,810	30,704	31,625
	Transfer to Long Service Leave Reserve	(23,533)	(24,239)	(24,966)	(25,715)	(26,486)	(27,281)	(28,099)	(28,942)	(29,810)	(30,704)	(31,625)
	Funded by / (to) general revenues	390,069	412,474	411,300	423,383	435,821	448,626	461,810	475,382	489,354	503,739	518,549

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
INFRASTRUCTURE & OPERATIONS ADMINISTRATION												
	Income from continuing operations											
1238	Compliance Certificate Application Fee	500										
	Total income	500	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1958	Salary Contribution from Saleyards, Waste, Water, Sewer	(506,487)	(521,681)	(537,332)	(553,452)	(570,056)	(587,158)	(604,772)	(622,915)	(641,603)	(660,851)	(680,677)
164	I&O Admin - Operating Expenses - Wages	871,314	976,527	1,005,823	1,035,998	1,067,078	1,099,090	1,132,063	1,166,025	1,201,006	1,237,036	1,274,147
164	I&O Admin - Operating Expenses - Other	300,269	307,476	314,856	322,412	330,150	338,073	346,186	354,494	363,001	371,713	380,634
169	Public Events - Banner Changes	10,943	11,234	11,532	11,839	12,155	12,477	12,809	13,150	13,501	13,861	14,231
	Total expenses	676,039	773,556	794,879	816,797	839,327	862,482	886,286	910,754	935,905	961,759	988,335
	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	(675,539)	(773,556)	(794,879)	(816,797)	(839,327)	(862,482)	(886,286)	(910,754)	(935,905)	(961,759)	(988,335)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	675,539	773,556	794,879	816,797	839,327	862,482	886,286	910,754	935,905	961,759	988,335

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	TECHNICAL SERVICES											
	Income from continuing operations											
1020	Roads Act Section 138 Application	9,584	9,872	10,168	10,473	10,787	11,111	11,444	11,787	12,141	12,505	12,880
	Subdivision Works Certificates	40,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
2411	Grant - Community Energy Upgrades - Solar Installation		110,287									
	Total income	49,584	130,159	20,168	20,473	20,787	21,111	21,444	21,787	22,141	22,505	22,880
	Expenses from continuing operations											
1991	Contribution - Compliance Officer - Water	(19,408)	(19,990)	(20,590)	(21,208)	(21,844)	(22,499)	(23,174)	(23,869)	(24,585)	(25,323)	(26,083)
1992	Contribution - Compliance Officer - Sewer	(45,038)	(46,389)	(47,781)	(49,214)	(50,690)	(52,211)	(53,777)	(55,390)	(57,052)	(58,764)	(60,527)
1004	Technical Services - Operating Expenses - Wages	713,160	734,555	756,592	779,290	802,669	826,749	851,551	877,098	903,411	930,513	958,428
1004	Technical Services - Operating Expenses - Other	210,375	215,423	220,593	225,887	231,309	236,860	242,545	248,366	254,326	260,430	266,680
1017	Crown Land - Plans of Management - Wages	72,564	74,741									
1914	Cowra Gasworks - Voluntary Management Plan	109,655										
	Total expenses	1,041,308	958,340	908,814	934,755	961,444	988,899	1,017,145	1,046,205	1,076,100	1,106,856	1,138,498
	Capital items											
1715	Survey Equipment Upgrade	18,000							15,000			
2310	Purchase of Traffic Counter											
2412	Civic Centre Solar Installation & Battery Storage		42,374									
2413	Library/Art Gallery Solar Installation & Battery Storage		41,170									
2414	Council Depot Solar Installation & Battery Storage		94,656									
2415	Visitors Centre Solar Installation & Battery Storage		42,374									
	Total capital items	18,000	220,574	0	0	0	0	0	15,000	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	(1,009,724)	(1,048,755)	(888,646)	(914,282)	(940,657)	(967,788)	(995,701)	(1,039,418)	(1,053,959)	(1,084,351)	(1,115,618)
	Funded by / (to) reserves											
	Transfer from Carryover Reserve	79,655										
	Transfer from Built Asset Replacement Program Reserve (Capital)		110,287									
	Funded by / (to) general revenues	930,069	938,468	888,646	914,282	940,657	967,788	995,701	1,039,418	1,053,959	1,084,351	1,115,618

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	PLANT & DEPOT OPERATIONS											
	Income from continuing operations											
1213	Fuel Tax Credits	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
1214	Leaseback Contribution	132,000	135,960	140,039	144,240	148,567	153,024	157,615	162,343	167,213	172,229	177,396
161	Sundry Income - Depot	1,102	1,135	1,169	1,204	1,240	1,277	1,315	1,354	1,395	1,437	1,480
	Total income	233,102	237,095	241,208	245,444	249,807	254,301	258,930	263,697	268,608	273,666	278,876
	Expenses from continuing operations											
155	Plant & Depot - Operating Expenses - Wages	342,593	352,871	363,458	374,361	385,592	397,159	409,074	421,346	433,986	447,006	460,416
155	Plant & Depot - Operating Expenses - Other	268,468	275,372	282,461	289,740	297,212	304,885	312,764	320,854	329,162	337,693	346,455
	Plant Operating Expenses	1,647,232	1,705,170	1,748,203	1,792,333	1,837,587	1,883,994	1,931,584	1,980,388	2,030,436	2,081,761	2,134,395
1210	Plant Insurance	104,024	106,521	109,078	111,696	114,377	117,122	119,933	122,811	125,758	128,776	131,867
1940	Loan 253A - Depot - Stage 1 - 18.79%	1,902	740									
1939	Loan 254A - Depot Stage 2 Interest - 20.9%	10,122	9,582	9,029	8,462	7,881	7,286	6,677	6,053	5,413	4,759	4,088
1967	Contribution - Depot Redevelopment Loan - Water	(15,538)	(20,736)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)
1968	Contribution - Depot Redevelopment Loan - Sewerage	(15,538)	(20,736)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)
	Plant & Equipment Depreciation	963,491	982,761	1,002,416	1,022,464	1,042,913	1,063,771	1,085,046	1,106,747	1,128,882	1,151,460	1,174,489
	Building Depreciation	67,914	69,272	70,657	72,070	73,511	74,981	76,481	78,011	79,571	81,162	82,785
	Other Asset Depreciation	19,782	20,178	20,582	20,994	21,414	21,842	22,279	22,725	23,180	23,644	24,117
	Plant Hire Income	(4,841,291)	(4,524,800)	(4,708,310)	(4,479,253)	(4,530,275)	(4,602,270)	(4,696,481)	(4,792,961)	(4,891,752)	(5,012,914)	(5,096,506)
	Roads to Recovery Oncost											
	Total expenses	(1,446,837)	(1,043,805)	(1,131,121)	(815,827)	(778,482)	(759,924)	(761,337)	(762,720)	(764,058)	(785,348)	(766,588)
	Capital items											
2408	Depot Chemical Storage Upgrades	23,399										
1712	Depot Redevelopment Stage 3	20,000	400,000	430,000								
	Loan 253A - Depot - Stage 1 -18.79%	43,734	44,858									
	Loan 254A - Depot Stage 2 Principal - 20.9%	22,218	22,759	23,312	23,879	24,460	25,055	25,664	26,288	26,927	27,582	28,253
	Proposed Loan - Depot Stage 3		(850,000)									
	Total capital items	109,351	(382,384)	453,312	23,879	24,460	25,055	25,664	26,288	26,927	27,582	28,253
	Cash reconciliation items											
	Depreciation	(1,051,187)	(1,072,211)	(1,093,655)	(1,115,528)	(1,137,838)	(1,160,594)	(1,183,806)	(1,207,483)	(1,231,633)	(1,256,266)	(1,281,391)
	Total adjustment for non-cash items	(1,051,187)	(1,072,211)	(1,093,655)	(1,115,528)	(1,137,838)	(1,160,594)	(1,183,806)	(1,207,483)	(1,231,633)	(1,256,266)	(1,281,391)
	Increase / (decrease) in cash	2,621,775	2,735,494	2,012,671	2,152,920	2,141,667	2,149,764	2,178,409	2,207,612	2,237,371	2,287,697	2,298,602
	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	14,852										
	Transfer from Built Asset Replacement Program Reserve (Capital)											
	Transfer to Built Asset Replacement Program Reserve	0										
	Funded by / (to) general revenues	(2,136,628)	(2,235,494)	(1,512,671)	(1,652,920)	(1,641,667)	(1,649,764)	(1,678,409)	(1,707,612)	(1,737,371)	(1,787,697)	(1,798,602)

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	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	1,282,993	1,056,866	823,515	818,265	1,367,493	1,259,586	541,796	940,000	940,000	940,000	940,000
	Total capital items	1,282,993	1,056,866	823,515	818,265	1,367,493	1,259,586	541,796	940,000	940,000	940,000	940,000
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(1,292,993)	(1,066,866)	(833,515)	(828,265)	(1,377,493)	(1,269,586)	(551,796)	(950,000)	(950,000)	(950,000)	(950,000)
	Funded by / (to) reserves											
	Transfer from Plant Reserve (Capital)	1,292,993	1,066,866	833,515	828,265	1,377,493	1,269,586	551,796	950,000	950,000	950,000	950,000
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	TRANSPORT FOR NSW MAINTENANCE / CONSTRUCTION											
	Income from continuing operations											
	STATE ROADS											
305	RMCC Ordered Works	4,534,057	3,846,943	3,135,658	3,229,728	3,326,620	3,426,418	3,529,211	3,635,087	3,744,140	3,856,464	3,972,158
2407	State Road Maintenance Contract (RMAP)	1,169,185	1,000,000	1,026,819	1,054,356	1,082,633	1,111,668	1,141,481	1,172,094	1,203,528	1,235,805	1,268,947
2095	Flood Damage State Roads	129,473										
	REGIONAL ROADS											
351	Block Grant - Roads Component	387,000	387,000	387,000	387,000	387,000	387,000	387,000	387,000	387,000	387,000	387,000
2346	Block Grant - Traffic Component	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
2347	Block Grant - Supplementary Component	108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000
352	TfNSW Payments - Repair Grant				108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000
2150	Regional Emergency Road Repair Fund (RLRRP/RERRF)											
2094	Flood Damage Regional Roads	600,000										
	Total income	6,997,715	5,411,943	4,727,477	4,957,084	5,082,252	5,211,086	5,343,692	5,480,181	5,620,668	5,765,269	5,914,105
	Expenses from continuing operations											
	STATE ROADS											
	RMCC Ordered Works	822,680	200,000	555,388	571,114	587,289	603,927	621,040	638,642	656,748	675,371	694,528
	State Road Maintenance Contract (RMAP)	1,169,185	1,000,000	1,026,819	1,054,352	1,082,629	1,111,680	1,141,518	1,172,174	1,203,662	1,235,998	1,269,216
	State Roads - Flood Emergent Works & Damage Repairs	707,787										
	Heavy Patching & Reseal Prep	1,268,436	1,000,000	1,255,506	1,287,356	1,320,022	1,353,525	1,387,888	1,423,131	1,459,278	1,496,353	1,534,379
	Resealing State Roads	2,287,500	1,890,000	802,155	821,407	841,121	861,308	881,979	903,146	924,822	947,018	969,746
	REGIONAL ROADS											
	Regional Roads (Roads Component)	387,000	387,000	387,000	387,000	387,000	387,000	387,000	387,000	387,000	387,000	387,000
	Regional Roads (Traffic Component)	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
	Regional Rd (Block) - Repair Grant				108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000
	Regional Roads - Flood Emergent Works & Damage Repairs	600,000										
	GENERAL											
304	Salaries	180,000	185,400	190,962	196,691	202,592	208,670	214,930	221,378	228,019	234,860	241,906
306	Oncost on RMS Works - Plant & Materials	(204,047)	(162,574)	(123,608)	(131,364)	(134,402)	(137,513)	(140,698)	(143,960)	(147,300)	(150,720)	(154,222)
307	Oncost on RMS Works - Payroll	(384,805)	(449,501)	(596,455)	(619,707)	(638,137)	(657,120)	(676,674)	(696,814)	(717,558)	(738,924)	(760,931)
	Regional Road Depreciation	124,972	127,471	130,020	132,620	135,272	137,977	140,737	143,552	146,423	149,351	152,338
	Total expenses	7,028,710	4,247,796	3,697,787	3,877,468	3,961,387	4,047,455	4,135,720	4,226,249	4,319,094	4,414,307	4,511,960
	Capital items											
	RERRF & Block Supplementary - Regional Roads Repairs	216,000	108,000	0								
	Total capital items	216,000	108,000	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(124,972)	(127,471)	(130,020)	(132,620)	(135,272)	(137,977)	(140,737)	(143,552)	(146,423)	(149,351)	(152,338)
	Total adjustment for non-cash items	(124,972)	(127,471)	(130,020)	(132,620)	(135,272)	(137,977)	(140,737)	(143,552)	(146,423)	(149,351)	(152,338)
	Increase / (decrease) in cash	(122,023)	1,183,618	1,159,710	1,212,236	1,256,138	1,301,608	1,348,708	1,397,483	1,447,997	1,500,313	1,554,483
	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)
	Transfer to Unexpended Grants Reserve											
	Transfer from Unexpended Grants Reserve		74,881									
	Funded by / (to) general revenues	572,023	(808,499)	(709,710)	(762,236)	(806,138)	(851,608)	(898,708)	(947,483)	(997,997)	(1,050,313)	(1,104,483)

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	ROADS TO RECOVERY & FIXING LOCAL ROADS											
	Income from Continuing Operations											
1231	Roads to Recovery Grant (RTR) - 2020-2024											
	Regional Emergency Road Repair Fund (RERRF)	53,938										
1655	Fixing Local Roads Grant - Round 2											
1879	Fixing Local Roads Grant - Round 3											
2148	Fixing Local Roads Grant - Round 4											
1231	Roads to Recovery Grant (RTR) - 2024-2029	1,190,092	1,464,729	1,739,365	1,830,911	1,830,911	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904
	Total income	1,244,030	1,464,729	1,739,365	1,830,911	1,830,911	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904
	Expenses from continuing operations											
	Total expenses	0	0	0	0	0	0	0	0	0	0	0
	Capital items											
	2024-2029 PROGRAM											
	RTR - Program Works		1,236,729	1,739,365	1,830,911	1,830,911	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904
	Rural Culverts & Causeways	80,000										
	Rural Roads Resealing	159,062										
	GRAVEL RESHEETING & ROCKBUSTING											
	Gravel Resheeting & Rock Busting	191,199										
	RURAL SEALED ROAD REHABILITATION											
2365	RTR - Bangaroo Rd - Rehabilitation		228,000									
2378	RTR - Kangaroooby Rd - Final Seal	115,000										
2356	RTR - North Logan Rd - Rehabilitation & Widening	521,831										
2386	RTR - Kangaroo Flat Rd - Second Seal 4.93-5.98 & 6.39-6.84	53,000										
	DRAINAGE											
2364	RTR - Tokyo Terrace - Drainage Improvement Works	70,000										
	EROSION CONTROL											
2311	RTR - Erosion Control - Ferndale Road											
2312	RTR - Erosion Control - Kangaroooby Road											
	2019-2024 PROGRAM											
	RESHEETING & ROCK CRUSHING PROJECTS											
754	RTR - Middle Creek Rd - Resheeting	122,509										
	CULVERT & CAUSEWAY PROJECTS											
707	RTR - Culverts - Saywaker Lane	32,151										
711	RTR - Culverts - Nada Road	30,454										
2355	RTR - Culverts - Farm Road	53,638										
	PROJECTS FUNDED BY BOTH RTR & FLR ROUND 2											
1645	RTR - Kangaroo Flat Rd - Rehab & Seal 8.9-12.2 (FLR2)	85,813										
1647	RTR - Kangaroo Flat Rd - Rehab & Seal 13.1-14.8 (FLR2)	46,354										
1648	RTR - Mt McDonald Rd - Rehab & Seal 4.4-5.3 (FLR2)	29,253										
1649	RTR - Mt McDonald Rd - Rehab & Seal 6.7-7.7 (FLR2)	43,880										
	PROJECTS FUNDED BY BOTH RTR & FLR ROUND 3											
1784	RTR & FLR3 - Troopers Rd Seal 0-5km	116,132										
	Total capital items	1,750,277	1,464,729	1,739,365	1,830,911	1,830,911	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(506,247)	0	0	0	0	0	0	0	0	0	0
	Funded by / (to) reserves											
	Transfer from Unexpended Grants Reserve (Capital)	506,247										
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
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	1,279	1,317	1,357	1,398	1,440	1,483	1,527	1,573	1,620	1,669	1,719
1662	Annual Maintenance Contribution - Target Carpark	1,022	1,053	1,085	1,118	1,152	1,187	1,223	1,260	1,298	1,337	1,377
1736	Energy Saving Certificates											
2152	Regional Emergency Road Repair Fund (RLRRP/RERRF)											
	Total income	68,301	68,370	68,442	68,516	68,592	68,670	68,750	68,833	68,918	69,006	69,096
	Expenses from continuing operations											
252	Roads Maintenance - Supervisor - Operating Expenses	131,359	135,097	138,941	142,896	146,964	151,149	155,454	159,883	164,440	169,128	173,950
251	Roads Maintenance - Maintenance Engineer - Operating Expenses	89,765	92,458	95,232	98,089	101,032	104,063	107,185	110,401	113,713	117,124	120,638
254	Cowra Streets - Maintenance	571,212	585,410	599,963	614,881	630,172	645,845	661,911	678,377	695,258	712,561	730,299
272	Unsealed Streets Maintenance	6,389	6,555	6,726	6,902	7,083	7,269	7,459	7,655	7,856	8,063	8,275
241	Footpaths - Ancillary Maintenance	65,693	67,492	69,341	71,241	73,193	75,200	77,262	79,382	81,561	83,801	86,102
2275	College Drive Retaining Wall Repairs											
273	Carpark Maintenance	13,302	13,679	14,068	14,468	14,879	15,302	15,737	16,185	16,645	17,119	17,607
2134	FLR - Cowra Streets - Pothole Repair											
2151	RERRF/RLRRP - Cowra Streets Maintenance & Heavy Patching Program	111,636	101,341	101,341								
	Road Depreciation	391,215	399,039	407,020	415,160	423,463	431,932	440,571	449,382	458,370	467,537	476,888
	Footpath Depreciation	151,340	154,367	157,454	160,603	163,815	167,091	170,433	173,842	177,319	180,865	184,482
	Other Road Asset Depreciation	58,861	60,038	61,239	62,464	63,713	64,987	66,287	67,613	68,965	70,344	71,751
	Other Asset Depreciation	10,571	10,782	10,998	11,218	11,442	11,671	11,904	12,142	12,385	12,633	12,886
	Total expenses	1,601,342	1,626,258	1,662,323	1,597,922	1,635,756	1,674,509	1,714,203	1,754,862	1,796,512	1,839,175	1,882,878
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(611,987)	(624,226)	(636,711)	(649,445)	(662,433)	(675,681)	(689,195)	(702,979)	(717,039)	(731,379)	(746,007)
	Total adjustment for non-cash items	(611,987)	(624,226)	(636,711)	(649,445)	(662,433)	(675,681)	(689,195)	(702,979)	(717,039)	(731,379)	(746,007)
	Increase / (decrease) in cash	(921,054)	(933,662)	(957,170)	(879,961)	(904,731)	(930,158)	(956,258)	(983,050)	(1,010,555)	(1,038,790)	(1,067,775)
	Funded by / (to) reserves											
	Transfer to Unexpended Grants Reserve											
	Transfer from Unexpended Grants Reserve	111,636	101,341	101,341								
	Transfer from Carryover Reserve											
	Funded by / (to) general revenues	809,418	832,321	855,829	879,961	904,731	930,158	956,258	983,050	1,010,555	1,038,790	1,067,775

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
COWRA STREET CONSTRUCTION												
	Income from continuing operations											
1684	Grant - Japanese Gardens Carpark Upgrade		100,000									
277	Growing Local Economies Grant - Capital Component											
2127	Grant - LRCI Round 3 - Cowra Street Reseals											
2358	Grant - LRCI Round 4 - Urban Reseals	182,741										
2154	Local Government Recovery Grant (AGRN1025)	190,143										
	Total income	372,884	100,000	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1934	Loan 254B - CBD Footpath - Interest - 58.69%	28,425	26,908	25,354	23,762	22,131	20,461	18,750	16,997	15,202	13,363	11,479
	Total expenses	28,425	26,908	25,354	23,762	22,131	20,461	18,750	16,997	15,202	13,363	11,479
	Capital items											
265	Cowra Street & Lane Reseals	245,351	168,770		213,957	368,996	230,150	173,693	177,862	182,131	186,502	190,978
1683	Japanese Gardens Carpark Upgrade		100,000									
2217	Recovery Grant Exp - Bulkhead Road Fishburn Street Intersection Concreting	20,847										
2218	Recovery Grant Exp - Nangar Street - Pipe Upgrade & Augmentation	32,169										
2235	Recovery Grant Exp - Pridham St - Open Drain	130,409										
	Loan 254B - CBD Footpath - Principal 58.69%	62,392	63,910	65,464	67,056	68,686	70,357	72,068	73,820	75,616	77,454	79,338
	Total capital items	491,169	332,680	65,464	281,013	437,682	300,507	245,761	251,682	257,747	263,956	270,316
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(146,710)	(259,587)	(90,817)	(304,774)	(459,813)	(320,967)	(264,510)	(268,679)	(272,948)	(277,319)	(281,795)
	Funded by / (to) reserves											
	Transfer from S94A Reserve(Capital)	8,402	8,612	8,827	9,048	9,274	9,506	9,743	9,987	10,237	10,492	10,755
	Transfer to Cowra Services Projects Reserve	(103,146)										
	Funded by / (to) general revenues	241,454	250,975	81,990	295,726	450,539	311,461	254,767	258,692	262,711	266,827	271,040

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	RURAL ROAD MAINTENANCE											
	Income from continuing operations											
443	Rent of Dedicated Roads	3,228	3,325	3,425	3,528	3,634	3,743	3,855	3,971	4,090	4,213	4,339
444	Road Opening Permits	129	132	135	138	141	144	147	151	155	159	163
2072	Disaster Assistance Arrangement (AGRN1034)	1,385,000										
2360	Grant - LRCI Round 4 - Rural Grading	915,452										
2156	Regional Emergency Road Repair Fund (RLRRP/RERRF)											
	Emergency Works Funding		673,825									
	Total income	2,303,809	677,282	3,560	3,666	3,775	3,887	4,002	4,122	4,245	4,372	4,502
	Expenses from continuing operations											
	Sealed Rural Road Maintenance	200,003	449,200	461,135	473,393	485,980	498,905	512,178	525,809	539,807	554,183	568,947
	Sealed Rural Roads - Flood Emergent Works & Damage Repairs	30,000										
2103	Unsealed Rural Road - Flood Emergent Works & Damage Repairs	970,000										
	Rural Roads - Emergency Works		673,825									
2199	Project Management - Flood Repairs	385,000										
453	Rural Roads - Traffic Signs	32,754	33,624	34,518	35,436	36,379	37,347	38,341	39,362	40,410	41,488	42,594
2096	FLR - Pothole Repair Expenditure											
	RERRF - RURAL ROADS PROGRAM											
2317	RERRF - Rural Roads Repair Program - Grading	145,692										
2181	RERRF - Merriganowry Heavy Patching											
2241	RERRF - Waterview Road Resheeting											
2242	RERRF - Clearview Road Resheeting											
2371	RERRF - Commelia Road Resheeting	22,241										
2293	RERRF - Heavy Patching Rural Roads	261,345	314,343	325,024								
2292	RERRF - Gravel Resheeting	47,635										
2324	RERRF - Blue Mantle Road - Resheeting - Full Length	168,740										
2325	RERRF - Barryrennie Road - Grading	16,316										
2326	RERRF - Eagleview Road - Resheeting - Full Length	253,184										
	RERRF - Shoulder Repair & Widening		309,000	309,000								
	RERRF - Grading		300,931	300,931								
	DEPRECIATION											
	Road Depreciation	1,261,564	1,286,795	1,312,531	1,338,782	1,365,558	1,392,869	1,420,726	1,449,141	1,478,124	1,507,686	1,537,840
	Other Road Asset Depreciation	6,549	6,680	6,814	6,950	7,089	7,231	7,376	7,524	7,674	7,827	7,984
	Total Expenses	3,801,023	3,374,398	2,749,953	1,854,561	1,895,006	1,936,352	1,978,621	2,021,836	2,066,015	2,111,184	2,157,365
	Capital items											
	Grading	1,636,453	300,000	997,197	1,021,130	1,045,637	1,070,732	1,096,430	1,122,745	1,149,691	1,177,284	1,205,539
	Total capital items	1,636,453	300,000	997,197	1,021,130	1,045,637	1,070,732	1,096,430	1,122,745	1,149,691	1,177,284	1,205,539
	Cash reconciliation items											
	Depreciation	(1,268,113)	(1,293,475)	(1,319,345)	(1,345,732)	(1,372,647)	(1,400,100)	(1,428,102)	(1,456,665)	(1,485,798)	(1,515,513)	(1,545,824)
	Total adjustment for non-cash items	(1,268,113)	(1,293,475)	(1,319,345)	(1,345,732)	(1,372,647)	(1,400,100)	(1,428,102)	(1,456,665)	(1,485,798)	(1,515,513)	(1,545,824)
	Increase / (decrease) in cash	(1,865,554)	(1,703,641)	(2,424,245)	(1,526,293)	(1,564,221)	(1,603,097)	(1,642,947)	(1,683,794)	(1,725,663)	(1,768,583)	(1,812,578)
	Funded by / (to) reserves											
	Transfer to Unexpended Grants Reserve											
	Transfer from Unexpended Grants Reserve	968,151	924,274	924,274								
	Transfer to Cowra Services Projects Reserve											
	Funded by / (to) general revenues	897,403	779,367	1,499,971	1,526,293	1,564,221	1,603,097	1,642,947	1,683,794	1,725,663	1,768,583	1,812,578

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	RURAL ROAD CONSTRUCTION											
	Income from continuing operations											
2129	Grant - LRCI Round 3 - Gravel Resheeting											
2359	Grant - LRCI Round 4 - Rural Reseals	345,312										
2158	Local Government Recovery Grant (AGRN1025)	27,157										
2236	Capital Contributions - Rural Roads											
	Total income	372,469	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
447	Roads Construction - Supervisor - Operating Expenses	121,336	124,807	128,378	132,053	135,833	139,722	143,723	147,840	152,076	156,434	160,918
446	Construction Engineer	104,639	107,778	111,011	114,341	117,771	121,304	124,943	128,691	132,552	136,529	140,625
	Total expenses	225,975	232,585	239,389	246,394	253,604	261,026	268,666	276,531	284,628	292,963	301,543
	Capital items											
	Gravel Resheeting	14,150	559,402	572,827	586,575	600,652	615,068	629,829	644,945	660,424	676,275	692,505
693	Rural Reseals	333,776	435,386	688,251	430,647	334,989	419,322	351,775	360,217	368,862	377,715	387,158
2212	Recovery Grant Exp - Greenthorpe Road Sidetrack	552										
2213	Recovery Grant Exp - Middle Creek Road - Box Culvert Construction											
2214	Recovery Grant Exp - Healeys Road - 3 Causeways											
2215	Recovery Grant Exp - Jukes Lane - Twin Cell Box Culvert	28,244										
2216	Recovery Grant Exp - Porters Mount Road - Low Flow Pipe at Causeway 2											
2237	Upgrade of Morongla Rd & Reids Flat Rd Intersection											
	Total capital items	376,721	994,788	1,261,078	1,017,222	935,641	1,034,390	981,604	1,005,162	1,029,286	1,053,990	1,079,663
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(230,227)	(1,227,373)	(1,500,467)	(1,263,616)	(1,189,245)	(1,295,416)	(1,250,270)	(1,281,693)	(1,313,914)	(1,346,953)	(1,381,206)
	Funded by / (to) reserves											
	Transfer from S94A Reserve (Capital)	25,205	25,835	26,481	27,143	27,821	28,517	29,230	29,961	30,710	31,477	32,264
	Transfer from S94 Rural Roads Reserve (Capital)											
	Transfer to Unexpended Grants Reserve											
	Transfer to Aquatic Centre Capital Renewal Reserve											
	Transfer to Cowra Services Projects Reserve	(194,907)										
	Funded by / (to) general revenues	399,930	1,201,538	1,473,986	1,236,473	1,161,424	1,266,899	1,221,040	1,251,732	1,283,204	1,315,476	1,348,942

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	VILLAGE STREETS											
	Income from continuing operations											
2204	Regional Emergency Road Repair Fund (RLRRP/RERRF)											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
	Village Streets Maintenance	108,037	110,888	113,815	116,820	119,905	123,073	126,326	129,665	133,094	136,615	140,230
2205	RERRF/RLRRP - Village Streets Repairs	23,603	33,975	33,975								
	Road Depreciation	56,595	57,727	58,882	60,060	61,261	62,486	63,736	65,011	66,311	67,637	68,990
	Footpath Depreciation	4,822	4,918	5,016	5,116	5,218	5,322	5,428	5,537	5,648	5,761	5,876
	Other Asset Depreciation	1,066	1,087	1,109	1,131	1,154	1,177	1,201	1,225	1,250	1,275	1,301
	Total expenses	194,123	208,595	212,797	183,127	187,538	192,058	196,691	201,438	206,303	211,288	216,397
	Capital items											
701	Village Reseals	52,984	52,756	52,688	52,560	52,920	52,912	52,752	52,376			
	Total capital items	52,984	52,756	52,688	52,560	52,920	52,912	52,752	52,376	0	0	0
	Cash reconciliation items											
	Depreciation	(62,483)	(63,732)	(65,007)	(66,307)	(67,633)	(68,985)	(70,365)	(71,773)	(73,209)	(74,673)	(76,167)
	Total adjustment for non-cash items	(62,483)	(63,732)	(65,007)	(66,307)	(67,633)	(68,985)	(70,365)	(71,773)	(73,209)	(74,673)	(76,167)
	Increase / (decrease) in cash	(184,624)	(197,619)	(200,478)	(169,380)	(172,825)	(175,985)	(179,078)	(182,041)	(133,094)	(136,615)	(140,230)
	Funded by / (to) reserves											
	Transfer to Unexpended Grants Reserve											
	Transfer from Unexpended Grants Reserve	23,603	33,975	33,975								
	Transfer from S94A Reserve	4,201	4,306	4,413	4,524	4,637	4,753	4,872	4,993	5,118	5,246	5,377
	Funded by / (to) general revenues	156,820	159,338	162,090	164,856	168,188	171,232	174,206	177,048	127,976	131,369	134,853

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	BUSHFIRE & EMERGENCY SERVICES											
	Income from continuing operations											
1125	Bushfire Equipment Subsidy	420,814	433,438	446,441	459,834	473,629	487,838	502,473	517,547	533,073	549,065	565,537
1127	RFS Hazard Reduction Mechanical Activity	17,540	18,066	18,609	19,168	19,743	20,335	20,945	21,573	22,220	22,887	23,574
1090	Reimbursement - SES Shed Gooloogong	(3,995)										
1138	RFS - Torrington Station - Reimbursement	1,334										
1139	RFS - New Regional Headquarters - Reimbursement											
	RFS - Reimbursement for Plant Assistance at Fires											
2229	RFS - Woodstock Station - Reimbursement	(0)										
	Total income	435,693	451,504	465,050	479,002	493,372	508,173	523,418	539,120	555,293	571,952	589,111
	Expenses from continuing operations											
1091	Contr. To NSW Fire Brigade	48,982	50,158	51,362	52,595	53,857	55,150	56,474	57,829	59,217	60,638	62,093
1954	Contribution for LEMO Salary											
1093	RFS Utility Expense	14,557	14,906	15,263	15,630	16,005	16,389	16,782	17,185	17,597	18,019	18,452
	RFS - Hazard Reduction	17,540	18,067	18,609	19,168	19,743	20,335	20,945	21,573	22,220	22,887	23,574
1092	Contribution to RFS	413,523	438,389	448,910	459,684	470,716	482,013	493,581	505,427	517,557	529,978	542,697
1086	Contribution to SES	60,976	62,439	63,938	65,473	67,044	68,653	70,301	71,988	73,716	75,485	77,297
1087	SES Expenses	6,070	6,313	6,566	6,829	7,102	7,386	7,681	7,988	8,308	8,640	8,986
	Plant & Equipment Depreciation	167,285	170,631	174,044	177,525	181,076	184,698	188,392	192,160	196,003	199,923	203,921
	Other Asset Depreciation	8,609	8,781	8,957	9,136	9,319	9,505	9,695	9,889	10,087	10,289	10,495
	Building Depreciation	106,210	108,334	110,501	112,711	114,965	117,264	119,609	122,001	124,441	126,930	129,469
	Total expenses	843,752	878,018	898,150	918,751	939,827	961,393	983,460	1,006,040	1,029,146	1,052,789	1,076,984
	Capital items											
1119	Bushfire Equipment Allocation	420,814	433,438	446,441	459,834	473,629	487,838	502,473	517,547	533,073	549,065	565,537
1088	SES - Gooloogong Shed Extension											
1123	RFS - Torrington - New Station											
2230	RFS - Woodstock - New Station											
	Total capital items	420,814	433,438	446,441	459,834	473,629	487,838	502,473	517,547	533,073	549,065	565,537
	Cash reconciliation items											
	Depreciation	(282,104)	(287,746)	(293,502)	(299,372)	(305,360)	(311,467)	(317,696)	(324,050)	(330,531)	(337,142)	(343,885)
	Total adjustment for non-cash items	(282,104)	(287,746)	(293,502)	(299,372)	(305,360)	(311,467)	(317,696)	(324,050)	(330,531)	(337,142)	(343,885)
	Increase / (decrease) in cash	(546,769)	(572,206)	(586,039)	(600,211)	(614,724)	(629,591)	(644,819)	(660,417)	(676,395)	(692,760)	(709,525)
	Funded by / (to) reserves											
	Transfer to Built Asset Replacement Program Reserve											
	Transfer from S94 Bushfire Rural Reserve (Capital)											
	Funded by / (to) general revenues	546,769	572,206	586,039	600,211	614,724	629,591	644,819	660,417	676,395	692,760	709,525

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
BRIDGES												
	Income from continuing operations											
	Grant - Low Level Bridge Replacement							6,000,000				
2330	Contribution - Forbes Shire Council - Bridge Testing	14,564										
	Total income	14,564	0	0	0	0	0	6,000,000	0	0	0	0
	Expenses from continuing operations											
235	Low Level Bridge	7,089	7,295	7,506	7,723	7,946	8,176	8,412	8,655	8,905	9,163	9,428
237	Bridge Inspections/Repairs	57,709	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
2331	Belubula Way/Limestone Creek Bridge Testing	14,564										
281	Construction of Bangaroo Bridge											
1931	Loan 254C - Low Level Repairs - Interest - 20.41%	9,885	9,357	8,817	8,263	7,696	7,115	6,520	5,911	5,287	4,647	3,992
	Bridge Depreciation	172,040	175,481	178,991	182,571	186,222	189,946	193,745	197,620	201,572	205,603	209,715
	Total expenses	261,287	222,133	225,314	228,557	231,864	235,237	238,677	242,186	245,764	249,413	253,135
	Capital items											
284	George Campbell Bridge Replacement											
	Low Level Bridge - New							6,000,000				
	Loan 254C - Low Level Repairs - Principal - 20.41%	21,697	22,225	22,766	23,319	23,886	24,467	25,062	25,672	26,296	26,936	27,591
	Total capital items	21,697	22,225	22,766	23,319	23,886	24,467	6,025,062	25,672	26,296	26,936	27,591
	Cash reconciliation items											
	Depreciation	(172,040)	(175,481)	(178,991)	(182,571)	(186,222)	(189,946)	(193,745)	(197,620)	(201,572)	(205,603)	(209,715)
	Total adjustment for non-cash items	(172,040)	(175,481)	(178,991)	(182,571)	(186,222)	(189,946)	(193,745)	(197,620)	(201,572)	(205,603)	(209,715)
	Increase / (decrease) in cash	(96,381)	(68,878)	(69,089)	(69,306)	(69,529)	(69,759)	(69,995)	(70,238)	(70,488)	(70,746)	(71,011)
	Funded by / (to) reserves											
	Transfer to Carryover Reserve											
	Transfer from Carryover Reserve	27,709										
	Funded by / (to) general revenues	68,672	68,878	69,089	69,306	69,529	69,759	69,995	70,238	70,488	70,746	71,011

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
QUARRY OPERATIONS												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1141	Working Expenses	51,443	28,730	29,467	30,224	31,000	31,796	32,613	33,452	34,311	35,194	36,100
1142	Oncost on Gravel Issues	(220,774)	(226,073)	(231,499)	(237,055)	(242,744)	(248,570)	(254,536)	(260,645)	(266,900)	(273,306)	(279,865)
	Quarry Depreciation	5,551	5,662	5,775	5,891	6,009	6,129	6,252	6,377	6,505	6,635	6,768
	Other Asset Depreciation	9,596	9,788	9,984	10,184	10,388	10,596	10,808	11,024	11,244	11,469	11,698
	Total expenses	(154,184)	(181,893)	(186,273)	(190,756)	(195,347)	(200,049)	(204,863)	(209,792)	(214,840)	(220,008)	(225,299)
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(15,147)	(15,450)	(15,759)	(16,075)	(16,397)	(16,725)	(17,060)	(17,401)	(17,749)	(18,104)	(18,466)
	Total adjustment for non-cash items	(15,147)	(15,450)	(15,759)	(16,075)	(16,397)	(16,725)	(17,060)	(17,401)	(17,749)	(18,104)	(18,466)
	Increase / (decrease) in cash	169,331	197,343	202,032	206,831	211,744	216,774	221,923	227,193	232,589	238,112	243,765
	Funded by / (to) reserves											
	Transfer from Quarry Rehabilitation Reserve	51,443	28,730	29,467	30,224	31,000	31,796	32,613	33,452	34,311	35,194	36,100
	Transfer to Quarry Rehabilitation Reserve	(57,985)	(57,985)	(57,985)	(57,985)	(57,985)	(57,985)	(57,985)	(57,985)	(57,985)	(57,985)	(57,985)
	Funded by / (to) general revenues	(162,789)	(168,088)	(173,514)	(179,070)	(184,759)	(190,585)	(196,551)	(202,660)	(208,915)	(215,321)	(221,880)

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	DRAINAGE											
	Income from continuing operations											
2268	Public Works - Mulyan Drain Flood Repair											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1937	Loan No. 236b - Vaux St Drainage - 77.85%	1,341										
1936	Loan No. 241b - Vaux St Drainage - 11.67%	6,660	6,286	5,889	5,497	5,002	4,536	4,026	3,491	2,921	2,282	1,628
1935	Loan No. 250 - Drainage Improvements	5,342	3,954	2,525	1,005							
1074	Detention Basin Inspection	31,324	32,264	33,232	53,166	35,252	36,098	36,964	37,851	38,759	39,689	40,642
2400	Declared Dams Safety Levy		50,484	51,696	52,937	54,207	55,508	56,840	58,204	59,601	61,031	62,496
1073	Stormwater Infrastructure Maintenance	66,100	67,872	69,692	71,561	73,481	75,453	77,479	79,560	81,698	83,894	86,149
	Proposed Loan - West Cowra Drainage - Interest		19,643	19,068	18,460	17,820	17,144	16,432	15,680	14,887	14,050	13,167
2223	Dam Safety Management Plans	39,000										
	Stormwater Depreciation	326,285	332,811	339,467	346,256	353,181	360,245	367,450	374,799	382,295	389,941	397,740
	Total expenses	476,053	513,315	521,568	548,882	538,943	548,985	559,190	569,585	580,161	590,887	601,822
	Capital items											
1084	West Cowra Drainage Improvements - Walker St to Grenfell Rd	340,398										
2038	Chiverton Road - Repair Drainage Erosion	91,394										
	Loan No. 236b - Vaux St Drainage - 77.85%	28,298										
	Loan No. 241b - Vaux St Drainage - 11.67%	5,792	6,165	6,563	6,955	7,450	7,916	8,426	8,961	9,531	10,170	10,824
	Loan No. 250 - Drainage Improvements	20,652	22,040	23,470	24,989							
	Proposed Loan Funding - West Cowra Drainage Projects		(365,000)									
	Proposed Loan - West Cowra Drainage-Principal		10,475	11,051	11,658	12,298	12,974	13,687	14,438	15,232	16,068	16,951
	Total capital items	486,534	(326,319)	41,083	43,602	19,748	20,889	22,113	23,399	24,762	26,238	27,775
	Cash reconciliation items											
	Depreciation	(326,285)	(332,811)	(339,467)	(346,256)	(353,181)	(360,245)	(367,450)	(374,799)	(382,295)	(389,941)	(397,740)
	Total adjustment for non-cash items	(326,285)	(332,811)	(339,467)	(346,256)	(353,181)	(360,245)	(367,450)	(374,799)	(382,295)	(389,941)	(397,740)
	Increase / (decrease) in cash	(636,302)	145,815	(223,185)	(246,229)	(205,510)	(209,629)	(213,853)	(218,185)	(222,628)	(227,184)	(231,857)
	Funded by / (to) reserves											
	Transfer from Carryover Reserve (Capital)	91,394										
	Transfer to Carryover Reserve											
	Funded by / (to) general revenues	509,908	(145,815)	223,185	246,229	205,510	209,629	213,853	218,185	222,628	227,184	231,857

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
PRIVATE WORKS												
	Income from continuing operations											
354	Private Works Revenue	115,999	68,000	70,040	72,141	74,305	76,534	78,830	81,195	83,631	86,140	88,724
355	Private Works Profit	23,200	13,600	14,008	14,428	14,861	15,307	15,766	16,239	16,726	17,228	17,745
	Total income	139,199	81,600	84,048	86,569	89,166	91,841	94,596	97,434	100,357	103,368	106,469
	Expenses from continuing operations											
	Private Works Expenditure	115,999	68,000	69,848	71,747	73,698	75,702	77,763	79,879	82,054	84,289	86,585
	Total expenses	115,999	68,000	69,848	71,747	73,698	75,702	77,763	79,879	82,054	84,289	86,585
	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	23,200	13,600	14,200	14,822	15,468	16,139	16,833	17,555	18,303	19,079	19,884
	Funded by / (to) reserves											
	Funded by / (to) general revenues	(23,200)	(13,600)	(14,200)	(14,822)	(15,468)	(16,139)	(16,833)	(17,555)	(18,303)	(19,079)	(19,884)

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
BIOSECURITY - WEEDS												
	Income from continuing operations											
181	Grants	97,913	100,850	103,876	106,992	110,202	113,508	116,913	120,420	124,033	127,754	131,587
182	Regulatory Fees & Fines	1,847	1,902	1,959	2,018	2,079	2,141	2,205	2,271	2,339	2,409	2,481
	Total income	99,760	102,752	105,835	109,010	112,281	115,649	119,118	122,691	126,372	130,163	134,068
	Expenses from continuing operations											
177	Biosecurity - Weeds - Operating Expenses	317,053	325,585	334,349	343,352	352,600	362,100	371,859	381,884	392,184	402,765	413,634
	Total expenses	317,053	325,585	334,349	343,352	352,600	362,100	371,859	381,884	392,184	402,765	413,634
	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	(217,293)	(222,833)	(228,514)	(234,342)	(240,319)	(246,451)	(252,741)	(259,193)	(265,812)	(272,602)	(279,566)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	217,293	222,833	228,514	234,342	240,319	246,451	252,741	259,193	265,812	272,602	279,566

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
PUBLIC CEMETERIES												
	Income from continuing operations											
1040	Cemetery Fees	268,547	276,603	284,901	293,448	302,251	311,319	320,659	330,279	340,187	350,393	360,905
2373	Income - Cemeteries & Crematoria Interment Levy	28,497	30,000	30,840	31,704	32,592	33,505	34,443	35,407	36,398	37,417	38,465
1042	War Graves Contribution	22,150	22,815	23,499	24,204	24,930	25,678	26,448	27,241	28,058	28,900	29,767
1041	Plaques & Vases	87,736	90,368	93,079	95,871	98,747	101,709	104,760	107,903	111,140	114,474	117,908
	Total income	406,930	419,786	432,319	445,227	458,520	472,211	486,310	500,830	515,783	531,184	547,045
	Expenses from continuing operations											
1032	Cowra Cemetery - Operating Expenses - Wages	117,602	121,130	124,764	128,507	132,362	136,333	140,423	144,636	148,976	153,445	158,049
1032	Cowra Cemetery - Operating Expenses - Other	166,659	174,706	178,898	183,191	187,588	192,090	196,700	201,421	206,255	211,205	216,274
2374	Cemeteries & Crematoria Interment Services Levy	28,497	30,000	30,840	31,704	32,592	33,505	34,443	35,407	36,398	37,417	38,465
1037	War Graves Maintenance	22,150	22,150	22,695	23,253	23,826	24,413	25,014	25,630	26,262	26,909	27,573
2306	Hospital Memorial Rose Garden	1,000	1,030	1,061	1,093	1,126	1,160	1,195	1,231	1,268	1,306	1,345
1779	Village Cemeteries - Management & Maintenance	25,000	25,696	26,411	27,147	27,903	28,681	29,480	30,302	31,148	32,018	32,913
1035	Plaques	62,042	63,531	65,056	66,617	68,216	69,853	71,529	73,246	75,004	76,804	78,647
1941	Loan No. 253C - Cemetery Expansion - 11.74%	1,188	463									
1969	AODE	34,949	39,571	43,578	49,013	51,436	52,697	38,313	54,934	55,568	56,172	58,199
	Other Asset Depreciation	7,922	8,080	8,242	8,407	8,575	8,747	8,922	9,100	9,282	9,468	9,657
	Building Depreciation	4,817	4,913	5,011	5,111	5,213	5,317	5,423	5,531	5,642	5,755	5,870
	Total expenses	476,827	491,269	506,556	524,043	538,837	552,796	551,442	581,438	595,803	610,499	626,992
	Capital items											
	Loan No. 253C - Cemetery Expansion - 11.74%	27,325	28,107									
	Total capital items	27,325	28,107	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(12,739)	(12,993)	(13,253)	(13,518)	(13,788)	(14,064)	(14,345)	(14,631)	(14,924)	(15,223)	(15,527)
	Total adjustment for non-cash items	(12,739)	(12,993)	(13,253)	(13,518)	(13,788)	(14,064)	(14,345)	(14,631)	(14,924)	(15,223)	(15,527)
	Increase / (decrease) in cash	(84,482)	(86,597)	(60,984)	(65,298)	(66,529)	(66,521)	(50,787)	(65,977)	(65,096)	(64,092)	(64,420)
	Funded by / (to) reserves											
	Transfer from S94A Reserve	21,004	21,529	22,067	22,619	23,184	23,764	24,358	24,967	25,591	26,231	26,887
	Funded by / (to) general revenues	63,478	65,068	38,917	42,679	43,345	42,757	26,429	41,010	39,505	37,861	37,533

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	PUBLIC AMENITIES											
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1151	Public Amenities - Operating Expenses - Wages	134,561	138,598	142,756	147,039	151,451	155,994	160,673	165,494	170,458	175,572	180,840
1151	Public Amenities - Operating Expenses - Other	87,561	89,662	91,814	94,017	96,274	98,584	100,950	103,373	105,854	108,395	110,997
1155	Squire Park Carer's Centre - Operating Expenses	57,548	59,036	60,564	62,132	63,743	65,398	67,097	68,842	70,635	72,476	74,367
	Building Depreciation	108,445	110,614	112,826	115,083	117,385	119,733	122,128	124,571	127,062	129,603	132,195
	Total expenses	388,115	397,910	407,960	418,271	428,853	439,709	450,848	462,280	474,009	486,046	498,399
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(108,445)	(110,614)	(112,826)	(115,083)	(117,385)	(119,733)	(122,128)	(124,571)	(127,062)	(129,603)	(132,195)
	Total adjustment for non-cash items	(108,445)	(110,614)	(112,826)	(115,083)	(117,385)	(119,733)	(122,128)	(124,571)	(127,062)	(129,603)	(132,195)
	Increase / (decrease) in cash	(279,670)	(287,296)	(295,134)	(303,188)	(311,468)	(319,976)	(328,720)	(337,709)	(346,947)	(356,443)	(366,204)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	279,670	287,296	295,134	303,188	311,468	319,976	328,720	337,709	346,947	356,443	366,204

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	SWIMMING POOL											
	Income from continuing operations											
1685	Grant - Growing Regions Program	142,311	2,373,953	2,373,954								
2098	Insurance Claim Income - Swimming Pool											
2082	Grant - Stronger Country Communities Fund - Round 5			981,202								
	Total income	142,311	2,373,953	3,355,156	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
988	Pool - Operating Expenses	257,738	265,374	273,249	281,369	289,745	298,383	307,292	316,482	325,961	335,739	345,828
994	Pool - Management Contract	260,610	266,864	273,269	279,827	286,543	293,420	300,462	307,673	315,057	322,618	330,361
	Pool - Flood Damage Repairs											
2164	EOI Development Contractor for Pool Grant											
2222	Business Case - Growing Regions Program Application											
	Swimming Pool Depreciation	145,672	148,585	151,557	154,588	157,680	160,834	164,051	167,332	170,679	174,093	177,575
	Building Depreciation	59,767	60,962	62,181	63,425	64,694	65,988	67,308	68,654	70,027	71,428	72,857
	Proposed Loan - New Pool - Stage1 - Interest		26,908	26,120	25,288	24,411	23,486	22,509	21,479	20,393	19,247	18,037
	Proposed Loan - New Pool - Stage 2 - Interest			26,908	26,120	25,288	24,411	23,486	22,509	21,479	20,393	19,247
	Total expenses	723,787	768,693	813,284	830,617	848,361	866,522	885,108	904,129	923,596	943,517	963,905
	Capital items											
1680	Pool Concept Design & Specifications	134,546										
2160	WP1 - New Pools Filtration	7,765										
1679	WP2 - Main Pool & Toddler Pool Redevelopment		1,193,274	4,944,063								
2388	WP3 - Splashpad and Plant Room		402,884	402,885								
2389	WP4 - New Retractable Shades		450,915	450,915								
2390	WP5 - Demolition of Existing Building / Plant Room		138,141	138,142								
2391	WP6 - Proposed Clubhouse Building		188,739	188,738								
	Aquatic Centre Upgrade - Other Expenditure											
	Proposed Loan Funding - Pool Replacement			(1,390,567)								
	Proposed Loan - New Pool - Stage 1 - Principal			15,138	15,970	16,847	17,772	18,749	19,779	20,865	22,011	23,221
	Proposed Loan - New Pool - Stage 2 - Principal			14,350	15,138	15,970	16,847	17,772	18,749	19,779	20,865	22,011
	Total capital items	142,311	2,373,953	4,763,664	31,108	32,816	34,619	36,521	38,527	40,644	42,876	45,232
	Cash reconciliation items											
	Depreciation	(205,439)	(209,547)	(213,738)	(218,013)	(222,374)	(226,822)	(231,359)	(235,986)	(240,706)	(245,521)	(250,432)
	Total adjustment for non-cash items	(205,439)	(209,547)	(213,738)	(218,013)	(222,374)	(226,822)	(231,359)	(235,986)	(240,706)	(245,521)	(250,432)
	Increase / (decrease) in cash	(518,348)	(559,146)	(2,008,054)	(643,712)	(658,804)	(674,319)	(690,270)	(706,671)	(723,534)	(740,873)	(758,705)
	Funded by / (to) reserves											
	Transfer to Carryover Reserve											
	Transfer from Carryover Reserve											
	Transfer from Carryover Reserve (Capital)											
	Transfer from Aquatic Centre Capital Renewal Reserve (Capital)			1,379,020								
	Transfer from Built Asset Replacement Program Reserve											
	Transfer from S94 Growth Reserve	8,143	8,347	8,555	8,769	8,988	9,213	9,443	9,679	9,921	10,169	10,423
	Transfer from S94A Reserve	5,041	5,167	5,296	5,429	5,564	5,703	5,846	5,992	6,142	6,295	6,453
	Funded by / (to) general revenues	505,164	545,632	615,183	629,514	644,252	659,403	674,981	691,000	707,471	724,409	741,829

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	PARKS, GARDENS & RESERVES											
	Income from continuing operations											
1731	Grant - Public Open Spaces	335,075										
2399	Grant - NSW Premiers Dept - Cowra Peace Precinct											
2260	Insurance Claim Income - Parks & Gardens											
	Total income	335,075	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
190	Parks & Gardens - Operating Expenses - Wages	409,779	422,073	434,735	447,777	461,210	475,046	489,297	503,976	519,095	534,668	550,708
190	Parks & Gardens - Operating Expenses - Other	571,748	585,471	599,523	613,912	628,646	643,733	659,182	675,002	691,201	707,790	724,777
	Parks & Gardens - Flood Damage Repairs											
207	Lachlan River Precinct	1,656	1,700	1,745	1,791	1,838	1,885	1,935	1,986	2,038	2,091	2,147
206	Peace Precinct	45,137	46,343	47,580	48,852	50,158	51,500	52,878	54,294	55,748	57,242	58,774
209	Adventure Playground	17,274	17,730	18,198	18,678	19,171	19,677	20,196	20,730	21,278	21,840	22,418
2159	Sculpture Park - Ground Maintenance	10,000	10,000									
195	Vandalism	11,181	11,452	11,729	12,013	12,304	12,602	12,907	13,221	13,542	13,871	14,208
2091	Weed Control - Bellevue Hill Reserve (2022-23 CRIF)											
	Mural Maintenance					20,000					20,000	
	Review of Peace Precinct Masterplan			30,000								
	Mountain Bike Track Investigation			30,000								
	Review of Lachlan Riverbank Precinct Masterplan				30,000							
	Open Space Recreation Depreciation	149,906	152,904	155,962	159,081	162,263	165,508	168,818	172,194	175,638	179,151	182,734
	Other Asset Depreciation	25,269	25,774	26,289	26,815	27,351	27,898	28,456	29,025	29,606	30,198	30,802
	Total expenses	1,241,950	1,273,447	1,355,761	1,358,919	1,382,941	1,397,849	1,433,669	1,470,428	1,508,146	1,566,851	1,586,568
	Capital items											
1716	Playground Asset Renewal	59,296	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
1720	River Front Project Preliminaries (Public Spaces)	1,430										
1721	River Front Footpaths (Public Spaces)	19,512										
1722	River Front Street Furniture (Public Spaces)											
1723	River Front Carparking Area (Public Spaces)											
1727	Public Art Murals (Public Spaces)											
1728	Village Signs (Public Spaces)											
2093	Additional Pathways at Peace Precinct (Public Spaces)	469										
2194	Evans Street Shared Path & Parking Area (Public Spaces)	208,708										
2255	Sculpture Park Paths (Public Spaces)	104,955										
2403	Cowra Peace Precinct - Yarrabilly Linked Pathway											
	Total capital items	394,371	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
	Cash reconciliation items											
	Depreciation	(175,175)	(178,678)	(182,251)	(185,896)	(189,614)	(193,406)	(197,274)	(201,219)	(205,244)	(209,349)	(213,536)
	Total adjustment for non-cash items	(175,175)	(178,678)	(182,251)	(185,896)	(189,614)	(193,406)	(197,274)	(201,219)	(205,244)	(209,349)	(213,536)
	Increase / (decrease) in cash	(1,126,071)	(1,119,769)	(1,198,510)	(1,198,023)	(1,218,327)	(1,229,443)	(1,261,395)	(1,294,209)	(1,327,902)	(1,382,502)	(1,398,032)
	Funded by / (to) reserves											
	Transfer from Unexpended Grants Reserve											
	Transfer from Built Asset Replacement Program Reserve (Capital)	59,296	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	1,066,775	1,094,769	1,173,510	1,173,023	1,193,327	1,204,443	1,236,395	1,269,209	1,302,902	1,357,502	1,373,032

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
SPORTSFIELDS												
	Income from continuing operations											
228	User Charges	11,000	11,330	11,670	12,020	12,381	12,752	13,135	13,529	13,935	14,353	14,784
1898	Stronger Country Communités Round 4 - Col Stinson Park	207,773										
2173	Grant - LRCI Round 3 - Col Stinson Park	41,555										
2314	Grant - River Park Cricket Nets	5,700										
2404	Grant - DHAC - Play Our Way Program		1,495,000									
	Total income	266,028	1,506,330	11,670	12,020	12,381	12,752	13,135	13,529	13,935	14,353	14,784
	Expenses from continuing operations											
	Sportsfields - Operating Expenses - Wages	187,575	193,202	198,998	204,968	211,117	217,451	223,975	230,694	237,615	244,743	252,085
	Sportsfields - Operating Expenses - Other	205,615	210,550	215,603	220,777	226,076	231,503	237,058	242,748	248,574	254,540	260,649
	Sportsfields - Flood Damage Repairs											
227	Vandalism	3,020	3,092	3,166	3,242	3,320	3,400	3,482	3,566	3,652	3,740	3,830
2248	Sport Precinct Masterplans	80,000										
1947	Loan No. 236a - River Park Amenities - 22.15%	382										
1946	Loan No. 242b - Mulyan Oval Amenities - 6.88%	4,325	4,107	3,894	3,613	3,356	3,070	2,765	2,457	2,082	1,709	1,313
	Building Depreciation	48,585	49,557	50,548	51,559	52,590	53,642	54,715	55,809	56,925	58,064	59,225
	Open Space Recreation Depreciation	49,063	50,044	51,045	52,066	53,107	54,169	55,252	56,357	57,484	58,634	59,807
	Total expenses	578,564	510,552	523,254	536,225	549,566	563,235	577,247	591,631	606,332	621,430	636,909
	Capital items											
1899	Col Stinson Park Amenities and Clubhouse	528,103										
2172	Col Stinson Park Courts and Sealing	41,555										
2313	River Park Cricket Nets - Netting Replacement on 3 Wickets	13,200										
2405	Mulyan Park - Female Changerooms		747,500									
2406	WCRG - Female Changerooms		747,500									
	Loan No. 236a - River Park Amenities - 22.15%	8,051										
	Loan No. 242b - Mulyan Oval Amenities - 6.88%	3,129	3,347	3,560	3,841	4,098	4,383	4,689	4,996	5,372	5,745	6,140
	Total capital items	594,039	1,498,347	3,560	3,841	4,098	4,383	4,689	4,996	5,372	5,745	6,140
	Cash reconciliation items											
	Depreciation	(97,648)	(99,601)	(101,593)	(103,625)	(105,697)	(107,811)	(109,967)	(112,166)	(114,409)	(116,698)	(119,032)
	Total adjustment for non-cash items	(97,648)	(99,601)	(101,593)	(103,625)	(105,697)	(107,811)	(109,967)	(112,166)	(114,409)	(116,698)	(119,032)
	Increase / (decrease) in cash	(808,927)	(402,968)	(413,551)	(424,421)	(435,586)	(447,056)	(458,834)	(470,933)	(483,360)	(496,124)	(509,234)
	Funded by / (to) reserves											
	Transfer from Cowra Services Project Reserve	80,290										
	Funded by / (to) general revenues	728,637	402,968	413,551	424,421	435,586	447,056	458,834	470,933	483,360	496,124	509,234

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	VILLAGE PARKS											
	Income from continuing operations											
2035	Grant - Drought Communities - Jenny Kerr & Lions Parks											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
	Village Parks Maintenance	49,459	50,646	51,862	53,107	54,382	55,687	57,023	58,392	59,793	61,228	62,697
	Total expenses	49,459	50,646	51,862	53,107	54,382	55,687	57,023	58,392	59,793	61,228	62,697
	Capital items											
	Village Park Facilities & Access Upgrade											
1895	Gooloogong Park Amenities Upgrade											
	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	(49,459)	(50,646)	(51,862)	(53,107)	(54,382)	(55,687)	(57,023)	(58,392)	(59,793)	(61,228)	(62,697)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	49,459	50,646	51,862	53,107	54,382	55,687	57,023	58,392	59,793	61,228	62,697

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	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 - Wages	114,211	117,637	121,166	124,801	128,545	132,401	136,373	140,464	144,678	149,018	153,489
183	Trees - Operating Expenses - Other	188,133	192,649	197,272	202,007	206,855	211,820	216,904	222,110	227,441	232,900	238,490
188	Vandalism	2,261	2,315	2,371	2,428	2,486	2,546	2,607	2,670	2,734	2,800	2,867
187	National Tree Day	7,977	8,177	8,382	8,592	8,807	9,028	9,254	9,486	9,724	9,968	10,218
	Total expenses	312,582	320,778	329,191	337,828	346,693	355,795	365,138	374,730	384,577	394,686	405,064
	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	(312,582)	(320,778)	(329,191)	(337,828)	(346,693)	(355,795)	(365,138)	(374,730)	(384,577)	(394,686)	(405,064)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	312,582	320,778	329,191	337,828	346,693	355,795	365,138	374,730	384,577	394,686	405,064

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	AERODROME											
	Income from continuing operations											
1059	Rents & Fees	1,952	2,011	2,071	2,133	2,197	2,263	2,331	2,401	2,473	2,547	2,623
1060	Land Leases	33,583	34,590	35,628	36,697	37,798	38,932	40,100	41,303	42,542	43,818	45,133
1056	Profit on Disposal - Airport Subdivision		241,890									
	Total income	35,535	278,491	37,699	38,830	39,995	41,195	42,431	43,704	45,015	46,365	47,756
	Expenses from continuing operations											
1047	Aerodrome - Operating Expenses - Wages	80,856	83,282	85,781	88,354	91,004	93,734	96,546	99,442	102,426	105,499	108,664
1047	Aerodrome - Operating Expenses - Other	102,400	104,858	107,374	109,951	112,590	115,292	118,059	120,892	123,793	126,764	129,806
1051	Airport Promotion											
1930	Loan No. 253B - Airport Subdivision - 69.47%	7,032	2,737									
	Airport Depreciation	64,146	65,429	66,738	68,073	69,434	70,823	72,239	73,684	75,158	76,661	78,194
	Building Depreciation	14,061	14,342	14,629	14,922	15,220	15,524	15,834	16,151	16,474	16,803	17,139
	Other Asset Depreciation	12,564	12,815	13,071	13,332	13,599	13,871	14,148	14,431	14,720	15,014	15,314
	Total expenses	281,059	283,463	287,593	294,632	301,847	309,244	316,826	324,600	332,571	340,741	349,117
	Capital items											
	Loan No. 253B - Airport Subdivision - 69.47%	161,693	165,969									
1057	Sale of Asset - Airport Subdivision	(0)	(96,210)									
	Total capital items	161,693	69,759	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(90,771)	(92,586)	(94,438)	(96,327)	(98,253)	(100,218)	(102,221)	(104,266)	(106,352)	(108,478)	(110,647)
	Total adjustment for non-cash items	(90,771)	(92,586)	(94,438)	(96,327)	(98,253)	(100,218)	(102,221)	(104,266)	(106,352)	(108,478)	(110,647)
	Increase / (decrease) in cash	(316,446)	17,855	(155,456)	(159,475)	(163,599)	(167,831)	(172,174)	(176,630)	(181,204)	(185,898)	(190,714)
	Funded by / (to) reserves											
	Transfer from S94A Reserve	10,082	10,334	10,592	10,857	11,129	11,407	11,692	11,984	12,284	12,591	12,906
	Funded by / (to) general revenues	306,364	(28,189)	144,864	148,618	152,470	156,424	160,482	164,646	168,920	173,307	177,808

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
CARAVAN PARK												
	Income from continuing operations											
794	Caravan Park - Laundry & Other Income	7,900	8,100	8,300	8,550	8,800	8,800	8,800	8,800	8,800	8,800	8,800
792	Caravan Park - Sites	353,156	363,751	374,664	385,904	397,481	409,405	421,687	434,338	447,368	460,789	474,613
793	Caravan Park - Cabins	324,083	333,805	343,819	354,134	364,758	375,701	386,972	398,581	410,538	422,854	435,540
2087	Insurance Claim Income - Caravan Park	53,114										
2200	Sale of Cabins											
	Total income	738,253	705,656	726,783	748,588	771,039	793,906	817,459	841,719	866,706	892,443	918,953
	Expenses from continuing operations											
1956		43,259	44,297	45,360	46,449	47,564	48,706	49,875	51,072	52,298	53,553	54,838
1955	AODE	60,725	63,605	70,052	78,800	82,706	84,717	61,580	88,278	89,281	90,236	93,477
772	Management Contract	214,379	219,524	224,792	230,187	235,711	241,368	247,161	253,093	259,167	265,387	271,756
772	General - Operation & Maintenance	152,847	157,568	162,443	167,480	172,683	178,058	183,610	189,349	195,278	201,403	207,735
	General - Flood Damage Repairs											
773	Cabins - Operation & Maintenance	9,819	10,055	10,296	10,543	10,796	11,055	11,320	11,592	11,870	12,155	12,447
	Cabins - Flood Damage Repairs	53,114										
774	Amenities - Operation & Maintenance	12,819	13,127	13,442	13,764	14,095	14,433	14,780	15,134	15,497	15,869	16,250
	Amenities - Flood Damage Repairs											
775	Park - Operation & Maintenance	40,729	41,707	42,708	43,733	44,782	45,857	46,958	48,085	49,239	50,421	51,631
	Caravan Park - Park - Flood Damage Repairs											
776	Site - Operation & Maintenance	15,173	15,537	15,910	16,292	16,683	17,083	17,493	17,913	18,343	18,783	19,234
777	Laundry - Operation & Maintenance	16,142	16,529	16,926	17,332	17,748	18,174	18,610	19,057	19,514	19,982	20,462
	Other Asset Depreciation	52,959	54,018	55,098	56,200	57,324	58,470	59,639	60,832	62,049	63,290	64,556
	Equipment Depreciation	271	276	282	288	294	300	306	312	318	324	330
	Building Depreciation	25,164	25,667	26,180	26,704	27,238	27,783	28,339	28,906	29,484	30,074	30,675
	Total expenses	697,399	661,910	683,489	707,772	727,624	746,004	739,671	783,623	802,338	821,477	843,391
	Capital items											
2294	Riverfront Precinct - Replace Slabs	153,000										
	Central Precinct Redevelopment - Internal Roads		70,000									
	Total capital items	153,000	70,000	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(78,394)	(79,961)	(81,560)	(83,192)	(84,856)	(86,553)	(88,284)	(90,050)	(91,851)	(93,688)	(95,561)
	Total adjustment for non-cash items	(78,394)	(79,961)	(81,560)	(83,192)	(84,856)	(86,553)	(88,284)	(90,050)	(91,851)	(93,688)	(95,561)
	Increase / (decrease) in cash	(33,752)	53,707	124,854	124,008	128,271	134,455	166,072	148,146	156,219	164,654	171,123
	Funded by / (to) reserves											
	Transfer to Caravan Park Reserve	(119,247)	(123,707)	(124,854)	(124,008)	(128,271)	(134,455)	(166,072)	(148,146)	(156,219)	(164,654)	(171,123)
	Transfer from Caravan Park Reserve											
	Transfer from Caravan Park Reserve (Capital)	153,000	70,000									
	Funded by / (to) general revenues	(0)	0	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	SALEYARDS											
	Income from continuing operations											
1069	Fees	360,500	371,315	382,454	393,928	405,746	417,918	430,456	443,370	456,671	470,371	484,482
1070	Truck Wash	129,092	132,965	136,954	141,063	145,295	149,654	154,144	158,768	163,531	168,437	173,490
1688	Grant - Cover Yard Walkways		100,000									
2250	Grant - Installation of eID Infrastructure	270,459										
	Total income	760,051	604,280	519,408	534,991	551,041	567,572	584,600	602,138	620,202	638,808	657,972
	Expenses from continuing operations											
1981	Contribution to Admin Salaries	17,575	18,102	18,645	19,204	19,780	20,373	20,984	21,614	22,262	22,930	23,618
1980	Dividend	22,301	22,836	23,384	23,945	24,520	25,108	25,711	26,328	26,960	27,607	28,270
1978	AODE	68,182	56,962	52,357	58,895	61,814	63,339	46,057	66,046	66,818	67,554	70,001
1062	Saleyards - Operating Expenses - Wages	149,239	153,716	158,328	163,077	167,969	173,008	178,198	183,544	189,051	194,723	200,564
1062	Saleyards - Operating Expenses - Other	143,239	165,039	169,375	173,832	178,411	183,115	187,949	192,917	198,023	203,271	208,664
1068	Avdata Charges on Truck Wash	14,380	14,725	15,078	15,440	15,811	16,190	16,579	16,977	17,384	17,801	18,228
1982	Contribution - Training	3,054	3,127	3,202	3,279	3,358	3,439	3,522	3,607	3,694	3,783	3,874
1979	Overheads	47,151	48,283	49,442	50,629	51,844	53,088	54,362	55,667	57,003	58,371	59,772
2122	eID Planning & Design											
1943	Loan No. 246 - Effluent Screens	1,249										
	Other Asset Depreciation	34,593	35,285	35,991	36,711	37,445	38,194	38,958	39,737	40,532	41,343	42,170
	Building Depreciation	9,503	9,693	9,887	10,085	10,287	10,493	10,703	10,917	11,135	11,358	11,585
	Total expenses	510,466	527,768	535,689	555,097	571,239	586,347	583,023	617,354	632,862	648,741	666,746
	Capital items											
	Loan No. 246 - Effluent Screens	24,671										
1687	Cover Yard Walkways Stage 1		100,000									
2249	Installation of eID Infrastructure	270,459										
	Total capital items	295,130	100,000	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(44,096)	(44,978)	(45,878)	(46,796)	(47,732)	(48,687)	(49,661)	(50,654)	(51,667)	(52,701)	(53,755)
	Total adjustment for non-cash items	(44,096)	(44,978)	(45,878)	(46,796)	(47,732)	(48,687)	(49,661)	(50,654)	(51,667)	(52,701)	(53,755)
	Increase / (decrease) in cash	(1,450)	21,490	29,597	26,690	27,534	29,912	51,238	35,438	39,007	42,768	44,981
	Funded by / (to) reserves											
	Transfer to Saleyards Reserve		(21,490)	(29,597)	(26,690)	(27,534)	(29,912)	(51,238)	(35,438)	(39,007)	(42,768)	(44,981)
	Transfer from Unexpended Grants Reserve											
	Transfer from Saleyards Reserve	1,450										
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	COUNCIL BUILDINGS & STRUCTURES MAINTENANCE											
	Income from continuing operations											
1221	Rent of Council Properties	59,686	61,477	63,321	65,221	67,178	69,193	71,269	73,407	75,609	77,877	80,213
1220	Rose Garden Coffee House Rent	35,729	36,801	37,905	39,042	40,213	41,419	42,662	43,942	45,260	46,618	48,017
2089	Insurance Claim Income - Rose Garden & Gooloogong Park	24,449										
2368	Income - Insurance Claim - Lowe Lane House	261,000										
	Total income	380,864	98,278	101,226	104,263	107,391	110,612	113,931	117,349	120,869	124,495	128,230
	Expenses from continuing operations											
1161	Building Maintenance - Salaries & Wages	124,606	128,344	132,194	136,160	140,245	144,452	148,786	153,250	157,848	162,583	167,460
1181	Rose Garden Coffee House	21,690	12,995	13,307	13,626	13,953	14,288	14,631	14,982	15,342	15,710	16,087
1181	Rose Garden Coffee House - Flood Repairs	15,149										
950	Pound Maintenance	4,934	5,052	5,173	5,297	5,424	5,554	5,687	5,823	5,963	6,106	6,253
1162	Building Maintenance - Neighbourhood Centre	8,000	6,500	6,656	6,816	6,980	7,148	7,320	7,496	7,676	7,860	8,049
1201	Senior Citizens Building	5,252	5,379	5,508	5,640	5,775	5,914	6,056	6,201	6,350	6,502	6,658
1163	Building Maintenance - Bourke Street House	1,109	1,136	1,163	1,191	1,220	1,249	1,279	1,310	1,341	1,373	1,406
	Building Maintenance - Public Toilets	23,576	24,142	24,721	25,314	25,922	26,544	27,181	27,833	28,501	29,185	29,885
1202	Building Maintenance - 118A Kendal Street	5,067	5,189	5,314	5,442	5,573	5,707	5,844	5,984	6,128	6,275	6,426
1177	Bus Shelters	3,127	3,202	3,279	3,358	3,439	3,522	3,607	3,694	3,783	3,874	3,967
1179	Building Maintenance - RFS Headquarters	3,566	3,652	3,740	3,830	3,922	4,016	4,112	4,211	4,312	4,415	4,521
1203	Council Property Rates	27,073	27,723	28,388	29,069	29,767	30,481	31,213	31,962	32,729	33,514	34,318
	Council Property Maintenance	32,283	33,058	33,851	34,663	35,495	36,347	37,219	38,112	39,027	39,964	40,923
1178	Council Depot	15,360	15,729	16,107	16,494	16,890	17,295	17,710	18,135	18,570	19,016	19,472
1183	Lot 2 Macquarie Street	4,521	4,630	4,741	4,855	4,972	5,091	5,213	5,338	5,466	5,597	5,731
2395	Lowe Lane Demolition	75,508										
	Building Depreciation	96,410	98,338	100,305	102,311	104,357	106,444	108,573	110,744	112,959	115,218	117,522
	Total expenses	476,531	375,069	384,447	394,066	403,934	414,052	424,431	435,075	445,995	457,192	468,678
	Capital items											
1205	Building Asset Management Plan - Works	112,161	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
2279	Rose Garden Coffee House Renovations	58,463										
	Total capital items	170,624	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
	Cash reconciliation items											
	Depreciation	(96,410)	(98,338)	(100,305)	(102,311)	(104,357)	(106,444)	(108,573)	(110,744)	(112,959)	(115,218)	(117,522)
	Total adjustment for non-cash items	(96,410)	(98,338)	(100,305)	(102,311)	(104,357)	(106,444)	(108,573)	(110,744)	(112,959)	(115,218)	(117,522)
	Increase / (decrease) in cash	(169,881)	(238,453)	(242,916)	(247,492)	(252,186)	(256,996)	(261,927)	(266,982)	(272,167)	(277,479)	(282,926)
	Funded by / (to) reserves											
	Transfer from Built Asset Replacement Program Reserve (Capital)	170,624	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
	Transfer to Built Asset Replacement Program Reserve	(185,492)										
	Funded by / (to) general revenues	184,749	178,453	182,916	187,492	192,186	196,996	201,927	206,982	212,167	217,479	222,926

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	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	961,318	1,024,882	1,055,629	1,087,298	1,119,917	1,153,514	1,188,120	1,223,764	1,260,477	1,298,292	1,337,241
170	Public Holidays	319,002	328,572	338,429	348,582	359,039	369,810	380,904	392,331	404,101	416,224	428,711
170	Workers Comp. Insurance	392,504	401,924	411,570	421,448	431,563	441,921	452,527	463,388	474,509	485,897	497,559
170	Annual Leave	638,004	657,144	676,858	697,164	718,079	739,621	761,810	784,664	808,204	832,450	857,424
	Long Service Leave - Accrual	294,438	303,271	312,369	321,740	331,392	341,334	351,574	362,121	372,985	384,175	395,700
170	Sick Leave	239,251	246,429	253,822	261,437	269,280	277,358	285,679	294,249	303,076	312,168	321,533
170	Training Wages	28,482										
	Lump Sum Payment	87,450	105,286									
1959	Saleyards Overheads Contra	(47,151)	(48,283)	(49,442)	(50,629)	(51,844)	(53,088)	(54,362)	(55,667)	(57,003)	(58,371)	(59,772)
2308	Oncost - Biosecurity - Weeds - Materials & Plant	(20,000)	(20,480)	(20,972)	(21,475)	(21,990)	(22,518)	(23,058)	(23,611)	(24,178)	(24,758)	(25,352)
2309	Oncost - Biosecurity - Weeds - Payroll	(64,000)	(65,920)	(67,898)	(69,935)	(72,033)	(74,194)	(76,420)	(78,713)	(81,074)	(83,506)	(86,011)
	Total expenses	2,829,298	2,932,825	2,910,365	2,995,630	3,083,403	3,173,758	3,266,774	3,362,526	3,461,097	3,562,571	3,667,033
	Capital items											
170	Long Service Leave	187,480	193,104	198,897	204,864	211,010	217,340	223,860	230,576	237,493	244,618	251,957
	Total capital items	187,480	193,104	198,897	204,864	211,010	217,340	223,860	230,576	237,493	244,618	251,957
	Cash reconciliation items											
	Long Service Leave Accrual	(294,438)	(303,271)	(312,369)	(321,740)	(331,392)	(341,334)	(351,574)	(362,121)	(372,985)	(384,175)	(395,700)
	Total adjustment for non-cash items	(294,438)	(303,271)	(312,369)	(321,740)	(331,392)	(341,334)	(351,574)	(362,121)	(372,985)	(384,175)	(395,700)
	Increase / (decrease) in cash	(2,722,340)	(2,822,658)	(2,796,893)	(2,878,754)	(2,963,021)	(3,049,764)	(3,139,060)	(3,230,981)	(3,325,605)	(3,423,014)	(3,523,290)
	Funded by / (to) reserves											
	Transfer from Long Service Leave Reserve	187,480	193,104	198,897	204,864	211,010	217,340	223,860	230,576	237,493	244,618	251,957
	Transfer to Long Service Leave Reserve	(187,480)	(193,104)	(198,897)	(204,864)	(211,010)	(217,340)	(223,860)	(230,576)	(237,493)	(244,618)	(251,957)
	Funded by / (to) general revenues	2,722,340	2,822,658	2,796,893	2,878,754	2,963,021	3,049,764	3,139,060	3,230,981	3,325,605	3,423,014	3,523,290

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	WASTE COLLECTION											
	Income from continuing operations											
	Domestic Waste Management Charge	2,419,435	2,529,058	2,604,930	2,683,078	2,763,570	2,846,477	2,931,871	3,019,827	3,110,422	3,203,735	3,299,847
	Commercial Waste Management Charge	300,449	312,313	321,682	331,332	341,272	351,510	362,055	372,917	384,105	395,628	407,497
1565	Hilltops Council Garbage Collection	19,628	19,628	19,628	19,628	19,628	19,628	19,628	19,628	19,628	19,628	19,628
1740	Weddin Shire Council Garbage Collection											
	Interest on Overdue Charges	27,906	28,576	29,262	29,964	30,683	31,419	32,173	32,945	33,736	34,546	35,375
	Pensioner Rates Abandoned	(164,028)	(170,917)	(175,019)	(179,219)	(183,520)	(187,924)	(192,434)	(197,052)	(201,781)	(206,624)	(211,583)
	Pensioner Subsidy	88,491	92,208	94,421	96,687	99,007	101,383	103,816	106,308	108,859	111,472	114,147
	Total income	2,691,881	2,810,866	2,894,904	2,981,470	3,070,640	3,162,493	3,257,109	3,354,573	3,454,969	3,558,385	3,664,911
	Expenses from continuing operations											
1994	AODE	246,509	264,965	291,809	328,219	344,457	352,926	256,607	367,951	372,225	376,297	389,905
1514	Waste - Collection - Operating Expenses - Wages	85,000	87,550	90,177	92,882	95,668	98,538	101,494	104,539	107,675	110,905	114,232
1514	Waste - Collection - Operating Expenses - Other	202,765	207,631	212,614	217,716	222,941	228,291	233,770	239,380	245,125	251,008	257,032
1514	MGB Maintenance	21,807	22,360	22,928	23,510	24,107	24,719	25,347	25,991	26,652	27,330	28,025
1514	Illegal Roadside Waste Collection	18,058	18,527	19,008	19,503	20,011	20,532	21,066	21,615	22,178	22,756	23,349
1541	Donations - DWMC	2,381	2,438	2,497	2,557	2,618	2,681	2,745	2,811	2,878	2,947	3,018
1514	Bin Deliveries	11,829	12,143	12,466	12,797	13,137	13,486	13,845	14,213	14,592	14,980	15,379
1995	Dividend	63,214	64,731	66,285	67,876	69,505	71,173	72,881	74,630	76,421	78,255	80,133
1519	MGB Disposal Costs (Weighbridge) - Internal	486,400	498,074	510,028	522,269	534,803	547,638	560,781	574,240	588,022	602,135	616,586
1740	Weddin Shire Council Garbage Collection											
	STREET SWEEPING - COWRA & VILLAGES											
1514	Street Sweeping - Operating Expenses - Wages	47,543	48,969	50,438	51,951	53,510	55,115	56,768	58,471	60,225	62,032	63,893
1514	Street Sweeping - Operating Expenses - Other	95,142	97,426	99,764	102,158	104,610	107,120	109,691	112,324	115,020	117,780	120,607
	CLEANING COWRA CBD											
1514	Cleaning Cowra CBD - Operating Expenses - Wages	60,000	61,800	63,654	65,564	67,531	69,557	71,644	73,793	76,007	78,287	80,636
1514	Cleaning Cowra CBD - Operating Expenses - Other	37,060	37,949	38,860	39,792	40,748	41,726	42,727	43,752	44,802	45,877	46,978
	Plant & Equipment Depreciation	268,240	273,605	279,077	284,659	290,352	296,159	302,082	308,124	314,286	320,572	326,983
	Building Depreciation	26,948	27,487	28,037	28,598	29,170	29,753	30,348	30,955	31,574	32,205	32,849
	Other Asset Depreciation	61,044	62,265	63,510	64,780	66,076	67,398	68,746	70,121	71,523	72,953	74,412
2073	Container Deposit Scheme - Contribution to Depreciation	(22,604)	(23,056)	(23,517)	(11,994)							
	Total expenses	1,711,336	1,764,864	1,827,635	1,912,838	1,979,244	2,026,812	1,970,542	2,122,910	2,169,205	2,216,319	2,274,017
	Capital items											
1571	MGB Replacements	20,960	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	390,000
	Total capital items	20,960	20,000	20,000	410,000	410,000	20,000	20,000	20,000	20,000	410,000	410,000
	Cash reconciliation items											
	Depreciation	(356,232)	(363,357)	(370,624)	(378,037)	(385,598)	(393,310)	(401,176)	(409,200)	(417,383)	(425,730)	(434,244)
	Total adjustment for non-cash items	(356,232)	(363,357)	(370,624)	(378,037)	(385,598)	(393,310)	(401,176)	(409,200)	(417,383)	(425,730)	(434,244)
	Increase / (decrease) in cash	1,315,817	1,389,359	1,417,893	1,036,669	1,066,994	1,508,991	1,667,743	1,620,863	1,683,147	1,357,796	1,415,138
	Funded by / (to) reserves											
	Transfer to Waste Reserve	(388,739)	(186,832)	(290,462)	(324,888)	(408,201)	(427,475)	(466,467)	(456,436)	(490,044)	(528,963)	(548,003)
	Transfer to Domestic Waste Management Reserve	(387,770)	(409,896)	(406,576)	(423,996)	(440,734)	(459,788)	(582,747)	(509,570)	(529,078)	(547,211)	(567,971)
	Transfer from Domestic Waste Management Reserve (Capital)	20,960	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					390,000	390,000
	Funded by / (to) general revenues	(560,267)	(812,632)	(740,855)	(697,785)	(628,059)	(641,728)	(638,529)	(674,858)	(684,025)	(691,622)	(709,164)

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	WASTE DISPOSAL											
	Income from continuing operations											
	Grant - LECI - Landfill		250,000									
	Total income	0	250,000	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1996	Contribution to Administration Salaries	105,106	108,259	111,507	114,852	118,298	121,847	125,502	129,267	133,145	137,139	141,253
	Waste Fund - Plant Working Expenses Control	235,458	241,301	247,290	253,428	259,720	266,169	272,780	279,556	286,502	293,621	300,919
	Waste Fund - Plant Hire - Income	(550,724)	(563,941)	(577,476)	(591,335)	(605,527)	(620,060)	(634,941)	(650,180)	(665,784)	(681,763)	(698,125)
1564	MGB Disposal (Weighbridge)	(486,400)	(498,074)	(510,028)	(522,269)	(534,803)	(547,638)	(560,781)	(574,240)	(588,022)	(602,135)	(616,586)
	LANDFILL											
	Landfill - Operating Expenses - Wages	65,000	66,950	68,959	71,028	73,159	75,354	77,615	79,943	82,341	84,811	87,355
	Landfill - Operating Expenses - Other	216,593	221,791	227,114	232,564	238,146	243,862	249,715	255,708	261,845	268,129	274,564
1546	EPA Licence & Audits	4,828	4,944	5,063	5,185	5,309	5,436	5,566	5,700	5,837	5,977	6,120
	VILLAGE TIPS											
	Village Tips - Operating Expenses - Wages	12,000	12,360	12,731	13,113	13,506	13,911	14,328	14,758	15,201	15,657	16,127
	Village Tips - Operating Expenses - Other	18,800	19,252	19,714	20,187	20,671	21,167	21,675	22,195	22,727	23,272	23,831
1997	AODE	45,084	46,951	51,411	57,495	59,993	61,115	44,180	62,986	63,351	63,675	65,598
1545	Clean Up Australia Day	1,985	2,033	2,082	2,132	2,183	2,235	2,289	2,344	2,400	2,458	2,517
	Total expenses	(332,270)	(338,174)	(341,633)	(343,620)	(349,345)	(356,602)	(382,072)	(371,963)	(380,457)	(389,159)	(396,427)
	Capital items											
2146	Landfill Waste Cell Modifications	112,981	325,000									
	Purchase of Landfill Compactor		1,000,000									
	Total capital items	112,981	1,325,000	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	219,289	(736,826)	341,633	343,620	349,345	356,602	382,072	371,963	380,457	389,159	396,427
	Funded by / (to) reserves											
	Transfer from Waste Reserve (Capital)	82,977	1,000,000									
	Transfer from Domestic Waste Management Reserve (Capital)	84,736										
	Funded by / (to) general revenues	(387,002)	(263,174)	(341,633)	(343,620)	(349,345)	(356,602)	(382,072)	(371,963)	(380,457)	(389,159)	(396,427)

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	RECYCLING											
	Income from continuing operations											
1560	Sale of Recycled Material	169,111	174,184	179,410	184,792	190,336	196,046	201,927	207,985	214,225	220,652	227,272
1559	Recycling Crates Sales	5,421	5,584	5,752	5,925	6,103	6,286	6,475	6,669	6,869	7,075	7,287
1563	Land Rental	2,819	2,904	2,991	3,081	3,173	3,268	3,366	3,467	3,571	3,678	3,788
1562	Weighbridge Charges	1,040,760	1,071,983	1,104,142	1,137,266	1,171,384	1,206,526	1,242,722	1,280,004	1,318,404	1,357,956	1,398,695
1561	2nd Hand Shop Sales											
2303	Income - Waste - Revive Recycling Hub	5,000	5,150	5,305	5,464	5,628	5,797	5,971	6,150	6,335	6,525	6,721
	Recycling Charge	710,416	729,158	751,033	773,564	796,771	820,674	845,294	870,653	896,773	923,676	951,386
1566	Container Deposit Scheme - Claim Income											
1771	Cardboard Pick-Up	23,637	23,637	23,637	23,637	23,637	23,637	23,637	23,637	23,637	23,637	23,637
	Grant - Community Energy Upgrades - Solar Installation		84,807									
	Total income	1,957,164	2,097,407	2,072,270	2,133,729	2,197,032	2,262,234	2,329,392	2,398,565	2,469,814	2,543,199	2,618,786
	Expenses from continuing operations											
1532	Recycling - Operating Expenses - Wages	107,708	110,939	114,267	117,695	121,226	124,863	128,609	132,467	136,441	140,534	144,750
1532	Recycling - Operating Expenses - Other	171,194	175,303	179,510	183,818	188,230	192,748	197,374	202,111	206,961	211,928	217,014
1535	Recycling - Education	23,444	24,006	24,582	25,172	25,777	26,396	27,029	27,678	28,342	29,022	29,719
1536	RAFCA Program	4,719	4,838	4,960	5,086	5,215	5,347	5,482	5,621	5,763	5,909	6,058
2304	Expenditure - Revive Recycling Hub	20,000	5,000	5,120	5,243	5,369	5,498	5,630	5,765	5,903	6,045	6,190
	MRF OPERATION											
1537	MRF - Operating Expenses - Wages	709,617	730,906	752,833	775,418	798,680	822,640	847,320	872,739	898,921	925,888	953,664
1537	MRF - Operating Expenses - Other	460,444	484,196	496,399	508,919	521,763	534,941	548,461	562,333	576,566	591,170	606,155
2281	Staff Amenities Building Fit-Out	6,726										
2016	Waste & Energy Sustainability - Wages	42,433	81,812	84,266	86,794	89,398	92,080	94,842	97,687	100,618	103,637	106,746
2016	Waste & Energy Sustainability - Other Expenses	3,000										
1975	Contribution from Sewer Fund - Sustainability Officer	(21,713)	(22,364)	(23,035)	(23,726)	(24,438)	(25,171)	(25,926)	(26,704)	(27,505)	(28,330)	(29,180)
1976	Contribution from Water Fund - Sustainability Officer	(21,713)	(22,364)	(23,035)	(23,726)	(24,438)	(25,171)	(25,926)	(26,704)	(27,505)	(28,330)	(29,180)
1974	Contribution - Training	25,316	25,924	26,546	27,183	27,835	28,503	29,187	29,887	30,604	31,338	32,090
1973	AODE	158,301	197,711	208,887	234,894	246,458	252,459	183,518	263,090	266,088	268,942	278,609
1972	Contribution - General Fund	1,006,011	1,065,675	1,066,608	840,294	625,682	642,248	735,250	683,847	700,619	716,338	733,934
2084	Flood Damaged Items Clean-Up											
1970	Loan No. 247 - Recycling Upgrade	2,990										
	Loan - Admin Building - Interest	25,656	24,927	24,155	23,338	22,472	21,556	20,586	19,559	18,471	17,319	16,100
	Total expenses	2,724,133	2,886,509	2,942,063	2,786,402	2,629,229	2,698,938	2,771,437	2,849,375	2,920,287	2,991,411	3,072,669
	Capital items											
	Loan No. 247 - Recycling Upgrade	59,046										
	Loan - Admin Building - Principal	12,384	13,113	13,885	14,702	15,567	16,484	17,454	18,481	19,569	20,721	21,940
1580	Staff Amenities Building & Admin Office Renovation	196,550										
2251	Extension of Sorting Line Storage Area	156,000										
2416	MRF Solar Installation & Battery Storage		169,615									
	Loan Funding - Admin Building											
	Total capital items	423,981	182,728	13,885	14,702	15,567	16,484	17,454	18,481	19,569	20,721	21,940
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(1,190,950)	(971,830)	(883,678)	(667,375)	(447,764)	(453,187)	(459,498)	(469,292)	(470,042)	(468,932)	(475,823)
	Funded by / (to) reserves											
	Transfer from Waste Reserve (Capital)	156,000	84,808									
	Transfer to Waste Reserve											
	Transfer to Waste Fund Unexpended Loan Reserve											
	Transfer from Waste Fund Unexpended Loan Reserve (Capital)	134,850										
	Transfer from Domestic Waste Management Reserve (Capital)											
	Funded by / (to) general revenues	900,100	887,022	883,678	667,375	447,764	453,187	459,498	469,292	470,042	468,932	475,823

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
CONTAINER DEPOSIT SCHEME												
	Income from continuing operations											
1569	Sale of CDS Materials - PET											
2145	CDS Processing Fee	1,000,000	1,000,000	1,000,000	500,000							
	Total income	1,000,000	1,000,000	1,000,000	500,000	0	0	0	0	0	0	0
	Expenses from continuing operations											
1542	CDS - Operating Expenses - Wages	322,000	433,093	446,086	229,734							
1542	CDS - Operating Expenses - Other	216,849	223,233	229,257	117,723							
2074	Contribution to Waste Fund Depreciation	22,604	23,056	23,517	11,994							
1971	Contribution to Waste Fund Overheads	97,685	100,616	103,634	53,372							
	Total expenses	659,138	779,998	802,493	412,821	0	0	0	0	0	0	0
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	340,862	220,002	197,507	87,179	0	0	0	0	0	0	0
	Funded by / (to) reserves											
	Funded by / (to) general revenues	(340,862)	(220,002)	(197,507)	(87,179)	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	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	168,926	180,050	185,451	191,015	196,745	202,648	208,728	214,990	221,440	228,083	234,925
1551	Public Holidays	56,119	57,803	59,537	61,323	63,163	65,058	67,010	69,020	71,091	73,224	75,421
1551	Workers Comp. Insurance	58,621	60,028	61,469	62,944	64,455	66,002	67,586	69,208	70,869	72,570	74,312
1551	Annual Leave	112,237	115,604	119,072	122,644	126,323	130,113	134,016	138,036	142,177	146,442	150,835
	Long Service Leave - Accrual	41,976	43,235	44,532	45,868	47,244	48,661	50,121	51,625	53,174	54,769	56,412
1551	Sick Leave	42,089	43,352	44,653	45,993	47,373	48,794	50,258	51,766	53,319	54,919	56,567
1551	Training Wages											
	Lump Sum Payment	19,664	23,664									
1998	Contribution to Overheads - Container Deposit Scheme	(97,685)	(100,616)	(103,634)	(53,372)							
	Total expenses	401,947	423,120	411,080	476,416	545,303	561,276	577,719	594,645	612,070	630,007	648,472
	Capital items											
1551	Long Service Leave	28,059	28,901	29,768	30,661	31,581	32,528	33,504	34,509	35,544	36,610	37,708
	Total capital items	28,059	28,901	29,768	30,661	31,581	32,528	33,504	34,509	35,544	36,610	37,708
	Cash reconciliation items											
	Long Service Leave Accrual	(41,976)	(43,235)	(44,532)	(45,868)	(47,244)	(48,661)	(50,121)	(51,625)	(53,174)	(54,769)	(56,412)
	Total adjustment for non-cash items	(41,976)	(43,235)	(44,532)	(45,868)	(47,244)	(48,661)	(50,121)	(51,625)	(53,174)	(54,769)	(56,412)
	Increase / (decrease) in cash	(388,030)	(408,786)	(396,316)	(461,209)	(529,640)	(545,143)	(561,102)	(577,529)	(594,440)	(611,848)	(629,768)
	Funded by / (to) reserves											
	Transfer from Waste Reserve - Long Service Leave	28,059	28,901	29,768	30,661	31,581	32,528	33,504	34,509	35,544	36,610	37,708
	Transfer to Waste Reserve - Long Service Leave	(28,059)	(28,901)	(29,768)	(30,661)	(31,581)	(32,528)	(33,504)	(34,509)	(35,544)	(36,610)	(37,708)
	Funded by / (to) general revenues	388,030	408,786	396,316	461,209	529,640	545,143	561,102	577,529	594,440	611,848	629,768
	Transfer to waste reserve under Waste Collection	(0)	0	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	WATER											
	Income from continuing operations											
	Water Access-Vacant Land - Residential	137,981	146,563	152,426	158,523	164,864	171,459	178,317	185,450	192,868	200,583	208,606
	RESIDENTIAL											
	Access Charges	1,244,526	1,533,055	1,594,377	1,658,152	1,724,478	1,793,457	1,865,195	1,939,803	2,017,395	2,098,091	2,182,015
	Consumption Charges	3,659,824	3,633,773	3,779,124	3,930,289	4,087,501	4,251,001	4,421,041	4,597,883	4,781,798	4,973,070	5,171,993
	NON-RESIDENTIAL											
	Access Charges	752,915	777,351	808,445	840,783	874,414	909,391	945,767	983,598	1,022,942	1,063,860	1,106,414
	Consumption Charges	1,697,535	1,718,365	1,787,100	1,858,584	1,932,927	2,010,244	2,090,654	2,174,280	2,261,251	2,351,701	2,445,769
	NON-RESIDENTIAL (INDUSTRIAL)											
	Access Charges	12,972	13,516	14,057	14,619	15,204	15,812	16,444	17,102	17,786	18,497	19,237
	Consumption Charges	172,231	190,805	198,437	206,374	214,629	223,214	232,143	241,429	251,086	261,129	271,574
	NON-RESIDENTIAL (NURSERIES)											
	Access Charges	3,666	3,820	3,973	4,132	4,297	4,469	4,648	4,834	5,027	5,228	5,437
	Consumption Charges	11,614	9,412	9,788	10,180	10,587	11,010	11,450	11,908	12,384	12,879	13,394
	EDUCATION											
	Access Charges	22,677	23,196	24,124	25,089	26,093	27,137	28,222	29,351	30,525	31,746	33,016
	Consumption Charges	70,902	70,869	73,704	76,652	79,718	82,907	86,223	89,672	93,259	96,989	100,869
	RAW WATER											
	Access Charges	32,145	27,843	28,957	30,115	31,320	32,573	33,876	35,231	36,640	38,106	39,630
	Consumption Charges	180,635	157,727	164,036	170,597	177,421	184,518	191,899	199,575	207,558	215,860	224,494
	OTHER											
	Interest On Overdue Charges	62,105	62,105	62,105	62,105	62,105	62,105	62,105	62,105	62,105	62,105	62,105
1423	Standpipe Sales	99,350	102,331	106,424	110,681	115,108	119,712	124,500	129,480	134,659	140,045	145,647
	Pensioner Rates Abandoned	(127,790)	(133,157)	(136,353)	(139,625)	(142,976)	(146,407)	(149,921)	(153,519)	(157,203)	(160,976)	(164,839)
	Pensioner Rate Subsidy	70,285	73,237	74,995	76,795	78,638	80,525	82,458	84,437	86,463	88,538	90,663
	Water Connection Fees	95,577	98,444	102,382	106,477	110,736	115,165	119,772	124,563	129,546	134,728	140,117
	Sundry Revenue	13,690	14,101	14,524	14,960	15,409	15,871	16,347	16,837	17,342	17,862	18,398
	Developer Contributions	34,569	35,606	36,674	37,774	38,907	40,074	41,276	42,514	43,789	45,103	46,456
1434	Service Agreement Erambie Cowra Water Maintenance	2,255	2,323	2,416	2,513	2,614	2,719	2,828	2,941	3,059	3,181	3,308
1430	LIRS - Interest Subsidy	17,206										
1433	Grant - Cowra Drought Water Supply Construction	1,471,735										
1436	Safe & Secure Grant - Cowra IWCM	35,637										
2336	Safe & Secure Water Program - Cowra WTP	48,902										
	Grant - 50% WTP Replacement						15,000,000					
2349	Insurance Claim Income - Water Department Office Floor	14,625										
2410	Grant - Community Energy Upgrades - Solar Installation		17,864									
	Total income	9,837,769	8,579,149	8,901,715	9,255,769	9,623,994	10,006,956	25,405,244	10,819,474	11,250,279	11,698,325	12,164,303
	Expenses from continuing operations											
2000	Contribution to Administration Salaries	191,903	197,660	203,590	209,698	215,989	222,469	229,143	236,017	243,098	250,391	257,903
2004	Contribution - Compliance Officer	19,408	19,990	20,590	21,208	21,844	22,499	23,174	23,869	24,585	25,323	26,083
2005	Contribution - Depot Redevelopment Loan	15,538	20,736	14,347	14,347	14,347	14,347	14,347	14,347	14,347	14,347	14,347
2003	Contribution - Sustainability Officer	21,713	22,364	23,035	23,726	24,438	25,171	25,926	26,704	27,505	28,330	29,180
2001	Dividend - General fund	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
2002	Contribution - Training	37,974	38,885	39,818	40,774	41,753	42,755	43,781	44,832	45,908	47,010	48,138
1999	AODE	763,926	808,709	897,302	1,018,934	1,079,597	1,116,749	2,001,519	1,186,748	1,212,061	1,237,092	1,294,144
2007	Japanese Garden Water Subsidy	(121,060)	(124,692)	(129,680)	(134,867)	(140,262)	(145,872)	(151,707)	(157,775)	(164,086)	(170,649)	(177,475)
2006	Contribution from Sewer Fund - Cowra IWCM	(17,820)										
1440	Tr. From General Fund (S.611)	(180,000)	(120,000)	(80,000)	(50,000)							
1330	Public Promotion & Education	6,277	6,428	6,582	6,740	6,902	7,068	7,238	7,412	7,590	7,772	7,959
1258	Administration Expenses & Memberships	69,404	71,070	72,776	74,523	76,310	78,141	80,016	81,936	83,903	85,916	87,978
1333	Protective Equipment & Safety Supplies	8,807	9,018	9,234	9,456	9,683	9,915	10,153	10,397	10,647	10,903	11,165
1335	Avdata Charges on Standpipe Sales	4,291	4,394	4,499	4,607	4,718	4,831	4,947	5,066	5,188	5,313	5,441
1327	Donations - Water Availability Charge	29,545	30,254	30,980	31,724	32,485	33,265	34,063	34,881	35,718	36,575	37,453
1381	Minor Equipment	12,802	13,109	13,424	13,746	14,076	14,414	14,760	15,114	15,477	15,848	16,228
2367	Water Department Office Floor Repair	14,625										
	ENGINEERING & SUPERVISION											
1325	Project Engineer - Water	97,008	99,918	102,916	106,003	109,183	112,458	115,832	119,307	122,886	126,573	130,370
1417	Cowra Integrated Water Cycle Management (IWCM)	71,276										
	PURCHASE OF WATER											
1260	Central Tablelands Water	125,000	128,000	131,072	134,218	137,439	140,738	144,116	147,575	151,117	154,744	158,458
1259	State Water - Lachlan River	260,000	266,240	272,630	279,173	285,873	292,734	299,760	306,954	314,321	321,865	329,590

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	PUMPING STATION											
1279	Pumping Station - Repairs & Operating Expenses	153,289	157,147	161,103	165,158	169,316	173,581	177,954	182,438	187,036	191,752	196,587
1280	Energy Costs - Pumping Stations	452,198	470,286	489,097	508,661	529,007	550,167	572,174	595,061	618,863	643,618	669,363
2081	River Screen Maintenance	38,413	39,399	40,412	41,451	42,518	43,612	44,734	45,885	47,066	48,277	49,520
	RESERVOIRS											
	Reservoirs - Operations & Maintenance	141,016	144,712	148,505	152,398	156,394	160,497	164,709	169,033	173,472	178,029	182,707
	TREATMENT PLANT											
1261	Treatment Plant - Cowra - Operating Expenses	572,296	589,555	607,351	625,701	644,625	664,140	684,265	705,020	726,425	748,501	771,270
1268	Sludge Removal Expense	25,795	26,414	27,048	27,697	28,362	29,043	29,740	30,454	31,185	31,933	32,699
1263	Wyangala Operation - Treatment Plant	118,073	75,194	77,046	78,944	80,889	82,883	84,926	87,019	89,165	91,363	93,616
1265	Woodstock Chlorine Station Operation	8,840	9,074	9,315	9,562	9,816	10,076	10,344	10,619	10,901	11,191	11,488
1266	Wattamondara Chlorine Station Operation	8,916	9,130	9,349	9,573	9,803	10,038	10,279	10,526	10,779	11,038	11,303
1264	Darbys Falls Operation - Treatment Plant	85,554	57,015	58,514	60,053	61,634	63,255	64,920	66,630	68,386	70,188	72,038
1297	Koorawatha Chlorine Station Operation	15,655	16,031	16,416	16,810	17,213	17,626	18,049	18,482	18,926	19,380	19,845
1270	Chlorine	87,359	89,456	91,603	93,801	96,052	98,357	100,718	103,135	105,610	108,145	110,740
1271	Fluoride	15,623	15,998	16,382	16,775	17,178	17,590	18,012	18,444	18,887	19,340	19,804
1272	Aluminium Chlorohydrate (ACH)	191,408	196,002	200,706	205,523	210,456	215,507	220,679	225,975	231,398	236,952	242,639
1328	EPA Licence	8,008	8,200	8,397	8,599	8,805	9,016	9,232	9,454	9,681	9,913	10,151
1273	Caustic Soda	33,911	34,725	35,558	36,411	37,285	38,180	39,096	40,034	40,995	41,979	42,986
1274	Permanganate	8,332	8,532	8,737	8,947	9,162	9,382	9,607	9,838	10,074	10,316	10,564
1269	Testing - Treatment Plant	37,596	120,419	123,309	126,269	129,299	132,402	135,579	138,833	142,165	145,577	149,070
1276	Test Monitoring Software	5,120	5,243	5,369	5,498	5,630	5,765	5,903	6,045	6,190	6,339	6,491
1277	Telephone	11,603	11,881	12,166	12,458	12,757	13,063	13,377	13,698	14,027	14,364	14,709
2337	Cowra WTP Options Study (SSWP)	97,804										
	MAINS											
	Water - Main Operations & Maintenance	814,425	835,971	857,950	880,514	903,678	927,460	951,876	976,941	1,002,675	1,029,096	1,056,221
1321	Infiltration Gallery	31,803	32,662	33,544	34,450	35,381	36,338	37,322	38,333	39,371	40,438	41,534
	TELEMETRY											
1320	Service & Maintenance	77,448	79,447	81,498	83,604	85,766	87,986	90,265	92,605	95,007	97,473	100,005
	METERS											
	Meters - Operations & Maintenance	245,639	252,113	258,760	265,583	272,589	279,783	287,170	294,753	302,540	310,535	318,744
	LOAN REPAYMENTS - INTEREST											
1952	Loan No. 252 - Water Treatment Plant Loan - LIRS											
1951	Loan No. 251 - Emergency Water Supply	45,952	41,848	37,467	32,791	27,801	22,475	16,791	10,724	4,249		
1949	Loan No. 242a - 1C1 Zone - 93.12%	58,533	55,584	52,705	48,895	45,423	41,555	37,426	33,261	28,177	23,129	17,778
1950	Loan No. 241a - Mains Replacement Stage 3 - 88.33%	50,410	47,582	44,572	41,606	37,862	34,334	30,469	26,424	22,111	17,274	12,323
1953	Loan No. 238 - Mains Replacement	25,952	22,483	19,115	15,562	11,771	7,683	3,393				
	Proposed Loan - 50% WTP & River Offtake - Interest								1,076,326	1,044,795	1,011,531	976,440
	OVERHEADS & E.L.E.											
1338	Superannuation	123,514	128,832	132,697	136,678	140,779	145,002	149,352	153,833	158,448	163,202	168,098
1338	Public Holidays	38,206	39,352	40,533	41,749	43,001	44,291	45,620	46,989	48,399	49,851	51,347
1338	Workers Comp. Insurance	52,249	53,503	54,787	56,102	57,448	58,827	60,239	61,685	63,165	64,681	66,233
1338	Annual Leave	76,412	78,704	81,065	83,497	86,002	88,582	91,239	93,976	96,795	99,699	102,690
	Long Service Leave - Accrual	38,980	40,149	41,353	42,594	43,872	45,188	46,544	47,940	49,378	50,859	52,385
1338	Sick Leave	35,876	36,952	38,061	39,203	40,379	41,590	42,838	44,123	45,447	46,810	48,214
1338	Training Wages	10,000										
	Lump Sum Payment	11,000	16,000									
	OTHER											
1439	S.611 Charges	780,000	780,000	780,000	780,000	780,000	780,000	780,000	780,000	780,000	780,000	780,000
	DEPRECIATION CHARGE											
	Water Infrastructure Depreciation	2,463,065	2,512,326	2,562,573	2,613,824	2,666,100	2,719,422	2,773,810	2,829,286	2,885,872	2,943,589	3,002,461
	Plant & Equipment Depreciation	10,930	11,149	11,372	11,599	11,831	12,068	12,309	12,555	12,806	13,062	13,323
	Other Asset Depreciation	2,948	3,007	3,067	3,128	3,191	3,255	3,320	3,386	3,454	3,523	3,593
	Total expenses	8,590,768	8,694,160	8,960,617	9,275,678	9,553,450	9,761,701	10,821,347	11,263,148	11,444,184	11,630,300	11,855,940

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Capital items											
	METERS											
1347	New Meter Installations	116,389	119,428	122,546	125,746	129,030	132,402	135,863	139,416	143,063	146,807	150,649
1363	Meter Replacements	93,161	180,000	184,748	189,623	194,627	199,766	205,043	210,460	216,022	221,732	227,596
	RESERVOIRS											
1380	Reservoir Cleaning & Painting	60,785	56,465	57,820	59,208	60,629	62,084	63,574	65,100	66,662	68,262	69,900
1697	Reservoir Chlorine Monitoring System	111,699										
2144	Cowra - Reservoir Re-Roofing	104,360	67,113	68,724								
2220	Pearces Reservoir Re-Roof and Compliance											
	PUMPING STATIONS											
1398	Billimari - Pump Station Upgrade						64,004				81,931	
1392	River Low Lift Pump Station				169,557	173,796						
1388	High Lift Pump at River	2,226								233,949		
1391	High Lift Pump at River - Switch Board	60,000										
1399	Wyangala - Raw Lift Pump Station											81,931
1410	Gooloogong Pump Replacement							21,538				
1419	Southern Line - Pump Replacement Program								59,434			
2227	Refurbishment of River Well Pump											
2409	High Lift Pump Station - PFC Installation		35,728									
	MAINS CONSTRUCTION											
1383	Cowra - Raw Water Intake Upgrade									1,559,659		
	Water Mains Replacement		1,077,204	1,407,606	1,441,389	1,475,982	1,511,406	1,547,680	1,584,824	1,622,860	1,661,809	1,701,692
1698	Wyangala Village Mains Renewal											
1869	Comerford St & Lachlan St Main Replacement	235,089										
1386	Rural Residential Water Reticulation - Eloura to Camp Rd											
1421	Construct Emergency Drought Supply	1,471,735										
2201	Pridham Street Main Extension											
2206	Mains Replacement - Brisbane Street - West		250,000									
2379	Southern Line Main Replacement	128,646										
2207	TMQ Underbores - Crowther to Bendick Murrell											
2208	Young Road Water Main Upgrade - Industrial Development	421,000										
2296	Mains Replacement - Binni Creek Road - East	1,217,814										
	TREATMENT PLANT											
1393	WTP Office Extension											
1394	Sed Tank Upgrade											
1699	Install Solar PV 26kW System - Cowra WTP	27,221										
	New River Offtake							5,000,000				
	Replace Cowra WTP (30ML / day)							30,000,000				
	Loan Funding - 50% WTP & River Offtake							(20,000,000)				
1415	Transfer Pump Refurbishment	110,888										
2066	WTP Online Turbidity Analyser Replacements											
2168	Purchase of Commercial Pressure Washer											
2197	Cowra WTP Sediment Tank Transfer Pumps											
2226	Darbys Falls WTP - Filter Membrane Replacement											
2315	Acquisition of Wyangala WTP Land											
	OTHER											
1384	Replace Telemetry System	50,680	500,000									
	LOAN REPAYMENTS - PRINCIPAL											
	Loan No. 252 - Water Treatment Plant Loan - LIRS											
	Loan No. 242a - 1C1 Zone External - 93.12%	42,351	45,300	48,179	51,989	55,461	59,329	63,458	67,623	72,707	77,755	83,106
	Loan No. 251 - Emergency Water Supply	60,999	65,104	69,485	74,160	79,151	84,477	90,161	96,228	102,703		
	Loan No. 241a - Mains Replacement Stage 3 - 88.33%	43,838	46,666	49,676	52,642	56,386	59,913	63,778	67,823	72,137	76,974	81,925
	Loan No. 238 - Mains Replacement	52,026	55,495	58,863	62,416	66,207	70,295	74,586				
	Proposed Loan - 50% WTP & River Offtake - Principal								573,988	605,519	638,783	673,875
1338	Long Service Leave	20,103	20,706	21,327	21,967	22,626	23,305	24,004	24,724	25,466	26,230	27,017
	Total capital items	4,431,010	2,519,208	2,088,973	2,248,696	2,313,894	2,266,981	17,289,685	2,889,620	4,720,747	3,000,283	3,097,691

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Cash reconciliation items											
	Depreciation	(2,476,943)	(2,526,482)	(2,577,012)	(2,628,551)	(2,681,122)	(2,734,745)	(2,789,439)	(2,845,227)	(2,902,132)	(2,960,174)	(3,019,377)
	Long Service Leave Accrual	(38,980)	(40,149)	(41,353)	(42,594)	(43,872)	(45,188)	(46,544)	(47,940)	(49,378)	(50,859)	(52,385)
	Total adjustment for non-cash items	(2,515,923)	(2,566,631)	(2,618,365)	(2,671,145)	(2,724,994)	(2,779,933)	(2,835,983)	(2,893,167)	(2,951,510)	(3,011,033)	(3,071,762)
	Increase / (decrease) in cash	(668,086)	(67,588)	470,490	402,539	481,644	758,207	130,194	(440,127)	(1,963,143)	78,776	282,434
	Funded by / (to) reserves											
	Transfer to Water Reserve - Long Service Leave	(20,103)	(20,706)	(21,327)	(21,967)	(22,626)	(23,305)	(24,004)	(24,724)	(25,466)	(26,230)	(27,017)
	Transfer to Water Reserve - Infrastructure	(2,706,448)	(1,962,816)	(2,277,840)	(2,318,189)	(2,409,340)	(2,584,129)	(1,921,885)	(62,405)	(288,859)	(634,798)	(854,560)
	Transfer to Water Reserve - Equalisation	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
	Transfer to S64 Water Reserve	(34,569)	(35,606)	(36,674)	(37,774)	(38,907)	(40,074)	(41,276)	(42,514)	(43,789)	(45,103)	(46,456)
	Transfer from Water Reserve - Infrastructure (Capital)	3,524,534	2,180,404	1,957,350	2,065,650	2,077,696	1,975,922	1,941,691	652,532	2,402,002	706,022	722,126
	Transfer from S64 Water Reserve (Capital)	34,569	35,606	36,674	37,774	38,907	40,074	41,276	42,514	43,789	45,103	46,456
	Transfer from Water Reserve - Long Service Leave	20,103	20,706	21,327	21,967	22,626	23,305	24,004	24,724	25,466	26,230	27,017
	Funded by / (to) general revenues	(0)	0	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	SEWER											
	Income from continuing operations											
	Sewer Access Charges	3,221,028	3,317,659	3,417,189	3,553,877	3,696,032	3,843,873	3,997,628	4,157,533	4,323,834	4,496,787	4,676,658
	Sewer Service Charges	815,057	839,509	864,694	899,282	935,253	972,663	1,011,570	1,052,033	1,094,114	1,137,879	1,183,394
	Wyangala Sewer - Access Charges	45,539	46,905	48,312	50,244	52,254	54,344	56,518	58,779	61,130	63,575	66,118
	Wyangala Sewer - Service Charges	20,840	21,465	22,109	22,993	23,913	24,870	25,865	26,900	27,976	29,095	30,259
	West Cowra Sewer - Access Charges											
	West Cowra Sewer - Service Charges											
1509	Sundry Income	16,673	17,173	17,688	18,396	19,132	19,897	20,693	21,521	22,382	23,277	24,208
	Pensioner Rates Abandoned	(85,255)	(88,836)	(90,968)	(93,151)	(95,387)	(97,676)	(100,020)	(102,420)	(104,878)	(107,395)	(109,972)
	Pensioner Rate Subsidy	46,890	48,859	50,032	51,233	52,463	53,722	55,011	56,331	57,683	59,067	60,485
1506	Council Services											
	Interest on Overdue Charges	33,024	33,024	33,024	33,024	33,024	33,024	33,024	33,024	33,024	33,024	33,024
1507	Treatment Works Land Rental	13,770	14,183	14,608	15,046	15,497	15,962	16,441	16,934	17,442	17,965	18,504
1508	Trade Waste Fees	76,787	79,091	81,464	84,723	88,112	91,636	95,301	99,113	103,078	107,201	111,489
1511	Sludge Effluent at the STP	14,791	15,235	15,692	16,320	16,973	17,652	18,358	19,092	19,856	20,650	21,476
1513	Service Agreement Erambie Cowra Sewer Maintenance	56,795	58,499	60,254	62,062	63,924	65,842	67,817	69,852	71,948	74,106	76,329
2238	Reimbursement - Erambie Pump Station Overhaul											
2269	Insurance Claim Income - STP Outflow Repair											
	Developer Contributions	68,436	70,489	72,604	74,782	77,025	79,336	81,716	84,167	86,692	89,293	91,972
	Sewer - Interest on Investments	90,840	60,000	54,000	47,520	41,437	36,050	31,724	22,405	17,252		
	Total income	4,435,215	4,533,255	4,660,702	4,836,351	5,019,652	5,211,195	5,411,646	5,615,264	5,831,533	6,044,524	6,283,944
	Expenses from continuing operations											
1984	Contribution to Admin Salaries	191,903	197,660	203,590	209,698	215,989	222,469	229,143	236,017	243,098	250,391	257,903
1987	Contribution - Compliance Officer	45,038	46,389	47,781	49,214	50,690	52,211	53,777	55,390	57,052	58,764	60,527
1990	Contribution - Depot Redevelopment Loan	15,538	20,736	14,347	14,347	14,347	14,347	14,347	14,347	14,347	14,347	14,347
1989	Contribution - Sustainability Officer	21,713	22,364	23,035	23,726	24,438	25,171	25,926	26,704	27,505	28,330	29,180
1985	Dividend - General Fund	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
1986	Contribution to Water Fund - Cowra IWCM	17,820										
1983	AODE	1,435,103	429,917	1,587,053	535,659	566,530	585,111	428,960	619,698	632,129	643,147	672,665
1988	Contribution Training	25,316	25,924	26,546	27,183	27,835	28,503	29,187	29,887	30,604	31,338	32,090
1447	Sewer - Administration Expenses	15,466	15,838	16,219	16,609	17,008	17,416	17,834	18,263	18,701	19,150	19,610
1469	Telephone	4,939	5,057	5,179	5,303	5,430	5,560	5,694	5,831	5,971	6,115	6,262
1456	Donations	1,639	1,678	1,718	1,759	1,801	1,844	1,888	1,933	1,979	2,026	2,075
1464	Protective Clothing & Safety Supplies	3,650	3,738	3,828	3,920	4,014	4,110	4,209	4,310	4,413	4,519	4,627
1470	EPA Licences	7,846	8,034	8,227	8,424	8,626	8,833	9,045	9,262	9,484	9,712	9,945
1471	Best Practice Compliance											
1475	Project Engineer - Sewer	97,008	99,918	102,916	106,003	109,183	112,458	115,832	119,307	122,886	126,573	130,370
1489	Minor Equipment	6,395	6,548	6,705	6,866	7,031	7,200	7,373	7,550	7,731	7,917	8,107
	TREATMENT WORKS											
1465	STP Insurance	63,352	64,872	66,429	68,023	69,656	71,328	73,040	74,793	76,588	78,426	80,308
1442	Sewer - Treatment Works - Cowra Operation	506,040	532,800	548,151	563,962	580,247	597,024	614,306	632,110	650,451	669,346	688,814
1472	Bealieu House Maintenance	5,820										
1445	Testing & Monitoring	34,463	35,290	36,137	37,004	37,892	38,801	39,732	40,686	41,662	42,662	43,686
1474	Test Monitoring Software	21,199	21,708	22,229	22,762	23,308	23,867	24,440	25,027	25,628	26,243	26,873
1446	Sewer - Treatment Works - Wyangala Operation	246,230	253,093	260,152	267,414	274,885	282,570	290,477	298,611	306,980	315,590	324,449
1467	Sludge Removal	158,922	162,736	166,642	170,641	174,736	178,930	183,224	187,621	192,124	196,735	201,457
	SEWER MAINS											
	Sewer - Mains - Repairs & Maintenance	245,865	252,366	259,041	265,894	272,931	280,157	287,576	295,194	303,017	311,049	319,297
1459	Condition Audit - Mains Inspection	44,002	45,058	46,139	47,246	48,380	49,541	50,730	51,948	53,195	54,472	55,779
1457	<u>S.611 Charges</u>	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	175,185	180,167	185,296	190,577	196,014	201,611	207,375	213,309	219,420	225,713	232,194
	LOAN REPAYMENTS - INTEREST											
1945	Loan No. 244 - STP Upgrade	463,732	448,268	433,982	513,535	292,608	372,453	349,339	326,908	296,496	267,099	235,930
	Proposed Loan - West Cowra Sewerage				594,960	577,530	559,143	539,745	519,283	497,696	474,923	450,899
	EMPLOYMENT OVERHEADS & E.I.E.											
1476	Superannuation	34,360	37,057	38,169	39,314	40,493	41,708	42,959	44,248	45,575	46,942	48,350

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
1476	Public Holidays	11,492	11,837	12,192	12,558	12,935	13,323	13,723	14,135	14,559	14,996	15,446
1476	Workers Comp. Insurance	11,469	11,744	12,026	12,315	12,611	12,914	13,224	13,541	13,866	14,199	14,540
1476	Annual Leave	22,983	23,672	24,382	25,113	25,866	26,642	27,441	28,264	29,112	29,985	30,885
	Long Service Leave - Accrual	7,068	7,280	7,498	7,723	7,955	8,194	8,440	8,693	8,954	9,223	9,500
1476	Sick Leave	9,699	9,990	10,290	10,599	10,917	11,245	11,582	11,929	12,287	12,656	13,036
1476	Training Wages											
	Lump Sum Payment	6,000	4,000									
	DEPRECIATION											
	Sewer Infrastructure Depreciation	1,064,097	1,085,379	1,107,087	1,129,229	1,151,814	1,174,850	1,198,347	1,222,314	1,246,760	1,271,695	1,297,129
	Building Depreciation	10,662	10,875	11,093	11,315	11,541	11,772	12,007	12,247	12,492	12,742	12,997
	Other Asset Depreciation	179	183	187	191	195	199	203	207	211	215	219
	Total expenses	5,302,193	4,352,176	5,564,266	5,269,086	5,145,436	5,311,505	5,201,126	5,439,567	5,492,972	5,547,240	5,619,496
	Capital items											
	SEWER MAINS											
1490	West Cowra Sewer Reticulation	73,410		11,055,377								
1485	Mains Replacement/Renewal Program	577,144	402,680	412,344	422,240	432,374	442,751	453,377	464,258	475,400	486,810	498,493
1693	Upsize Trunk Main 1											
	COWRA TREATMENT PLANT											
1692	Install Solar PV 99kW System - Cowra STP	98,883										
2018	Aerator Replacement									467,898		
1492	Purchase - Dewatering Bins											
1495	New Package Plant Filtration & UV for Water Cart Effluent Re-Use		200,000									
1499	SN Return, Rotation pipe Work & Pump System	15,000										
2252	STP Outflow Repair	8,595										
2353	Sludge Lagoon Cleanout	200,000										
	SEWER PUMP STATIONS											
1487	Pump Station Renewal/Replacement	44,184	13,423	13,745	14,075	14,413	14,759	15,113	15,476	15,847	16,227	16,616
2224	Erambie Sewer Pump Station Overhaul											
	OTHER											
1488	Ventstack Replacement	117,755	70,585	72,279								
1889	Clearscada Update at Wyangala STP											
1594	Install Flow Gauges											
	Replace Telemetry System					84,778						
	LOAN REPAYMENT - PRINCIPAL											
	Loan No. 244 - STP Upgrade	184,510	199,974	214,260	296,768	193,573	275,788	298,903	321,334	351,746	381,143	412,312
	Proposed Loan - West Cowra Sewerage				317,283	334,712	353,100	372,497	392,960	414,547	437,320	461,344
	Proposed Loan Funding - West Cowra Sewerage			(11,055,377)								
1476	Long Service Leave	5,746	5,918	6,096	6,279	6,467	6,661	6,861	7,067	7,279	7,497	7,722
	Total capital items	1,325,227	892,580	718,724	1,056,644	1,066,317	1,093,059	1,146,751	1,201,095	1,732,716	1,328,997	1,396,486
	Cash reconciliation items											
	Depreciation	(1,074,938)	(1,096,437)	(1,118,367)	(1,140,735)	(1,163,550)	(1,186,821)	(1,210,557)	(1,234,768)	(1,259,463)	(1,284,652)	(1,310,345)
	Long Service Leave Accrual	(7,068)	(7,280)	(7,498)	(7,723)	(7,955)	(8,194)	(8,440)	(8,693)	(8,954)	(9,223)	(9,500)
	Total adjustment for non-cash items	(1,082,006)	(1,103,717)	(1,125,865)	(1,148,458)	(1,171,505)	(1,195,015)	(1,218,997)	(1,243,461)	(1,268,417)	(1,293,875)	(1,319,845)
	Increase / (decrease) in cash	(1,110,198)	392,216	(496,423)	(340,921)	(20,596)	1,646	282,766	218,064	(125,738)	462,162	587,806
	Funded by / (to) reserves											
	Transfer to Sewer Reserve - Long Service Leave	(5,746)	(5,918)	(6,096)	(6,279)	(6,467)	(6,661)	(6,861)	(7,067)	(7,279)	(7,497)	(7,722)
	Transfer to S64 Sewer Reserve	(68,436)	(70,489)	(72,604)	(74,782)	(77,025)	(79,336)	(81,716)	(84,167)	(86,692)	(89,293)	(91,972)
	Transfer to Sewer Reserve - Infrastructure	(207,838)	(1,022,249)	(411,787)	(263,210)	(690,701)	(649,254)	(663,636)	(610,216)	(747,980)	(953,765)	(1,022,300)
	Transfer from Sewer Reserve - Infrastructure (Capital)	1,108,325	486,260	755,338	441,862	539,396	465,840	479,463	488,515	967,826	576,971	522,423
	Transfer from S94 Sewer Reserve (Capital)	160,098	70,489	72,604	74,782	77,025	79,336	81,716	84,167	86,692	89,293	91,972
	Transfer from Sewer Reserve - Long Service Leave	5,746	5,918	6,096	6,279	6,467	6,661	6,861	7,067	7,279	7,497	7,722
	Transfer to Wyangala STP Reserve	(111,266)	(109,320)	(107,280)	(105,145)	(102,984)	(100,801)	(98,593)	(96,362)	(94,107)	(85,368)	(87,929)
	Transfer from Wyangala STP Reserve	229,315	253,093	260,152	267,414	274,885	282,570					
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

DEVELOPER CONTRIBUTIONS SCHEDULE												
Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
GENERAL FUND												
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	177,875	188,796	200,415	212,763	225,868	239,766	254,488	270,070	286,549	303,961	322,348	341,747
S94 Growth Areas	0	15,683	18,633	21,783	25,140	28,714	32,514	36,551	40,833	45,372	50,179	55,265
TOTAL GENERAL FUND	177,875	204,479	219,048	234,546	251,008	268,480	287,002	306,621	327,382	349,333	372,527	397,012
WATER FUND												
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
TOTAL WATER FUND	0	0	0	0	0	0	0	0	0	0	0	0
SEWER FUND												
Section 64 Sewerage	91,662	(0)	(0)	(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	91,662	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
TOTAL RESERVES	269,537	204,479	219,048	234,546	251,008	268,480	287,002	306,621	327,382	349,333	372,527	397,012

RESERVES SCHEDULE												
Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
GENERAL FUND												
Long Service Leave	960,774	960,774	960,774	960,774	960,774	960,774	960,774	960,774	960,774	960,774	960,774	960,774
Plant & Vehicle Replacement	1,902,589	1,559,596	1,442,730	1,559,215	1,680,950	1,253,457	933,871	1,332,075	1,332,075	1,332,075	1,332,075	1,332,075
Aquatic Centre Capital Renewal	1,379,020	1,379,020	1,379,020	0	0	0	0	0	0	0	0	0
Art Gallery	10,154	0	0	0	0	0	0	0	0	0	0	0
Sculpture Park	0	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Bad Debts	81,689	89,189	97,189	105,189	113,189	121,689	130,189	139,189	148,189	157,189	166,689	176,189
Built Asset Replacement Program	2,540,549	2,436,445	2,333,547	2,326,359	2,320,201	2,317,886	2,319,586	2,325,482	2,335,763	2,350,626	2,370,277	2,394,933
Business Assistance	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Caravan Park	909,093	875,340	929,046	1,053,900	1,177,908	1,306,179	1,440,634	1,606,706	1,754,852	1,911,070	2,075,724	2,246,847
Carry Over Works	398,382	0	0	0	0	0	0	0	0	0	0	0
Civic Centre	19,573	31,573	43,933	56,664	69,777	83,283	97,194	111,522	126,280	141,481	157,138	173,265
Cowra Services Projects	0	217,763	217,763	217,763	217,763	217,763	217,763	217,763	217,763	217,763	217,763	217,763
Depot Redevelopment	14,852	0	0	0	0	0	0	0	0	0	0	0
Election	112,097	9,243	49,243	89,243	129,243	15,104	58,104	101,104	144,104	17,250	63,250	109,250
IT Equipment	161,652	211,652	301,652	351,652	401,652	451,652	501,652	551,652	601,652	651,652	701,652	751,652
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	140,684
Peace Precinct	8,312	8,312	8,312	8,312	8,312	8,312	8,312	8,312	8,312	8,312	8,312	8,312
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	50,000
Quarry Rehabilitation	455,069	461,611	490,866	519,384	547,145	574,130	600,319	625,691	650,224	673,898	696,689	718,574
RMS Warranty	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Saleyards	63,794	62,344	83,834	113,431	140,121	167,655	197,566	248,804	284,242	323,249	366,017	410,998
Statecover	85,787	89,081	92,454	95,908	99,445	103,067	106,777	110,576	114,467	118,451	122,532	126,712
Statewide	123,423	162,711	162,711	162,711	162,711	162,711	162,711	162,711	162,711	162,711	162,711	162,711
Unexpended Grants	3,993,712	2,194,061	1,059,590	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Financial Assistance Grants	938,474	3,028,083	3,103,785	3,181,380	3,260,914	3,342,437	3,425,998	3,511,648	3,599,439	3,689,425	3,781,661	3,876,202
TOTAL GENERAL FUND	14,649,671	14,347,483	13,327,134	11,372,569	11,860,788	11,656,781	11,732,133	12,584,692	13,011,530	13,286,610	13,753,948	14,236,941
WASTE FUND												
Waste - General	1,205,699	1,355,461	457,485	747,946	682,835	701,036	1,128,510	1,594,978	2,051,413	2,541,457	2,680,419	2,838,422
Waste - DWM	1,510,924	1,792,999	2,182,895	2,569,471	2,973,467	3,394,200	3,833,989	4,396,736	4,886,305	5,395,384	5,922,595	6,470,566
Waste - Unexpended Loan	134,850	0	0	0	0	0	0	0	0	0	0	0
Waste - Long Service Leave	141,575	141,575	141,575	141,575	141,575	141,575	141,575	141,575	141,575	141,575	141,575	141,575
TOTAL WASTE FUND	2,993,048	3,290,035	2,781,954	3,458,992	3,797,876	4,236,811	5,104,074	6,133,288	7,079,293	8,078,415	8,744,590	9,450,563
WATER FUND												
Water - Long Service Leave	123,658	123,658	123,658	123,658	123,658	123,658	123,658	123,658	123,658	123,658	123,658	123,658
Water - Infrastructure	7,079,470	6,411,384	6,343,796	6,814,285	7,216,825	7,698,469	8,456,675	8,586,870	8,146,742	6,183,600	6,262,375	6,544,809
TOTAL WATER FUND	7,203,128	6,535,042	6,467,454	6,937,943	7,340,483	7,822,127	8,580,333	8,710,528	8,270,400	6,307,258	6,386,033	6,668,467
SEWER FUND												
Sewer - Long Service Leave	37,718	37,718	37,718	37,718	37,718	37,718	37,718	37,718	37,718	37,718	37,718	37,718
Sewer - Wyangala Treatment Plant	1,121,844	1,003,795	860,022	707,150	544,881	372,980	191,211	289,804	386,166	480,273	565,641	653,570
Sewer - Infrastructure	10,053,115	9,152,628	9,688,616	9,345,065	9,166,413	9,317,718	9,501,132	9,685,306	9,807,007	9,587,162	9,963,956	10,463,834
TOTAL SEWER FUND	11,212,677	10,194,140	10,586,356	10,089,933	9,749,012	9,728,415	9,730,061	10,012,827	10,230,891	10,105,152	10,567,315	11,155,121
TOTAL RESERVES	36,058,524	34,366,699	33,162,898	31,859,437	32,748,159	33,444,135	35,146,602	37,441,335	38,592,114	37,777,435	39,451,886	41,511,093

KEY PERFORMANCE INDICATORS											
CONSOLIDATED - ALL FUNDS											
	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Unrestricted Current Ratio											
Current Assets less all External Restrictions	31,580	29,582	29,111	28,297	28,716	28,483	29,127	31,490	33,018	34,743	36,593
Current Liabilities less Specific Purpose Liabilities	11,130	11,130	11,130	11,130	11,130	11,130	11,130	11,130	11,130	11,130	11,130
Benchmark is greater than 1.5x	2.8x	2.7x	2.6x	2.5x	2.6x	2.6x	2.6x	2.8x	3x	3.1x	3.3x
Debt Service Cover Ratio											
Operating result before capital excluding interest and depreciation/impairment/amortisation	8,846	8,846	9,079	9,766	10,909	11,099	11,769	12,463	13,041	13,627	14,541
Loan Repayments (Principal & Interest)	1,793	1,793	1,722	1,535	2,609	2,256	2,397	2,397	3,969	3,969	3,797
Benchmark is greater than 2x	4.9x	4.9x	5.3x	6.4x	4.2x	4.9x	4.9x	5.2x	3.3x	3.4x	3.8x
Rates & Annual Charges Coverage Ratio											
Rates & Annual Charges	16,863	16,863	17,754	18,399	19,102	19,832	20,590	21,378	22,196	23,046	23,928
Income from Continuing Operations	53,498	53,498	51,494	50,095	47,910	48,905	50,508	73,160	53,914	55,793	57,661
Benchmark is greater than or equal to 40%	32%	32%	34%	37%	40%	41%	41%	29%	41%	41%	41%
Operating Performance											
Total continuing operating revenue excluding capital grants and contributions less operating expenses	(1,272)	(1,272)	(974)	(699)	(393)	(129)	310	875	244	733	1,547
Total continuing operating revenue excluding capital grants and contributions	48,695	48,695	46,310	46,069	47,218	48,192	49,774	51,404	53,135	54,991	56,835
Benchmark is greater than 0%	-2.6%	-2.6%	-2.1%	-1.5%	-0.8%	-0.3%	0.6%	1.7%	0.5%	1.3%	2.7%
Own Source Operating Revenue											
Total continuing operating revenue excluding all grants and contributions	38,388	38,388	37,837	37,177	37,934	38,710	40,087	41,507	43,021	44,653	46,267
Total continuing operating revenue	53,498	53,498	51,494	50,095	47,910	48,905	50,508	73,160	53,914	55,793	57,661
Benchmark is greater than 60%	72%	72%	73%	74%	79%	79%	79%	57%	80%	80%	80%
Cash Expense Cover Ratio											
Current year's cash,cash equivalents and term deposits	36,287	36,287	36,563	36,125	37,026	37,693	39,555	42,914	44,729	44,896	47,838
Monthly payments from cash flow of operating and financing activities	3,452	3,452	3,207	3,134	3,223	3,259	3,346	3,423	3,649	3,755	3,817
Benchmark is greater than 3 months	11 months	11 months	11 months	12 months	11 months	12 months	12 months	13 months	12 months	12 months	13 months

KEY PERFORMANCE INDICATORS											
GENERAL FUND											
	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Unrestricted Current Ratio											
Current Assets less all External Restrictions	27,422	27,217	27,644	26,539	27,024	26,773	26,989	28,886	29,957	31,192	32,903
Current Liabilities less Specific Purpose Liabilities	10,566	10,566	10,566	10,566	10,566	10,566	10,566	10,566	10,566	10,566	10,566
Benchmark is greater than 1.5x	2.6x	2.6x	2.6x	2.5x	2.6x	2.5x	2.6x	2.7x	2.8x	3x	3.1x
Debt Service Cover Ratio											
Operating result before capital excluding interest and depreciation/impairment/amortisation	4,974	4,974	4,202	5,834	5,685	5,561	5,875	6,744	6,376	6,518	6,976
Loan Repayments (Principal & Interest)	665	665	655	468	468	440	418	418	418	418	353
Benchmark is greater than 2x	7.5x	7.5x	6.4x	12.5x	12.1x	12.6x	14.1x	16.1x	15.3x	15.6x	19.8x
Rates & Annual Charges Coverage Ratio											
Rates & Annual Charges	8,131	8,131	8,472	8,812	9,165	9,533	9,915	10,313	10,727	11,157	11,604
Income from Continuing Operations	33,576	33,576	32,241	30,566	28,202	28,993	29,865	36,757	31,726	32,786	33,816
Benchmark is greater than or equal to 40%	24%	24%	26%	29%	32%	33%	33%	28%	34%	34%	34%
Operating Performance											
Total continuing operating revenue excluding capital grants and contributions less operating expenses	(562)	(562)	(1,223)	47	(199)	(421)	(210)	555	81	115	463
Total continuing operating revenue excluding capital grants and contributions	30,347	30,347	27,498	26,648	27,623	28,397	29,251	30,124	31,074	32,115	33,125
Benchmark is greater than 0%	-1.9%	-1.9%	-4.4%	0.2%	-0.7%	-1.5%	-0.7%	1.8%	0.3%	0.4%	1.4%
Own Source Operating Revenue											
Total continuing operating revenue excluding all grants and contributions	20,142	20,142	19,025	17,756	18,339	18,914	19,564	20,226	20,960	21,777	22,557
Total continuing operating revenue	33,576	33,576	32,241	30,566	28,202	28,993	29,865	36,757	31,726	32,786	33,816
Benchmark is greater than 60%	60%	60%	59%	58%	65%	65%	66%	55%	66%	66%	67%
Cash Expense Cover Ratio											
Current year's cash,cash equivalents and term deposits	16,802	16,802	17,243	16,154	16,655	16,421	16,656	18,573	19,665	20,921	22,656
Monthly payments from cash flow of operating and financing activities	2,154	2,154	1,960	1,757	1,850	1,922	1,965	1,965	2,074	2,148	2,188
Benchmark is greater than 3 months	8 months	8 months	9 months	9 months	9 months	9 months	8 months	9 months	9 months	10 months	10 months

KEY PERFORMANCE INDICATORS											
WASTE FUND											
	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Unrestricted Current Ratio											
Current Assets less all External Restrictions	4,158	2,365	1,467	1,757	1,692	1,711	2,138	2,605	3,061	3,551	3,690
Current Liabilities less Specific Purpose Liabilities	564	564	564	564	564	564	564	564	564	564	564
Benchmark is greater than 1.5x	7.4x	4.2x	2.6x	3.1x	3x	3x	3.8x	4.6x	5.4x	6.3x	6.5x
Debt Service Cover Ratio											
Operating result before capital excluding interest and depreciation/impairment/amortisation	870	870	695	720	772	871	909	1,071	987	1,040	1,096
Loan Repayments (Principal & Interest)	100	100	38	38	38	38	38	38	38	38	38
Benchmark is greater than 2x	8.7x	8.7x	18.3x	18.9x	20.3x	22.9x	23.9x	28.1x	25.9x	27.3x	28.8x
Rates & Annual Charges Coverage Ratio											
Rates & Annual Charges	3,355	3,355	3,492	3,597	3,705	3,817	3,932	4,051	4,173	4,298	4,428
Income from Continuing Operations	5,649	5,649	6,158	5,967	5,615	5,268	5,425	5,587	5,753	5,925	6,102
Benchmark is greater than or equal to 40%	59%	59%	57%	60%	66%	72%	72%	73%	73%	73%	73%
Operating Performance											
Total continuing operating revenue excluding capital grants and contributions less operating expenses	485	485	307	326	370	463	494	649	558	604	653
Total continuing operating revenue excluding capital grants and contributions	5,649	5,649	5,823	5,967	5,615	5,268	5,425	5,587	5,753	5,925	6,102
Benchmark is greater than 0%	8.6%	8.6%	5.3%	5.5%	6.6%	8.8%	9.1%	11.6%	9.7%	10.2%	10.7%
Own Source Operating Revenue											
Total continuing operating revenue excluding all grants and contributions	5,649	5,649	5,823	5,967	5,615	5,268	5,425	5,587	5,753	5,925	6,102
Total continuing operating revenue	5,649	5,649	6,158	5,967	5,615	5,268	5,425	5,587	5,753	5,925	6,102
Benchmark is greater than 60%	100%	100%	95%	100%	100%	100%	100%	100%	100%	100%	100%
Cash Expense Cover Ratio											
Current year's cash,cash equivalents and term deposits	3,291	3,291	2,783	3,460	3,799	4,238	5,105	6,134	7,080	8,079	8,746
Monthly payments from cash flow of operating and financing activities	405	405	429	439	406	368	378	378	399	409	419
Benchmark is greater than 3 months	8 months	8 months	6 months	8 months	9 months	12 months	14 months	16 months	18 months	20 months	21 months

KEY PERFORMANCE INDICATORS											
COMBINED GENERAL & WASTE FUNDS											
	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Unrestricted Current Ratio											
Current Assets less all External Restrictions	59,001	56,799	56,755	54,836	55,740	55,256	56,117	60,376	62,975	65,935	69,496
Current Liabilities less Specific Purpose Liabilities	11,130	11,130	11,130	11,130	11,130	11,130	11,130	11,130	11,130	11,130	11,130
Benchmark is greater than 1.5x	5.3x	5.1x	5.1x	4.9x	5x	5x	5x	5.4x	5.7x	5.9x	6.2x
Debt Service Cover Ratio											
Operating result before capital excluding interest and depreciation/impairment/amortisation	13,820	13,820	13,281	15,600	16,594	16,660	17,643	19,207	19,417	20,145	21,517
Loan Repayments (Principal & Interest)	765	765	694	506	506	478	456	456	456	456	391
Benchmark is greater than 2x	18.1x	18.1x	19.2x	30.8x	32.8x	34.9x	38.7x	42.1x	42.6x	44.2x	55.1x
Rates & Annual Charges Coverage Ratio											
Rates & Annual Charges	24,995	24,995	26,226	27,211	28,267	29,365	30,506	31,691	32,923	34,202	35,532
Income from Continuing Operations	39,225	39,225	38,400	36,533	33,818	34,261	35,290	42,343	37,479	38,711	39,918
Benchmark is greater than or equal to 40%	64%	64%	68%	74%	84%	86%	86%	75%	88%	88%	89%
Operating Performance											
Total continuing operating revenue excluding capital grants and contributions less operating expenses	(78)	(78)	(916)	373	172	42	284	1,204	639	719	1,116
Total continuing operating revenue excluding capital grants and contributions	35,996	35,996	33,322	32,615	33,239	33,665	34,676	35,711	36,827	38,039	39,226
Benchmark is greater than 0%	-0.2%	-0.2%	-2.7%	1.1%	0.5%	0.1%	0.8%	3.4%	1.7%	1.9%	2.8%
Own Source Operating Revenue											
Total continuing operating revenue excluding all grants and contributions	25,791	25,791	24,848	23,723	23,954	24,182	24,989	25,813	26,713	27,701	28,658
Total continuing operating revenue	39,225	39,225	38,400	36,533	33,818	34,261	35,290	42,343	37,479	38,711	39,918
Benchmark is greater than 60%	66%	66%	65%	65%	71%	71%	71%	61%	71%	72%	72%
Cash Expense Cover Ratio											
Current year's cash,cash equivalents and term deposits	20,093	20,093	20,026	19,614	20,453	20,659	21,761	24,707	26,745	29,001	31,401
Monthly payments from cash flow of operating and financing activities	2,560	2,560	2,389	2,196	2,256	2,290	2,343	2,343	2,473	2,557	2,607
Benchmark is greater than 3 months	8 months	8 months	8 months	9 months	9 months	9 months	9 months	11 months	11 months	11 months	12 months

KEY PERFORMANCE INDICATORS											
WATER FUND											
	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Unrestricted Current Ratio											
Current Assets less all External Restrictions	9,087	9,087	9,037	9,508	9,910	10,392	11,150	11,280	10,840	8,877	8,956
Current Liabilities less Specific Purpose Liabilities	1,972	1,972	1,972	1,972	1,972	1,972	1,972	1,972	1,972	1,972	1,972
Benchmark is greater than 1.5x	4.6x	4.6x	4.6x	4.8x	5x	5.3x	5.7x	5.7x	5.5x	4.5x	4.5x
Debt Service Cover Ratio											
Operating result before capital excluding interest and depreciation/impairment/amortisation	2,398	2,398	2,525	2,635	2,710	2,836	3,046	2,420	3,506	3,764	4,035
Loan Repayments (Principal & Interest)	380	380	380	380	380	380	380	380	1,952	1,952	1,845
Benchmark is greater than 2x	6.3x	6.3x	6.6x	6.9x	7.1x	7.5x	8x	6.4x	1.8x	1.9x	2.2x
Rates & Annual Charges Coverage Ratio											
Rates & Annual Charges	2,149	2,149	2,465	2,565	2,669	2,776	2,888	3,005	3,126	3,252	3,384
Income from Continuing Operations	9,838	9,838	8,561	8,902	9,256	9,624	10,007	25,405	10,819	11,250	11,698
Benchmark is greater than or equal to 40%	22%	22%	29%	29%	29%	29%	29%	12%	29%	29%	29%
Operating Performance											
Total continuing operating revenue excluding capital grants and contributions less operating expenses	(259)	(259)	(168)	(96)	(58)	32	205	(457)	(486)	(238)	23
Total continuing operating revenue excluding capital grants and contributions	8,331	8,331	8,526	8,865	9,218	9,585	9,967	10,364	10,777	11,206	11,653
Benchmark is greater than 0%	-3.1%	-3.1%	-2.0%	-1.1%	-0.6%	0.3%	2.1%	-4.4%	-4.5%	-2.1%	0.2%
Own Source Operating Revenue											
Total continuing operating revenue excluding all grants and contributions	8,230	8,230	8,526	8,865	9,218	9,585	9,967	10,364	10,777	11,206	11,653
Total continuing operating revenue	9,838	9,838	8,561	8,902	9,256	9,624	10,007	25,405	10,819	11,250	11,698
Benchmark is greater than 60%	84%	84%	100%	100%	100%	100%	100%	41%	100%	100%	100%
Cash Expense Cover Ratio											
Current year's cash,cash equivalents and term deposits	6,568	6,568	6,518	6,989	7,391	7,873	8,631	8,761	8,321	6,358	6,437
Monthly payments from cash flow of operating and financing activities	525	525	530	549	572	592	607	692	767	781	787
Benchmark is greater than 3 months	13 months	13 months	12 months	13 months	13 months	13 months	14 months	13 months	11 months	8 months	8 months

KEY PERFORMANCE INDICATORS											
SEWER FUND											
	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Unrestricted Current Ratio											
Current Assets less all External Restrictions	10,255	10,347	10,739	10,243	9,902	9,881	9,883	10,165	10,384	10,258	10,720
Current Liabilities less Specific Purpose Liabilities	297	297	297	297	297	297	297	297	297	297	297
Benchmark is greater than 1.5x	34.5x	34.8x	36.2x	34.5x	33.3x	33.3x	33.3x	34.2x	35x	34.5x	36.1x
Debt Service Cover Ratio											
Operating result before capital excluding interest and depreciation/impairment/amortisation	603	603	1,655	576	1,742	1,831	1,939	2,228	2,172	2,306	2,435
Loan Repayments (Principal & Interest)	648	648	648	648	1,723	1,398	1,560	1,560	1,560	1,560	1,560
Benchmark is greater than 2x	0.9x	0.9x	2.6x	0.9x	1x	1.3x	1.2x	1.4x	1.4x	1.5x	1.6x
Rates & Annual Charges Coverage Ratio											
Rates & Annual Charges	3,228	3,228	3,325	3,425	3,562	3,705	3,854	4,009	4,170	4,338	4,512
Income from Continuing Operations	4,435	4,435	4,533	4,661	4,836	5,020	5,211	5,412	5,615	5,832	6,045
Benchmark is greater than or equal to 40%	73%	73%	73%	73%	74%	74%	74%	74%	74%	74%	75%
Operating Performance											
Total continuing operating revenue excluding capital grants and contributions less operating expenses	(935)	(935)	111	(976)	(508)	(203)	(180)	129	92	252	408
Total continuing operating revenue excluding capital grants and contributions	4,367	4,367	4,463	4,588	4,762	4,943	5,132	5,330	5,531	5,745	5,955
Benchmark is greater than 0%	-21.4%	-21.4%	2.5%	-21.3%	-10.7%	-4.1%	-3.5%	2.4%	1.7%	4.4%	6.9%
Own Source Operating Revenue											
Total continuing operating revenue excluding all grants and contributions	4,367	4,367	4,463	4,588	4,762	4,943	5,132	5,330	5,531	5,745	5,955
Total continuing operating revenue	4,435	4,435	4,533	4,661	4,836	5,020	5,211	5,412	5,615	5,832	6,045
Benchmark is greater than 60%	98%	98%	98%	98%	98%	98%	98%	98%	99%	99%	99%
Cash Expense Cover Ratio											
Current year's cash,cash equivalents and term deposits	9,627	9,627	10,019	9,523	9,182	9,161	9,163	9,445	9,664	9,538	10,000
Monthly payments from cash flow of operating and financing activities	368	368	288	388	395	376	396	388	410	417	423
Benchmark is greater than 3 months	26 months	26 months	35 months	25 months	23 months	24 months	23 months	24 months	24 months	23 months	24 months

CAPITAL WORKS SCHEDULE											
Description	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
GENERAL FUND											
Installation of EV Charging		43,445									
Major Software & Infrastructure Upgrades		90,000									
Revitalising Regional Libraries	16,000										
Cowra Library Refurbishment	4,397										
Accessibility Upgrade - Grant Funded	79,640										
Auditorium Seating Upgrade - Grant Funded	148,534										
Pound Refurbishment	164,000										
Pound - Cat Cages	10,000										
Survey Equipment Upgrade	18,000							15,000			
Civic Centre Solar Installation & Battery Storage		42,374									
Library/ Art Gallery Solar Installation & Battery Storage		41,170									
Council Depot Solar Installation & Battery Storage		94,656									
Visitors Centre Solar Installation & Battery Storage		42,374									
Depot Chemical Storage Upgrades	23,399										
Depot Redevelopment Stage 3	20,000	400,000	430,000								
Plant Purchases	1,282,993	1,056,866	823,515	818,265	1,367,493	1,259,586	541,796	940,000	940,000	940,000	940,000
RERRF & Block Supplementary - Regional Roads Repairs	216,000	108,000									
RTR - Program Works		1,236,729	1,739,365	1,830,911	1,830,911	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904
Rural Culverts & Causeways	80,000										
Rural Roads Resealing	159,062										
Gravel Resheeting & Rock Busting	191,199										
RTR - Bangaroo Rd - Rehabilitation		228,000									
RTR - Kangaroooby Rd - Final Seal	115,000										
RTR - North Logan Rd - Rehabilitation & Widening	521,831										
RTR - Kangaroo Flat Rd - Second Seal 4.93-5.98 & 6.39-6.84	53,000										
RTR - Tokyo Terrace - Drainage Improvement Works	70,000										
RTR - Middle Creek Rd - Resheeting	122,509										
RTR - Culverts - Saywaker Lane	32,151										
RTR - Culverts - Nada Road	30,454										
RTR - Culverts - Farm Road	53,638										
RTR - Kangaroo Flat Rd - Rehab & Seal 8.9-12.2 (FLR2)	85,813										
RTR - Kangaroo Flat Rd - Rehab & Seal 13.1-14.8 (FLR2)	46,354										
RTR - Mt McDonald Rd - Rehab & Seal 4.4-5.3 (FLR2)	29,253										
RTR - Mt McDonald Rd - Rehab & Seal 6.7-7.7 (FLR2)	43,880										
RTR & FLR3 - Troopers Rd Seal 0-5km	116,132										
Cowra Street & Lane Reseals	245,351	168,770		213,957	368,996	230,150	173,693	177,862	182,131	186,502	190,978
Japanese Gardens Carpark Upgrade		100,000									
Recovery Grant Exp - Bulkhead Road Fishburn Street Intersection Concreting	20,847										
Recovery Grant Exp - Nangar Street - Pipe Upgrade & Augmentation	32,169										
Recovery Grant Exp - Pridham St - Open Drain	130,409										
Grading	1,636,453	300,000	997,197	1,021,130	1,045,637	1,070,732	1,096,430	1,122,745	1,149,691	1,177,284	1,205,539
Gravel Resheeting	14,150	559,402	572,827	586,575	600,652	615,068	629,829	644,945	660,424	676,275	692,505
Rural Reseals	333,776	435,386	688,251	430,647	334,989	419,322	351,775	360,217	368,862	377,715	387,158
Recovery Grant Exp - Greenthorpe Road Sidetrack	552										
Recovery Grant Exp - Jukes Lane - Twin Cell Box Culvert	28,244										
Village Reseals	52,984	52,756	52,688	52,560	52,920	52,912	52,752	52,376			
Bushfire Equipment Allocation	420,814	433,438	446,441	459,834	473,629	487,838	502,473	517,547	533,073	549,065	565,537
Low Level Bridge - New							6,000,000				
West Cowra Drainage Improvements - Walker St to Grenfell Rd	340,398										
Chiverton Road - Repair Drainage Erosion	91,394										
Pool Concept Design & Specifications	134,546										
WP1 - New Pools Filtration	7,765										
WP2 - Main Pool & Toddler Pool Redevelopment		1,193,274	4,944,063								
WP3 - Splashpad and Plant Room		402,884	402,885								
WP4 - New Retractable Shades		450,915	450,915								
WP5 - Demolition of Existing Building / Plant Room		138,141	138,142								
WP6 - Proposed Clubhouse Building		188,739	188,738								
Playground Asset Renewal	59,296	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)	1,430										
River Front Footpaths (Public Spaces)	19,512										
Additional Pathways at Peace Precinct (Public Spaces)	469										
Evans Street Shared Path & Parking Area (Public Spaces)	208,708										
Sculpture Park Paths	104,955										
Col Stinson Park Amenities and Clubhouse	528,103										
Col Stinson Park Courts and Seating	41,555										
River Park Cricket Nets - Netting Replacement on 3 Wickets	13,200										
Mulyan Park - Female Changerooms		747,500									
WCRG - Female Changerooms		747,500									
Riverfront Precinct - Replace Slabs	153,000										
Central Precinct Redevelopment - Internal Roads		70,000									
Cover Yard Walkways Stage 1		100,000									
Installation of eID Infrastructure	270,459										
Building Asset Management Plan - Works	112,161	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Rose Garden Coffee House Renovations	58,463										

CAPITAL WORKS SCHEDULE											
Description	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
WASTE FUND											
MGB Replacements	20,960	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Replacement Garbage Truck				390,000	390,000					390,000	390,000
Landfill Waste Cell Modifications	112,981	325,000									
Purchase of Landfill Compactor		1,000,000									
Staff Amenities Building & Admin Office Renovation	196,550										
Extension of Sorting Line Storage Area	156,000										
MRF Solar Installation & Battery Storage		169,615									
WATER FUND											
New Meter Installations	116,389	119,428	122,546	125,746	129,030	132,402	135,863	139,416	143,063	146,807	150,649
Meter Replacements	93,161	180,000	184,748	189,623	194,627	199,766	205,043	210,460	216,022	221,732	227,596
Reservoir Cleaning & Painting	60,785	56,465	57,820	59,208	60,629	62,084	63,574	65,100	66,662	68,262	69,900
Reservoir Chlorine Monitoring System	111,699										
Cowra - Reservoir Re-Roofing	104,360	67,113	68,724								
Billimari - Pump Station Upgrade						64,004				81,931	
River Low Lift Pump Station				169,557	173,796						
High Lift Pump at River	2,226								233,949		
High Lift Pump at River - Switch Board	60,000										
Wyangala - Raw Lift Pump Station											81,931
Gooloogong Pump Replacement							21,538				
Southern Line - Pump Replacement Program								59,434			
High Lift Pump Station - PFC Installation		35,728									
Cowra - Raw Water Intake Upgrade									1,559,659		
Water Main Replacement		1,077,204	1,407,606	1,441,389	1,475,982	1,511,406	1,547,680	1,584,824	1,622,860	1,661,809	1,701,692
Comerford St & Lachlan St Main Replacement	235,089										
Construct Emergency Drought Supply	1,471,735										
Mains Replacement - Brisbane Street - West		250,000									
Southern Line Replacement	128,646										
Young Road Water Main Upgrade - Industrial Development	421,000										
Mains Replacement - Binni Creek Road - East	1,217,814										
Install Solar PV 26kW System - Cowra WTP	27,221										
New River Offtake							5,000,000				
Replace Cowra WTP (30ML / day)							30,000,000				
Transfer Pump Refurbishment	110,888										
Replace Telemetry System	50,680	500,000									

CAPITAL WORKS SCHEDULE											
Description	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
SEWER FUND											
West Cowra Sewer Reticulation	73,410		11,055,377								
Mains Replacement/Renewal Program	577,144	402,680	412,344	422,240	432,374	442,751	453,377	464,258	475,400	486,810	498,493
Install Solar PV 99kW System - Cowra STP	98,883										
Aerator Replacement									467,898		
Purchase - Dewatering Bins											
New Package Plant Filtration & UV for Water Cart Effluent Re-Use		200,000									
SN Return, Rotation pipe Work & Pump System	15,000										
STP Outflow Repair	8,595										
Sludge Lagoon Cleanout	200,000										
Pump Station Renewal/Replacement	44,184	13,423	13,745	14,075	14,413	14,759	15,113	15,476	15,847	16,227	16,616
Ventstack Replacement	117,755	70,585	72,279								
Replace Telemetry System					84,778						
TOTAL BY FUND											
General Fund	8,794,404	9,557,319	11,960,027	5,498,879	6,160,227	6,051,512	11,264,652	5,746,596	5,750,085	5,822,745	5,897,621
Waste Fund	486,491	1,514,615	20,000	410,000	410,000	20,000	20,000	20,000	20,000	410,000	410,000
Water Fund	4,083,047	2,250,210	1,841,444	1,985,523	2,034,064	1,969,662	36,973,698	2,059,234	3,842,215	2,180,541	2,231,768
Sewer Fund	1,134,971	686,688	11,553,745	436,315	531,565	457,510	468,490	479,734	959,145	503,037	515,109
TOTAL CONSOLIDATED	14,498,913	14,008,832	25,375,216	8,330,717	9,135,856	8,498,684	48,726,840	8,305,564	10,571,444	8,916,323	9,054,498

EXTERNAL LOAN SCHEDULE																	
Loan #	Purpose	Principal	Annual	Principal		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Principal
Lender	Obtained - Maturity	Int. Rate	Repayment	Outstanding 01/07/2024													Outstanding 30/06/2035
GENERAL FUND																	
236a	River Park Amenities	96,000	8,520	8,051	P	8,051	-	-	-	-	-	-	-	-	-	-	0
CBA	28/01/2005 - 01/02/2025	6.31%			I	382	-	-	-	-	-	-	-	-	-	-	
236b	Vaux Street Drainage	337,500	29,944	28,298	P	28,298	-	-	-	-	-	-	-	-	-	-	0
CBA	28/01/2005 - 01/02/2025	6.31%			I	1,341	-	-	-	-	-	-	-	-	-	-	
242b	Mulyan Amenities	255,000	7,454	64,676	P	3,129	3,347	3,560	3,841	4,098	4,383	4,689	4,996	5,372	5,745	6,140	15,377
CBA	22/08/2007 - 24/08/2037	6.80%			I	4,325	4,107	3,894	3,613	3,356	3,070	2,765	2,457	2,082	1,709	1,313	
241b	Vaux Street Drainage	166,000	12,452	106,352	P	5,792	6,165	6,563	6,955	7,450	7,916	8,426	8,961	9,531	10,170	10,824	17,601
CBA	18/12/2006 - 18/12/2036	6.35%			I	6,660	6,286	5,889	5,497	5,002	4,536	4,026	3,491	2,921	2,282	1,628	
249	Civic Centre Refurbishment	1,395,390	130,639	857,642	P	62,204	67,845	73,546	79,586	86,549	93,771	101,370	110,027	119,327	63,415	-	0
NAB	23/12/2008 - 30/09/2033	8.15%			I	68,434	62,793	57,093	51,053	44,089	36,867	29,269	20,611	11,312	1,904	-	
245	Civic Centre Refurbishment - 2	234,000	24,285	96,179	P	16,610	18,023	19,555	21,211	20,779	-	-	-	-	-	-	0
NAB	29/06/2009 - 29/06/2009	8.33%			I	7,674	6,262	4,729	3,073	979	-	-	-	-	-	-	
246	Saleyards - Effluent Screens	225,000	25,921	24,671	P	24,671	-	-	-	-	-	-	-	-	-	-	0
NAB	16/04/2010 - 16/04/2025	8.01%			I	1,249	-	-	-	-	-	-	-	-	-	-	
250	Drainage Improvements	250,000	25,994	91,152	P	20,652	22,040	23,470	24,989	-	-	-	-	-	-	-	0
NAB	28/06/2013 - 28/06/2028	6.36%			I	5,342	3,954	2,525	1,005	-	-	-	-	-	-	-	
253a	Depot - Stage 1 Redevelopment	400,000	45,636	88,592	P	43,734	44,858	-	-	-	-	-	-	-	-	-	0
TCorp	27/06/2016 - 27/06/2027	2.63%			I	1,902	740	-	-	-	-	-	-	-	-	-	
253c	Cemetery Expansion	250,000	28,513	55,432	P	27,325	28,107	-	-	-	-	-	-	-	-	-	0
TCorp	27/06/2016 - 27/06/2027	2.63%			I	1,188	463	-	-	-	-	-	-	-	-	-	
253b	Airport Subdivision	1,478,993	168,725	327,662	P	161,693	165,969	-	-	-	-	-	-	-	-	-	0
TCorp	27/06/2016 - 27/06/2027	2.63%			I	7,032	2,737	-	-	-	-	-	-	-	-	-	
254a	Depot - Stage 2 Redevelopment	512,120	32,341	428,387	P	22,218	22,759	23,312	23,879	24,460	25,055	25,664	26,288	26,927	27,582	28,253	151,989
TCorp	11/05/2020 - 11/05/2040	2.41%			I	10,122	9,582	9,029	8,462	7,881	7,286	6,677	6,053	5,413	4,759	4,088	
254b	CBD Footpath Refurbishment	1,437,788	90,817	1,202,692	P	62,392	63,910	65,464	67,056	68,686	70,357	72,068	73,820	75,616	77,454	79,338	426,532
TCorp	11/05/2020 - 11/05/2040	2.41%			I	28,425	26,908	25,354	23,762	22,131	20,461	18,750	16,997	15,202	13,363	11,479	
254c	Low Level Bridge Repairs	500,000	31,583	418,244	P	21,697	22,225	22,766	23,319	23,886	24,467	25,062	25,672	26,296	26,936	27,591	148,327
TCorp	11/05/2020 - 11/05/2040	2.41%			I	9,885	9,357	8,817	8,263	7,696	7,115	6,520	5,911	5,287	4,647	3,992	
	Pool Replacement Stage 1	500,000	41,258	-	P	-	-	15,138	15,970	16,847	17,772	18,749	19,779	20,865	22,011	23,221	329,649
	2025 - 2045	5.42%			I	-	26,908	26,120	25,288	24,411	23,486	22,509	21,479	20,393	19,247	18,037	
	Pool Replacement Stage 2	500,000	41,258	-	P	-	-	14,350	15,138	15,970	16,847	17,772	18,749	19,779	20,865	22,011	338,520
	2026 - 2046	5.42%			I	-	-	26,908	26,120	25,288	24,411	23,486	22,509	21,479	20,393	19,247	
	West Cowra Drainage Stage 1	365,000	30,118	-	P	-	10,475	11,051	11,658	12,298	12,974	13,687	14,438	15,232	16,068	16,951	230,169
	2025 - 2045	5.42%			I	-	19,643	19,068	18,460	17,820	17,144	16,432	15,680	14,887	14,050	13,167	
GENERAL FUND TOTALS			775,458	3,798,029		662,431	655,465	468,198	468,198	439,677	417,919	417,919	417,919	417,919	352,600	287,280	1,658,164
WASTE FUND																	
247	Recycling Plant	538,500	62,037	59,046	P	59,046	-	-	-	-	-	-	-	-	-	-	0
NAB	16/04/2010 - 16/04/2025	8.01%			I	2,990	-	-	-	-	-	-	-	-	-	-	
255	MRF - Admin Building	450,000	38,040	450,000	P	12,384	13,113	13,885	14,702	15,567	16,484	17,454	18,481	19,569	20,721	21,940	265,700
Tcorp	28/06/2024 - 28/06/2044	5.76%			I	25,656	24,927	24,155	23,338	22,472	21,556	20,586	19,559	18,471	17,319	16,100	
WASTE FUND TOTALS			100,077	509,046		100,077	38,040	38,040	38,040	38,040	38,040	38,040	38,040	38,040	38,040	38,040	265,700

Loan #	Purpose	Principal	Annual	Principal		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Principal
Lender	Obtained - Maturity	Int. Rate	Repayment	Outstanding													Outstanding
				01/07/2024													30/06/2035
WATER FUND																	
238	Water Main Replacement 2005/2006	1,000,000	77,978	439,887	P	52,026	55,495	58,863	62,416	66,207	70,295	74,586	-	-	-	-	0
CBA	21/02/2006 - 22/02/2031	6.03%			I	25,952	22,483	19,115	15,562	11,771	7,683	3,393	-	-	-	-	
241a	Water Main Replacement 2006/2007	1,256,000	94,248	804,531	P	43,838	46,666	49,676	52,642	56,386	59,913	63,778	67,823	72,137	76,974	81,925	132,774
CBA	18/12/2006 - 18/12/2036	6.35%			I	50,410	47,582	44,572	41,606	37,862	34,334	30,469	26,424	22,111	17,274	12,323	
242a	1C1 Zone	1,286,500	100,883	876,055	P	42,351	45,300	48,179	51,989	55,461	59,329	63,458	67,623	72,707	77,755	83,106	208,798
CBA	22/08/2007 - 24/08/2037	6.80%			I	58,533	55,584	52,705	48,895	45,423	41,555	37,426	33,261	28,177	23,129	17,778	
251	Emergency Water Supply - 1C1 Extension	1,186,124	106,952	722,468	P	60,999	65,104	69,485	74,160	79,151	84,477	90,161	96,228	102,703	-	-	0
WPC	28/06/2013 - 27/06/2033	6.57%			I	45,952	41,848	37,467	32,791	27,801	22,475	16,791	10,724	4,249	-	-	
	50% New WTP and River Offtake	20,000,000	1,650,314	-	P	-	-	-	-	-	-	-	573,988	605,519	638,783	673,875	17,507,835
	2031 - 2051	5.42%			I	-	-	-	-	-	-	-	1,076,326	1,044,795	1,011,531	976,440	
WATER FUND TOTALS			2,030,375	2,842,942		380,061	380,061	380,061	380,061	380,061	380,061	380,062	1,952,398	1,952,398	1,845,446	1,845,446	17,849,407
SEWER FUND																	
244	Sewerage Treatment Plant	7,213,320	648,242	5,771,765	P	184,510	199,974	214,260	296,768	193,573	275,788	298,903	321,334	351,746	381,143	412,312	2,641,454
NAB	05/07/2010 - 04/05/2040	8.13%			I	463,732	448,268	433,982	513,535	292,608	372,453	349,339	326,908	296,496	267,099	235,930	
	West Cowra Sewer Augmentation	11,055,377	912,242	-	P	-	-	-	317,283	334,712	353,100	372,497	392,960	414,547	437,320	461,344	7,971,616
	2025 - 2045	5.42%			I	-	-	-	594,960	577,530	559,143	539,745	519,283	497,696	474,923	450,899	
SEWER FUND TOTALS			1,560,484	5,771,765		648,242	648,242	648,242	1,722,545	1,398,424	1,560,484	1,560,484	1,560,484	1,560,484	1,560,484	1,560,484	10,613,070
TOTAL EXTERNAL LOANS			4,466,394	12,921,782		1,790,811	1,721,807	1,534,541	2,608,844	2,256,202	2,396,504	2,396,504	3,968,841	3,968,841	3,796,570	3,731,250	30,386,341
INTERNAL LOAN SCHEDULE																	
Loan #	Purpose	Principal	Annual	Principal		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Principal
Fund	Obtained - Maturity	Int. Rate	Repayment	Outstanding													Outstanding
				01/07/2024													30/06/2035
GENERAL FUND																	
226	Library	167,500	15,691	14,529	P	14,529	-	-	-	-	-	-	-	-	-	-	0
Gen	30/06/2000 - 30/06/2025	8.00%			I	1,163	-	-	-	-	-	-	-	-	-	-	
226	Gallery	167,500	15,691	14,529	P	14,529	-	-	-	-	-	-	-	-	-	-	0
Gen	30/06/2000 - 30/06/2025	8.00%			I	1,163	-	-	-	-	-	-	-	-	-	-	
GENERAL FUND TOTALS			31,382	29,058		31,384	-	-	-	-	-	-	-	-	-	-	-