AGENDA

Ordinary Council Meeting

Date: Monday, 24 June 2024

Time: 5 pm

Location: Cowra Council Chambers
116 Kendal Street, Cowra

Paul Devery

General Manager

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1 INTRODUCTION

1.1 Recording & Publishing

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

1.2 Acknowledgement of Country

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

1.3 Apologies and Applications for Leave of Absence by Councillors

List of apologies for the meeting.

1.4 Disclosures of Interest

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

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

1.5 Presentations

1.5.1 Cowra CBD Place Vision & Activation Plan - Presentation by Village Well

File Number: D24/1038

Author: Paul Devery, General Manager

Presenters

Introduction: Cr Sharon D'Elboux, Chair CBD Committee

External: Village Well

Internal: Paul Devery, General Manager

Observers: **Nil**

Verbal/PPT Teams Presentation (10min/Max 20mins)

ATTACHMENTS

Nil

1.6 Public Forum

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

2 CONFIRMATION OF MINUTES

Confirmation of Minutes of Ordinary Council Meeting held on 27 May 2024

MINUTES

Ordinary Council Meeting
Monday, 27 May 2024

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MINUTES OF COWRA COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE COWRA COUNCIL CHAMBERS, 116 KENDAL STREET, COWRA
ON MONDAY, 27 MAY 2024 AT 5 PM

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

IN ATTENDANCE: Mr Paul Devery (General Manager), Mrs Larissa Hackett (Director-Environmental Services), Mr Dirk Wymer (Director-Infrastructure & Operations), Mr Graham Apthorpe (Acting Director - Corporate Services)

1 INTRODUCTION

1.1 Recording & publishing

The Mayor advised that the meeting was being recorded.

1.2 Acknowledgement of Country

The Mayor delivered the Acknowledgment of Country.

1.3 Apologies and Applications for Leave of Absence by Councillors

Nil

1.4 Disclosures of Interest

Cr Nikki Kiss OAM declared a non-pecuniary interest in relation to item 7.4 '*West Cowra Sewerage Project Development Plan'* due to being a resident of West Cowra

1.5 Presentations

Nil

1.6 Public Forum

Nil

2 CONFIRMATION OF MINUTES

RESOLUTION 90/24

Moved: Cr Judi Smith
Seconded: Cr Cheryl Downing

That the minutes of Ordinary Council Meeting held on 22 April 2024 be confirmed.

CARRIED

RESOLUTION 91/24

Moved: Cr Erin Watt
Seconded: Cr Nikki Kiss OAM

That the minutes of Extraordinary Council Meeting held on 13 May 2024 be confirmed with the following amendment:

Item E4.3.d in the one year Operational Plan 2024-2025 Performance Measure:

Delete the text *"If feasible"* so Item E4.3.d reads *"Council to provide residents with two bulky goods collection days per year"*

CARRIED

3 MAYORAL MINUTES

3.1 Mayoral Minute - Delegation Visit to Japan (April 2024)

RESOLUTION 92/24

Moved: Cr Ruth Fagan
Seconded: Cr Bill West

That Council note the Mayoral Minute reporting on the 2024 Cowra Council delegation's trip to Japan.

CARRIED

4 GENERAL COMMITTEE RECOMMENDATIONS - MONDAY, 13 MAY 2024

DIRECTOR-CORPORATE SERVICES REPORT

4.1 Donation – Cowra Local Aboriginal Land Council

RESOLUTION 93/24

Moved: Cr Erin Watt
Seconded: Cr Judi Smith

That Council provide a donation of $899 from the Section 356 expenses budget to assist Cowra Local Aboriginal Land Council (CLALC) in purchasing a new oven.

CARRIED

4.2 Donation – Ky Garratt

RESOLUTION 94/24

Moved: Cr Paul Smith
Seconded: Cr Cheryl Downing

That Council vary its policy by providing a donation of $600 from the Section 356 expenses budget to assist Ky Garratt in attending the U18 Oceania athletic Championships in hammer event on 2-9 June 2024 in Suva, Fiji.

CARRIED

4.3 Section 355 Committee Draft Minutes - Cowra Regional Art Gallery Advisory Committee

RESOLUTION 95/24

Moved: Cr Sharon D'Elboux
Seconded: Cr Cheryl Downing

1. **That the draft Minutes of the Cowra Regional Art Gallery Advisory Committee meetings held on 14 February and 13 March 2024 be noted.**

2. **That a letter of appreciation be forwarded to Linda Chant on her retirement thanking for her contribution to the Cowra Regional Art Gallery Advisory Committee.**

CARRIED

4.4 Investments and Financial Report

RESOLUTION 96/24

Moved: Cr Paul Smith
Seconded: Cr Erin Watt

That Council note the Investments and Financial Report for April 2024.

CARRIED

5 GENERAL MANAGER

5.1 Reconciliation Working Party

MOTION

Moved: Cr Judi Smith
Seconded: Cr Erin Watt

That Council re-register with Reconciliation Australia to develop a Reconciliation Action Plan (Reflect) under their established framework.

6 DIRECTOR-CORPORATE SERVICES

6.1 Release of Closed Decisions

RESOLUTION 97/24

Moved: Cr Sharon D'Elboux
Seconded: Cr Peter Wright

That Council note the release of the resolutions made in Closed Council at the Council Meetings on 22 January, 26 February, 18 March, 25 March and 22 April 2024:

Request for Water Account Adjustment - Assessment Number 45481
Resolution 11/24
That Council approve a credit adjustment to the value of $1,260.44 to the water account (Assessment Number 45481) on the grounds of extenuating circumstances.

Request for Water Account Adjustment - Assessment Number 70620
Resolution 12/24
That Council approve a credit adjustment to the value of $293.90 to the water account (Assessment Number 70620) on the grounds of extenuating circumstances.

Request for Tender 16/2023 - Purchase of 14 Tonne Roller - Plant 125
Resolution 13/24

1. ***That Council purchase one Caterpillar CS68B Smooth Drum Roller from WesTrac Pty Ltd for a price of $215,600.00 GST inclusive.***
2. ***That Council accept the trade-in price offered from WesTrac Pty Ltd of $55,000 GST inclusive for Council's current Plant 125 - 2008 Hamm 3518 self-propelled smooth drum roller.***
3. ***That WesTrac Pty Ltd be advised of their successful offers and those unsuccessful be notified.***

Request for Tender 17/2023 - Tree Trimming and Removal Services Within Cowra Shire 2023-2026
Resolution 33/24
That Council accept the following tenders for RFT 17/2023 - Tree Trimming and Removal Services to establish a panel contract from 4 March 2024 to 31 December 2026:

- ***Agile Arbor Pty Ltd***
- ***Asplundh Tree Expert (Australia) P/L***
- ***JG Arbor***
- ***Lachlan Valley Tree Services Pty Ltd***
- ***OS Trees P/L***
- ***S & J Tree Care (NSW) P/L***
- ***Tree Craft (NSW) Pty Ltd***

Request for Tender 18/2023 - Cabin Replacement - Cowra Van Park
Resolution 34/24

1. ***That Council awards Tender 18/2023 Cabin Replacement – Cowra Van Park to Uniplan Group Pty Ltd for the lump sum of $518,712.67 GST inclusive ($471,556.97 excl GST) to build, deliver and install three new cabins consisting***

of:

- *2 x two bedroom cabins with optional inclusions*
- *1 x two bedroom accessible cabin with optional inclusions.*

2. *That Uniplan Group Pty Ltd be notified of their successful tender and that the unsuccessful tenderers be notified.*

Crown Land Management of Part Crown Reserve 703 - Lot 7301 DP 1149856 and the Aboriginal Land Claim 37042

Resolution 35/24

That Council authorises the Director Infrastructure and Operations to commence negotiations with the NSW Aboriginal Land Council (NSWALC) to:

- ***seek concurrence from NSWALC to withdraw the land claim over the Gateway Park 0.4HA portion of the reserve containing the 'Welcome to Cowra' signage and park area;***
- ***propose an adequate compensation to NSWALC to purchase the 0.4Ha land area;***
- ***apply to Crown Lands to have the 0.4Ha portion of the Crown reserve managed by Council;***
- ***contact and notify the Cowra Local Aboriginal Land Council (LALC).***

Request for Tender 1/2024 - Sealing and Resealing Services – New Work and Town Street Reseals

Resolution 40/24

That Council accept the submission from Denrith Pty Ltd for Vendor Panel Request 402206 - RFT 1/2024 Sealing and Resealing Services – New Work and Town Street Reseals for the sum of $639,298.00 GST inclusive.

Carpark Lease - 74 Kendal Street Cowra

Resolution 64/24

1. ***That Council not accept the proposal submitted by NSW Country Investments Pty Ltd to enter into $150/day (excl. GST) lease agreement in relation to the carpark at the rear of 74 Kendal Street Cowra.***
2. ***That Council continue to liaise with the owners in an effort to secure a tenant(s) for the top floor of the building.***
3. ***That Council continue discussions with the owner in relation to the ongoing maintenance of the carpark, lighting and landscaping within the carpark.***

Request for Water Account Adjustment - Assessment Number 78631

Resolution 85/24

That Council defer consideration of a request for water account adjustment (Assessment Number 78631) pending Council seeking advice from the Water Ombudsman on the matter.

Request for Water Account Adjustment - Assessment Number 36865

Resolution 86/24

That Council approve a credit adjustment to the value of $2,728.92 to the water account (Assessment Number 36865) on the grounds of extenuating circumstances.

Request for Tender S2 2024 - Supply, Delivery and/or Installation of Guardrail and Wire Rope Safety Fencing

Resolution 87/24

That Council accept and sign contracts with RBK Pty LTD t/as Top Notch Fencing, and Western Safety Barriers Group Pty Ltd for the supply, delivery and/or installation of guardrail and wire rope safety fencing for the period 1 May 2024 to 30 April 2026 with an optional 12 month extension.

CARRIED

6.2 Quarterly Budget Review Statement - March 2024

RESOLUTION 98/24

Moved: Cr Bill West
Seconded: Cr Erin Watt

That the Third Quarterly Budget Review for the quarter ended 31 March 2024 be adopted.

CARRIED

6.3 Appointment of Chair to the Audit, Risk & Improvement Committee

RESOLUTION 99/24

Moved: Cr Erin Watt
Seconded: Cr Nikki Kiss OAM

That Mr Ron Gillard, currently an Independent Member on Council's Audit, Risk & Improvement Committee be appointed as Chair effective from 1 July 2024 for a period of four years.

CARRIED

7 DIRECTOR-INFRASTRUCTURE & OPERATIONS

7.1 Waste and Resource Recovery Strategy 2023 to 2032

RESOLUTION 100/24

Moved: Cr Erin Watt
Seconded: Cr Nikki Kiss OAM

That Council adopt the Cowra Waste and Resource Recovery Strategy 2023 to 2032 as presented.

CARRIED

7.2 Cowra Gasworks Voluntary Management Proposal

RESOLUTION 101/24

Moved: Cr Bill West
Seconded: Cr Judi Smith

1. **That Council receive and note the report on the Cowra Gasworks Voluntary Management Proposal delivery status and expenditure variations to date.**

2. That the estimated additional funding required to complete the Cowra Gasworks Voluntary Management Proposal be included in the fourth quarter budget review.

CARRIED

7.3 Council Owned Land: Lots 1 & 2 DP 1092182, Pack Street, Cowra

RESOLUTION 102/24

Moved: Cr Bill West
Seconded: Cr Paul Smith

1. That Council endorses the removal of the Restriction on use of land and Positive Covenant from the titles of Lot 1 & Lot 2 DP 1092182 relating to the prohibition of dwelling development on the land.

2. That Council authorises the General Manager and Mayor to sign all documentation necessary to release the Restriction on the use of land and Positive Covenant on the titles Lot 1 & Lot 2 DP 1092182.

CARRIED

7.4 West Cowra Sewerage Project Development Plan

RESOLUTION 103/24

Moved: Cr Erin Watt
Seconded: Cr Judi Smith

That Council:

1. Obtain a fee proposal from Public Works to prepare the Pressure Sewerage System
- **policy**
- **guidelines**
- **design and inspection standards and**
- **approval processes**

to inform the review of the engineering design and estimates, and the staged implementation strategy for PSS in West Cowra.

2. Proceed with the engineering design and estimate to connect the Airport SPS rising main to the existing gravity system in Lyall Street, due to deferred consideration of West Cowra gravity scheme sewer pump stations.

3. Proceed with the engineering investigation and design, and cost estimate of the upgraded Showground SPS.

4. Investigate the connection of the existing small lot residential area of Ranken Street to the existing Young Road SPS using a gravity sewerage system.

CARRIED

7.5 Expansion of the Interment Services Levy

RESOLUTION 104/24

Moved: Cr Judi Smith
Seconded: Cr Cheryl Downing

1. **That Council note the Director – Infrastructure & Operation's report on the Cemeteries and Crematoria NSW's proposal to introduce the interment levy.**
2. **That Council write to the Minister for Land and Property to express strong opposition to being forced to impose the interment services levy to fund Cemeteries and Crematoria NSW.**
3. **That a copy of the letter be forwarded to the Hon Steph Cooke Member for Cootamundra, the Country Mayors Association of NSW Inc and the Central NSW Joint Organisation.**

CARRIED

8 DIRECTOR-ENVIRONMENTAL SERVICES

8.1 Section 355 Committee Draft minutes - Cowra Natural Resource Management Advisory Committee meeting held 24 April 2024

RESOLUTION 105/24

Moved: Cr Peter Wright
Seconded: Cr Erin Watt

That Council note the draft minutes of the Cowra Natural Resource Management Advisory Committee meeting held on 24 April 2024.

CARRIED

8.2 Section 355 Committee Draft minutes - Access Committee meeting held Monday 22 April 2024

RESOLUTION 106/24

Moved: Cr Nikki Kiss OAM
Seconded: Cr Paul Smith

1. **That Council note the draft minutes of the Access Committee meeting held on 22 April 2024.**
2. **That Council write to the Manager of the Coles Shopping Centre requesting consideration be given to reinstalling the public seating outside Millers store.**

CARRIED

9 LATE REPORTS

Nil

10 NOTICES OF MOTIONS

10.1 Notice of Motion - Cowra Early Childhood Services Cooperative Ltd

RESOLUTION 107/24

Moved: Cr Cheryl Downing
Seconded: Cr Judi Smith

1. **That Council make allowance in the 2024/25 budget, the amount of $10,000 in the form of 5 x $2,000 grants, for new family day care providers, to be managed by Cowra Early Child Services Cooperative Ltd.**

2. **That Cowra Early Child Services Cooperative Ltd provide Council with six monthly reports on the administration of the grants including details of who the funds were provided to.**

CARRIED

11 CONFIDENTIAL MATTERS

RESOLUTION 108/24

Moved: Cr Paul Smith
Seconded: Cr Nikki Kiss OAM

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

12 CONFIDENTIAL DIRECTOR-INFRASTRUCTURE & OPERATIONS

12.1 Request for Tender S1_2024 - Supply and Delivery of Bitumen Emulsion

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

12.2 Water and Sewerage Telemetry System Upgrade

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

CARRIED

3 MAYORAL MINUTES

3.1 Mayoral Minute - Second Bridge Crossing

File Number: D24/1032

Author: Ruth Fagan, Councillor

RECOMMENDATION

That Council note the Mayoral Minute on continued advocacy for the inclusion of a second bridge crossing within the Cowra township in Transport for NSW future plans.

Council considered a Mayoral Minute at the November 2023 council meeting and adopted the following resolution:

> *Mayoral Minute - Second Bridge Crossing*
> *RESOLUTION 229/23*
> *Moved: Cr Ruth Fagan*
> *Seconded: Cr Erin Watt*
>
> *That Council write to the NSW Transport Minister, the NSW Minister for Regional Transport & Roads, the Member for Riverina and the Member for Cootamundra seeking support for Council's request to have Transport for NSW (TfNSW) include in future planning a state-owned second bridge crossing of the Lachlan River in Cowra to cater for the expected unacceptable congestion from freight and other traffic into the future.*
> *CARRIED*

A copy of the letter forwarded is included at Attachment 1. Council has since received a reply from Minister Aitchison a copy of which is included at Attachment 2.

In addition to the letter sent to the Minister the General Manager and I, accompanied by the Member for Cootamundra, met with the Minister at Parliament House on 9 May 2024. At that meeting we reiterated the importance of including a second bridge in the medium-term planning pipeline for Transport for NSW. We clarified that council is advocating for a mid-level or higher bridge, that properly connects the five highways converging at the river within Cowra township. Further emphasis was given to explaining that whilst the closure of the low-level bridge increases congestion, council's advocacy for the second bridge is primarily based upon the significant future local and regional freight benefit to the constructing of this infrastructure. It is also important to consistently assure the local community that council has no plans for the low-level bridge other than to continue to maintain it as a local traffic crossing.

Minister Aitchison was, as expected, fairly reserved in her comments at the meeting making two principal points. Firstly, that the NSW Government does not have money for major infrastructure at this time and secondly, that the Government is rolling out transport plans across the state and Council should make a submission. This latter advice is welcomed as the review of the regional transport plan has been stalled for over two years, Council having made a submission on a draft plan in March 2022 that was not progressed.

The Minister and Regional Manager for TfNSW attended a CWNSW JO meeting in Lithgow a week later where I emphasised the need for the strategic Regional Transport Plan to include the southern road network in the Central West Plan because of the increased freight movements.
The Minister and TfNSW staff assured us that looking at the State as a whole would be an important part of the plans. We will continue to lobby strongly for the inclusion of the second bridge in the TfNSW planning pipeline at every opportunity.

In 2018 Council's plan was to replace the low-level bridge. Council was deciding between the project scope:

a. Replacement bridge with local road functionality eg mid-level crossing to improve flood immunity but on same bridge alignment; or south of existing
b. Replacement bridge with local and state road functionality: north south option through the tennis courts (or alternate versions of the same general alignment)

The 2017 Wood and Grieve options study:

The four options assessed in this report were:

- *Option 02 – Link with Liverpool Street and Grenfell Road (north south route through tennis court)*
- *Option 03 – Replacement of existing bridge;*
- *Option 04 – New bridge located south of the existing RMS bridge;*
- *Option 08 – intersection works at Redfern Street and Lachlan Street (No new bridge crossing)*

The traffic modelling was designed to demonstrate:

1. Without a bridge with local road functionality there would be unacceptable impacts on traffic congestion on both side of the highway bridge: Redfern St / Lachlan St queues, congested intersections west of the bridge.

   The modelling supports this; and TfNSW have agreed and said to Council: "go ahead and build the bridge crossing with local road functionality".

2. An additional north south crossing with local and state road functionality would reduce freight travel times through Cowra, reduce congestion at Lachlan/Redfern Streets and Lachlan/Kendal Streets intersections, improve intersection performance and reduce congestion west of the existing highway bridge.

   The modelling supports this; but TfNSW don't support the need for the potential state road functionality.

To further support (2), additional modelling of three bridges; existing local, existing highway, new mid- level highway could be undertaken.

The modelling results would demonstrate freight travel time benefits, but not the same scale as demonstrated to date.

Council resolved to adopt Scope (b) 'Replacement bridge with local and state road functionality: north south option through the tennis courts (or alternate versions of the same general alignment)' and given the predominant state road functionality of this scope to seek TfNSW to project manage the project development.

Currently, Council is seeking a quotation to undertake the additional modelling.

ATTACHMENTS

1. Correspondence from Cowra Council to Minister ⇩
2. Response from Minister to Cowra Council ⇩

COWRA SHIRE COUNCIL

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4 December 2023

The Hon Jenny Aitchison MP
Minister for Regional Transport & Roads
GPO Box 5341
SYDNEY NSW 2001

Dear ~~Minister~~ Jenny,

As you requested at our recent meeting, I write in relation to traffic congestion on the western side of Lachlan River Bridge, Cowra.

Cowra Council believes the Cowra Bridge crossing at the Lachlan River is becoming increasingly congested and dangerous and requests it be given priority status in new State transport plans.

The strategic planning to address these challenges and the lack of future network capacity on the State Highway network on the eastern and western approaches to the Lachlan River bridge at Cowra should be occurring now.

Studies indicate an alternate crossing providing a north to south link is warranted and should be planned and implemented as a State Highway/TfNSW bridge and not a local road bridge.

During the 2021 and 2022 periods the Low-Level Bridge (LLB) over the Lachlan River through Cowra were closed due to high river levels for:

- 2021: 83 days
- 2022: 146 days

It is important to note that we are not suggesting a a replacement for the low-level local traffic bridge, but the addition of a second mid-level bridge for highway traffic

During these extended closure periods road users within and through Cowra experienced long delays travelling from all highway routes from West Cowra across the Lachlan River Bridge. At various time traffic queues were observed on:

- Mid-Western Highway extending back over two kilometres to near Airport Road
- Lachlan Valley Way and Young Road extending 200m southwards

The LLB, a single lane low-level bridge, is very old and requires increasing maintenance. It has a limited safety life which could leave Cowra with a single bridge crossing.

In 2018 Council commissioned a traffic study and traffic modelling to demonstrate the effect not having the LLB in service has on traffic on the State Highway network and the Transport for NSW (TfNSW) asset; the high-level highway bridge.

The timeframe for the modelling was 30 years (ie year 2048) and the traffic growth rate during this period was nominated by TfNSW. Reports on the outcomes of the modelling were forwarded at that time to TfNSW.

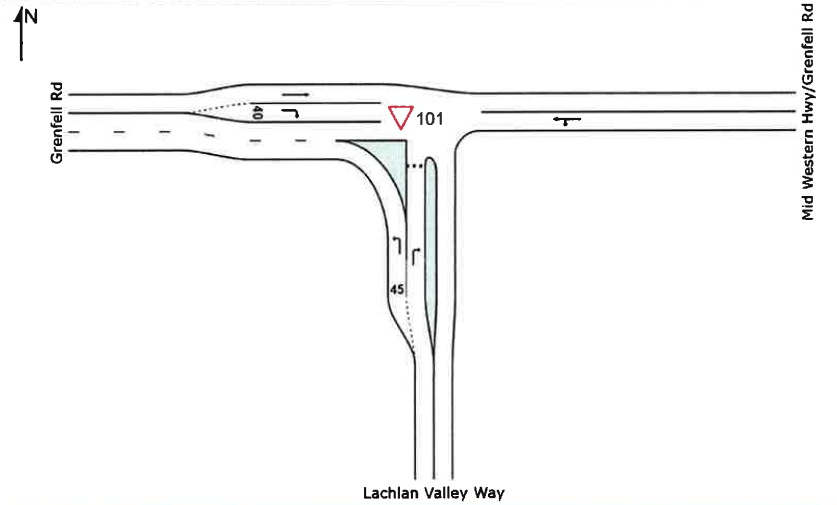
The traffic modelling clearly indicates the community of Cowra and all traffic on the State highway network can expect unacceptable delays into the future. Since these models were done the Central West has grown with mines, renewable energy projects and businesses increasing the freight traffic.

In 2022 the Cowra community again experienced long delays as the LLB continued to be out of service due to elevated Lachlan River levels for extended periods of time. Flooding on the Newell Highway into Forbes, diverted all that traffic through Cowra at the same time.

To summarise the outcomes:

1. The intersection of Grenfell Road and Lachlan Valley Way was modelled to determine predicted Level of Service (LOS) in 2018 without the LLB in service (ie closed due to flooding). The results are shown below in Table 4.5 showing unacceptable LOS F with modelled queue lengths on the Lachlan Valley Way 205m and average delay time 278 seconds (approx. 5 minutes).

Table 4-5 Base (2018) SIDRA intersection performance - Grenfell Road / Lachlan Valley Way

SIDRA layout


SIDRA performance	AM with LLB	PM with LLB	AM without LLB	PM without LLB
Total demand flow	1206	1308	1395	1634
Degree of saturation	0.30	0.44	0.85	1.24
Average delay (s)	21	24	51	278
95% back of queue (m)	8.6	13.8	44.9	204.7
Level of service	LOS B	LOS B	LOS D	LOS F

2. The modelled traffic density for year 2048 without the LLB are shown in Figures 5.7 and 5.8 below; the am peak and pm peak modelled traffic density with the dark red indicating very dense traffic. The modelling indicates very dense traffic both west and east of the highway bridge with intersection performance at unacceptable Level of Service (LOS) F on the Kendal and Lachlan Street and Lachlan and Redfern Street intersections east of the bridge.

Figure 5-7 Future (2048) base AIMSUN simulated density plot - AM

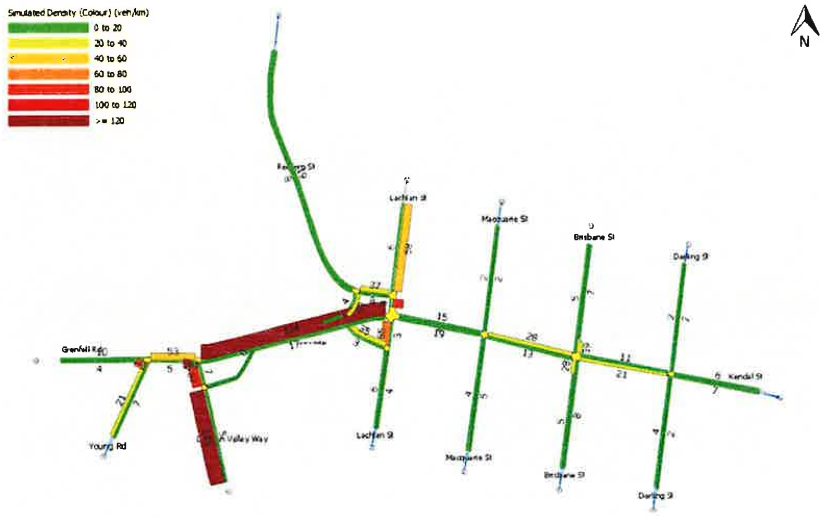
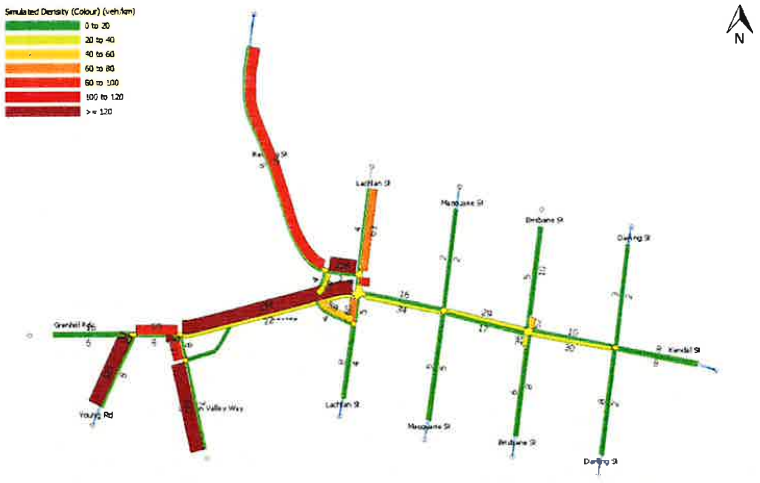
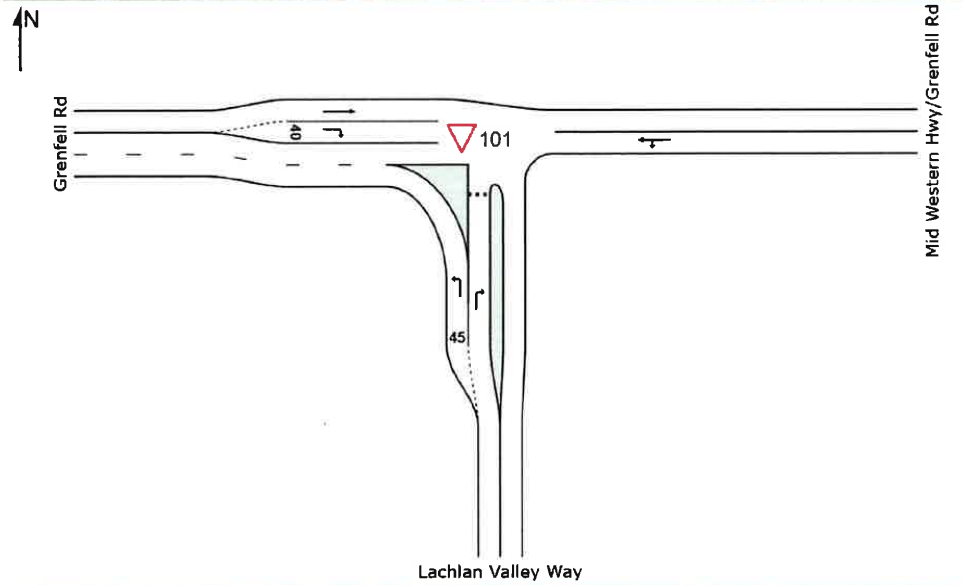


Figure 5-8 Future (2048) base AIMSUN simulated density plot - PM



3. The intersection of Grenfell Road and Lachlan Valley Way was also modelled to determine predicted level of service (LOS) in 2048. The results are shown below in Table 5.8 showing unacceptable LOS F with modelled queue length on Lachlan Valley Way 300m and average delay time 710 seconds (>10minutes).

Table 5-8 Future (2048) base SIDRA intersection performance - Grenfell Road / Lachlan Valley Way

SIDRA layout


SIDRA performance	AM without LLB	PM without LLB
Total demand	1832	1928
Degree of saturation	1.71	0.67
Average delay (s)	710	137
95% back of queue (m)	303.3	15.9
Level of service	LOS F	LOS F

The traffic modelling clearly indicates the community of Cowra and all traffic on the State highway network can expect unacceptable delays into the future.

The Studies indicate an alternate river crossing sending traffic from North to South, linking Redfern Street to West Cowra is warranted and should be planned and implemented as a State Highway/TfNSW bridge not a local road bridge.

Council asks that you, as Minister, consider this as a matter of urgency and a priority in the Central West Transport Network planning and request Transport for NSW include a state-owned second bridge crossing to cater for the unacceptable congestion from freight and other traffic across a major transport route.

I invite you to Cowra to see first hand our challenges and discuss our options.

Should you have any further enquiries please contact Council's Director – Infrastructure & Operations, Mr Dirk Wymer

Yours faithfully

Cr Ruth Fagan
Mayor

cc Hon Michael McCormack MP - Member for Riverina
Hon Stephen Lawrence MLC – Duty MLC for Cootamundra
Hon Steph Cooke MP - Member for Cootamundra

The Hon Jenny Aitchison MP
Minister for Regional Transport and Roads

Ref: 02009282
Your Ref: SC205465/BG

Cr Ruth Fagan
Mayor, Cowra Council
Private Bag 342
Cowra NSW 2794

Dear Ruth,

Thank you for your correspondence on behalf of Cowra Shire Council about the congestion issues on the western side of the Lachlan River Bridge in Cowra.

I recognise the challenges posed by the current bridge infrastructure and the impact on both local and through traffic, especially during periods of high river levels and consequent bridge closures.

Transport for NSW acknowledges Cowra Shire Council's efforts in exploring solutions, including the potential for a new bridge crossing to alleviate congestion. Transport for NSW has previously reviewed the modelling in 2021 provided by Council and agrees with the need for the replacement of the low-level bridge.

Council has been encouraged to continue planning the bridge replacement as a local road solution to provide local traffic relief between Redfern Street and Lachlan Valley Way. Apart from providing for local traffic, the benefits of a local road connector enable Council to develop the solution to provide for walking and cycling to activate the riverbank precinct and improve connectivity between the Central Business District and the sporting and recreation attractions on the western bank.

While Transport for NSW understands Council's proposition for a state-owned second bridge, their current strategies emphasise these local road solutions, which could significantly benefit from funding programs available through the Australian Government.

The Australian Government's Regional Precincts and Partnerships Program (RPPP) provides grants through the Stream One – Precinct Development and Planning for this purpose. The RPPP guidelines require support and partnership between Local Government and State Government for this grant. More information can be found online at https://www.infrastructure.gov.au/territories-regions-cities/regional-australia/regional-and-community-programs/regional-precincts-and-partnerships-program.

52 Martin Place Sydney NSW 2000
GPO Box 5341 Sydney NSW 2001
02 7225 6060
nsw.gov.au/ministers

Transport for NSW is open to further discussions on how to support Council in accessing these funding opportunities and developing a comprehensive transport solution that addresses both immediate and future needs. Transport for NSW will work with the Council to estimate traffic impacts of closing the bridge and implement delay monitoring for improvement during future closure events.

For further dialogue on this matter or for more information, you may wish to contact Joshua Parkin, Senior Transport Planner, at Transport for NSW on .

Thank you for taking the time to write to me. I appreciate Council's proactive approach to addressing the traffic congestion in Cowra and look forward to continuing all cooperative efforts to find a sustainable solution.

Yours sincerely,

10/04/2024

The Hon Jenny Aitchison MP
Minister for Regional Transport and Roads

52 Martin Place Sydney NSW 2000
GPO Box 5341 Sydney NSW 2001

02 7225 6060
nsw.gov.au/ministers

3.2 Mayoral Minute - Central NSW Joint Organisation Board Meeting 23 May 2024

File Number: D24/1036

Author: Ruth Fagan, Councillor

RECOMMENDATION

That Council note the Mayoral Minute regarding the Central NSW Joint Organisation Board meeting held on 23 May 2024.

INTRODUCTION

Board members were welcomed to Lithgow by Cr Maree Statham, Mayor of Lithgow City Council.

BACKGROUND

The Board welcomed Ms Jenny Aitchison, Minister for Regional Transport and Roads, to the meeting, as well as Ms Zena Bailly, Deputy Chief of Staff and Mr Alistair Lunn, Transport for NSW who accompanied the Minister.

The Minister provided an update on the direction of Regional Transport and Roads which is guided by the Strategic Regional Integrated Transport Plans (SRITPs). The SRITPs will be integral to driving future change and direct transport governmental spending and consultation regarding them will occur in the second half of this calendar year.

The Minister offered members the opportunity to ask questions both within the meeting and on a one-on-one basis. Of note from her presentation is a new corridor strategy for the Great Western Highway over the Blue Mountains being funded by the Australian Government and delivered by the NSW Government. CNSWJO will provide follow-up.

The Board also received advice from Katrina Annis-Brown from the Office of Local Government including a new website to support the upcoming Council elections at Local Government Elections - Office of Local Government NSW

Finally, Ms Gerry Collins from what is currently the Department of Regional NSW provided an update regarding changes that will come into effect from 1 July 2024 including a name change to the Department of Primary Industries and Regional Development. Members raised concerns that the funding for councils in regional NSW has dropped dramatically including recurrent programs like Resources for Regions and funding through Destination NSW for events. This is having a significant budgetary impact on some members of the Joint Organisation.

The next meeting of CNSWJO will be followed by a day of engagement with federal representatives hosted by the Hon Kristy McBain, Minister for Regional Development, Local Government and Territories. Council is encouraged to provide advice on matters it would like to raise with federal representatives.

Adoption of the Statement of Budget and Revenue

CNSWJO adopted its Statement of Budget and Revenue (the Statement) having put it on exhibition for 30 days. The budget includes a 3% increase in fees, below that of the IPART rate pegged rise for Councils of 4.5% - 5.5%. The Statement is available on the CNSWJO website at Statement-of-Budget-and-Revenue-2024-2025-Endorsed.pdf.

Submissions

The following submissions have been lodged since the last Board meeting. All have been at the request of members and/or as part of supporting the advocacy policy of the Board. All Submissions can be viewed on the website Submissions - Central Joint Organisation (nsw.gov.au)

- Feedback on Draft TOR for Review of NSW Councils Financial Model
- Submission – Inquiry into Local Government to Funds Infrastructure and Services
- IPART Dam Safety NSW Levy
- Feedback on Cemeteries and Crematoria NSW Internment Services Levy
- MDB Plan V2 and buy-backs-Draft Restoring our Rivers Framework
- Alternate funding models –NSW Productivity Commission

There are both state and federal inquiries regarding government financial sustainability underway. The CNSWJO submissions provide advice on both cost shifting and the extent to which poor state and federal processes, be they strategic, regulatory or funding frameworks; ultimately expend council resources in inefficient and costly ways. In the case of NSW Government Department strategy, CNSWJO has found that the development of state strategies for the region can take years, includes poorly designed consultation with local government. These processes may or may not lead to an output let alone an outcome, rarely if ever are implemented and have poor if any accountability- certainly not in place in our region.

Current examples are the more than five years of inputting into draft regional transport plans which are then dumped or five years on regional water strategies. The Transport Plan had several repetitive approaches as staff turned over/machinery of Government changes occurred at Transport for NSW (TfNSW).

In its first iteration, the transport plan for the region undertook substantial cross agency engagement which had senior bureaucrats from agencies across the region working with senior TfNSW bureaucrats in a two day "Benefits Realisation" workshop. See at Picture 3 the output of this work. This approach to the transport plan was superseded by iteration two and this work was lost. The region is about to

Picture 3: Table cloth sized output of a 2 day workshop of key senior staff in TfNSW and other agencies. The font is 9pt. This approach was ultimately superseded. The work was lost.

embark on iteration three as iteration two was axed with the change of government.

Where there are innumerable examples of cost shifting, a recent example is Modern Slavery Legislation. This has also had extensive resourcing impacts on local government and industry. Please find a Case Study below. CNSWJO is undertaking this work collaboratively to try and reduce duplication both for suppliers and councils and as advised below will be receiving a more in-depth report.

Welcoming New Councillors to the Region

With support from two first term Councillors from Blayney Shire, Crs Pryse Jones and Gosewisch, a report was received on welcoming new Councillors to the region.

The Board resolved to hold a workshop in the fourth quarter of this year that;

a. introduces new Councillors to the Joint Organisation providing advice on the value proposition;
b. provides a deeper dive into one or two areas that incoming Councillors would benefit from for example Code of Conduct and Code of Meeting Practice; and
c. seeks advice on other support incoming Councillors might like including an informal network.

Proforma reports coming to Council

Council will be receiving three reports in the near future from the Joint Organisation (JO).

This first is on the current status of tourism services delivered by the JO and their value. Where CNSWJO was successful in advocating for a Destination Network for this region, this entity is not allowed to undertake marketing. It is important that Council understands where its funding for destination marketing though the JO is going and the value it is accruing as well as the changing service levels for the visitor economy from regional peak organisations.

The second will be on the transition Local Water Utility Strategic Planning into Integrated Planning and Reporting was initiated following recommendations from various pilot studies conducted by the

Case Study – Modern Slavery Legislation – how an under resourced State entity drives costs up for Local Government and their suppliers

Everyone supports the idea of fighting modern slavery through better supply chains. How should this be implemented?

As it stands, councils must manage the modern slavery risks of their supply chains including international businesses. Every council, every supply chain. Councils must report their compliance in a Formal Annual Report to the Auditor General, annually online with the Anti-Slavery Commission and as from 1 July, 2024 Online Reporting to the Anti-Slavery Commission for all contracts arising from any high-risk procurement with a value of $150K within 45 days from the date of contract.

Suppliers deemed high risk must be surveyed. Surveys alone are not enough, councils must also demonstrate due diligence and show what they are doing to reduce the risks including following up non respondents and offering them support in lowering their risks. All suppliers must be informed of their ratings. The total list of suppliers for Bathurst Regional Council is approximately 4,000, with over 100 currently rated as high risk. The estimate for the CNSWJO region's members is 14,600, with a lot of overlap.

Meanwhile the advice on the Federal Attorney General's website is that though they have a Register for Modern Slavery they do not check the veracity of the advice therein. Checking become councils' job. The Commissioner suggests that this could include contacting business directly – hopefully councils have staff fluent in the languages of those countries viewed as high risk.

To be compliant there are 14 questions on Modern Slavery in every procurement activity the CNSWJO undertakes. Every supplier responding to Requests for Quotation and Tender must respond to these questions. The Commissioner's guidance is suggesting these questions should be weighted between 5-10%. This competes with other criteria like safety, capability, quality, environmental, pricing and supporting local providers.

Case Study: Modern Slavery Legislation

CNSWJO and the Department of Climate Change, Environment, Energy and Water (DCCEEW) through the Town Water Risk Reduction Program (TWRRP)- phase one.

Further exploration of this process was recommended by the independent evaluation of the TWRRP but not picked up by DCCEEW in round two of the TWRRP. What was picked up was a recommendation to further explore legislative gaps by the DCCEEW in regulating local water utilities (LWU). The risk here is that the DCCEEW develop a duplicative and resource and cost intensive regulatory framework for LWU strategic planning where council's already have an existing framework- IP&R regulated by the Office of Local Government.

The opportunity is for the CNSWJO Water Utilities Alliance and other councils to demonstrate that this integration of strategic planning is a solution to challenges that the state agency is having in managing their own approvals through their Regulatory and Assurance Framework for LWU introduced on 1 July 2022. CNSWJO has developed a toolkit for members with funding from the Office of Local Government and this will be an attachment to the proforma report.

A previous Auditor General's Report was scathing about NSW Government support for water utilities Support for regional town water infrastructure | Audit Office of New South Wales (nsw.gov.au) and its management of its regulatory framework. There is a significant risk that the previous poor practice of this agency will resurface. This includes being unable to resource its regulatory role and will ultimately lead to greater workloads for Councils, poor funding outcomes and a repeat of the advice from the Auditor General. Resolve from Council supporting the use of IP&R enabled by the toolkit developed by CNSWJO will be sought in the report coming to Council.

The third report will be provided on Modern Slavery. Goal posts continue to change for Council as it seeks to navigate the ongoing guidance and regulation. General Managers of the region expressed concern at the challenges as identified in the Case Study above and are seeking to minimise duplication between the regional effort and what Council is doing locally.

Water

The water report provided an update on progress on three operational and strategic projects under Priority Six: Regional Water Security and Productive Water as identified in the Water Utilities Alliance Strategic Plan:

- Regional Water Loss Management Centres Project;
- Transitioning Local Water Utility Strategic Planning into Integrated Planning and Reporting; and
- Regional Asset Management Assessments.

It sought Board endorsement of the Toolkit with support funding from the Office of Local Government designed to assist councils to transition local water utility strategic planning into the Integrated Planning and Reporting framework. Support to formally present the Toolkit to the Department of Climate Change, Energy, the Environment-Water and to approach the NSW Water Directorate to set up a practitioner group of interested councils from across the state to raise the profile of using the existing Integrated Planning and Reporting framework for local water utility strategic planning is also sought.

Advice was provided on work under the Water Loss Management project funded by the NSW Government to provide a framework for the economic analysis of the value of water conservation for the inland regional NSW context. This is critically important work as the value of urban water has been broadly overlooked in the prioritisation process for Regional Water Strategies as they make the assumption that no community will run out of water and so the benefit of avoiding the costs of running out of water have not been included.

Planning continues with Charles Sturt University for a Productive Water Policy Lab this year. All Councillors should have received a place holder for 30/31 July in their calendars. The Board resolved to ask Phil Donato, Member for Orange, to organise a round table with state and federal representation to progress advocacy on water for the region.

Disaster Risk Reduction Program

Disaster has varying priority across the region where with climate change there will be more severe storms and longer hotter droughts. Flooding and bushfire have been identified as the two significant disaster challenges for the communities of Central NSW. For some members of CNSWJO the impacts of disasters have been top of mind. For all councils the funding framework for disasters and the challenges of inundated road networks is ongoing.

Using the advocacy strength of eight JOs working together, CNSWJO is seeking to derive systemic change and local outcomes through its collaborative approach to the Disaster Risk Reduction Fund.
The Disaster Risk Reduction Fund (DRRF) is jointly funded by the Australian and New South Wales governments. Round One project is near completions and has;

- provided Councils with a needs analysis on disaster risk reduction;
- provided advice to the JO on how Councils can be supported with gaps and optimisation going forward;
- delivered workshops across the region simulating disasters;
- developed a toolkit for embedment in IP&R that recognises that Councils have variable priority for disaster risk preparedness based on their risks; and
- built a network across regional NSW including with State agencies that is seeking to
    - have one source of truth for spatial data owned and administered by the NSW Government through Spatial NSW;
    - improve outcomes for councils in the funding frameworks;
    - systemise response and recovery to offer communities and Council greater certainty during disaster.

Participants in workshops creating the Disaster Risk Reduction IP&R framework identified the necessity of a Regional IP&R Group. This group intends to convene quarterly, comprising council staff and other stakeholders to provide guidance, share information, and oversee the integration of various programs. Its role is to foster collaboration between councils and the state government, aligning with ISO 55000 asset management standards. The Board agreed to establish this group.

A funding application for Round 2 has been lodged to continue this program.

Energy

There is a substantial amount of activity being undertaken to address the energy priority of the CNSWJO. Current work includes;

- delivering the cross Joint Organisation Net Zero Accelerator (JONZA) program, funded by the NSW DCCEEW's Sustainable Councils program to deliver net zero outcomes to member councils;
- leading the Southern Lights program Southern Lights - Central Joint Organisation (nsw.gov.au) where the most recent work has been participating in the Australian Energy Regulator program negotiating better pricing for Councils for street lighting; and
- progressing the implementation Business Case for the Nexus Between Energy Security and Emissions, funded under the Regional NSW Business Case and Strategy Development Fund.

Councils have provided advice that they are interested in doing more about waste emissions. The JO is investigating opportunities here where there is no navigable pathway obvious at present.

Meanwhile, the work across the region in EV and low emission fleet has seen growing interest from member Councils. The very successful EV showcase coordinated by the JO in Parkes in October 2023 will be repeated next calendar year – even bigger and better where there has been an offer to bring low emission buses to the region. All Councillors will be welcomed and an invitation will be provided in due course.
With the change of government and the changes to Regional NSW including funding streams, a rethink of the implementation Business Case for the Nexus Between Energy Security and Emission is needed including buy-in from Essential Energy and NSW Government agencies. CNSWJO staff have begun this work and advice will be provided in due course.

Advice from members

There is an opportunity for members to provide advice on matters of regional interest. Council is welcome to formally raise matters with the JO at any time including seeking grant funding and submission support.

Matters raised by members at the meeting were:

- Oberon – Forestry Corporation has announced the proponents for the wind towers to be built in region;
- Blayney – Western Regional Academy of Sport is amalgamating back of house administration with other academies. An update will be provided to members in due course; and
- Lithgow – the price of fuel – advice will be provided in the next Transport Report to the Board.

Value to Council

80% of CNSWJO resources are dedicated to providing its operational support program. This program delivers a return on investments of 9.4:1 for every dollar Council spends on its membership fees. This value is made up of grant income, monies saved through the CNSWJO procurement program and public relations value from its tourism marketing.

The work the region does in writing submissions, media, supporting projects and project teams, developing collateral and providing opportunities for members in various forums to represent their views is not included in the above figure of 9.4:1 ROI. However, this value is reported quarterly to the Board. Please go to the CNSWJO website to review past Board agendas at https://www.centraljo.nsw.gov.au/business-papers-agendas/ or to review last year's Annual Statement please go to 2023 STATEMENT (nsw.gov.au)

Grant funded projects for the 2022/2023 year were:

- The Joint Organisation Net Zero Acceleration Program;
- Disaster Risk Reduction Fund program;
- Bridge Assessments;
- Come Out We're Open flood recovery program
- A Business Case for Priority Investment in the Nexus between Net Zero and Energy Security;
- A Regional Centre of Excellence in Water Loss Management;
- Transitioning Integrated Water Cycle Management Plans to Integrated Planning and Reporting; and
- A Spare Capacity in Housing Project.

Most of these are being finalised this year or are ongoing. Further applications have been made for programs under the auspices of the Board – please request advice on their status.

This value is delivered primarily by the various operational teams across the region including the CNSWJO;

- General Managers' Advisory Committee
- Water Utilities' Alliance
- Transport Technical Committee
- Tourism Managers Group
- Planners' Group
- Human Resources Managers Group
- WHS/Risk Management Group
- Training, Learning and Development Group
- Net Zero Group
- Regional IT Group
- Building Surveyors Skills Shortages Working Group
- Disaster Risk Reduction Steering Committee
- Fleet Managers Group (new!)
- Integrated Planning and Reporting Group (new!)

ATTACHMENTS

1. Draft Minutes - CNSWJO Board Meeting 23 May 2024 ⇩

Draft Minutes of the Board meeting 23 May 2024 held in Lithgow

In Attendance*

Cr J Jennings	Bathurst Regional Council	**Cr P Phillips**	Lachlan Shire Council
Cr S Ferguson	Blayney Shire Council	**Cr M Statham**	Lithgow City Council
Cr K Beatty	Cabonne Council	**Cr M Kellam**	Oberon Council
Cr R Fagan	Cowra Shire Council	**Cr J Hamling**	Orange City Council
Cr C Roylance	Forbes Shire Council Deputy Mayor	**Cr P Best**	Weddin Shire Council Deputy Mayor

Associate Member delegates and others attending

Mr N Southorn	Bathurst Regional Council	Cr A McKibbin	UMCC
Mr M Dicker	Blayney Shire Council	Ms C Weston	RDACW
Mr B Byrnes	Cabonne Council	Ms K Annis-Brown	OLG
Mr P Devery	Cowra Shire Council	Ms G Collins	Regional NSW
Mr S Loane OAM	Forbes Shire Council	Ms J Bennett	CNSWJO
Mr G Tory	Lachlan Shire Council	Ms M Macpherson	CNSWJO
Mr R Gurney	Lithgow City Council	Ms K Barker	CNSWJO
Mr G Wallace	Oberon Council	Ms J Parish	CNSWJO
Mr D Waddell	Orange City Council	Ms E Grimm	CNSWJO
Mr K Boyd PSM	Parkes Shire Council	The Hon Jenny Aitchison MP	Minister for Regional Transport and Roads
Ms N Vu	Weddin Shire Council	Ms Zena Bailly	Deputy Chief of Staff
Cr A Rawson	Central Tablelands Water	Mr Alistair Lunn	Transport for NSW
Mr G Rhodes	Central Tablelands Water		

Weston*Voting members in **bold**

Meeting opened at 10.05am by Chair Cr Kevin Beatty

1. The Chair welcomed the Board to the meeting and the Mayor of the City of Lithgow, Cr Maree Statham, welcomed attendees to Lithgow.

2. Acknowledgement of Country

3. **Apologies, applications for a leave of absence by Joint Voting representatives**
Cr C Bembrick, Cr P Miller OAM, Cr N Westcott, Mr D Sherley, Mr P Donato MP

Resolved	**Cr J Hamling / Cr M Kellam**
That the apologies for the Central NSW Joint Organisation Board meeting 23 May 2024 listed above be accepted.	

4. Conflicts of Interest

Resolved	**Cr R Fagan / Cr M Kellam**
Nil declared	

5. Minutes

5a Noting of the Minutes of the CNSWJO GMAC Meeting held 2 May in Oberon

Resolved	**Cr M Statham / Cr R Fagan**
That the Minutes of the CNSWJO GMAC Meeting held 2 May 2024 in Oberon were noted.	

5b Confirmation of the Minutes of the CNSWJO Board Meeting 29 February in Condobolin

Draft Minutes of the Board meeting 23 May 2024 held in Lithgow

Resolved	**Cr J Hamling / Cr R Fagan**
That the Minutes of the CNSWJO Board Meeting held 29 February in Condobolin were accepted.	

6. Business Arising from the Minutes - Matters in Progress

Resolved	**Cr M Kellam / Cr P Best**
That the Central NSW Joint Organisation Board note the Matters in Progress, making deletions as suggested.	

7. Reports on Statement of Regional Strategic Priority 2022-2025

Priority One: Leveraging our successful collaboration

7a Financial Report

Resolved	**Cr J Hamling / Cr M Statham**
That the Board note the Financial Report.	

7b Budget and Statement of **Revenue Policy 2024-2025**

Resolved	**Cr P Best / Cr P Phillips**
That the Board adopt the Budget and Statement of Revenue Policy 2024-2025.	

7c Advocacy Report

Resolved	**Cr J Hamling / Cr R Fagan**
That the Board note the Advocacy Update and endorse 1. the changes to key messaging for water advocacy; 2. quarterly media be issued regarding Council financial sustainability; and 3. the following submissions be endorsed; a. Feedback on Draft TOR for Review of NSW Councils Financial Model b. Submission – Inquiry into Local Government to Funds Infrastructure and Services c. IPART Dam Safety NSW Levy d. Feeback on Cemeteries and Crematoria NSW Internment Services Levy e. MDB Plan V2 and buy-backs-Draft Restoring our Rivers Framework f. Alternate funding models –NSW Productivity Commission 4. seek membership from the Board for a subcommittee to provide oversight of the review of the Statement of Strategic Regional Priority; and 5. receive updated advice from staff on advocacy messaging to make critical town water the number one priority of the Water Advocacy Plan.	

7d Regional Procurement and Contracts

Resolved	**Cr M Kellam / Cr P Best**
That the Board note the Regional Procurement and Contracts Report and approve the updates to the procurement plan.	

7e Welcoming New Councillors to the Region

Resolved	**Cr J Hamling / Cr M Kellam**
That the CNSWJO Board note the Welcoming New Councillors to the Region report and; 1. hold a workshop in the fourth quarter of this calendar year for new Councillors that: a. introduces new Councillors to the Joint Organisation providing advice on the value proposition; b. provides a deeper dive into one or two areas that incoming Councillors would benefit from for example Code of Conduct and Code of Meeting Practice; and	

Draft Minutes of the Board meeting 23 May 2024 held in Lithgow

c. seeks advice on other support incoming Councillors might like including an informal network; and 2. note that CNSWJO provides incoming Council sessions tailored to Councils' needs; 3. progress the above initiative under the auspices of the Opt in Subcommittee Mayors and interested General Managers; and 4. thank Crs Pryse Jones and Gosewisch for their advice and support of this work to date.

10:25 The Minister for Regional Transport and Roads, The Hon Jenny Aitchison MP
Ms Zena Bailly, Deputy Chief of Staff and Mr Alistair Lunn, Transport for NSW accompanied the Minister. The Minister provided an update on the direction of Regional Transport and Roads which is guided by the Strategic Regional Integrated Transport Plans (SRITPs). The Minister emphasised that she needs to hear about any roads and transport issues so they can be identified and assessed. The SRITPs will be integral to driving future change and direct transport governmental spending. The Minister offered members the opportunity to ask questions both within the meeting and on a one-on-one basis.

11:40 The Minister left the meeting to speak to individual Council representatives.

7f Disaster Risk Reduction Fund Program Report

Resolved	**Cr F Fagan / Cr P Best**
That the Board note the Disaster Risk Reduction Fund report and; 1. endorse the GHD Regional Opportunities and Joint Organisation Opportunities reports; 2. endorse the Disaster Risk Reduction Fund Integrated Planning & Reporting (IP&R) Framework, including supporting tools and templates; and 3. endorse the draft Terms of Reference for a Regional IP&R Group.	

7g Requirement of CNSWJO to have an Audit Risk and Improvement Regulations

Resolved	**Cr J Hamling / Cr P Best**
That the Board note the report on the Requirement for CNSWJO to have an Audit Risk and Improvement Committee (ARIC) and 1. await formal advice from the Office of Local Government on Regulatory and Legislative change for a fit for purpose Audit Risk and Improvement Framework for Joint Organisations; 2. provide in principle support for a cross Joint Organisation risk management and improvement framework; 3. receive a report on CNSWJO risk management that considers its alignment with regulation; and 4. continue to seek exemption until the mooted legislative changes are finalised.	

Priority Five: Regional Transport Planning and Infrastructure Prioritisation

7h Transport

Resolved	**Cr M Kellam / Cr S Ferguson**
That the Board note the transport report and endorses the Central NSW Joint Organisation Implications of Severe Weather Events on the Local and Regional Road Network ('Fix Me') report.	

Priority Six: Regional Water Security and Productive Water

7i Regional Water Report

Resolved	**Cr J Hamling / Cr K Kellam**
That the Board note the Regional Water Report and:	

Draft Minutes of the Board meeting 23 May 2024 held in Lithgow

1. correspondence be sent to the Department of Climate Change Energy and the Environment - Water thanking them for supporting the work by Frontier Economics on the economic analysis of the value of water conservation;
2. endorse the Toolkit to assist councils to transition local water utility strategic planning into the Integrated Planning and Reporting framework noting that it will be iterative;
3. correspondence be sent under the hand of the Chair to Jane Shepherd, Director Local Water Utilities presenting the Toolkit to transition local water utility strategic planning into the Integrated Planning and Reporting framework and thanking her for enabling the engagement of their staff in its design;
4. correspondence be sent under the hand of the Chair to the Executive Officer of the NSW Water Directorate formally requesting facilitation of a practitioner's group of councils from across the state interested in transitioning their local water utility strategic planning into the Integrated Planning and Reporting framework using the Central NSW Joint Organisation Toolkit;
5. members receive a proforma report endorsing the Integrated Planning and Reporting framework as the regulatory mechanism for water strategy; and
6. seek to have the Town Water Commissioner reinstated.

7j Charles Sturt University Policy Lab on Productive Water Report

Resolved	**Cr R Fagan / Cr M Kellam**

That the Board note the Charles Sturt University Policy Lab on Productive Water Report and;

1. encourage Councillors to attend the Charles Sturt University Policy Lab on productive water; and
2. correspondence be sent to Charles Sturt University thanking them for their work on the Policy Lab.

Priority Seven: Transition to a sustainable, secure and affordable energy future

7k Energy Program Report

Resolved	**Cr M Kellam / Cr R Fagan**

That the Board note the Energy Program Report and

1. endorse the activities included in the JONZA Round 2 application to the NSW Dept of Climate Change, Energy, the Environment and Water's (DCCEEW) Sustainable Councils Program;
2. note the regional application for pools to the Community Energy Upgrades Fund will be delayed until Round 2 to allow more detailed analysis and other funding sources to be identified to assist with co-contribution;
3. endorse the final reports for the additional 1, 2 and 3 workstream reports for the Business Case on the Nexus Between Energy Security and Emissions Reduction; and
4. receive a briefing note in due course regarding the impact on councils as a result of the AER's final decision in relation to public lighting through the 2024-2029 Pricing Determination.

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

Resolved	**Cr P Phillips / Cr R Fagan**

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

1. lodge a Final Report to the Office of Local Government for the second round of funding of 150K to support the inception of Joint Organisations under the hand of the Chair;
2. note the advice on the value of tourism provided below and request that the Mayoral Board Report include detailed advice on the value of tourism to member councils;
3. note Chairing and administration of the CNSWJO Tourism meetings is to be updated;

Draft Minutes of the Board meeting 23 May 2024 held in Lithgow

4. seek advice from Destination NSW regarding funding; and 5. the value of events.

12:00 noon: Gifts presented to Mr Gavin Rhodes and Mr Craig Butler for their service to the region as they are leaving their roles. This gift for Mr Butler was accepted by Cr M Statham in his absence.

9. Joint Organisation Transition Report

Resolved	**Cr J Hamling / Cr M Kellam**
That a meeting be held to manage staff transition as soon as possible.	

10. Regional NSW Update – Ms Gerry Collins

11. Office of Local Government Update – Ms Katrina Annis-Brown

12. Late Reports - Nil

13. Matters raised by Members

- Oberon – Forestry Corporation has announced the proponents for the wind towers to be built in region.
- Blayney – Western Regional Academy of Sport is amalgamating back of house administration with other academies. An update will be provided to members in due course.
- Lithgow – the price of fuel – advice will be provided in the next transport report to the Board.
- The Chair of RDA Central West advised that a report will be provided from RDACW to the next meeting.

14. Speakers to next meeting **–** UGL, Destination NSW

15. Next meetings

Board:

- 21 August in the afternoon in Canberra, location TBC.
  22 August – Federal Parliament
- 27 November in the afternoon in Sydney, location TBC
  28 November – State Parliament

GMAC:

- 25 July 2024 – Parkes

Meeting closed: 12:40

Page 5 is the last page of the Central NSW Joint Organisation Board meeting 23 May 2024 held in Lithgow

4 GENERAL COMMITTEE RECOMMENDATIONS - TUESDAY, 11 JUNE 2024

File Number: D24/989

Author: Graham Apthorpe, Acting Director - Corporate Services

The Committee refers the following recommendations to Council:

DIRECTOR-CORPORATE SERVICES REPORT

4.1 Local Government Remuneration Tribunal Report on Mayoral and Councillor Fees

RECOMMENDATION

1. That Council notes the report from the Director – Corporate Services.

2. That Council adopt the maximum Mayoral and Councillor fees determined by the Local Government Remuneration Tribunal effective from 1 July 2024.

4.2 Investments and Financial Report

RECOMMENDATION

That Council note the Investments and Financial Report for May 2024.

DIRECTOR-ENVIRONMENTAL SERVICES REPORT

4.3 Cowra Housing Strategy

RECOMMENDATION

1. That Council notes the report and endorse the strategy timeline on the commencement and progress of the Cowra Housing Strategy project.

2. That Council notes the financial contribution to the project by the NSW Department of Planning, Housing and Infrastructure under the Regional Housing Strategy Planning Fund (Round 2).

3. That the Mayor writes to the NSW Department of Planning, Housing and Infrastructure thanking them for the financial contribution to the Cowra Housing Strategy project.

4.4 Development Application No. 61/2022, Lot 6 DP 1096603, Lot 2 DP 1096603, Lot 3 DP 1096603, 19 Kollas Drive Cowra, S4.55(1A) Modification to light industry - Mod 1, lodged by Currajong Pty Ltd. The property owner is JR Morgan Investments Pty Ltd.

RECOMMENDATION

1. That Council notes that the reason for the decision is that the proposal largely complies with Section 4.15 of the Environmental Planning and Assessment Act 1979; and

2. That Section S4.55(1A) Modification No. 61/2022, for the modification to light industry - mod 1 on Lot 6 DP 1096603, Lot 2 DP 1096603, Lot 3 DP 1096603, 19 Kollas Drive Cowra be approved subject to the following conditions:

GENERAL CONDITIONS

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

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

Plan No./ Supporting Document	Prepared by/Reference Details	Cowra Shire Council Reference
Survey Plan Drawing No. 22043_DL	Arete Survey Solutions 20/5/2022	Received 8 June 2022 Stamped No. 61/2022
Site Plan Job 207/21 Sheet 1 Version 2	Vision Town Planning 4/5/2022	Received 21 May 2024 Stamped No. 10.2024.61.2 (B)
Right of Way Plan Job 207/21 Sheet 1A Version 1	Vision Town Planning 31/5/2022	Received 8 June 2022 Stamped No. 61/2022
Site and Floor Plan – Shed 1 Job 207/21 Sheet 2 Version 2	Vision Town Planning 4/5/2022	Received 21 May 2024 Stamped No. 10.2024.61.2 (B)
Elevations – Shed 1 Job 207/21 Sheet 3 Version 2	Vision Town Planning 4/5/2022	Received 21 May 2024 Stamped No. 10.2024.61.2 (B)
Site and Floor Plan – Shed 2 Job 207/21 Sheet 4 Version 2	Vision Town Planning 4/5/2022	Received 21 May 2024 Stamped No. 10.2024.61.2 (B)

Elevations – Shed 2 Job 207/21 Sheet 5 Version 2	Vision Town Planning 6/2/2023	Received 21 May 2024 Stamped No. 10.2024.61.2 (B)
Site and Floor Plan – Shed 3 Job 207/21 Sheet 6 Version 3	Vision Town Planning 6/2/2023	Received 21 May 2024 Stamped No. 10.2024.61.2 (B)
Elevations – Shed 3 Job 207/21 Sheet 7 Version 3	Vision Town Planning 6/2/2023	Received 21 May 2024 Stamped No. 10.2024.61.2 (B)
Statement of Environmental Effects Issue A	Currajong 27 May 2022	Received 8 June 2022 Stamped No. 61/2022
Clearance Report	Central West Power Construction 20/9/2022 REF 22184	Received 20/9/2022 Stamped DA 61/2022
Clearance Report – Site Plan	Central West Power Construction 20/9/2022 REF 22184	Received 20/9/2022 Stamped DA 61/2022
Proposed Office Floor Plans – Shed 1 Job 207/21 Sheet 17 Version 2	Vision Town Planning 17/4/2024	Received 21 May 2024 Stamped No. 10.2024.61.2 (B)
Mod DA Report Revision C	Currajong 23 May 2024	Received 23 May 2024 Stamped No. 10.2024.61.2 (C)

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

2. **The applicant shall comply with all relevant prescribed conditions of development consent under Part 4, Division 2 of the Environmental Planning and Assessment Regulation 2021 (see attached Advisory Note).**

3. **The uses to be commenced in the premises are to be consistent with light industry as defined in Cowra Local Environmental Plan 2012. Alternative separately defined uses will require additional development consent.**

4. **Liquid trade waste material is not to be discharged into the sewerage system without first obtaining the approval of Cowra Shire Council.**

5. **All traffic movements in and out of the development are to be in a forward direction.**

6. **The emission of noise from the premises must be in accordance with the Noise Policy for Industry (2017) published by NSW EPA.**

7. **Provide on-site parking for a minimum of 32 car parking spaces in accordance with the submitted plans. Car parking and trafficable areas shall be designed and maintained in accordance with Cowra Shire Council Development Control Plan 2021.**

8. **Parking for disabled persons is to be provided and signposted in accordance with the approved plans and the requirements of Australian Standard 2890.1. The access linking such parking areas to their associated developments shall generally not have gradients steeper than 1:14.**

9. **No advertising sign and/or structure other than that which is permitted under this development approval or permissible without consent (exempt development) is to be erected as part of the approved development until a formal application has been submitted to Council and a development consent has been issued.**

10. **The approved hours of operation are as follows:**

    - **7:00am to 6:00pm Monday to Friday**
    - **7:00am to 3:00pm Saturday**
    - **Nil Sunday & Public Holidays**

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

11. **Prior to the issue of the Construction Certificate, the Applicant must obtain consent from Council pursuant to Section 138 of the Roads Act 1993 for the construction of a driveway crossings to the development site from Mees Street for lots 2 & 3, & from Kollas Drive for lot 6 in accordance with Cowra Shire Council's Engineering Standards.**

    Note1: All costs associated with the construction of the access driveway shall be borne by the Applicant.

    Note 2: Use Council standard drawings CS-R-0002 & CS-R-0003, or CS-R-0004 (existing K&G)

12. **Prior to the issue of a Construction Certificate, a separate application is to be made to Council, with the appropriate fee being paid, for the provision of a suitably sized metered water service to the development.**

13. **Prior to the issue of a Construction Certificate, a Stormwater Management Plan shall be submitted to Council's Manager – Technical Services for approval. The plan is to demonstrate that adequate provision will be made for the estimated potential stormwater runoff from the development to the satisfaction of Council.**

CONDITIONS TO BE COMPLIED WITH PRIOR TO THE

COMMENCEMENT OF WORKS

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

15. The Applicant is to submit to Cowra Shire Council, at least two days prior to the commencement of any works, a 'Notice of Commencement of Building Works' and 'Appointment of Principal Certifier'.

16. The Applicant is to obtain all relevant approvals to carry out sewerage work, to carry out stormwater drainage work and to carry out water supply work from Cowra Shire Council prior to commencing works to and comply with any conditions of that permit. All work shall be carried out by a licensed plumber and drainer and to the requirements of the Plumbing Code of Australia. The licensed plumber or drainer must submit a Notice of Works form to Council prior to the commencement of any plumbing and drainage works and a Certificate of Compliance at the completion of the works. The plumbing and drainage works must be inspected by Council at the time specified below:

(a) Internal Drainage: When all internal drainage work is installed and prior to concealment. Pipes should be under water test.

(b) External Drainage: When all external drainage work is installed and prior to concealment. Pipes should be under water test.

(c) Water Supply: Hot and cold water supply pipework when the pipework is installed and prior to concealment. Pipes should be under pressure test.

(d) Stormwater: When the stormwater and roof water drainage system has been completed.

17. Prior to the commencement of work on the site, all erosion and sediment control measures shall be implemented and maintained prior to, during and after the construction phase of the development. The erosion and sediment control measures are to comply with Part B of Cowra Council Development Control Plan 2021 at all times.

18. Prior to the commencement of works, a Stormwater Management Plan shall be submitted to Council for approval. The plan is to demonstrate that adequate provision will be made for the estimated potential stormwater runoff from the development to the satisfaction of Council. Plans should also state control measure for erosion and sedimentation.

CONDITIONS TO BE COMPLIED WITH DURING CONSTRUCTION

19. **In the event of any damage being caused to the existing kerb, guttering, footpath, water mains, sewer mains or public roadway during demolition or construction works, the applicant shall reimburse the Council for the full costs of repairing and making good. Any temporary cross-over material must not remain in the street gutter.**

20. **Building activities and excavation work involving the use of electric of pneumatic tools or other noisy operations shall be carried out only between 7.00 am and 6.00 pm on weekdays and 8.00 am and 1.00 pm on Saturdays. No work on Sundays or Public Holidays is permitted.**

21. **All construction work shall be carried out within the confines of the property unless separate written permission is obtained from the relevant landowner and/or authority in control of the land. A copy of any written notices authorising off-site construction operations shall be submitted to Council prior to any operations commencing on the affected land.**

22. **All building rubbish and debris, including that which can be wind-blown, shall be contained on site in a suitable container for disposal at an approved Waste Landfill Depot. The container shall be erected on the building site prior to work commencing and shall be maintained for the term of the construction to the completion of the project. No building rubbish or debris shall be placed or permitted to be placed on any adjoining public reserve, footway or road. The waste container shall be regularly cleaned to ensure proper containment of the building wastes generated on the construction site.**

23. **All storage of goods and building materials and the carrying out of building operations related to the development proposal shall be carried out within the confines of the property. All vehicles must be parked legally and no vehicles are permitted to be parked over the public footpath. The unloading of building materials over any part of a public road by means of a lift, hoist or tackle projecting over the footway will require separate approval under Section 68 of the Local Government Act 1993.**

24. **All loading, unloading and storage of goods and building materials, or the carrying out of building operations related to the development proposal shall be carried out within the confines of the property. No loading or unloading of goods on the public roadway system shall be permitted.**

25. **All roofed and paved areas are to be properly drained in accordance with the Plumbing Code of Australia to discharge to Council's Stormwater Management System in accordance with the approved stormwater management plan.**

26. **As soon as is practical, and within a maximum of 7 days following the placement of any roofing material, all guttering and downpipes must be installed and connected to Council's drainage system. If no Council drainage system is available, the guttering and downpipes must be discharged away from the building site onto a stable vegetated area in a manner that does not cause nuisance or erosion to adjoining properties.**

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

27. The Applicant must not commence occupation or use of the premises until a Whole or Partial Occupation Certificate has been issued from the Principal Certifier appointed for the subject development.

28. Prior to the issue of an Occupation Certificate, the car parking facilities including all internal manoeuvring areas and the link between the disabled car parking area and the building area are to be constructed and sealed in accordance with Australian Standard 2890.1 Off-Street Car Parking and Australian Standard 2890.2 Commercial Vehicle Facilities. The Applicant shall line-mark including directional arrows and signage to delineate parking spaces, traffic flow and traffic priority and provide concrete edging around all car parking areas in accordance with the Cowra Council Development Control Plan 2021 and Cowra Infrastructure and Operations Engineering Standards. All costs associated with the sealing and construction of concrete edging shall be borne by the Applicant and at no cost to Council.

29. All loading, unloading and storage of goods associated with the use of the premises shall be carried out within the confines of the property. No loading or unloading of goods on the public roadway system shall be permitted.

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

31. An Annual Fire Safety Statement completed by a competent fire safety practitioner for all the Essential Fire Safety Measures applicable to the building must be given to Council and a copy forwarded to the Fire Commissioner via the dedicated email address afss@fire.nsw.gov.au:

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

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

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

32. Prior to the issue of an Occupation Certificate, the applicant must construct and seal/concrete/pave driveway accesses to the development site from Kollas Drive and Mees Street in accordance with consent from the roads authority pursuant to Section 138 of the Roads Act 1993 for the carrying out of works in a road reserve. All costs associated with the construction of the access driveways shall be borne by the Applicant.

33. Prior to the issue of a Whole Occupation Certificate, all landscape works shall be completed in accordance with the approved plans.

34. Deleted

OPERATIONAL CONDITIONS

35. Proposed landscaping, signage and fencing is not to impede sight lines of traffic and/or pedestrians within the development or when entering and leaving the development. Safe intersection sight distances are to be maintained for the development.

36. All loading, unloading and storage of goods associated with the use of the premises shall be carried out within the confines of the property. No loading or unloading of goods on the public roadway system shall be permitted.

ESSENTIAL ENERGY CONDITIONS

37. Essential Energy's records indicate existing overhead powerlines and underground cables are located across the Mees Street frontage of the properties:

a) The information provided from the ASP for Lots 2 and 3 indicates the 2.1 metres horizontal clearance is achieved.

b) The Applicant must consider how they will build and maintain the proposed sheds, especially on Lot 3. They must meet the requirements that SafeWork NSW have in place for working near powerlines. The structure may meet the clearance requirements, however, it may not be able to be built or maintained safely.

c) Minimum safety clearance requirements are to be maintained at all times for the proposed driveways access and/or exit (concrete crossovers) off Mees Street, as such driveways access will pass under Essential Energy's existing overhead powerlines located at the front of the property. The driveways must comply with clearances for trafficable land, ground clearances must be maintained. Refer Essential Energy's policy CEOM7106.25 Minimum Clearance Requirements for NSW and the latest industry guideline currently known as ISSC 20 Guideline for the Management of Activities within Electricity Easements and Close to Infrastructure.

d) Any proposed driveways access and/or exit (concrete crossovers) must remain at least 1.0 metre away from any electricity infrastructure (power pole, streetlight) at all times, to prevent

accidental damage.

e) Any proposed driveways or access used by vehicles into the property must have a minimum clearance of 500 millimetres from its closest point to the service pillar(s) located at the front of the property.

f) Any excavation works in this area or works on the proposed driveways must comply with ISSC 20 Guideline for the Management of Activities within Electricity Easements and Close to Infrastructure. Prior to carrying out any works, a "Dial Before You Dig" enquiry should be undertaken in accordance with the requirements of Part 5E (Protection of Underground Electricity Power Lines) of the Electricity Supply Act 1995 (NSW) to locate the existing cables.

g) The proposed driveways must not impact on existing cables, cable joints, pits, pillars and the like – refer Essential Energy's policy CEOM7098 Distribution Underground Design and Construction Manual. Note that approval is not possible where the driveway is proposed to be located with an impact on existing cables, cable joints, pits, pillars and the like - refer ISSC 20 Guideline for the Management of Activities within Electricity Easements and Close to Infrastructure.

h) The cables are to maintain a minimum clearance of 1.0 metre to any activity.

i) Any landscaping, tree planting fencing in this area must comply with ISSC 20 Guideline for the Management of Activities within Electricity Easements and Close to Infrastructure.

j) The service pillar(s) are to remain clear of vegetation, retaining walls, garden beds, fence etc (500mm clearance for fence).

38. The Applicant will need to engage the services of an Accredited Service Provider to ensure adequate provision of power is available to the proposed shed(s) in accordance with NSW Service and Installation Rules. A Level 2 Electrician will be able to advise on these requirements and carry out the required work to ensure compliance.

ADVICE

Essential Energy also makes the following general comments:

1. If the proposed development changes, there may be potential safety risks and it is recommended that Essential Energy is consulted for further comment.

2. Any existing encumbrances in favour of Essential Energy (or its predecessors) noted on the title of the above property should be complied with.

3. In addition, Essential Energy's records indicate there is overhead and underground electricity infrastructure located within close proximity of the properties. Any activities within these locations must be undertaken

in accordance with *ISSC 20 Guideline for the Management of Activities within Electricity Easements and Close to Infrastructure*. Approval may be required from Essential Energy should activities within the properties encroach on the electricity infrastructure.

4. **Prior to carrying out any works, a "Dial Before You Dig" enquiry should be undertaken in accordance with the requirements of *Part 5E (Protection of Underground Electricity Power Lines)* of the *Electricity Supply Act 1995* (NSW).**

5. **Given there is electricity infrastructure in the area, it is the responsibility of the person/s completing any works around powerlines to understand their safety responsibilities. SafeWork NSW (www.safework.nsw.gov.au) has publications that provide guidance when working close to electricity infrastructure. These include the *Code of Practice – Work near Overhead Power Lines/Underground Assets*.**

5 GENERAL MANAGER

5.1 Section 355 Committee Draft Minutes - CBD Committee

File Number: D24/829

Author: Paul Devery, General Manager

RECOMMENDATION

1. **That the draft minutes of the CBD Committee meetings held on 16 and 30 April, 28 May and 12 June 2024 be noted.**
2. **That Council place the draft Cowra CBD Place Vision and Activation Plan on public exhibition for a period of at least 28 days.**

INTRODUCTION

The draft Cowra CBD Place Vision & Activation Plan is presented with a recommendation from the CBD Committee that it be placed on public exhibition.

Minutes of recent meeting of the Cowra Council Section 355 CBD Committee are presented for information and noting.

BACKGROUND

Attachments 1-4 are the draft minutes from the Section 355 Committee – CBD Committee meetings held on 16 and 30 April, 28 May and 12 June 2024 for the information of Councillors.

Attachment 5 is the draft Cowra CBD Place Vision & Activation Plan.

At the 17 June 2024 Information meeting, Councillors were presented with the draft Cowra CBD Place Vision & Activation Plan ("The Plan"). The Plan has been developed by the Council's CBD Committee and the Committee is recommending it be placed on public exhibition.

The following is a brief timeline leading up to this point.

- June 2023 - Council resolved to establish a CBD Committee consisting of councillor, business and community representatives. Part of the delegation to the newly formed committee included:
  b) Advise Council on the development and oversight of a strategy to activate the CBD

- August 2023 - Following an EOI process, Council appointed the business and community representatives to the CBD committee.

- December 2023 - Council endorsed the engagement of Village Well to work with the Council. CBD Committee and local community to develop a CBD Activation Strategy.

- March 2024 - A "Can Do Cowra" community workshop was conducted with an open invitation to the community to participate. The workshop was facilitated by Village Well.

- April 2024 – Incorporating feedback from the community workshop, the first draft of the Cowra CBD Place Vision & Activation Plan was received from Village Well and presented to the CBD Committee.

- May 2024 – The CBD Committee has been reviewing and refining the draft plan.

- June 2024 – Councillors at the June Information meeting endorsed the draft plan to be placed on public exhibition seeking community feedback.

BUDGETARY IMPLICATIONS

Work to date has been completed within the budget allocation for Business Assistance.

ATTACHMENTS

1. Minutes - CBD Committee - 16 April 2024 ⇩
2. Minutes - CBD Committee - 30 April 2024 ⇩
3. Minutes - CBD Committee - 28 May 2024 ⇩
4. Minutes - CBD Committee - 12 June 2024 ⇩
5. Cowra CBD Place Vision & Activation Plan ⇩

MINUTES

CBD Committee Meeting
16 April 2024

Order Of Business

1 Acknowledgement of Country **3**
2 Apologies **3**
3 Confirmation of Minutes **3**
4 General Business **3**
4.1 Data Update 3
4.2 Update: Can Do Cowra Workshop 3
4.3 Review - CBD Activation Strategy 4
4.4 Business Chamber 4
5 Next Meeting Date **4**
6 Meeting Close **4**

MINUTES OF COWRA COUNCIL
CBD COMMITTEE MEETING HELD AT THE NGULUWAY ROOM, DARLING STREET, COWRA
ON 16 APRIL 2024 AT 6PM

PRESENT: Cr Sharon D'Elboux, Phillip Beer, Martina Lindsay, Ashlea Field, Cr Cheryl Downing, Amy Gormly, Zachary Jones, Marc McLeish, Cr Erin Watt, Kurt Overzet

IN ATTENDANCE: Ponie De Wet

1 ACKNOWLEDGEMENT OF COUNTRY

The Acknowledgement of Country was presented by Cr Cheryl Downing.

2 APOLOGIES

Jesse Murphy, Stassi Austin, Paul Devery, Cr Bill West, Cr Paul Smith (Deputy Mayor), Christine Muddle.

3 CONFIRMATION OF MINUTES

RECOMMENDATION

That the minutes of CBD Committee Meeting held on 19 March 2024 be confirmed.

Moved – Phillip Beer

Seconded – Martina Lindsay

4 GENERAL BUSINESS

4.1 Data Update

P De Wet provided an update to the Committee:

- The February/March update was emailed to all Committee members prior to the meeting.

4.2 Update: Can Do Cowra Workshop

- The Committee noted that the new name for this project is Cowra Can Do
- Planters –
  - the team reported that the planters have been approved by Council who have undertaken to submit necessary documentation
  - The Mens Shed will build the planters in uniform shape
  - Team is to talk to businesses
  - Planters to come in at night by shop owners

- Schools to be included
- Next meeting 1st Tuesday of the month

4.3 Review - CBD Activation Strategy

Draft CBD Activation Strategy was discussed with further discussion to take place at the meeting to be held on 30 April 2024.

4.4 Business Chamber

It was reported that the Business Chamber may be conducting an AGM in the next few weeks. The committee is keen for resolution on the Cowra Cash Cards.

- P De Wet to contact Vicky Seccombe (regional NSW Business Chamber representative)

5 NEXT MEETING DATE

The next meeting will be held on 30 April 2024 at 6pm in the Nguluway Room, Darling Street, Cowra.

6 MEETING CLOSE

The Meeting closed at 7.30pm.

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CHAIRPERSON

MINUTES

CBD Committee Meeting
30 April 2024

Order Of Business

1 Acknowledgement of Country **3**
2 Apologies **3**
3 Confirmation of Minutes **3**
4 General Business **3**
4.1 Review - CBD Activation Strategy 3
5 Next Meeting Date **3**
6 Meeting Close **3**

MINUTES OF COWRA COUNCIL
CBD COMMITTEE MEETING HELD AT THE NGULUWAY ROOM, DARLING STREET, COWRA
ON 30 APRIL 2024 AT 6PM

PRESENT: Cr Sharon D'Elboux, Cr Bill West, Cr Cheryl Downing, Martina Lindsay, Stassi Austin, Kurt Overzet, Ashlea Field, Zachary Jones, Jesse Murphy

IN ATTENDANCE: Mr Paul Devery, Ponie De Wet

1 ACKNOWLEDGEMENT OF COUNTRY

The Acknowledgement of Country was presented by Cr Cheryl Downing.

2 APOLOGIES

Cr Erin Watt, Cr Paul Smith (Deputy Mayor), Christine Muddle, Phillip Beer, Marc McLeish

3 CONFIRMATION OF MINUTES

RECOMMENDATION

That the minutes of CBD Committee Meeting held on 16 April 2024 be confirmed.

Moved: M Lindsay
Seconded: A Field

4 GENERAL BUSINESS

4.1 Review - CBD Activation Strategy

Chair Cr D'Elboux asked the committee to split into groups and further workshop the various components of the draft plan.

At the conclusion of that exercise Cr D'Elboux advised the committee the feedback will be collated and presented back to the Committee at its May meeting.

5 NEXT MEETING DATE

The next meeting will be held on 21 May 2024 at 6pm in the Nguluway Room, Darling Street, Cowra.

6 MEETING CLOSE

The Meeting closed at 7.15pm.

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CHAIRPERSON

MINUTES

CBD Committee Meeting
28 May 2024

Order Of Business

1 Acknowledgement of Country 3
2 Apologies 3
3 Confirmation of Minutes 3
4 General Business 3
4.3 Data Update 3
4.2 Review of CBD Activation Plan 3
4.1 Cowra Can Do Update 4
5 Next Meeting Date 4
6 Meeting Close 4

MINUTES OF COWRA COUNCIL
CBD COMMITTEE MEETING HELD AT THE NGULUWAY ROOM, DARLING STREET, COWRA
ON 28 MAY 2024 AT 6PM

PRESENT: Cr Sharon D'Elboux (Chair), Cr Erin Watt, Martina Lindsay, Jesse Murphy, Cr Bill West, Cr Cheryl Downing, Cr Paul Smith (Deputy Mayor), Amy Gormly, Stassi Austin, Zachary Jones (arr 6.45pm)

IN ATTENDANCE: Ponie De Wet

1 ACKNOWLEDGEMENT OF COUNTRY

The Acknowledgement of Country was presented by Cr Cheryl Downing.

2 APOLOGIES

Paul Devery, Phillip Beer, Ashlea Field, Kurt Overzet, Marc McLeish

3 CONFIRMATION OF MINUTES

RECOMMENDATION

That the minutes of CBD Committee Meeting held on 30 April 2024 be confirmed, noting that the next meeting date (item 5) was moved to 28 May 2024 due to ill health.

Moved – Stassi Austin

Seconded – Jesse Murphy

4 GENERAL BUSINESS

4.3 Data Update

P De Wet provided an update on the information included in the Agenda.

4.2 Review of CBD Activation Plan

Discussion was held by the Committee with the following decisions being made:

Pick five small things to do straight away for creditability. This can be added to the small wins section of the strategy.

Cr Paul Smith left the meeting at 7pm

Timeline – 0-6 months: green highlighter

1 year: pink highlighter

2-3 yrs: blue highlighter

3-4/5 yrs: orange highlighter

5+ yrs: yellow highlighter

Committee members to review the timeline and give their opinion on timeline delivery with use of highlighters. Due back to Council on 3 June 2024 for collation.

Cowra Can Do Update

4.1

- Discussed facebook page
- Mens Shed building planter boxes – two sizes
- Meeting coming up

5 NEXT MEETING DATE

The next meeting will be held on 12 June 2024 at 6pm in the Nguluway Room.

6 MEETING CLOSE

The Meeting closed at 7.30pm.

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CHAIRPERSON

MINUTES

CBD Committee Meeting
12 June 2024

Order Of Business

1 Acknowledgement of Country ..... Error! Bookmark not defined.
2 Apologies **3**
3 Confirmation of Minutes **3**
4 General Business **3**
4.1 CBD Activation Strategy 3
5 Next Meeting Date **4**
6 Meeting Close **4**

MINUTES OF COWRA COUNCIL
CBD COMMITTEE MEETING HELD AT THE NGULUWAY ROOM, DARLING STREET, COWRA
ON 12 JUNE 2024 AT 6PM

PRESENT: Cr Sharon D'Elboux, Cr Bill West, Cr Cheryl Downing, Cr Paul Smith (Deputy Mayor), Jesse Murphy, Stassi Austin, Kurt Overzet, Martina Lindsay, Ashlea Field

IN ATTENDANCE: Ponie De Wet

1 ACKNOWLEDGEMENT OF COUNTRY

The Acknowledgement of Country was presented by Stassi Austin.

2 APOLOGIES

Marc McLeish, Paul Devery, Cr Erin Watt, Amy Gormly, Philip Beer

3 CONFIRMATION OF MINUTES

RECOMMENDATION

That the minutes of CBD Committee Meeting held on 28 May 2024 be confirmed.

Moved: M Lindsay
Seconded: S Austin

4 GENERAL BUSINESS

4.1 CBD Activation Strategy

The Section 355 Committee received the Village Well updated/reworded Cowra CBD Place, Vision & Activation Plan document and agreed on its content. Committee members are invited to attend the June 2024 Council meeting to attend the presentation by Village Well to Council.

RECOMMENDATION

The Committee agreed that the document be presented to Council at the June Council meeting, with recommendation to place the document on public exhibition.

Moved: M Lindsay
Seconded: S Austin

Unanimous decision.

5 NEXT MEETING DATE

The next meeting will be held on 16 July 2024 at 6pm in the Nguluway Room, Darling Street, Cowra.

6 MEETING CLOSE

The Meeting closed at 6.35pm

.....

CHAIRPERSON

Cowra CBD Place Vision & Activation Plan

6 June, 2024

Authors: Gilbert Rochecouste, Sally Ngai

Version: 1.0, 6/06/2024

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Village Well

Village Well acknowledges and celebrates the Traditional Custodians of the lands, waterways, seas and skies that together make up the places on which we live, work, learn and play. We recognise their role as great contributors to the care and maintenance of place and value their ongoing deep care and knowledge of Country that continues to be passed on through generations.

As placemakers, we understand the impact that disconnecting from Country can have, and acknowledge the impacts of colonisation on the oldest living culture in the world. We are committed to support the continued wisdom and practices of First Nations Peoples, and strive to work collaboratively to nourish Country - our plants, animals, communities, neighbourhoods, cities and the planet - for now and future generations.

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About this document

Introduction

Cowra CBD boasts a rich heritage and natural charm. However, there is untapped vibrancy and unity needed to elevate it into a successful and resilient town. Despite facing challenges like economic setbacks and a lack of distinct identity, key areas such as Kendal Street and Redfern Street, along with underutilised spaces like Squire Park, hold immense promise for revitalisation.

Unlocking Cowra CBD's potential and assets is essential to transform it into a vibrant hub that celebrates local culture, engages the community, and attracts visitors with a diverse range of experiences.

On Saturday, March 2nd, Village Well led a three-hour workshop for Cowra CBD, involving local stakeholders such as community members and business owners. The session aimed to spark inspiration and collaboration for activating Cowra CBD, exploring its unique identity, aspirations, priorities, and strategies for attracting investment and tourism. A total of 128 participants actively contributed their ideas and insights during the workshop.

Purpose

This report is a dynamic, community-driven live document designed for the revitalisation, activation, and sustainable growth of Cowra CBD. The report is not intended as a master plan or Economic Development plan but a Place Vision and Activation Plan owned by the community. There is an overall objective for this work to beautify and activate the town centre, creating a great place for all, day and night.

How to use this report

The report is to be used as an actionable and guiding document for Council and funding bodies to support the delivery of the Place Vision. It provides a roadmap for implementing revitalisation projects and activating initiatives within the CBD.

Ultimately this report should remain community owned and driven.

> **"We've got to be confident about our future and we have a great future"**
>
> Workshop participant

Village Well

The opportunity

A new and compelling vision for Cowra CBD presents a unique window of opportunity to reposition Cowra as a choice destination for both locals and visitors. By combining unique food offerings and services against the picturesque Lachlan River and stunning Japanese Gardens backdrop, Cowra can establish a distinct and memorable place experience.

The community has expressed a clear desire and enthusiasm for transforming the current town centre into a cherished and loved destination. The identification of CBD precincts, establishes a central heart and gathering spots linking the CBD.

What makes a great town?

A great town is characterised by key elements that contribute to its vibrancy and appeal. Cowra's current CBD possesses significant assets like beautiful heritage buildings, a stunning river front, a world-class Japanese garden, and essential amenities. However, there is room for improvement, particularly in addressing economic leakage compared to similar towns across Australia.

Qualities that define great town centres include:

- Distinct identity: Each main street should have a unique character and a point of difference that sets it apart.
- Beautiful buildings: Retail and business spaces should be housed in buildings that enhance the overall appeal.
- Welcoming sign and art: A welcoming entrance sign and artistic installations contribute to the visual attractiveness and character of the area.
- Active day and night: The main street should be lively and bustling throughout the day and evening, including weekends.
- Greenery: Trees and green spaces add to the beauty and comfort of the environment.
- Art and culture: Incorporating murals, sculptures, and other artistic elements enriches the cultural experience.
- Gathering places: A heart, where people can gather to meet, eat and celebrate.
- Varied seating: Providing eclectic seating options encourages people to linger and socialise.
- Night lighting: Well-lit streets and buildings create a safe and inviting atmosphere after dark.
- Food and beverage: A diverse range of high-quality dining options at different price points contributes to the overall appeal.
- Unique stores: Quirky and unique shops that offer something special attract visitors and create a destination experience.
- Supermarkets and fresh food: Anchoring the area with supermarkets and fresh food options ensures convenience for residents and visitors.
- Events and activities: Regular events and activities add vibrancy and entertainment to the main street.

These qualities are crucial for revitalising Cowra's CBD, and a new vision and plan created collaboratively by the community can kick-start a renewal process, bringing new life and energy to the area.

Place Vision and Activation Plan
Place Understanding
ANTIQUES
AND
OLD WARES
Village Well
5 © Village Well 2024 | Place Vision and Activation Plan

Local context

Cowra CBD, including prominent streets like Kendal and Redfern Streets and spaces like Squire Park, currently lacks the connectivity needed for optimal urban vitality. Positioned alongside the Lachlan River and interconnected by major transportation routes such as the Mid-Western Highway, Olympic Highway, and Lachlan Valley Way, Cowra serves as a central hub within the Cowra Future Employment Region (FER). The FER covers not only Cowra but also smaller communities like Darbys Falls, Gooloogong, Woodstock, and Wyangala, creating a dynamic and pivotal region within central west NSW. As of 2021, the area boasts a population of approximately 12,753 residents, highlighting its significance within the state.

*The Cowra Future Employment Region (FER) refers to an area specifically targeted for future job growth and economic opportunities.

Cowra insights

Building strong economic foundations for growth

Cowra has built a strong local and visitor economy and shows great potential for growth.

Key insights

Cowra attracts around 400,000 visitors annually, predominantly from metro Sydney, who collectively spend $75 million each year in the town

The total local spend amounts to $320.7 million, with $209.4 million coming from residents and $111.3 million from visitors

Residents contribute $134.5 million through local escapes and $113.6 million through online spending, with an average transaction value of $80

Source: Geografia, Spendmapp Cowra LGA; Cowra Destination Management Plan 2023 – 2026

Opportunities for future growth

Town centre experience

Enhancing the town centre experience can significantly increase spending. A more compelling town centre will attract visitors who are likely to stay longer and spend more, turning the town into a destination rather than just a stopover.

Diverse business mix

Having a variety of restaurants, gift shops, and accommodations will appeal to both locals and visitors, encouraging weekend trade and boosting overall spending.

Beautification and events

Reinvesting in beautifying the town and creating a central meeting place for events can yield a positive return on investment, attracting more visitors and enhancing the town's appeal.

River precinct activation

Activating the River precinct has the potential to set Cowra apart as a unique destination, appealing to both locals and tourists and further increasing spending.

Precinct activation

Ensuring total activation by linking key areas such as the River precinct, Macquarie Street, Squire Park, the art precinct, and the railway station. This integrated approach will create a cohesive and vibrant environment that encourages exploration and engagement across the entire precinct.

Strategic campaign

Developing a strategic campaign to attract the right mix of businesses will not only cater to the needs of locals but also enhance the experience for visitors, driving additional spending in the town.

Place Vision and Activation Plan
Place Vision & Principles
1909 FAGANS BUILDINGS
COWRA
MACQUARIE ST
RIVER PARK & POOL
Village Well
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A thriving River Town

The becoming unbusy capital of the Central West

Principle 01

Cowra Can-do

Principle 02

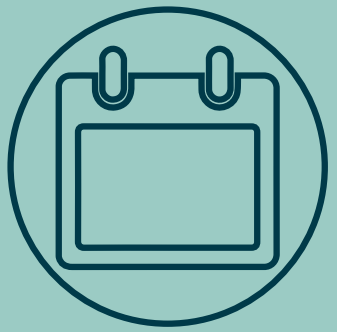
Beautiful and connected

Principle 03

Fun and active Cowra

Principle 04

Something for everyone



Cowra CBD Vision

A thriving River Town

The becoming unbusy capital of the Central West

It is a beautiful, connected, welcoming and inclusive town centre experience full of surprise and delight. Our vision for Cowra CBD is one of energy and deep connection where art, history and community flourish. The unique attractions, rich heritage, and immersive experiences showcase the best of our town. Celebrating community and culture is what makes us special.

In our river town, wellness is both personal and collective, with a focus on nurturing the mind, body, and spirit of all residents. We seek to connect the CBD to the river, gardens and Wiradjuri culture, weaving Indigenous story lines and history into the fabric of our town. Water is a central theme, with the Lachlan River and Wyangala Dam serving as anchors for our town's identity.

The main street has become a welcoming third place, where people gather, connect, and enjoy the beauty of our river town. Through embracing the Lachlan River and Indigenous culture, we honour our past while embracing a dynamic future. Our river town is the lifeblood of Cowra, where every person feels valued and included.

Why 'A thriving River Town' vision?

'A Thriving River Town' vision is rooted in Cowra's unique position with the Lachlan River bordering its main street, offering a strong foundation for future revitalisation. Water is increasingly valued as a vital community resource, and Cowra's water security ensures long-term sustainability. By drawing inspiration from successful river front transformations in other regional cities like Wagga Wagga Beach, Mildura, and Echuca, Cowra aims to become a vibrant tourist destination through the celebration and activation of its river front and main streets. Embracing river theme promises an exciting future for Cowra's CBD.

Why 'becoming unbusy'?

The concept of 'becoming unbusy' has gained momentum as global and local movements are driven by people seeking deeper meaning, authenticity, and connection in their lives—the essence of the "Good Life." Cowra is well positioned to embody this story.

Cowra, a major food hub in the region, highlights local and regional food growers, producing value-added offerings like craft beers, premium meats, and locally grown vegetables. 'Becoming unbusy,' synonymous with the 'Good Life,' emphasises the celebration and cultivation of healthy and content individuals and communities. Embracing rural living and encouraging moments of pause and connection to what truly matters is the essence of becoming unbusy. By owning the capital of 'becoming unbusy' as a 'Thriving River Town,' ensures that all roads lead to Cowra when people want to rest, live, work, and play.

Note: This vision was created by the many combined stories from the 'Can-do Cowra, community workshop.

Visionary principles

The following principles will guide the implementation of the aspirational vision for a successful Cowra CBD activation. Embracing these principles wholeheartedly will ensure alignment with the overall vision and maximise the impact of initiatives.

Principle 01 | Cowra Can-do

Driven by a collaborative spirit and culture of optimism, `Cowra Can-do' represents a shared commitment to building a resilient and dynamic community. The community's collective strengths encourage partnerships among various stakeholders, including businesses and residents, to work together towards a brighter future for Cowra CBD. Enlightened governance and positive leadership form the backbone of how Cowra's people work together, enabling smooth communication and decision-making. This ensures that initiatives align with Cowra's new CBD identity, heritage, and cultural values while fostering connections that promote inclusivity, diversity, and a deep respect for community and Country.

Principle 02 | Beautiful and connected

Cowra CBD blends history, culture and nature for a unique and immersive experience. Clear signage amidst the hilly landscape ensures easy access to essentials and attractions, while colourful wayfinding encourages walking and cycling. Leveraging Cowra's natural beauty, nature-inspired wayfinding integrates with trails, gardens, and the river front. The CBD's streets are revitalised into scenic and functional spaces. The river precinct and theme flows into the main street. Traders have become Placemakers with beautiful shopfronts.

Welcoming banners and artistic sculptures act as charming markers, guiding people to key destinations whilst displaying local pride. Seating and in-store experiences spilling onto the streets enriches the pedestrian journey. The street experience extends beyond Redfern and Kendal Streets, flowing into the laneways and side streets, connecting pathways providing seamless exploration. Lush greenery contributes to a clean and green environment. Wiradjuri cultural patterns are woven into public spaces to celebrate the local Indigenous heritage, promoting exploration and awareness of First Nation storylines. Gathering spaces such as Macquarie Street and the Arts Precinct emerge as new meeting places for social get-together and community activities, reflecting spirit of connection and inclusivity.

Principle 03 | Fun and active Cowra

Cowra is a vibrant hub of activity day and night, offering diverse activations and events that energise the community. From lively markets and dining options to engaging art installations and games, there's always something exciting happening in Cowra. Live music, river festivals, and community activities bring people together, fostering a sense of belonging and connection. Cowra's rich heritage shines through storytelling, heritage trails, and cultural events that honour its past while embracing the present and future.

The arts precinct is an evolving canvas showcasing local artists' talents, with public art installations and cultural performances adding a dynamic layer to Cowra's cultural landscape. Cowra's dining scene offers a journey of flavours. As a community hub, Cowra provides amenities and spaces that enhance quality of life and a strong sense of community.

Principle 04 | Something for everyone

Cowra celebrates its inclusive community, where diversity is celebrated and everyone feels welcome. Its flourishing local food scene offers culinary experiences for every taste, reflecting the multicultural community. The presence of key operators are integral to Cowra's food culture. Community-friendly events bring people together for experiences that enrich community life, embracing the transformative 'power of free.' Support for unique and quality local businesses and entrepreneurship drives economic growth, with incentives ensuring accessibility and affordability. The emphasis on healthy Living makes wellness activities accessible to all, fostering a thriving and holistic community.

Place Vision and Activation Plan
Key Audience
CAFE
ROVEDORE
Cafe Open
7 DAYS
WHISTLES
BAR
Whistle Stop Bar Open
THURS, FRIDAY & SATURDAY
SUNDAY LUNCH
COME TRY OUR DELICIOUS
ROAST
Yorkshire Pudding
This Way
Village Well
13 © Village Well 2024 | Place Vision and Activation Plan

Audience Profiles: Future needs and wants | 1

This section includes avatars who capture the aspirations for different cohorts that are a part of Cowra. The profiles were informed by collaborative workshop discussions and insights.

Out-of-town explorers

Jemma and Tom, visitors from Sydney, are a couple in their late twenties.

Values

Authentic local experiences, unique and special moments, cafe culture, seasonal activities, diverse dining options, and walkable environments offering wellness activities and a connection with nature and history.

Jemma and Tom

Jemma and Tom are avid explorers from Sydney who spend a week immersing themselves in the town's offerings. They visit local vendors and farmers' markets, participate in festivals, and enjoy art walks through the town. Jemma has been coming to Cowra for Easter since she was young, and it provides them with time to relax, unwind, and enjoy its unique charm and beauty. She loves how the town offers something for every age, and her favourite thing to do is to sit at riverside with a wine and hear some live music.

Wants:

- Free activities
- Good local food
- Unique experiences

Needs:

- Activities for day, night and weekends
- Access to history and culture
- Diverse offerings

Families

Peter, late thirties to early forties, lives in town and Dad of two.

Values

Supporting local initiatives and businesses, fostering community connections, and driving regional growth and development, particularly through projects that promote local crafts, produce, and businesses.

Smith Family

The Smith Family are a farming family who sell their produce at the local cooperative and weekly Farmer's Market in Cowra. They work hard and make the most of any time off farm duties. Their favourite time of year is the Cowra Harvest Festival, where they celebrate the local produce, and the producers. Fairly new to parenting, they enjoy opportunities to meet other parents and have formed a small community that support each other in this new chapter in life.

Wants:

- Kid's activities
- Free events
- Fun weekend evening events

Needs:

- Convenience, (groceries, services, education)
- Affordable shops
- Social connection

Audience Profiles: Future needs and wants | 2

Local teen

Hannah, teenager and locally raised.

Values

Meaningful peer connections, vibrant social life, safe places to hang out with friends, spending time in nature, staying connected with local happenings through social media.

Hannah

Hannah finds joy in being outdoors and loves activities such as live music, sports, and anything where she can go with her friends. After school she will train with the local sporting team and enjoys game days, where there is often fun events after home games. She loves art and her highlight of the year was contributing to an art mural in one of the streets in town. Whenever any family visits, she takes them there to point it out. There is a local cafe nearby where she did a barista course and she is starting to do some weekend shifts there. They have a 'Jazz Saturday' every month, and she enjoys working away to the tunes.

Wants:

- Free activities
- Good food
- Unique experiences

- Needs:
- Safe places to meet her friends
- Affordable food and service options
- Fun places to hang out, evening activities
- Young lifestyle fashion

Retirees

John, married, lived locally his whole life.

Values

Quirks of small-towns, local history, architecture, cultural events, supporting local businesses, social interactions, engaging with the community authentically, accessibility and environmentally friendly practices.

John

John has lived in the region his whole life, and is not going anywhere soon. He is a mad history buff and volunteers for the History Walks program, where he loves to share his knowledge. This program has helped him stay connected to people after his retirement, and he has met some good friends along the way. He spends Thursday evenings every week playing bingo at the town centre, and has a group that goes to events and activities together every fortnight.

Wants:

- Events and activities
- A place to sit and enjoy the sun
- Helping people learn about his home town

Needs:

- Accessible walking and transport
- Convenience
- Places to be with people

Place Vision and Activation Plan
Engagement Summary
Village Well
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Overview

What we did

In March 2024, Village Well facilitated a three-hour workshop for Cowra CBD with local stakeholders including Cowra community members, business owners and Council. For additional details refer to the Business and Community Workshop Summary.

Purpose

The workshop aimed to inspire and engage participants in activating Cowra CBD. Cowra's uniqueness was explored through project context, perspectives, aspirations, priorities, and views on enhancing its identity, attracting investment, and promoting tourism.

Top aspirations

1. Vibrancy and activity
2. Cleanliness and maintenance
3. Diversity and accessibility
4. Community engagement
5. Economic development

Top Opportunities

1. Beautify & enhance assets (16%)
2. Retail & hospitality expansion (15%)
3. Economic growth & business development (12%)
4. Tourism & marketing (11%)
5. Community revitalisation (11%)

Top Challenges

1. Economic constraints (19%)
2. Community engagement & mindset (16%)
3. Infrastructure & traffic issues (10%)
4. Property challenges (7%)
5. Streetscape appeal (6%)
6. Retail offerings (5%)

Participation

128 people

"Can-do Cowra needs to be driven by grassroots – we need to drive it"

"We need to be inclusive of the whole idea and all the ideas have to come from all aspects of what the community needs"

"Bring the colour and life of the biggest tourist attraction into the main street"

"Develop the river to be family-friendly and to draw visitors and entertainment"

"Enthusiastic, energetic residents, 'can-do' attitude"

"Let's get together and make things happen"

Place Vision and Activation Plan
New Positioning for Cowra CBD
Village Well
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New positioning

"A thriving River Town" re-positions Cowra as a unique place to stay, rest, play, eat, shop and explore a unique region.

As we envision Cowra CBD's new positioning as 'A thriving River Town,' we start at the beginning of the Lachlan River. With a beautiful and active main street and an arts precinct, we aim to create a distinct future for Cowra. This vision is about instilling local pride, attracting visitors, and shaping a unique identity for the CBD as a place where people can stay, relax, play, dine, influence, and explore the surrounding region. The goal is to position Cowra CBD as a vibrant destination that celebrates its natural beauty, cultural richness, and community spirit.

Small-wins

Early successes in tactical initiatives and place activation are crucial to instil confidence and momentum. Key actions include:

- Establishing `Cowra Can-do,' a proactive community initiative.
- Cultivating a positive mindset towards social media engagement and outreach.
- Introducing vibrant business planter boxes to enhance streetscapes.
- Prioritising street cleanliness and revitalising vacant shop spaces.
- Hosting engaging BIZ HQ workshops to empower local businesses.
- Facilitating networking opportunities and fostering collaborative partnerships.

Big Moves

The 'Big Moves' represents a visionary plan aimed at transforming Cowra into a vibrant and dynamic destination. This initiative encompasses five key projects:

- A new vibrant River Precinct known as 'Cowra's Beach'.
- An Entertainment and Arts Precinct that promises cultural richness and excitement.
- Squire Park, a green oasis for relaxation and community gatherings.
- Comprehensive beautification efforts to enhance Cowra's aesthetic appeal.
- The creation of Macquarie Popup Park, a versatile and engaging public space.

These 'Big Moves' signify Cowra's commitment to growth, innovation, and creating a thriving environment for both residents and visitors.

Five Big Moves

1. A new vibrant River Precinct 'Cowra's Beach'

Introducing a new public beach for the Cowra community and inspired by the success of destinations like Wagga Wagga's beach, Mildura and Echuca, Cowra's new River Precinct sets itself apart. Featuring river festivals, playgrounds, and a range of water activities, this precinct promises a unique experience for visitors and locals.

Key activations include:

1. Enhancing river access by installing viewing areas, a river pontoon, and riverside food and beverage options.

2. Improving amenities like seating, lighting, and bike tracks, while addressing waste and safety measures.

3. Indigenous cultural experiences and family-friendly events like fishing competitions and outdoor movies.

4. Maintaining a scenic grass area along the riverbank for relaxation and recreation.

2. Entertainment and arts precinct

The Entertainment and Arts Precinct is a vibrant hub featuring an expanded gallery, a lively piazza for events, and a refurbished theatre, positioning the Arts as a central attraction in Cowra.

Key activations include:

1. Implementing master plan for Civic Square.

2. Hosting popup entertainment with live peformances, dancing, and a variety of food trucks.

3. Installing decorative lighting to create an inviting atmosphere.

4. Implementing a calendar of live music events, including daytime buskers and themed evenings like Friday night Jazz.

Image 1: Point Cook popup park

3. Squire Park

Squire Park becomes a green oasis in the heart of Cowra, featuring outdoor seating, art murals, sculptures, interactive elements, a nature play playground, and water features for instagrammable moments. It aims to create a vibrant space that celebrates local artists while providing a place for relaxation, socialising, dining, and community celebrations.

Key activations include:

1. Tranquil design with lush greenery and pathways.

2. Comfortable seating and shaded areas for enjoying takeout meals.

3. A designated area for children with nature-inspired play equipment, encouraging outdoor play and connection with the natural environment.

4. Large blank canvases displaying cultural or historical murals alongside integrated rock climbing elements and creative sculptures

5. Enhancing ambiance with fountains and sensory experiences.

4. Beautification

Beautification involves transforming the streets, softening the infrastructure, and greening Cowra. This involves enhancing the visual appeal of public spaces, improving the aesthetics of built structures, and introducing more greenery to create a more inviting and attractive environment.

Key activations include:

1. Beautify footpaths with planter boxes featuring colorful flowers, shrubs, or small trees.

2. Revamp benches with fresh paint and add comfortable seating options.

3. Adorn each shopfront with hanging baskets for a touch of greenery.

4. Install vertical gardens on the stone walls to add colour.

5. Commission or install public art pieces such as sculptures or murals. These can be integrated with the greenery to create a cohesive and attractive streetscape.

6. Illuminate the street with decorative lighting in trees and under shop awnings for a charming ambiance.

7. Including a prominent town clock or timepiece as a focal point.

Image 2: Darlinghurst playground

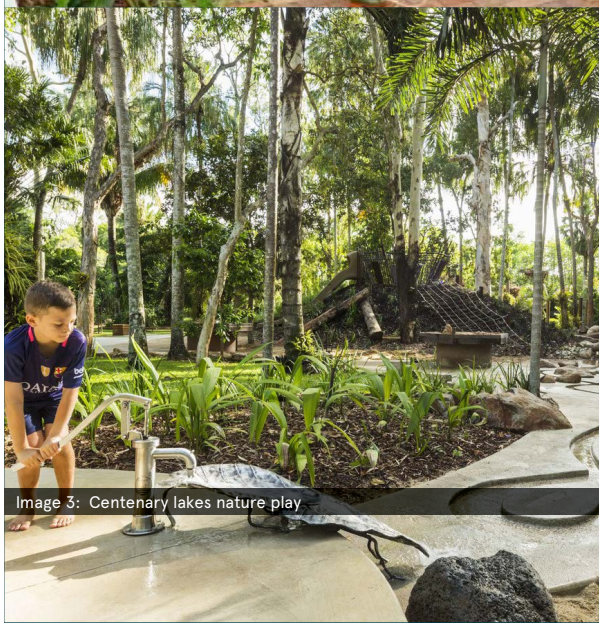


Image 3: Centenary lakes nature play

5. Macquarie Popup Park

The new popup park in Macquarie Street will create a new meeting destination for Cowra. It will become the town square for small community events, festivals, music,markets. At non-active times it will be a place to rest and meet.

Key activations include:

1. Creating a concept plan design and closing off part of Macquarie Street into a pedestrian-friendly space

2. Introducing landscaping elements such as trees, shrubs, and native plants to add greenery and natural beauty to the park.

3. Cantenary lighting suspended overhead to illuminate the park especially during evening and nighttime hours.

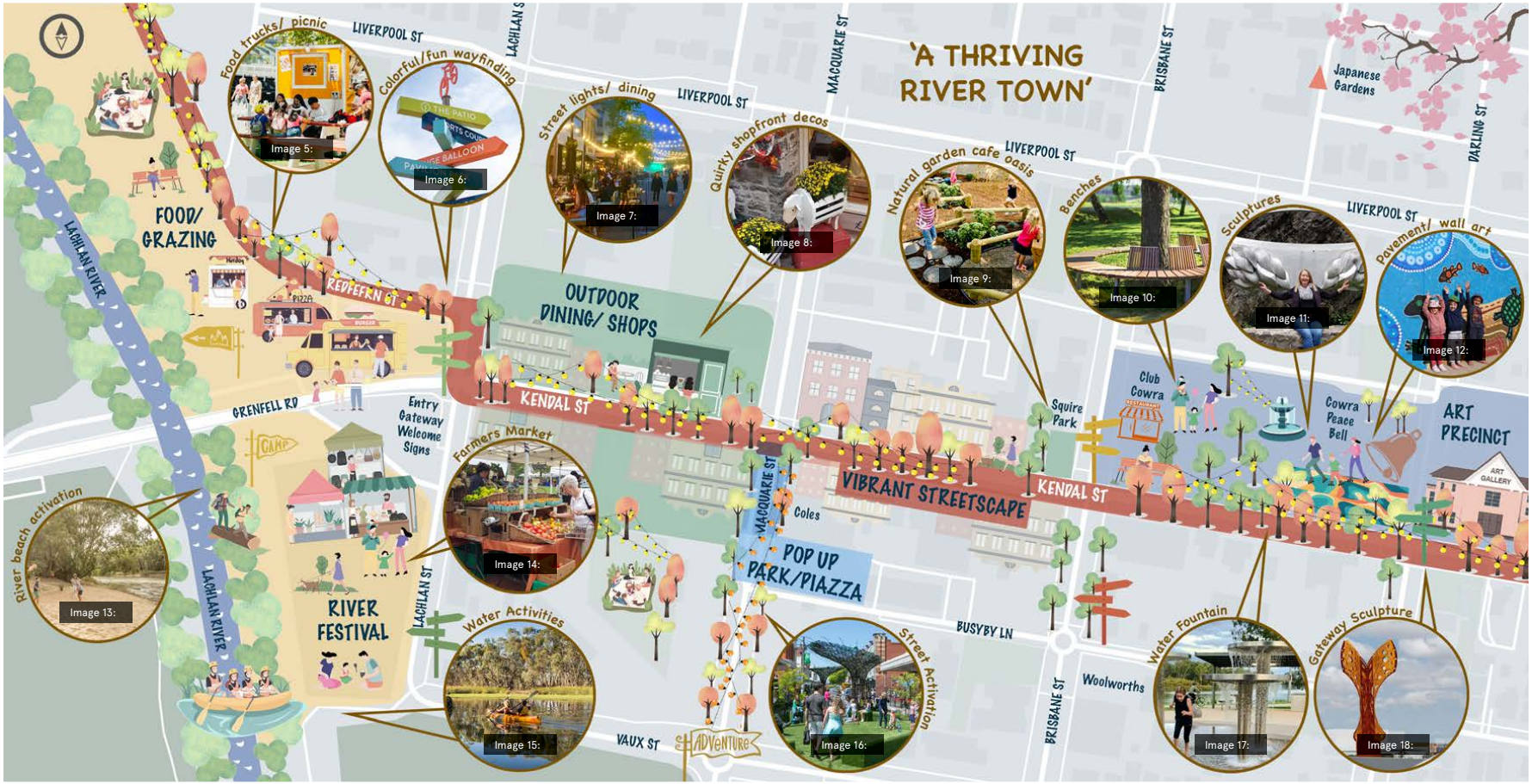
4. Incorporating art installations, sculptures, and elements inspired by Indigenous culture and heritage.

5. Organising a variety of activation events throughout the day and night, including community gatherings, small-scale festivals, live music performances, markets, and cultural celebration.

Image 4: Yarraville public park

A River Town full of surprise and delight

This visual map depicts artistically small wins and significant moves that will reposition Cowra CBD into an attractive and prosperous destination.



Place Vision and Activation Plan
Cowra CBD Action Plan
TOOHEYS
LACHLAN HOTEL
NEVER PAY FULL PRICE AGAIN
SILLY SOLLY'S
AUSTRALIA'S No.1 DISCOUNTER
NOBODY SAVES YOU MONEY LIKE SILLY SOLLY'S
Village Well
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Project priorities

The activation plan is based on key themes identified during the community workshop. These themes were prioritised and translated into high-level projects, which are then broken down into actionable steps. This approach ensures a clear pathway from priorities to concrete actions, contributing to the town's revitalisation and activation.

Disclaimer: Please note that the time frames, actions, and responsibilities outlined in these project plans are intended as recommendations and are subject to change as the project progresses. These plans are flexible and will be adapted based on ongoing evaluations, stakeholder feedback, and practical considerations encountered during implementation. The goal is to remain responsive to changing circumstances and ensure the best outcomes for the project.

These key themes are listed in order of the number of participant votes received. This is highlighted in the projects on the following pages.

Key themes

1. **Dining and entertainment...(85)**
2. **Retail .....(57)**
3. **River and environment.....(57)**
4. **Beautification.....(47)**
5. **All roads lead to Kendal St..(40)**
6. **Promoting Cowra.....(39)**
7. **Arts and culture.....(39)**
8. **Accessibility.....(36)**
9. **Team Cowra.....(25)**
10. **Night-time economy.....(23)**

Cowra Can-do

A leadership group that showcases effective governance, cultivating a positive "culture of yes" in Cowra by removing barriers and fostering collaboration and co-operation within the community.

Activity	Action	Timeframe						Responsibility
		0-6M	YR1	YR2	YR3	YR4	YR5+	
Leadership Group	Create a leadership group, referred to as Cowra Can Do.	✓						Cowra Can Do Council Community Building owners Grant funding – NSW and Australian Governments Business Stakeholders – special interest groups Biz HQ NSW Business Chamber Cowra Tourism
	Apply for grants and other opportunities as they arise.	✓	✓	✓	✓	✓	✓	
Social Media Campaign	Design and schedule regular posts showcasing positive stories, updates/ news, achievements, and events in Cowra LGA.	✓	✓	✓	✓	✓	✓	
	Encourage residents to be a Cowra Can Do ambassador.	✓	✓	✓	✓	✓	✓	
Community Driven Initiatives	Cultivate a "Can Do" culture fostering positivity and openness within the community.	✓	✓	✓	✓	✓	✓	
	Establish community task forces to oversee specific projects or initiatives, such as beautification projects, cultural events, etc.	✓	✓	✓	✓	✓	✓	

Cowra CBD Beautification

#4/10
BEAUTIFICATION

The "Cowra CBD Beautification" aims to elevate the area's charm and functionality by introducing nature and plants, streetscape enhancement and cleanliness for visual appealing urban environment.

Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Nature	Integrate and or enhance gardens and nature throughout the CBD and project scope area.		✓	✓			Council Community Grant funding – NSW and Australian Governments Business Building Owners Stakeholders – special interest groups Biz HQ NSW Business Chamber Cowra Tourism
	Investigate the placement of flowering planter boxes in front of participating businesses.	✓					
	Install fairy lighting in suitable trees.	✓					
Cleanliness	Implement an enhanced cleaning and maintenance schedule to make our streets and carparks beautiful.	✓	✓	✓	✓	✓	

Retail and Community Revival | 1

#2/10
RETAIL

Focused on revitalising the retail sector, we aim to uplift Kendal, Redfern and the side streets by exploring new retail strategies and opportunities. The aim is to create a vibrant retail environment.

Activity	Action	Timeframe						Responsibility
		0-6M	YR1	YR2	YR3	YR4	YR5+	
Buildings	Work in partnership and encourage building owners to maintain, repair, paint shopfronts and awnings.		✓	✓	✓	✓	✓	Council Community Building owners Grant funding – NSW and Australian Governments Business Shopping Centres Stakeholders – special interest groups Biz HQ NSW Business Chamber Cowra Tourism Destination NSW Cowra Can Do
	Review the final report of the proposed civic design improvements for Cowra Town Centre by J.S. Butterworth Pty Ltd and determine its appeal/currency.		✓	✓	✓	✓	✓	
Streetscape	Continue to hang colourful banners or flags for promotion and visual movable enhancement in Kendal Street.		✓	✓	✓	✓	✓	
	Council to consider extending decorative light poles and flag poles along Redfern Street, Kendal Street and other side streets.						✓	
	Revisit the placement of public seating across the CBD and project scope area.			✓	✓			
	Investigate the fixing of or placement of a town clock.		✓					
	Investigate enhancing Brisbane Street from the new Cowra hospital to the Government offices/services.						✓	
	Improve signage across the target area.		✓					
Empty shops	Collaborate with vacant shop owners to ensure their premises are clean and ready to be leased.		✓	✓	✓	✓	✓	
	Encourage temporary pop-up shops, themed displays, exhibitions, etc.		✓	✓	✓	✓	✓	

Retail and Community Revival | 2

#2/10
RETAIL

Focused on revitalising the retail sector, we aim to uplift Kendal, Redfern and the side streets by exploring new retail strategies and opportunities. The aim is to create a vibrant retail environment.

Activity	Action	Timeframe						Responsibility
		0-6M	YR1	YR2	YR3	YR4	YR5+	
Empty shops	Seek to establish a business incubator program that provides support, resources and mentorship to new and existing business looking to open or expand in the project scope area.			✓	✓			Council Community Building owners Grant funding – NSW and Australian Governments Business Shopping Centres Stakeholders – special interest groups Biz HQ NSW Business Chamber Cowra Tourism Destination NSW Cowra Can Do
	Establish a positive connection with building arcade owners and work towards finding solutions to fill vacant spaces.		✓	✓	✓	✓	✓	
Activation	Collaborate with Biz HQ and NSW Business Chamber to provide educational events, encourage innovation and build business confidence.	✓	✓					
	Encourage local businesses to have a digital presence, with online shopping opportunities and social media platform promotion.		✓	✓	✓	✓	✓	
	Host Small Business Month activities.		✓	✓	✓	✓	✓	
	Collaborate with local businesses to encourage weekend and public holiday trade. Start small and learn from the experience.		✓	✓	✓	✓	✓	
	Collaborate with dining and coffee shops to review hours of operation, especially on weekends. Consider implementing a roster system for weekend trade.		✓	✓	✓	✓	✓	
	Create an annual activation plan of events.		✓	✓	✓	✓	✓	
	Encourage buskers/performers to draw foot traffic.		✓	✓	✓	✓	✓	

Retail and Community Revival | 3

Focused on revitalising the retail sector, we aim to uplift Kendal, Redfern and the side streets by exploring new retail strategies and opportunities. The aim is to create a vibrant retail environment.

Activity	Action	Timeframe						Responsibility
		0-6M	YR1	YR2	YR3	YR4	YR5+	
Activation	Local businesses to support community events, through shop window display and business activation (e.g., Sakura Matsuri – Cherry Blossom Festival).	✓	✓	✓	✓	✓	✓	Council Community Building owners Grant funding – NSW and Australian Governments Business Shopping Centres Stakeholders – special interest groups Biz HQ NSW Business Chamber Cowra Tourism Destination NSW Cowra Can Do
	Encourage collaboration between retailers and producers to promote local products.		✓	✓	✓	✓	✓	
	Support and implement shop local campaigns, including the Cowra Cash Card.		✓	✓	✓	✓	✓	
	Deliver a Christmas Shopping promotional campaign annually incorporating events, decorations, retail initiatives and targeted advertising to position Cowra as a shopping destination experience.		✓	✓	✓	✓	✓	
	Promote independent or niche retailing by investigating avenues to encourage micro or online retailers in the region to establish a shop front presence in the CBD.			✓	✓	✓		
	Undertake targeted investment attraction for specific business types identified in a business gap analysis.			✓	✓	✓		
	Consider further research into the development of a Co-Op.			✓	✓	✓	✓	
	Link retail activities with cultural events and festivities through marketing, increased consumer awareness and connection between event organisers and retailers as well as hospitality venues.		✓	✓	✓	✓	✓	

Retail and Community Revival | 4

Focused on revitalising the retail sector, we aim to uplift Kendal, Redfern and the side streets by exploring new retail strategies and opportunities. The aim is to create a vibrant retail environment.

Activity	Action	Timeframe						Responsibility
		0-6M	YR1	YR2	YR3	YR4	YR5+	
Activation	Provide specialist training for local retailers to upskill in diversifying their sales channels.		✓	✓	✓	✓	✓	Council Community Building owners Grant funding – NSW and Australian Governments Business Shopping Centres Stakeholders – special interest groups Biz HQ NSW Business Chamber Cowra Tourism Destination NSW Cowra Can Do
	Deliver retail merchandising training to upskill retailers on the importance of shop front presentation and product mix and placement.		✓	✓	✓	✓	✓	
	Using Cowra's central location, encourage Cowra to apply to host small conferences and business meetings. Work with suitable venues and encourage collaboration.		✓	✓	✓	✓	✓	
	Revise Council policies/fees and other legalities to support a vibrant shopping precinct (e.g., business promotional A-frame).		✓					
	Support the redevelopment of Bunnings in Redfern Street and encourage its completion.		✓	✓	✓			

Squire Park Upgrade

Transform Squire Park as a centralised hub to promote a safe haven for young people, families and all users of this space.

Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Strategic Direction	Commence developing a master plan for Squire Park Upgrade precinct, including café offering, public toilet access, play area and lighting.			✓	✓	✓	Council Community Grant funding – NSW and Australian Governments Business Stakeholders – special interest groups Biz HQ NSW Business Chamber Cowra Tourism Club Cowra Cowra Police Station Cowra Hospital
	Link site access to Cowra Club, Cowra Police Station and the new Cowra Hospital.			✓		✓	
Site Enhancement	Continue to maintain seasonal garden beds.	✓	✓	✓	✓	✓	
	Clean existing seating and bins.	✓	✓	✓	✓	✓	
	Investigate the installation of free wi-fi access points throughout the Park.	✓					
Pop Ups	Continue to support existing local events held in Squire Park. Encourage new events.	✓	✓	✓	✓	✓	
	Link Squire Park activation events to local shopping opportunities. Incorporate music performances.	✓	✓	✓	✓	✓	

Macquarie Street Precinct

Effective space utilisation for community engagement and economic growth. Focusing on Macquarie Street (Coles shopping centre side) through site enhancement and activation strategies to form a precinct linking the two CBD blocks closest to the Lachlan River.

Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Strategic Direction	Commence developing a master plan for Macquarie Street precinct	✓					Council Community Building owners Grant funding – NSW and Australian Governments Business Stakeholders – special interest groups Biz HQ NSW Business Chamber Cowra Tourism Cowra Can Do
	Investigate placement of art/murals in agreed locations (e.g., Coles building wall)		✓				
Site Enhancement	Work with building owners to refresh/paint external shop walls	✓					
	Work with building owners to improve awning safety	✓	✓				
	Audit accessibility to use taxi rank, pedestrian crossings, footpaths and public bus shelter/stop, night lighting	✓					
	Enhance the existing First Nations murals by incorporating pavement art that compliments first nation design, using stencil pavement art decals Refresh any public art murals (if required) and with permission		✓	✓			
Popup	Based on the success of the Christmas Festival food area concept; consider collaborating with interested stakeholders to organise popup activation events that compliment community connections		✓	✓			
	Consider using temporary zig- zagging cantenary lighting to be installed at popup evening events			✓	✓		
Empty shops	Work in partnership with local building owners to revisit the future use and purpose of empty shops (e.g., Newcastle initiative)	✓	✓	✓	✓	✓	

Connected and Accessible CBD | 1

Developing an accessible and well-connected CBD ensures a greater shopping experience.

Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Traffic Management	Reduce highway impact on the CBD by considering implementing traffic calming and traffic congestion measures in Kendal Street, including strategies like speed limit adjustments, pedestrian zones, etc.	✓	✓	✓	✓	✓	Council Community Transport NSW Grant funding – NSW and Australian Governments Business Stakeholders – special interest groups Biz HQ NSW Business Chamber Cowra Tourism Cowra Can Do
	Continue to advocate for the mid-level river crossing (Redfern Street).	✓	✓	✓	✓	✓	
	Work with the traffic committee to improve off-street parking opportunities and appropriate use of drop off pick up zones.	✓	✓	✓	✓	✓	
Enhance Connectivity	Investigate opportunities to improve off street parking, including supermarket carparks and the new Cowra Hospital precinct.	✓	✓	✓	✓	✓	
	Audit the locations and functionality of disabled carparking spaces and how residents access the CBD area.	✓					
	Create CBD bike track/loop. Implement bike friendly infrastructure.					✓	
	Council to continue to provide the Access Incentive Scheme.	✓	✓	✓	✓	✓	

Connected and Accessible CBD | 2

Developing an accessible and well-connected CBD ensures a greater shopping experience.

Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Improve safety and aesthetics	Investigate night lighting in Kendal Street from the bridge to the Cowra Railway Station, Redfern Street, Brisbane Street (from the new Cowra Hospital to the Government offices - Medicare)	✓					Council Community Transport NSW Grant funding – NSW and Australian Governments Business Stakeholders – special interest groups Biz HQ NSW Business Chamber Cowra Tourism Cowra Can Do
	Review lighting at pedestrian crossing.			✓			
	Investigate the placement of rubber traffic curbs to stop vehicles rolling back onto the footpath in Kendal Street.		✓				
	Enhance footpath surfaces across the project scope area.	✓	✓	✓	✓	✓	
Utilise spaces for community engagement	Transform public spaces such as parks, streets and carparks into vibrant areas with interactive art installations, murals, etc.	✓	✓	✓	✓	✓	
	Explore creative popup spaces that feature rotating exhibitions and live demonstrations.				✓	✓	
	Support the Master plan for the Civic Square.	✓	✓	✓	✓	✓	

Environment and River Precinct: A New River Precinct | 1

Promote the revitalisation of the river area to link its placement within the CBD area. To make a comprehensive effort to enhance the environmental sustainability, recreational value and significance of major waterways to first nations people.

Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Accessibility & Beautification	Continue to implement Councils River Master plan Strategy.	✓	✓	✓	✓	✓	Council Community Grant funding – NSW and Australian Governments Business Stakeholders – special interest groups Biz HQ NSW Business Chamber Cowra Tourism
	Enhance viewing areas for river access and enjoyment.			✓			
	Link Redfern Street to Kendal Street through enhancing the riverbank area to host popup events, with food and beverage, entertainment, etc.. Seek out grant funding when available.		✓	✓			
	Investigate a river pontoon and or unique attraction (such as a small river boat)				✓		
	Investigate all year usage of the café facilities at the Cowra Aquatic Centre.	✓					
	Investigate access to the river and beautification for customers from the Cowra Van Park.					✓	
Environmental sustainability and management	Address rubbish and promote cleanliness along the river foreshore, especially after major flooding.	✓	✓	✓	✓	✓	
	Investigate safety measures, including solar lighting along walking tracks.	✓	✓	✓	✓	✓	

Environment and River Precinct: A New River Precinct | 2

Promote the revitalisation of the river area to link its placement within the CBD area. To make a comprehensive effort to enhance the environmental sustainability, recreational value and significance of major waterways to first nations people.

Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Community engagement and recreation	Promote First Nations connections with Wiradjuri led walks and talks along the river.	✓	✓	✓	✓	✓	
	Promote community to connect with natural river environment.	✓	✓	✓	✓	✓	
	Consider water-based events and activities such as canoe hire, movies under the stars, art installations and a River Festival.			✓			

Cowra Railway Station Precinct

Transform the old railway station into a vibrant hub, of events, culture, heritage, experiences and popup ventures.

Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Showcase Cowra Railway Station Precinct	Work with existing user groups to understand the current use and arrangements in place.	✓	✓				Council Community Building owners Grant funding – NSW and Australian Governments Business Stakeholders – special interest groups Biz HQ NSW Business Chamber Cowra Tourism Cowra Can Do Lachlan Vintage Railway Car club Micro Gallery
	Collaborate to determine the future opportunities to increase precinct vibrancy.		✓				
	Work in partnership with Cowra Tourism to promote events and activities held at the railway station.	✓	✓	✓	✓	✓	

Promoting Cowra | 1

"Promoting Cowra" strives to attract residents to Cowra for employment opportunities, lifestyle enhancement and business diversity.

Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Promotional Strategies and Initiatives	Council to develop a one stop shop digital platform that promotes Cowra as a thriving business environment and place to relocate to. (e.g., Think Orange) Check for currency.	✓	✓				Council Community Grant funding – NSW and Australian Governments Business Stakeholders – special interest groups Biz HQ NSW Business Chamber Cowra Tourism Cowra Business Chamber Neighbouring Councils
	Council to develop a regional prospectus that is used to entice new business to our region, especially in the area of retail.			✓			
	Keep Cowra in the spotlight by considering positive marketing campaigns. Use opportunities to appear on travel shows and morning TV programs, printed media, blogs, etc.	✓	✓	✓	✓	✓	
	Communicate information and data relevant to the sector via e-newsletters, through special events and on social media. Establish a dedicated retail distribution list.	✓	✓	✓	✓	✓	
Partnerships	Consider implementing a fresh start to an inclusive and collaborative retail representative group.	✓	✓	✓	✓	✓	
	Collaborate with Cowra Tourism.	✓	✓	✓	✓	✓	

Promoting Cowra | 2

"Promoting Cowra" strives to attract residents to Cowra for employment opportunities, lifestyle enhancement and business diversity.

Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Partnerships	Engage with our neighbouring Councils to identify areas of opportunity and regional economic growth.	✓	✓	✓	✓	✓	
	Revise and promote the Doing Business with Council – NSW Government Business Concierge Service.	✓	✓	✓	✓	✓	

Art, Culture and Entertainment Precinct | 1

Creating an art and culture precinct aimed at nurturing creativity and showcasing local talent. This initiative is designed to attract visitors, enhance cultural richness, promote collaboration among artists and cultural groups and stimulate economic growth.

Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Placement of Art	Research and present to Council the possibility of significant art installations at the entrance points to Kendal and Redfern Streets. This will signal to people they are entering the shopping district.				✓		Council Community Artists Grant funding – NSW and Australian Governments Business Stakeholders – special interest groups Biz HQ NSW Business Chamber Cowra Tourism Civic Centre Regional Art Gallery Arts Out West Library Central West Libraries
	Consider the installation of further art / sculptures / etc. within the CBD. Encourage interactive art.			✓	✓	✓	
	Audit possible locations to expand the placement of murals or chalk art in the CBD and project scope area.	✓		✓		✓	
	Nurture local artists talent with the creation of grants.	✓	✓	✓	✓	✓	
	Encourage local businesses to incorporate local art within their businesses (promotion or sale).	✓	✓	✓	✓	✓	

Art, Culture and Entertainment Precinct | 2

Creating an art and culture precinct aimed at nurturing creativity and showcasing local talent. This initiative is designed to attract visitors, enhance cultural richness, promote collaboration among artists and cultural groups and stimulate economic growth.

Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Art Precinct	Work towards the implementation of the Master plan for the Civic Square, as an art precinct.	✓	✓	✓	✓	✓	Council Community Artists Grant funding – NSW and Australian Governments Business Stakeholders – special interest groups Biz HQ NSW Business Chamber Cowra Tourism Civic Centre Regional Art Gallery Arts Out West Library Central West Libraries
	Celebrate the recent redevelopment of the Cowra Civic Centre.	✓					
	Apply for funds to improve the Cowra Regional Art Gallery offering.	✓	✓	✓	✓	✓	
Experiences	Support the development of a Cultural Plan.	✓	✓				
	Support Program of Events at the Cowra Civic Centre, Cowra Regional Art Gallery and Cowra Library. Work with local hospitality businesses to offer pre or post show dining / entertainment.	✓	✓	✓	✓	✓	
	Develop walking tours – heritage/culture, etc.. that showcase local business offerings.		✓	✓			
	Create a cultural centre that would provide people to learn the history of Cowra – First Nations storylines to present day.			✓	✓	✓	

Establish a Night Economy | 1

Enhancing the "Night time economy" with activities and initiatives focused on creating evening experiences for people. This includes promoting outdoor dining, creating a vibrant atmosphere and boosting weekend trade through various night-time activities and events.

Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Remove barriers	Revise Council policies and other legalities to support a nighttime economy in Cowra (e.g., the placement of outdoor dining infrastructure).	✓					Cowra Can Do NSW Police Local hotels, services clubs and restaurants Council Community Building owners Grant funding – NSW and Australian Governments Business Stakeholders – special interest groups BizHQ NSW Business Chamber Cowra Tourism Accommodation providers
	Work with local businesses to understand the challenges of operating at night time and over weekends. Problem solve solutions and implement (e.g., after dark shopping with guest speaker).		✓	✓	✓		
Partnerships	Businesses to work together and support each other in their night economy offerings (e.g., a gallery exhibition opening, followed by meal/music in a local business, caravan park visitors offered a deal to dine out).	✓	✓	✓	✓	✓	
	Work with NSW Police to encourage general safety of patrons.	✓	✓	✓	✓	✓	
	Continue to support Cowra Christmas Festival night.	✓	✓	✓	✓	✓	
	Investigate hosting evening events in the CBD (e.g., reach out to Vivid Sydney and see how we can redirect an installation to rural NSW).	✓	✓	✓	✓	✓	
	Investigate the installation of lighting, movable pavement lights or light projections on building walls to create an atmosphere.	✓	✓	✓	✓	✓	

Establish a Night Economy | 2

Enhancing the "Night time economy" with activities and initiatives focused on creating evening experiences for people. This includes promoting outdoor dining, creating a vibrant atmosphere and boosting weekend trade through various night time activities and events.

Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Partnerships	Investigate holding evening food night markets at suitable locations – Squire Park, Macquarie Street Precinct, along the river in Redfern Street.	✓					Cowra Can Do NSW Police Local hotels, services clubs and restaurants Council Community Building owners Grant funding – NSW and Australian Governments Business Stakeholders – special interest groups Biz HQ NSW Business Chamber Cowra Tourism Accommodation providers
	Support the live music offering in Cowra	✓	✓	✓	✓	✓	
	Community to support the Program of events at the Cowra Civic Centre and Cowra Regional Gallery.	✓	✓	✓	✓	✓	
	Community to consider offering evening entertainment options suitable for our young people and encourage a strong sense of belonging to the Cowra community.	✓	✓	✓	✓	✓	

Priority actions

The following table highlights the top-voted small wins/big ideas from the workshops, along with their corresponding themes. These were the top priority for the community participants and could be used to guide resourcing and implementation sequences of the above action plan. For a comprehensive list of all brainstormed actions, please refer to the appendix.

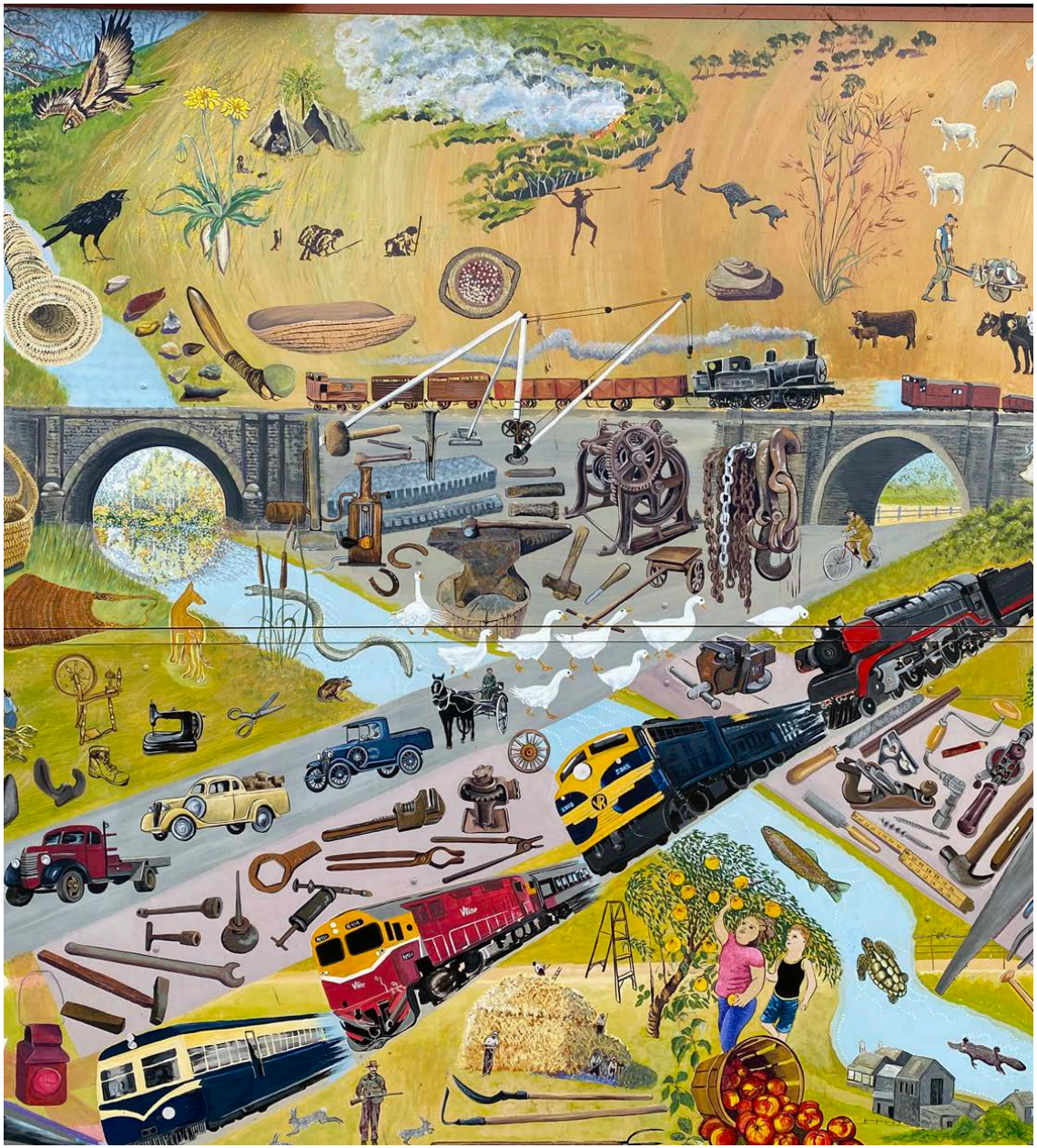
Priority actions	Votes	Theme
1. Building Cowra's appeal to attract residents for employment, lifestyle, childcare, and business diversity	25	Promoting Cowra
2. Development of a hub around Macquarie Street	25	Dining and entertainment
3. Integrating old railway with dining and popups	20	Dining and entertainment
4. Cultivating a positive mindset within the community	19	Retail
5. Organising a river festival	18	River and environment
6. Improving the appearance and functionality of shopfronts by repairing, cleaning, and painting them	17	Beautification
7. Installing running lights from Bridge Street to the main street	16	Beautification
8. Establishing a rail trail connecting Cowra Canowindra	14	Accessibility
9. Developing an art precinct	13	Arts and cultural
10. Implementing measures to reduce traffic congestion in Kendal Street	12	Accessibility
11. Upgrading Squire Park	11	All streets lead to Kendal
12. Installing a town clock	10	Beautification

Next steps

The success of this community-owned plan will revolve around the ownership, leadership and commitment of the 'Team Cowra' community leaders to drive the positive change and action.

This will include the following:

- Pitch and sell the vision and actions to the larger community to garner support and participation.
- Focus on delivering and actioning the small-wins to build momentum and demonstrate progress.
- Secure funding for the Big Moves planned for the next three years to enable significant transformations.
- Recruit new leaders to expand the impact and reach of the revitalisation efforts.
- Celebrate our small wins to recognise achievements and maintain motivation.



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5.2 Draft Delivery Program 2022-2023 to 2025-2026 and Operational Plan 2024-2025; Draft Long-Term Financial Plan 2024-2025 to 2033-2034; Draft Revenue Policy 2024-2025

File Number: D24/958

Author: Paul Devery, General Manager

RECOMMENDATION

1. **That Council note the submissions received.**
2. **That Council adopt the:**
   - **Draft Integrated Delivery Program 2022-2023 to 2025-2026 and Operational Plan 2024-2025**
   - **Draft Long-Term Financial Plan 2024-2025 to 2033-2034**
   - **Draft Revenue Policy 2024-2025**

   Noting the draft plans attached are inclusive of the changes outlined in the General Manager's report to the meeting.

INTRODUCTION

Councillors and staff have been working over recent months to develop the strategic planning documents for the 2024-2025 financial year and beyond.

At the Extraordinary meeting held on 13 May 2024, Council resolved to place on public exhibition the draft documents.

The Delivery Program and Operational Plan sit underneath the Cowra Community Strategic Plan and articulate the role that Council will play in realising the broader community objectives under the identified Future Directions of:

- Health and Well-being
- Innovation and Education
- Liveability
- Community Leadership and Engagement
- Business and Industry
- Transport and Infrastructure
- Environmental Sustainability and Stewardship
- Reconciliation and Inclusion

PUBLIC EXHIBITION

Following the meeting referred to above the documents were placed on public exhibition in the foyer of the Administration Building, on Council's website and in the Cowra Library. Copies were also provided to representatives in each of the villages and to all those on the Aboriginal Consultation stakeholder list. Numerous notices were included in Council's weekly Cowra Guardian feature, the Cowra Phoenix and on social media.

At the close of the public exhibition period on 11 June 2024, nine submissions had been received (one was received after the deadline, but is included for information).

Copies of the submissions are included at Attachment 1 together with a table summarising the issues raised and providing a Council response.

The submissions were tabled and considered by councillors at the Information Meeting held on 17 June 2024. The Council's response to the issues raised, endorsed at the workshop, are included in the table of submissions.

While no changes were made as a result of considering the submissions there was a small change made that is relevant to the subject matter of a number of submissions. Councillors at the June Information meeting endorsed the removal of strategic objective R3.1.c from the draft publicly exhibited and replaced it with R3.1.d and L2.6.e included in the draft attached to this report.

INTEGRATED DELIVERY PROGRAM/OPERATIONAL PLAN

The 2024/2025 Operational Plan objectives have been developed in line with the priorities detailed within the Community Strategic Plan.

I have listed below the key objectives that are included in the integrated Plan under the Key Directions headings from the Community Strategic Plan.

Health and Well-being

- Ensure Council is regularly advised of progress with construction of the new Cowra hospital
- Maintain a food shop inspection program
- Promote Volunteers Week
- Provide funding to community groups via Council's Community Grants Scheme
- Advocate for retention and/or expansion of youth mental health and welfare services
- Support community-based initiatives for wellbeing programs eg International Women's Day, Men's Health Week, International Day of People with a Disability and Carer's Week
- Support community health programs that encourage increased physical activity
- Deliver health and well-being programs for Council staff
- Continue the companion animal re-homing program
- Review signage directing residents and visitors to shared footpath and cycling routes
- Recognise and celebrate volunteers within our community
- Co-ordinate Youth Week activities
- Co-ordinate Senior's Week activities.

Innovation and Education

- Support operation of the Cowra Country Universities Centre
- Meet with local school representatives and advocate for their needs
- Support Cowra Agricultural Research station
- Continue to lobby for the delivery of courses at Cowra TAFE and from other providers that meet community and business demands.

Liveability

- Plan and deliver civic events and activities including the Festival of International Understanding, Australia Day, World Peace Day, Seniors Week and Youth Week
- Continue to develop and foster the Cowra – Japan relationship
- Plan and deliver events commemorating the 80th anniversary of the POW breakout

- Develop masterplans for West Cowra Recreation Ground, River Park precinct, Edgell Park precinct and Mulyan Recreation precinct
- Maintain Cowra library and operate in accordance with Central West Libraries service level agreement arrangements including trial of extending operating hours
- Progress planned asset renewal of Cowra Aquatic Centre
- Implement building improvements identified in the Building Asset Management Plan
- Continue to provide and maintain high quality parks, gardens and sportsfields
- Support the Cowra Youth Council
- Advocate for upgrades to the Wyangala State Recreation Area
- Provide grants to support Family Day Care providers
- Deliver a program of high-quality exhibits at the Cowra Regional Art Gallery
- Present and promote a diverse program of high-quality events, workshops, activities and entertainment at the Cowra Civic Centre
- Continue to pursue funding to implement projects identified in adopted strategic plans including:
    - Village Improvement Plan
    - Peace Precinct Masterplan
    - Lachlan River Precinct Masterplan
    - Sculpture Park Masterplan
    - Sport and Recreation Plan
- Develop and adopt four-year Cultural Plan
- Advocate for a 24-hour police station in Cowra.

<u>Community Leadership and Engagement</u>

- Provide appropriate mechanisms for Council to consult, inform and engage with the community in accordance with adopted Communication Strategy
- Maintain relationship with key bodies including LGNSW (Local Government New South Wales) and Central NSW Joint Organisation
- Support Council's Section 355 Committees including:
    - Access Committee
    - Australian Chapter of World Peace Bell Association
    - Cowra Breakout Association
    - Cowra Festival of International Understanding
    - Cowra Regional Art Gallery Advisory Committee
    - Cowra Sport & Recreation Council
    - Cowra Youth Council
    - Natural Resource Management Advisory Committee
    - Saleyards Committee
- Assist NSW Electoral Commission in conduct of 2024 election
- Deliver induction to new councillors and provide support for the continued professional development of councillors.

<u>Business and Industry</u>

- Pursue objectives identified in the Cowra Shire Regional Economic Development Strategy (REDS)
- Support Cowra Tourism Corporation
- Adopt CBD Activation strategy and commence implementation of recommended actions
- Review plans for Macquarie Street redevelopment
- Advocate for continued improvement in mobile telephone service coverage in the shire

- Monitor the roll-out of the NBN in the shire and advocate on behalf of residents and business where performance falls short of expectations.

Transport and Infrastructure

- Lobby Transport for NSW to include the following projects in the planning for transport in the region:
    - a new mid-level bridge crossing in the Cowra township
    - a heavy vehicle bypass of the Cowra CBD
    - re-open the Blayney-Demondrille rail line
    - improve the connections between the state road network in the region
- Deliver the Roads to Recovery program
- Deliver the Fixing Country Roads program
- Undertake Integrated Water Cycle Management strategy including review of Water and Sewer Strategic Business Plans
- Plan for next stage of development at Cowra Airport
- Finalise the Billimari bore project
- Operate the Wyangala water treatment plant with the view to meeting the testing regime required for Health NSW to declare it a potable supply
- Continue planning and consideration of the West Cowra sewer network augmentation project
- Undertake construction of identified stormwater mitigation measures in West Cowra
- Complete review of updated Pedestrian and Cycling plan and seek funding for identified projects.

Environmental Sustainability and Stewardship

- Develop and pursue objectives identified in the adopted Waste Management strategy including:
    - FOGO implementation for high use commercial operators
    - Adopt a Material Recycling Facility (MRF) masterplan
    - Expand storage area for recycling
    - Review village transfer stations
    - Consider providing bulk rubbish collection days
- Pursue funding for renewable energy options identified in the Energy Efficiency Plan
- Promote waste reduction and recycling programs
- Provide grants for community groups to undertake environmental improvement projects
- Monitor roll-out of the NSW Government Container Deposit Scheme and grow the Cowra MRF as a regional processing point for CDS material.

Reconciliation and Inclusion

- Continue development of a Reconciliation Action Plan under the auspices of Reconciliation Australia
- Work with the local First Nations community to develop an agreed scope for an interpretive centre in the Cowra Peace Precinct
- Adopt reviewed and updated Disability Inclusion Action Plan

FINANCES

The Long-Term Financial Plan (LTFP) is a component of the NSW Government's Integrated Planning and Reporting (IP&R) framework for Local Government. It is a dynamic document that is amended to reflect changes when they are required.

Council's 2022-2023 financial statements indicated a sound financial position with the majority of key indicators exceeding the benchmark set for the industry. This position is a result of a sustained, disciplined approach to financial management over many years by the elected body and management. The 2024-2025 Operational Plan and the revised LTFP continues in that vein.

The major infrastructure projects under investigation, planning and/or delivery include:

- West Cowra sewer network
- Billimari borefield and connection to Cowra water supply
- Aquatic centre redevelopment
- Depot redevelopment
- West Cowra drainage
- Significant road projects funded by grants
- Integrated Water Cycle Management strategy
- Depot re-development
- Development of masterplans for key sporting precincts

In addition, it is important to note the LTFP details a number of other projects that will only proceed in full with substantial grant funding eg aquatic centre upgrade.

Adjustments following public exhibition

A number of adjustments have been included in the Long-Term Financial Plan since the draft was adopted. The principal items being:

- Small increases to Mayoral and Councillor fees as a result of the Local Government Remuneration Tribunal's recent decision
- Increase in budget allocation for Breakout 80th Anniversary commemorations
- Increase in budget allocation for new ipads/laptops for councillor
- Indexing for budget allocation for Christmas Festival
- Inclusion of the $10,000 for Family Day Care grants adopted at the May council meeting
- Adjustments to estimates for aquatic centre redevelopment following recent funding Announcement

Note that there is no change to the draft revenue policy that was on public exhibition

CONCLUSION

Over the past three months councillors and staff have been reviewing and refining priorities for inclusion in the updated Community Strategic Plan, the draft integrated Delivery Program 2022-2023 to 2025-2026 and Operational Plan 2024-2025 as well as the 10-Year Financial Plan. Having developed the documents to this point and sought community input, it is now appropriate to adopt the plans prior to the commencement of the next financial year.

BUDGETARY IMPLICATIONS

As outlined above.

ATTACHMENTS

1. Submissions: summary and correspondence ⇩

2. Draft Delivery Program 2022-2023 to 2025-2026 and Operational Plan 2024-2025; Draft Long-Term Financial Plan 2024-2025 to 2033-2034; Draft Revenue Policy 2024-2025 ⇩

Submissions - 2024

Reference	Submitter	Issues Raised	Council Response
A. 2024/5882	T Tonuri	The Council currently provides concessions on Rates, Water rates, and concessional entry to the Japanese Gardens and to the Aquatic Centre for eligible people. In view of the elderly make-up of Cowra's population, it is requested that consideration be given to the introduction of concessional entry to the Civic Centre Theatre.	The Cowra Japanese Garden and Cultural Centre is not a Council facility. As most functions at the Cowra Auditorium area are functions carried out by a hirer, it would be up to the hirer to decide if concessions are available. If Mr Tonuri is referring specifically to the Upstairs Theatrette, concessions will be considered when the Theatrette project is completed to allow for the recommencement of movies. Concessions may need to be determined depending on the costs of the particular movie.
B. 2024/8298	Cowra Early Childhood Services	We're writing to you today, on behalf of Cowra Family Day Care (Cowra Early Childhood Services), to seek your assistance in establishing additional Family Daycare Educators within Cowra. As key members of the leadership team of Cowra Family Daycare and CECS more broadly, each day we see first-hand the impacts of insufficient childcare within the town and believe Council's assistance could contribute to the success of our efforts to gain additional Family Day Care educators. Cowra Family Day Care currently supports 13 educators. Half reside in Cowra, and we also have educators in Young, Blayney, Gooloogong, and Millthorpe. Our goal for 2024 is to recruit an additional 5 new Family Day Care Educators to support the demand in Cowra specifically.	$10,000 has been included in the Long-Term Financial Plan to be provided in 2024/2025 to Cowra Early Childhood Services with grants of $2,000 to be provided to new Family Day Care providers.

Submissions - 2024

Reference	Submitter	Issues Raised	Council Response
		Each new educator could provide education and care for up to 7 children on any given weekday and can offer weekend care if they choose to do so. This could provide up to 20 spaces for non-school aged children and up to 15 spaces for school aged children per week. We regularly receive interest to begin as a Family Day Care educator, however we have been unable to secure new educators, primarily because of the financial investment upfront to establish a new family daycare service. Family Day Care educators operate from their place of residence. Each educator is required to be formally qualified, and each residence is required to meet strict regulations pertaining to the safety and suitability of the venue. This may include safety glass, fencing, internet connection, furniture and play and learning resources. Our request today is for Cowra Council to consider providing grants to new Family Daycare Educators a total of $2,000 each to assist them in the set-up costs of their business. These funds would assist educators to meet the necessary requirements of becoming an approved service. As you are aware, there is an extremely high demand for early childhood education and care, with quite extensive waitlists in the Cowra community. The recent announcement of funding and allocation of Crown Land for a preschool at Short Street will make a big difference for children aged 3-5. However, for younger children, there is also a strong preference for Family Daycare settings, as each Family Day Care service operates with smaller numbers of children in a home-like care environment. Within the last 12 months, we have had unborn	

Submissions - 2024

Reference	Submitter	Issues Raised	Council Response
		babies on our waitlist, that, at the time of writing, still have not been able to secure a place with a Family Day Care educator. By creating a grant program for establishing new family day care educators, there is an opportunity for Cowra Council to partner with Cowra Family Day Care to alleviate stress on families and strengthen the local workforce, by relieving the set-up costs associated with setting up a new Family Daycare service. In turn this will greatly assist us in establishing new educators in a much shorter timeframe and lift the sustainability of the Cowra community as a place for young families to stay and thrive. Through this proposed funding scheme and partnership, we are attempting to not only create additional childcare spaces but to deliver continuity of care for the little people of Cowra. One family on our waitlist uses four different care spaces across the week and is still seeking care for the fifth day. Stability and continuity of care could be maximised for families such as this with additional family daycare educators. We have also noted that the inability to secure a childcare space in Cowra is negatively impacting the community. We've had several families in recent months move towns, transfer their work to neighbouring communities, delay their return to work by months or return at considerably reduced hours. One family that has been on the waitlist for over twelve months has worked full time at a local real estate for over 10 years but has had to return to work for two short days per week, relying on family or friends to have their daughter. This style of care, which is sometimes termed, 'backyard babysitting', is becoming more and more common and whilst it is necessary it is a	

Submissions - 2024

Reference	Submitter	Issues Raised	Council Response
		symptom of a lack of access to early childhood education and care in our community. The increased cost of living has local families struggling financially. Single household incomes currently aren't a viable option for many families. We've had parents in tears on the phone, calling weekly in distress in a desperate attempt to secure care and return to work. The pressure from this is all consuming for families and a community challenge that we are passionate about solving. We would be grateful for the opportunity to discuss this idea further with you. Your support can play a crucial role in relieving the pressure of many families in the Cowra community. Thankyou for taking the time to consider our request.	
C. 2024/14138	K Oliver	In reference to section R3.1c and R3.1d in the draft operational plan, please consider this email as my support to include these items in the final plan. My family would be directly impacted by the implementation of the inclusive playground committee, as I would be actively advocating for the design, fundraising and construction of a play space in our community that all people, no matter their age or ability, could access. Furthermore, constructing an adult change facility, would benefit so many within our community as currently there is no suitable adult amenity for physically disabled adults in Cowra.	Draft objective R3.1.c has been removed. Two new draft objectives have been included - L2.6.e requiring considering of accessibility be given in all playground renewals and R3.1.d where subject to council approval funding will be sought for modification of playgrounds to ensure equity in accessibility.

Submissions - 2024

Reference	Submitter	Issues Raised	Council Response
		Having such assets in Cowra would improve our reputation as an inclusive community and encourage tourists/travellers and potentially people relocating to Cowra. This all equates to an improved economy.	
D. 2024/14228	D Wilson	I strongly support & foresee the huge benefits of the formation of an inclusive playground committee & also the construction of an adult toilet/ change facility (ref r.31c & r3.1d) This committee would be crucial in promoting & advocating fund-raising for the design & creation of a wonderful space that everyone can enjoy. The social & health benefits for all people, no matter what their age or ability would have a positive flow on effect & a very positive outcome for our beautiful community.	Draft objective R3.1.c has been removed. Two new draft objectives have been included - L2.6.e requiring considering of accessibility be given in all playground renewals and R3.1.d where subject to council approval funding will be sought for modification of playgrounds to ensure equity in accessibility.
E. 2024/14230	D Newcombe	I would like to show my support and ask council to consider an inclusive playground committee to ensure that these important issues are dealt with appropriately and quickly. This town is sadly lacking in inclusive playgrounds and picnic areas for children with disabilities and adults alike. It's actually unbelievable that we don't have an inclusive playground here in our town. Unless you deal with someone in a wheelchair or with a disability you don't notice the barriers we face. The Main Street for starters ... the access from the disability park does not line up with the access to the footpath.	Draft objective R3.1.c has been removed. Two new draft objectives have been included - L2.6.e requiring considering of accessibility be given in all playground renewals and R3.1.d where subject to council approval funding will be sought for modification of playgrounds to ensure equity in accessibility.

Submissions - 2024

Reference	Submitter	Issues Raised	Council Response
		Most parks in town don't have accessible paths to the picnic tables so it's impossible to push a 100kilo man through the grass in a wheelchair. There are no toilets or change facilities available for seniors or children with disabilities. We would take my elderly father out for picnics but it's not accessible anywhere for him in his wheelchair. I wholeheartedly support the formation of the inclusive playground committee and construction of an adult toilet/change facility (ref r3.1c and r3.1d). The formation of an inclusive playground committee, would actively promote, advocate and fundraise for the design and creation of a space everyone can enjoy.	
F. 2024/14915	D Chown	I support the decision to have an Inclusive Playground committee, to be primarily for designing/fundraising/promotional committee for the proposed planning: Specifically, page 41 Section R3.1c and R3.1d R3.1.c Establish and support a Section 355 Inclusive Playground committee to investigate playground options. Committee formed and delegation adopted. Director – Environmental Services R3.1.d Support co-location of adult change facility with inclusive playground. Include consideration of adult change facility in planning for inclusive playground. Director – Environmental Services Cowra needs for all Families to have equal opportunity, be able to use all facilitates within the Inclusive Play Ground within the	Draft objective R3.1.c has been removed. Two new draft objectives have been included - L2.6.e requiring considering of accessibility be given in all playground renewals and R3.1.d where subject to council approval funding will be sought for modification of playgrounds to ensure equity in accessibility.

Submissions - 2024

Reference	Submitter	Issues Raised	Council Response
		Cowra Shire, where Parents/Carers can be confident the area is adequate for their Family Member/Client/Friend/Partner/Child needs. I can be contacted via email [redacted] if you need to reach out. Thank you for taking my support letter into consideration for this proposal, greatly appreciated.	
G. 2024/16969	J Thompson Kendal Street Medical Services	I have been asked by doctors and staff from The Cowra Medical Associates who would like to express their wholehearted support for an inclusive playground in Cowra. Having a fully inclusive playground in Cowra would certainly provide the opportunity for all children to play together, for children with disabilities to feel valued and remove barriers. As I am sure Cowra Shire Council would agree an inclusive playground is essential for children and adults with disabilities who have very few options in Cowra. Children with disabilities should rightfully have access to equipment as their peers without disabilities. Here at the Cowra Medical Associates we understand the difficulties families face with children of all ages that have disabilities, we offer any support we can and firmly believe the need for a fully inclusive playground is certainly warranted in Cowra.	Draft objective R3.1.c has been removed. Two new draft objectives have been included - L2.6.e requiring considering of accessibility be given in all playground renewals and R3.1.d where subject to council approval funding will be sought for modification of playgrounds to ensure equity in accessibility.

Submissions - 2024

Reference	Submitter	Issues Raised	Council Response
H. 2024/16287	A Ball	I am hoping to express my absolute support in an All Inclusive playground committee, I would love nothing more than to see our community move forward to a place where we could one day be witness to all community members of all ages and all abilities have access and enjoy play time as equals in our Cowra community.	
I. 2024/17220	N Rush	Received after deadline: This letter comes in support of an Inclusive Playground Committee to be developed by the Cowra Council. Having a dedicated committee on a council to support an inclusive playground offers several advantages over relying solely on the Access Committee: • Expertise and Focus: A committee specifically dedicated to supporting an inclusive playground can gather individuals with expertise in various relevant fields such as child development, disability rights, architecture, and landscape design. This ensures that the committee members are focused solely on the needs and requirements of creating an inclusive playground. • Comprehensive Approach: An inclusive playground involves more than just accessibility; it requires consideration for a wide range of abilities, sensory experiences, and diverse needs. A dedicated committee can take a holistic approach to address all these aspects comprehensively. • Community Engagement: By forming a committee specifically for the inclusive playground project, the council can actively engage community members who have a vested interest in making the playground inclusive. This involvement fosters a	Note – this item was received after the deadline. Draft objective R3.1.c has been removed. Two new draft objectives have been included - L2.6.e requiring considering of accessibility be given in all playground renewals and R3.1.d where subject to council approval funding will be sought for modification of playgrounds to ensure equity in accessibility.

Submissions - 2024

Reference	Submitter	Issues Raised	Council Response
		sense of ownership and ensures that the playground truly meets the needs of the community it serves. • Resource Allocation: A separate committee allows for better allocation of resources, both financial and human. It ensures that resources are specifically earmarked for the inclusive playground project and are not diluted by other accessibility initiatives. • Faster Decision Making: A focused committee can make decisions more efficiently compared to a larger, more generalized Access Committee, which may have competing priorities. This can expedite the planning and implementation process of the inclusive playground. • Flexibility and Innovation: A dedicated committee can explore innovative ideas and solutions tailored specifically to the inclusive playground, without being constrained by the broader scope of an Access Committee, which may have to consider a wide range of accessibility issues beyond playgrounds. In summary, while the Access Committee serves a valuable purpose in ensuring accessibility across various domains, having a dedicated committee for an inclusive playground allows for a more focused, comprehensive, and community-driven approach to creating a space that truly accommodates the needs of all children and families. Please feel free to contact me on the provided email if needed.	

2024/5882

Tiit Tõnuri

COWRA NSW 2794
29 Feb 24

The General Manager
Cowra Shire Council
Kendall St
COWRA NSW 2794

Dear Sir

CONCESSIONAL ENTRY FEES TO CIVIC CENTRE THEATRE

The Council currently provides concessions on Rates, Water Rates, and concessional entry to the Japanese Gardens and to the Aquatic Centre for eligible people.

In view of the elderly make-up of Cowra's population, it is requested that consideration be given to the introduction of concessional entry to the Civic Centre Theatre

Tiit Tonuri

Cowra Early Childhood Services
Learning Through Play

25th March 2024

Dear Mayor, General Manager and Councillors,

We hope this letter finds you well.

We're writing to you today, on behalf of Cowra Family Day Care (Cowra Early Childhood Services), to seek your assistance in establishing additional Family Daycare Educators within Cowra.

As key members of the leadership team of Cowra Family Daycare and CECS more broadly, each day we see first-hand the impacts of insufficient childcare within the town and believe Council's assistance could contribute to the success of our efforts to gain additional Family Day Care educators.

Cowra Family Day Care currently supports 13 educators. Half reside in Cowra, and we also have educators in Young, Blayney, Gooloogong, and Millthorpe.

Our goal for 2024 is to recruit an additional 5 new Family Day Care Educators to support the demand in Cowra specifically. Each new educator could provide education and care for up to 7 children on any given weekday and can offer weekend care if they choose to do so. This could provide up to 20 spaces for non-school aged children and up to 15 spaces for school aged children per week.
We regularly receive interest to begin as a Family Day Care educator, however we have been unable to secure new educators, primarily because of the financial investment upfront to establish a new family daycare service.

Family Day Care educators operate from their place of residence. Each educator is required to be formally qualified, and each residence is required to meet strict regulations pertaining to the safety and suitability of the venue. This may include safety glass, fencing, internet connection, furniture and play and learning resources.

Our request today is for Cowra Council to consider providing grants to new Family Daycare Educators a total of $2,000 each to assist them in the set-up costs of their business. These funds would assist educators to meet the necessary requirements of becoming an approved service.

As you are aware, there is an extremely high demand for early childhood education and care, with quite extensive waitlists in the Cowra community. The recent announcement of funding and allocation of Crown Land for a preschool at Short Street will make a big difference for children aged 3-5. However, for younger children, there is also a strong preference for Family Daycare settings, as each Family Day Care service operates with smaller numbers of children in a home-like care environment. Within the last 12 months, we have had unborn babies on our waitlist, that, at the time of writing, still have not been able to secure a place with a Family Day Care educator.

By creating a grant program for establishing new family day care educators, there is an opportunity for Cowra Council to partner with Cowra Family Day Care to alleviate stress on

Cowra Early Childhood Services
Learning Through Play

families and strengthen the local workforce, by relieving the set-up costs associated with setting up a new Family Daycare service. In turn this will greatly assist us in establishing new educators in a much shorter timeframe and lift the sustainability of the Cowra community as a place for young families to stay and thrive.

Through this proposed funding scheme and partnership, we are attempting to not only create additional childcare spaces but to deliver continuity of care for the little people of Cowra. One family on our waitlist uses four different care spaces across the week and is still seeking care for the fifth day. Stability and continuity of care could be maximised for families such as this with additional family daycare educators.

We have also noted that the inability to secure a childcare space in Cowra is negatively impacting the community. We've had several families in recent months move towns, transfer their work to neighbouring communities, delay their return to work by months or return at considerably reduced hours. One family that has been on the waitlist for over twelve months has worked full time at a local real estate for over 10 years but has had to return to work for two short days per week, relying on family or friends to have their daughter. This style of care, which is sometimes termed, 'backyard babysitting', is becoming more and more common and whilst it is necessary it is a symptom of a lack of access to early childhood education and care in our community.

The increased cost of living has local families struggling financially. Single household incomes currently aren't a viable option for many families. We've had parents in tears on the phone, calling weekly in distress in a desperate attempt to secure care and return to work. The pressure from this is all consuming for families and a community challenge that we are passionate about solving.

We would be grateful for the opportunity to discuss this idea further with you.
Your support can play a crucial role in relieving the pressure of many families in the Cowra community.

Thankyou for taking the time to consider our request.

Sincerely,

Melissa Riches
Director
Cowra Family Day Care

Libby Ewing-Jarvie
General Manager
Cowra Early Childhood Services

From: Katy Oliver
Sent: Friday, 17 May 2024 11:37 AM
To: Cowra Council
Subject: Support for inclusive playground and adult change facility

CAUTION: This email originated from outside of the Cowra Shire Council Domain. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Good morning,

In reference to section R3.1c and R3.1d in the draft operational plan, please consider this email as my support to include these items in the final plan.

My family would be directly impacted by the implementation of the inclusive playground committee, as I would be actively advocating for the design, fundraising and construction of a play space in our community that all people, no matter their age or ability, could access.

Furthermore, constructing an adult change facility, would benefit so many within our community as currently there is no suitable adult amenity for physically disabled adults in Cowra.

Having such assets in Cowra would improve our reputation as an inclusive community and encourage tourists/travellers and potentially people relocating to Cowra. This all equates to an improved economy.

Kind regards,
Katy Oliver

From: Denise Wilson
Sent: Friday, 17 May 2024 6:12 PM
To: Cowra Council
Subject: Support for Inclusive playground

Follow Up Flag: Follow up
Flag Status: Flagged

CAUTION: This email originated from outside of the Cowra Shire Council Domain. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Dear councillors

I strongly support & foresee the huge benefits of the formation of an inclusive playground committee & also the construction of an adult toilet/ change facility (ref r.31c & r3.1d)
This committee would be crucial in promoting & advocating fund-raising for the design & creation of a wonderful space that everyone can enjoy.
The social & health benefits for all people, no matter what their age or ability would have a positive flow on effect & a very positive outcome for our beautiful community.

Regards
Denise Wilson

From: Delia Newcombe
Sent: Friday, 17 May 2024 6:42 PM
To: Cowra Council
Subject: Inclusive playground committee

Follow Up Flag: Follow up
Flag Status: Flagged

CAUTION: This email originated from outside of the Cowra Shire Council Domain. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Hello
I would like to show my support and ask council to consider an inclusive playground committee to ensure that these important issues are dealt with appropriately and quickly.

This town is sadly lacking in inclusive playgrounds and picnic areas for children with disabilities and adults alike. It's actually unbelievable that we don't have an inclusive playground here in our town.
Unless you deal with someone in a wheelchair or with a disability you don't notice the barriers we face. The Main Street for starters ... the access from the disability park does not line up with the access to the footpath.

Most parks in town don't have accessible paths to the picnic tables so it's impossible to push a 100kilo man through the grass in a wheelchair. There are no toilets or change facilities available for seniors or children with disabilities. We would take my elderly father out for picnics but it's not accessible anywhere for him in his wheelchair.

I wholeheartedly support the formation of the inclusive playground committee and construction of an adult toilet/change facility (ref r3.1c and r3.1d).
The formation of an inclusive playground committee, would actively promote, advocate and fundraise for the design and creation of a space everyone can enjoy.

Thankyou
Delia Newcombe

Get Outlook for iOS

Donnah Chown

COWRA NSW 2794

General Manager
Cowra Shire Council
Private Bag 342
Cowra NSW 2794

24/05/2024

To General Manger Cowra Shire Council.

I support the decision to have an Inclusive Playground committee, to be primarily for designing/fundraising/promotional committee for the proposed planning :

Specifically, page 41 Section R3.1c and R3.1d

R3.1.c	Establish and support a Section 355 Inclusive Playground committee to investigate playground options.	Committee formed and delegation adopted.	Director – Environmental Services
R3.1.d	Support co-location of adult change facility with inclusive playground.	Include consideration of adult change facility in planning for inclusive playground.	Director – Environmental Services

Cowra needs for all Families to have equal opportunity, be able to use all facilitates within the Inclusive Play Ground within the Cowra Shire, where Parents/Carers can be confident the area is adequate for their Family Member/Client/Friend/Partner/Child needs.

I can be contacted via email if you need to reach out.

Thank you for taking my support letter into consideration for this proposal, greatly appreciated.

Yours sincerely

Donnah M Chown

From: Jacquie Thompson
Sent: Thursday, 6 June 2024 12:14 PM
To: Paul Devery
Subject: Support for the inclusive playground for Cowra

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Good afternoon Mr Devery,

I have been asked by doctors and staff from The Cowra Medical Associates who would like to express their wholehearted support for an inclusive playground in Cowra.

Having a fully inclusive playground in Cowra would certainly provide the opportunity for all children to play together, for children with disabilities to feel valued and remove barriers. As I am sure Cowra Shire Council would agree an inclusive playground is essential for children and adults with disabilities who have very few options in Cowra. Children with disabilities should rightfully have access to equipment as their peers without disabilities.

Here at the Cowra Medical Associates we understand the difficulties families face with children of all ages that have disabilities, we offer any support we can and firmly believe the need for a fully inclusive playground is certainly warranted in Cowra.

Kind regards,

Mrs Jacquie Thompson
Practice Manager/
Accounts
Kendal Street Medical Services
165-169 Kendal Street
COWRA NSW 2794
Email:

Cowra Medical Associates

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If you have received this email in error you must immediately contact the Kendal Street Medical Services Pty Ltd on (02) 63411 400 and this email and all attachments must be deleted. Confirmation that this email has been deleted must be received by the Kendal Street Medical Services Pty Ltd via email to

From: Alicia Ball
Sent: Monday, 10 June 2024 12:58 AM
To: Cowra Council
Subject: All inclusive play

CAUTION: This email originated from outside of the Cowra Shire Council Domain. Do not click links or open attachments unless you recognise the sender and know the content is safe.

To The General Manager,

I am hoping to express my absolute support in an All Inclusive playground committee, I would love nothing more than to see our community move forward to a place where we could one day be witness to all community members of all ages and all abilities have access and enjoy play time as equals in our Cowra Community.

Kindest Regards
Alicia Ball

Sent from my iPhone

Natalie Rush

Cowra NSW 2794

General Manager
Cowra Shire Council
Private bag 342
Cowra NSW 2794

24th May 2024

Dear General Manager,

This letter comes in support of an Inclusive Playground Committee to be developed by the Cowra Council. Having a dedicated committee on a council to support an inclusive playground offers several advantages over relying solely on the Access Committee:

- **Expertise and Focus**: A committee specifically dedicated to supporting an inclusive playground can gather individuals with expertise in various relevant fields such as child development, disability rights, architecture, and landscape design. This ensures that the committee members are focused solely on the needs and requirements of creating an inclusive playground.
- **Comprehensive Approach**: An inclusive playground involves more than just accessibility; it requires consideration for a wide range of abilities, sensory experiences, and diverse needs. A dedicated committee can take a holistic approach to address all these aspects comprehensively.
- **Community Engagement**: By forming a committee specifically for the inclusive playground project, the council can actively engage community members who have a vested interest in making the playground inclusive. This involvement fosters a sense of ownership and ensures that the playground truly meets the needs of the community it serves.
- **Resource Allocation**: A separate committee allows for better allocation of resources, both financial and human. It ensures that resources are specifically earmarked for the inclusive playground project and are not diluted by other accessibility initiatives.
- **Faster Decision Making**: A focused committee can make decisions more efficiently compared to a larger, more generalized Access Committee, which may have competing priorities. This can expedite the planning and implementation process of the inclusive playground.
- **Flexibility and Innovation**: A dedicated committee can explore innovative ideas and solutions tailored specifically to the inclusive playground, without being constrained by the broader scope of an Access Committee, which may have to consider a wide range of accessibility issues beyond playgrounds.

In summary, while the Access Committee serves a valuable purpose in ensuring accessibility across various domains, having a dedicated committee for an inclusive playground allows for a more focused, comprehensive, and community-driven approach to creating a space that truly accommodates the needs of all children and families.

Please feel free to contact me on the provided email if needed.

Kind regards,

Natalie Rush

Delivery Program to 2022-2023 to 2025-2026

Operational Plan 2024-2025

Long Term Financial Plan 2024-2025 to 2033-2034

Council Meeting - 24 June 2024

www.cowracouncil.com.au

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INTRODUCTION

MESSAGE FROM THE GENERAL MANAGER AND MAYOR

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

This document covers Council's Integrated Delivery Program 2022-2023 to 2025-2026; Operational Plan 2024-2025; and Long-Term Financial Plan 2024-2025 to 2033-2034.

Continued planning on long term infrastructure projects remains a key focus for Council in the coming 2024-2025 year. Major projects that are currently in various stages of planning or delivery include:

- Drought Supply Project – Complete Billimari borefield and connection to Cowra water treatment plant
- West Cowra Sewer system
- West Cowra flood mitigation works
- Wyangala Water treatment plant operation
- Cowra Aquatic Centre asset renewal
- A significant number of grant funded projects, particularly on the road network
- Depot redevelopment
- Develop masterplans for key sporting precincts

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

Other objectives Council will aim to deliver include:

- Work with the NSW Government in monitoring the redevelopment of Cowra Hospital
- Continue liaison with the local First Nations community to develop a Reconciliation Action Plan

Message from the General Manager and Mayor cont….

- Undertake an Integrated Water Cycle Management strategy, including a review of Water and Sewer Strategic Business Plans
- Review the Cowra Shire Development Control Plan
- Lobby the NSW Government on the following priorities:
  - construct a new mid-level bridge within the Cowra township
  - plan for a heavy vehicle bypass of the Cowra CBD
  - re-open the Blayney-Demondrille rail line
  - improve the state-owned road network within the shire
  - establish a 24 hour Police Station in Cowra
- Operate Wyangala water treatment plant with the objective of being able to declare the supply potable
- Pursue funding for projects identified in adopted strategic plans including:
  - Sport and Recreation plan
  - Peace Precinct masterplan
  - Village Improvement plans
  - Pedestrian and Cycling plan
  - Disability Inclusion Action plan
  - Lachlan River Precinct masterplan
- Finalise review of the Cultural Plan, Pedestrian and Cycling Plan and Disability Inclusion Action Plan.
- Commence planning for establishment of an inclusive playground in the Cowra township
- Provide grants for community groups under the Cowra Community Grants scheme
- Commence implementation of actions contained within Waste Strategy

The financial position of Council is sound and this plan demonstrates the capacity to continue to provide assets and services for the benefit of the community over the next decade.

YOUR COUNCIL

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

Front (LtoR): Cr Ruth Fagan (Mayor), Cr Cheryl Downing, Cr Nikki Kiss, Cr Erin Watt

Back (LtoR): Cr Sharon D'Elboux, Cr Peter Wright, Cr Bill West, Cr Paul Smith (Deputy Mayor), Cr Judi Smith

VISION & VALUES

Vision

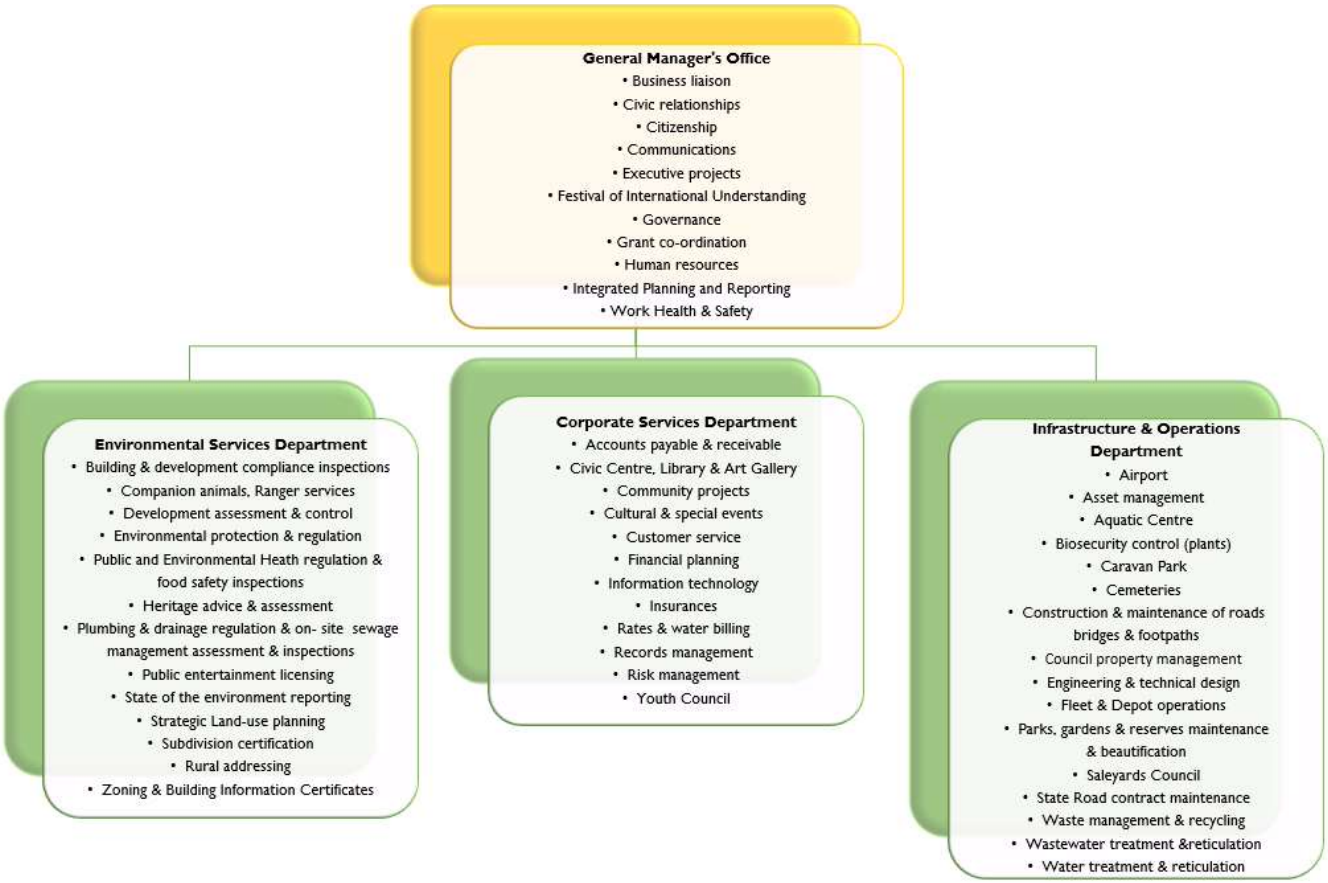
A leading, innovative and creative community, proud of our place in history, offering opportunity with the best of country living.

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

DELIVERY PROGRAM & OPERATIONAL PLAN 2022-2023 TO 2025-2026

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

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

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

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

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

MEASURING & REPORTING PROGRESS

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

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

Key Directions

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

STRATEGIC OBJECTIVES

HEALTH & WELLBEING (STRATEGIC THEME 1)
Our community needs local access to 'state of the art' health care services, including mental health services and facilities and we will advocate for these. We will also facilitate community access to recreational, social and sporting services and facilities that meet the needs of the community and support health, well-being and an active lifestyle.
INNOVATION & EDUCATION (STRATEGIC THEME 2)
Supporting lifelong learning is critical to individual and societal health. We must work to make Cowra a centre of excellence for education, training and research.
LIVEABILITY (STRATEGIC THEME 3)
We need to nurture and protect our sense of community spirit and ensure it is vibrant, resilient and embraces diversity and our unique culture. Our community must feel safe in our neighbourhoods and have clean, welcoming and attractive public places to enjoy our sporting, recreational and cultural facilities.

COMMUNITY LEADERSHIP & ENGAGEMENT (STRATEGIC THEME 4)
Securing our long-term future and achieving our vision is about good governance, leadership and planning. Our community will be at the heart of our decision making and service delivery, and will enjoy a strong sense of connection with their Council.
BUSINESS & INDUSTRY (STRATEGIC THEME 5)
We will work to strengthen and develop our economy, support tourism and adopt new technology to ensure the community and the Shire's long-term growth. We will acknowledge and foster agriculture and related businesses as the primary contributors to the local economy. We will respond to the needs of new and existing businesses, encourage innovation and high standards and develop ways to help businesses prosper.
TRANSPORT & INFRASTRUCTURE (STRATEGIC THEME 6)
To ensure our region is accessible, we need to be well connected not only via our own town and villages, but also to other regions, capital cities and states. It is essential that our community has access to the services and facilities that make our region 'liveable'.
ENVIRONMENTAL SUSTAINABILITY & STEWARDSHIP (STRATEGIC THEME 7)
We will help our community appreciate the importance of the environment, and the importance of sustaining and improving it, so it is healthier, better protected and well managed to be able to respond to a changing climate and population. Improving and caring for our environment is important for the health and well-being of today's community and also for future generations. It is also vital for the viability of our natural resources such as our native flora, fauna, soils and waterways.
RECONCILIATION & INCLUSION (STRATEGIC THEME 8)
We value the diversity of our local community and support reconciliation by working consistently in partnership with our Indigenous community to protect, enhance and celebrate Wiradjuri culture, language and heritage.

Health & Well-Being (Strategic Theme 1)					
COMMUNITY STRATEGIC PLAN 2022-2036	**4 YEARS DELIVERY PROGRAM 2022-2023 to 2025-2026**	**1 YEAR OPERATIONAL PLAN 2024-2025**			
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. Provide facilities, infrastructure and programs for health and well-being needs, including disability, mental health and family support services	H2.1 Support Cowra Information and Neighbourhood Centre (CINC), Headspace and other providers in the Cowra Shire community.	H2.1.a	Provide rental subsidy to CINC.	Subsidy paid.	Director – Corporate Services
	H2.2 Support and contribute to partnerships in community health and well-being initiatives.	H2.2.a	Support community-based initiatives for well-being programs and events including Women's and Men's Health Week and Mental Health Month.	Key health and wellbeing events recognised and promoted. Support provided to community initiatives within available resources and relevant to Council's role.	Director – Corporate Services
	H2.3 Develop and maintain facilities to provide health and well-being benefits in Cowra Shire.	H2.3.a	Promote the benefits of walking communities and cycling to residents and visitors.	Promotion undertaken, including promotion of the shared path from Erambie to Taragala.	Director –Corporate Services
		H2.3.b	Consider appropriate locations for signage directing residents and visitors to shared footpath and cycling routes.	Audit undertaken, report presented to council and signs erected.	Director – Infrastructure & Operations

Health & Well-Being (Strategic Theme 1)					
COMMUNITY STRATEGIC PLAN 2022-2036	4 YEARS DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	H2.4 Provide companion animal services across the shire.	H2.4.a	Promote a subsidised companion animal incentive scheme for de-sexing, microchipping, registration and vaccination.	Follow up request for the Animal Welfare League – Animal Care Truck to visit Cowra to provide desexing, vaccination and microchipping service to the community. 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
		H2.4.b	Maintain, develop and promote leash-free areas.	Maintenance and promotion undertaken. Erect appropriate directional signage.	Director – Environmental Services
		H2.4.c	Provide a companion animal re-homing program.	Program continues. Council utilises services of several rehoming agencies across the state.	Director – Environmental Services
		H2.4.d	Undertake improvements to the Cowra pound facility.	Improvements completed within time and on budget.	Director – Environmental Services
	H2.5 Provide opportunities for Council staff to participate in a range of health and well-being programs.	H2.5.a	Administer health programs for employees and adequately resource appropriate health and well-being initiatives.	Maintain Employee Assistance Program. Deliver annual skin clinics and annual flu vaccinations. Deliver other identified programs within available resources.	General Manager
	H2.6 Ensure work, health and safety of both Council staff and others in the workplace.	H2.6.a	Review and monitor work, health and safety issues in the workplace on an ongoing basis.	Maintain an effective relationship with StateCover Mutual Workers Compensation	General Manager

Health & Well-Being (Strategic Theme 1)					
COMMUNITY STRATEGIC PLAN 2022-2036	**4 YEARS DELIVERY PROGRAM 2022-2023 to 2025-2026**	**1 YEAR OPERATIONAL PLAN 2024-2025**			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
				insurers to ensure all cases are managed effectively thus minimising Council's liability. Comply with all relevant legislation and subsidiary codes to provide a safe working environment and protection of the public and within reasonable budget limits provide resources necessary to meet requirements. Ensure WHS provisions are considered for the purchase of goods and services for Council operations. Support Council's Work Health & Safety Committee.	
	H2.7 Inspect and enforce health standards through a regular food shop inspection program.	H2.7.a	Maintain a food shop inspection program that is proactive and educational and also responds appropriately to breaches of health standards.	All high-risk food premises in the shire inspected in accordance with regulatory requirements and necessary compliance action taken.	Director – Environmental Services
H3. Collaborate with education and health providers to attract and retain health professionals in the Shire.	H3.1 Support initiatives to attract and retain health professionals.	H3.1.a	Provide support to the Cowra Medical Centre Associates ANU program and other providers as requested.	Mayor and councillors attend meetings as requested.	General Manager
		H3.1.b	Liaise with Central NSW Joint Organisation and participate in regional initiatives to attract health professionals to the region.	Active participation in any initiatives undertaken.	General Manager
		H3.1.c	Liaise with local medical professionals to provide support for attraction of workforce.	Meet with local medical representatives and provide support as agreed.	General Manager

Health & Well-Being (Strategic Theme 1)					
COMMUNITY STRATEGIC PLAN 2022-2036	**4 YEARS DELIVERY PROGRAM 2022-2023 to 2025-2026**	**1 YEAR OPERATIONAL PLAN 2024-2025**			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
H4. Support and encourage volunteering within the community.	H4.1 Increase awareness of volunteering activity, needs and opportunities in the community.	H4.1.a	Publicise links to State government volunteering websites.	Publicity undertaken.	General Manager
		H4.1.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
		H4.1.c	List volunteer groups on council website.	Provide system on Council's website for local volunteer groups to self-register.	Director – Corporate Services
	H4.2 Continue to support the community through provision of Community Strategic Plan funding.	H4.2.a	Provide funding for projects that meet Community Strategic Plan objectives through the Community Grants Scheme.	Funding delivered and projects implemented.	General Manager
H5. Partner with and seek advice from the local First Nations community and First Nations health -care services to improve health outcomes.	H5.1 Liaise with local health and First Nations groups to increase awareness of health challenges.	H5.1.a	Meet with Cowra Local Aboriginal Land Council, Weigelli, Western NSW Health and local schools.	Meetings held and desired actions supported within resources.	General Manager
H6. Provide for future aged care needs and support services. Promote an active retirement.	H6.1 Coordinate and support programs for seniors.	H6.1.a	Organise events for Seniors Festival.	High levels of engagement with community organisations.	Director – Corporate Services
	H.6.2 Advocate for aged care needs.	H.6.2.a	Liaise with aged care providers, other relevant providers and advocate for their needs and services.	Meetings held and advocacy undertaken if required.	General Manager

Innovation and Education (Strategic Theme 2)					
COMMUNITY STRATEGIC PLAN 2022-2036	**4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026**	**1 YEAR OPERATIONAL PLAN 2024-2025**			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
I1. Make Cowra Shire a learning community	I1.1 Support establishment of Country Universities Centre.	I1.1.a	Provide support within resources to facilitate operation of the Country Universities Centre (CUC).	Council to assist the CUC where possible with knowledge and expertise to support the ongoing operations of the Centre within budgets. Councillor representative allocated to CUC Cowra Region Board.	Director – Corporate Services
	I1.2 Support initiatives that seek to educate the community.	I1.2.a	Encourage and support expos eg Cowra Show exhibit, weeds expo, careers days.	Support provided within available resources.	General Manager
	I1.3 Support the local school education sector.	I1.3.a	Meet with local school reps and advocate for needs as appropriate.	Meetings held and advocacy undertaken.	General Manager
	I1.4 Advocate for increased activity at Cowra TAFE and from other service providers.	I1.4.a	Advocate for an appropriate range of courses at Cowra TAFE and from other service providers to meet community demands.	Lobby TAFE and relevant MPs to seek delivery of courses through Cowra TAFE or other service providers.	General Manager
I2.Support initiatives to increase education and training outcomes for local Wiradjuri community.	I2.1 Investigate opportunities for Council to 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 implemented.	General Manager
I3. Support innovation and research.	I3.1 Support the Cowra Agricultural Research Station.	I3.1.a	Liaise with the Research Station and support efforts to increase activity at the station.	Meet with research station representatives and provide support as required.	General Manager

Liveability (Strategic Theme 3)					
COMMUNITY STRATEGIC PLAN 2022-2036	**4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026**	**1 YEAR OPERATIONAL PLAN 2024-2025**			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
L1. Build understanding and communication of Cowra Shire's rich history, vibrant future and leaderhip in international understanding and cultural diversity.	L1.1 Conduct annual Festival of International Understanding.	L1.1.a	Plan and deliver 2025 Festival of International Understanding.	Festival conducted with good community support and involvement.	General Manager
	L1.2 Conduct annual Australia Day celebrations.	L1.2.a	Work with Australia Day committee to deliver Australia Day activities.	Events conducted with good community support and involvement.	Director – Corporate Services
	L1.3 Support the Cowra Historical Society and Cowra Family History Group.	L1.3.a	Liaise with groups and provide support within available resources.	Liaison undertaken and support provided as required.	Director – Corporate Services
	L1.4 Support annual commemoration of POW Breakout.	L1.4.a	Support POW Breakout Association in staging of 80th anniversary commemorations.	Support provided within resources and feedback from event participants is positive.	General Manager
	L1.5 Continue to foster and develop the Cowra/Japan relationship.	L1.5.a	Support the Japanese Garden & Cultural Centre within available resources.	Support provided within available resources.	General Manager
		L1.5.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
		L1.5.c	Support Cowra-Joetsu City reciprocal relationship.	Staff exchange undertaken. Host delegation from Joetsu visiting in August to commemorate 80th Anniversary of the POW Breakout.	General Manager
	L1.6 Support the World Peace Bell Committee to foster peace initiatives and maintain the profile of Australia's World Peace Bell.	L1.6.a	Advocate for the inclusion of World Peace Bell Ceremonies in key community events and conduct ceremonies where relevant.	World Peace Bell ceremonies conducted.	Director – Corporate Services

Liveability (Strategic Theme 3)					
COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
		L1.6.b	Conduct activities to celebrate the International Day of Peace, including the annual Youth Peace Forum.	Peace Day activities conducted with good participation.	Director – Corporate Services
L2. Continue to develop our leisure and cultural facilites and infrastructure and protect and enhance our natural environment.	L2.1 Undertake asset renewal of Cowra Aquatic Centre.	L2.1.a	Work with consultants to finalise detailed design.	Detailed designs completed.	Director – Infrastructure & Operations
		L2.1.b	Tender for construction works.	Tender for construction works.	Director – Infrastructure & Operations
	L2.2 Deliver projects identified in adopted Sport and Recreation Plan.	L2.2.a	Develop masterplans for West Cowra Recreation Ground, River Park precinct, Edgell park precinct and Mulyan Recreation precinct.	Consultation undertaken and masterplans completed.	Director – Infrastructure & Operations
		L2.2.b	Conduct annual Sport & Recreation Network event.	Event conducted with good participation.	Director – Corporate Services
		L2.2.c	Within resources, conduct activities in partnership with clubs and other providers to increase participation in sport and recreation.	Meetings held and regular reports provided to Council.	Director – Corporate Services
	L2.3 Work with the Sport and Recreation Committee to support and promote sporting and recreation groups across the Shire.	L2.3.a	Committee meets regularly and provides recommendations to Council as required.	Meetings held and regular reports provided to Council.	Director – Corporate Services
	L2.4 Develop the Peace Precinct in accordance with the adopted masterplan.	L2.4.a	Seek funding and implement identified projects within the masterplan.	Grant applications submitted where appropriate.	General Manager

Liveability (Strategic Theme 3)					
COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
		L2.4.b	Seek funding for asset renewal projects, eg. Guard tower, shade sail for Adventure Playground and access pathways around Sculpture Park and playgrounds.	Grant applications submitted where appropriate.	Director – Infrastructure & Operations
	L2.5 Develop the Lachlan River Precinct as a major focal point for passive recreation.	L2.5.a	Pursue funding and implement when adequate resources are available the following initiatives from the Lachlan River Precinct Masterplan: • The Col Newton Park improvements identified in the Masterplan. Talk to other organisations/groups such as Mid Lachlan Landcare to investigate all options to develop the precinct.	Works completed as funds become available. Liaison undertaken and initiative considered.	Director – Infrastructure & Operations
	L2.6 Provide recreation opportunities through the provision of attractive parks and gardens.	L2.6.a	Maintain parks and gardens to a high standard for all recreation users.	Parks maintained to current high standard.	Director – Infrastructure & Operations
		L.2.6.b	Create a register of the Festival of International Understanding trees planted in Brougham Park.	Register completed.	Director – Infrastructure & Operations
		L2.6.c	Subject to funding, design improvements to presentation of the Festival of International Understanding tree planting area and erect signage in Brougham Park.	Subject to funding, improvements made and signage installed.	Director – Infrastructure & Operations
		L2.6.d	Improved promotion of Council's parks, gardens and playgrounds on Council's website.	Listing on website updated regularly.	Director – Infrastructure & Operations

Liveability (Strategic Theme 3)					
COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
		L2.6.e	In renewing playgrounds, consider provision of facilities accessible for all the community.	Consideration given and inclusive facilities incorporated in renewal works.	Director – Infrastructure & Operations
	L2.7 Support and provide good quality facilities to meet the needs of sporting and recreational clubs and users.	L2.7.a	Maintain Council sporting fields for all sporting associations in Cowra.	Sportsfields maintained to current high standard.	Director – Infrastructure & Operations
		L.2.7.b	Support Cowra Showground Trust in their efforts to maintain and improve the facility.	Provide annual contribution to Showground Trust. Lobby relevant Members of Parliament for funding to maintain and improve facility.	General Manager
	L2.8 Maintain and operate the Cowra Caravan Park to its current high standard.	L2.8.a	Complete Stage 2 upgrade works subject to funding.	Design works and scope of project finalised, including final cost estimate. Replace existing stepped slabs on the riverfront sites with flat slabs and dished drainage between sites.	Director – Infrastructure & Operations
		L2.8.b	Maintain and operate the Cowra Caravan Park to its current high standard.	Park maintained and positive feedback received.	Director Infrastructure & Operations
	L2.9 Investigate options for the remodelling of the public amenities at Olympic Park.	L2.9.a	Complete plans and seek grant funding to install accessible amenities facility in Olympic Park.	Plans finalised and adopted by Council. Funding applications submitted.	Director – Infrastructure & Operations
	L2.10 Continue to maintain and develop the Cowra Regional Art Gallery	L2.10. a	Develop, present and promote a diverse program of high-quality exhibitions, public events and workshop	Two-year forward exhibition program developed and implemented.	Director – Corporate Services

Liveability (Strategic Theme 3)					
COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
			activities at the Cowra Regional Art Gallery.	Use established Council publications and media to promote.	
		L2.10.b	Prepare plans for the redevelopment of the Cowra Regional Gallery. Advance redevelopment plans to shovel ready in order to pursue funding and community support for the Cowra Regional Art Gallery and Olive Cotton Learning Space upgrade re Business Case Report	Plans finalised and adopted by Council. Funding applications lodged where applicable.	Director – Corporate Services
		L2.10.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
	L2.11 Develop the Civic Square Cultural Precinct	L2.11.a	Seek funding to continue to progress Civic Square masterplan design.	Funding applications lodged where applicable.	Director – Environmental Services
	L2.12 Maintain and improve the Cowra Civic Centre.	L.2.12.a	Develop, present and promote a diverse program of high-quality events, workshops, activities and entertainment at the Cowra Civic Centre.	Growth in utilisation and attendance.	Director – Corporate Services
	L2.13 Maintain and improve facilities at the Cowra Library.	L.2.13.a	Continue liaison with Central West Libraries (CWL) to maintain and operate the facility.	Funding pursued for identified improvements. Attend and participate in CWL meetings.	Director – Corporate Services

Liveability (Strategic Theme 3)					
COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
		L2.13.b	Investigate expansion of library hours.	Consult with CWL for trial implementation in 2024.	Director – Corporate Services
	L2.14 Develop the Cowra Sculpture Park as a major attraction within Cowra.	L.2.14.a	Subject to funding, undertake works and develop the collection of sculptures in accordance with the masterplan.	Ongoing promotion of the sculpture park and the development of a program to increase the collection.	Director – Corporate Services
	L2.15 Lobby the NSW Government to develop and invest in the Wyangala State Recreation Park.	L.2.15.a	In conjunction with Cowra Tourism, lobby the relevant Ministers and local members to fund improvements for the Park.	Advocacy undertaken.	General Manager
	L2.16 Update and adopt a new Cultural Plan.	L2.16.a	Consultation undertaken to develop new Cultural Plan.	Plan adopted.	Director – Corporate Services
L.3. Recognise and grow the talent in our community.	L3.1 Continue to support the Cowra Youth Council.	L3.1.a	Facilitate Cowra Youth Council operations, projects and community participation.	Regular meetings held. Number of youth initiatives led by the CYC. Positive CYC community profile maintained.	Director – Corporate Services
		L3.1.b	Coordinate Youth Week activities.	Events conducted with good participation.	Director – Corporate Services
	L3.2 Maintain donations policy to support community development.	L3.2.a	Respond to requests for donations in accordance with the Policy. Promote the Policy with relevant community organisations.	Requests are processed in accordance with Policy and submitted to Council as received.	Director – Corporate Services
L4. Develop and provide programs to meet the needs of Cowra Shire's young people.	L4.1 Build capacity of Cowra's young people to participate in community life.	L4.1.a	Develop and implement education initiatives for young people in leadership and event management.	Education initiatives conducted.	Director – Corporate Services

Liveability (Strategic Theme 3)					
COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	L.4.2 Support the principles of Justice Reinvestment.	L.4.2.a	Support CINC to progress the Justice reinvestment program.	Support provided where required.	General Manager
L5. Maintain a planning framework that responds to community needs.	L5.1 Regularly review planning controls.	L5.1.a	Monitor changes in planning legislation and provide appropriate advice to Council.	Reports provided to Council as required.	Director – Environmental Services
		L5.1.b	Review and develop updated Development Control Plan.	Plan updated and adopted.	Director – Environmental Services
		L5.1.c	Trial methods to increase community knowledge of planning policies and how to work with Council.	Trial drop-in times for community questions. Trial briefing sessions for people interested in submitting Development Applications.	Director – Environmental Services
L6. Develop a community where people are welcomed from all walks of life and feel safe and secure.	L6.1 Support activities of local Police and relevant community organisations to improve community safety.	L6.1.a	Advocate for a 24-hour police station in Cowra.	Write to relevant members of parliament. Conduct regular meetings with Chifley Local Area Command (LAC), local community organisations and other relevant groups.	General Manager
	L6.2 Improve how we welcome new residents to our community.	L.6.2.a	Conduct welcome events for new residents.	Conduct a minimum of two events.	General Manager

Community Leadership and Engagement (Strategic Theme 4)					
COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2062	1 YEAR OPERATIONAL PLAN 2024-2025			
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 Work with Council s355 committees.	C1.3.a	Provide administrative support and respond to recommendations in a timely manner.	Administrative support provided within available resources. Minutes provided to Council for consideration.	General Manager
		C1.3.b	Provide Councillor Delegates to council Sections 355 committees.	Regular attendance by Councillor representatives.	General Manager
	C1.4 Provide support for the continued professional development of councillors.	C1.4.a	Provide details of training/skill/professional development opportunities to Councillors.	Performance development plans completed in line with regulatory requirements. Council takes adequate measures to ensure objectives identified here are met.	General Manager
	C1.5 Build capacity in the local volunteer sector.	C.1.5.a	Undertake workshops on grant writing and meeting procedure and provide information on available grant opportunities.	Workshops conducted.	General Manager

Community Leadership and Engagement (Strategic Theme 4)					
COMMUNITY STRATEGIC PLAN 2022-2036	**4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2062**	**1 YEAR OPERATIONAL PLAN 2024-2025**			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
	C1.6 Support and contribute to the development of Village organisations.	C.1.6.a	Meet at least annually with representatives of villages to discuss issues of importance to each community.	Joint meeting of village representatives and councillors held at least once per year.	General Manager
C2. Engage with our community, in a variety of ways, to increase awareness of key issues and ensure better project and service delivery outcomes.	C2.1 Maintain and improve appropriate mechanisms to consult with the community and other stakeholders and provide information on Council decisions, services and initiatives.	C2.1.a	Issue regular communication informing the community of Council decisions, activities and programs in line with the adopted Community Engagement Strategy.	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 Improve customer service experience and processes.	C2.2.a	Inform community of methods to lodge customer requests and monitor service levels.	Promotion of customer request options and CRM system reporting on performance against service level guarantee.	Director – Corporate Services
	C2.3 Develop and monitor relevant Integrated Planning and Reporting (IP&R) strategies.	C2.3.a	Report to Council in accordance with statutory requirements.	Reports provided to Council.	General Manager
C3. Strengthen partnerships with government and other agencies.	C3.1 Work closely with relevant agencies charged with planning for the Cowra Shire community.	C3.1.a	At least annual meetings with Council and key figures from NSW Government departments and other relevant agencies.	Meetings held and Cowra's concerns and priorities conveyed.	General Manager
	C3.2 Work closely with local members and other members of	C3.2.a	Meet regularly with local members and other members of parliament to	Meetings held and advocacy undertaken.	General Manager

Community Leadership and Engagement (Strategic Theme 4)					
COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2062	1 YEAR OPERATIONAL PLAN 2024-2025			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	parliament to advance the objectives of Council.		advocate for the needs of the Cowra Shire community.		
	C3.3 Collaborate with other Councils to form strategic alliances on areas of common interest.	C3.3.a	Meetings with other Councils to discuss matters of common interest and report proposals to Council for consideration.	Meetings held and proposals reported to Council.	General Manager.
C4. Ensure Council remains financially sustainable and maximises external funding opportunities.	C4.1 Seek funding for projects and infrastructure included in Council's strategic plans.	C4.1.a	Seek funding to progress projects in adopted strategic plans including: • Village Improvement Plan • Energy Efficient and Renewable Energy Plan • Sport and Recreation Plan • Peace Precinct Masterplan • Pedestrian and Cycling Plan • Caravan Park Improvement Plan • Lachlan River Precinct Masterplan	Applications submitted for all relevant programs.	General Manager
	C4.2 Undertake asset management planning to ensure that Council's infrastructure is maintained and reviewed to meet Council's adopted levels of service.	C4.2.a	Update Asset Management Plans for all asset classes annually and review Strategic Asset Management Plan.	Updated Strategic Asset Management Plan adopted.	Director – Infrastructure and Operations
		C4.2.b	Implement renewal plans for all asset classes, transport, water and wastewater, buildings etc.	Renewal plans delivered within available resources.	Director – Infrastructure & Operations
	C4.3 Investigate opportunities for increased income streams.	C4.3.a	Investigate opportunities that arise and submit reports to Council as required.	Opportunities investigated and reports presented.	Director – Corporate Services
	C4.4 Ensure ongoing integration of risk management principles into Council operations.	C4.4.a	Develop a Council-wide Enterprise Risk Management Plan and develop and implement supporting processes.	Planning undertaken and appropriate plans and supporting processes adopted.	Director – Corporate Services

Community Leadership and Engagement (Strategic Theme 4)					
COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2062	1 YEAR OPERATIONAL PLAN 2024-2025			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
		C4.4.b	Continue to review Council policies.	Policies reviewed in accordance with adopted timetable.	
		C4.4.c	Support operation and engage with Audit, Risk and Improvement Committee.	Engagement undertaken.	Director – Corporate Services

Business & Industry (Strategic Theme 5)					
COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
B1. Plan for and support business and industry growth, research and innovation.	B1.1 Ensure strategic planning for business and industry growth is current.	B1.1.a	Pursue objectives detailed in Cowra Regional Economic Development Strategy (REDS).	Demonstrated action to achieve objectives eg lobbying, grant submissions.	General Manager
B2. Tell the world about the opportunities and benefits of living, working and playing in Cowra Shire.	B2.1 Support Cowra Tourism marketing initiatives.	B2.1.a	Support initiatives within available resources.	Support provided.	General Manager
	B2.2 Support Business Cowra marketing initiatives.	B2.2.a	Work with Business Cowra if it is operational and support initiatives within available resources.	Support provided.	General Manager
	B2.3 Support village organisations in their efforts to raise the profile of their community.	B2.3.a	Support initiatives within available resources.	Support provided.	General Manager
B3. Add value and support to our existing businesses and industries.	B3.1 Support Business Cowra	B3.1.a	Work with Business Cowra if it is operational or any other groups representing business interests within the shire.	Liaise with business groups.	General Manager
B4. Support the development of an energetic CBD.	B4.1 Upgrade Macquarie Street.	B4.1.a	Review plans for Macquarie Street precinct redevelopment.	Source grant funds for landscape architect design of precinct.	Director – Infrastructure & Operations
	B4.2 Review Squire Park café and amenities.	B4.2.a	Seek funding for upgrade of Squire Park amenities to accessible standard.	Source grant funds for upgrade of Squire Park amenities to accessible standard.	Director – Infrastructure & Operations
	B4.3 Undertake planning for the future of the Cowra CBD.	B4.3.a	Implement actions from adopted CBD Activation Strategy.	Actions implemented subject to resources.	General Manager

Business & Industry (Strategic Theme 5)					
COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
B5. Advocate for improved digital connectivity for Cowra Shire to the rest of the world.	B5.1 Facilitate the provision of information to the community on the range of technologies available.	B5.1.a	Convene relevant forums to present current technology options to the business community.	Forums conducted with good participation.	General Manager
	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.	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

Transport & Infrastructure (Strategic Theme 6)					
COMMUNITY STRATEGIC PLAN 2023-2036	**4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026**	**1 YEAR OPERATIONAL PLAN 2024-2025**			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
T1. Develop a Heavy Vehicle Bypass for Cowra's CBD.	T1.1 Project is adopted by Transport for NSW as a medium-term priority.	T1.1.a	Lobby Transport for NSW, local members and NSW Government to include the project in Transport for NSW planning documents.	Project endorsed for inclusion in Transport for NSW planning for the region.	General Manager
T2. Construct a new mid-level bridge over the Lachlan River within the Cowra township.	T2.1 Project is adopted by Transport for NSW as a medium-term priority.	T2.1.a	Lobby Transport for NSW, local members and NSW Government to include the project in Transport for NSW planning documents.	Project endorsed for inclusion in Transport for NSW planning for the region.	General Manager
T3. Construct a swift and safe link connecting Central NSW to Metropolitan Sydney via the Blue Mountains.	T3.1 Project is adopted by Transport for NSW as a medium-term priority.	T3.1.a	Lobby Transport for NSW, local members and NSW Government to include the project in Transport for NSW planning documents.	Project endorsed for inclusion in Transport for NSW planning for the region.	General Manager
T4. Re-open the Blayney to Demondrille trail line to facilitate freight movement within and beyond the region.	T4.1 Project is adopted by Transport for NSW as a medium-term priority.	T4.1.a	Lobby Transport for NSW, local members and NSW Government to include the project in Transport for NSW planning documents.	Project endorsed for inclusion in Transport for NSW planning for the region.	General Manager
T5. Develop an integrated transport system that addresses local and regional needs in relation to cycleways and footpaths, road and rail.	T5.1 Maintain, improve and develop footpaths and walkways to ensure the safe and efficient movement of users, including persons living with disabilities, and develop pedestrian and cycling linkages in the shire.	T5.1.a	Seek funding for projects identified in the Pedestrian and Cycling plan.	Funding applications submitted for appropriate programs.	General Manager
	T5.2 Maintain local and regional road networks to enable the safe and efficient movement of traffic at the lowest life-cycle cost.	T5.2.a	Complete the Roads to Recovery projects scheduled for 2024/2025.	Projects completed on time and on budget.	Director – Infrastructure & Operations

Transport & Infrastructure (Strategic Theme 6)					
COMMUNITY STRATEGIC PLAN 2023-2036	**4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026**	**1 YEAR OPERATIONAL PLAN 2024-2025**			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
	T5.3 Work with Transport for NSW to enable the safe and efficient movement of traffic on the state-owned road network within Cowra Shire.	T5.3.a	Work with Transport for NSW to agree on improvements required to State-owned road network.	Projects agreed to and delivered.	Director – Infrastructure & Operations
	T5.4 Improve awareness of and range of local and regional transport options.	T5.4.a	Liaise with Transport for NSW and local operator to improve the "Hail and Ride" service within Cowra.	Liaison undertaken, service improvement agreed to and implemented.	Director – Infrastructure & Operations
		T5.4.b	Liaise with Transport for NSW to improve public transport connectivity within and beyond the region.	Service gaps identified and advocacy undertaken.	General Manager
	T5.5 Improve local traffic conditions within the Cowra CBD.	T5.5.a	Monitor local traffic conditions and refer proposed changes to the Traffic Committee for consideration.	Regular reports provided to Traffic Committee and decisions implemented.	Director – Infrastructure & Operations
T6. Develop the Cowra Airport as a regional aviation precinct.	T6.1 Continue to develop the Cowra Airport.	T6.1.a	Finalise plans for the next stage of development 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 2023-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	T7.2 Continue planning for the completion of the West Cowra Sewer project.	T7.2.a	Finalise design, consultation and tender applications.	Consultation completed. Project scope and costing adopted ready for delivery.	Director Infrastructure & Operations
	T7.3 Discharge from wastewater treatment plants to meeting Environmental Protection Agency (EPA) licence conditions.	T7.3.a	Plant is operated to comply with EPA requirements at all times.	Nil compliance breaches.	Director Infrastructure & Operations
	T7.4 Undertake improvement works to West Cowra Drainage.	T7.4.a	Complete engineering plans of proposed stormwater drainage downstream of Lyall Street and commence stage one works.	Study completed and work commenced subject to available funding.	Director Infrastructure & Operations
T8. Ensure long-term security of Cowra's water supply.	T8.1 Undertake projects that strengthen Cowra's water security.	T8.1.a	Finalise the Billimari Bore project.	Work completed within budget and operating as required.	Director Infrastructure & Operations
	T8.2 Advocate for water security measures.	T8.2.a	Advocate for water security measures.	Advocacy undertaken.	General Manager
T9. Ensure that community assets and public infrastructure including roads, bridges and public buildings are well-maintained.	T9.1 Maintain local, regional and state roads and bridges.	T9.1.a	Bridge maintenance scheduled and completed as required.	Work completed within budget.	Director Infrastructure & Operations
	T9.2 Efficiently manage and maintain Council's buildings and special purpose facilities.	T9.2.a	Required building maintenance scheduled and completed.	Work completed within budget.	Director Infrastructure & Operations
	T9.3 Maintain and manage Cowra Cemetery.	T9.3.a	Cemetery maintained to current high standard.	Maintenance undertaken.	Director Infrastructure & Operations
	T9.4 Ensure public places are clean and well-maintained.	T9.4.a	Maintain a regular cleaning schedule for public places.	Schedule implemented.	Director Infrastructure & Operations

Transport & Infrastructure (Strategic Theme 6)					
COMMUNITY STRATEGIC PLAN 2023-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
T10. Improve the transport corridor connecting the Hume, Mid-Western, Newell, Olympic and Mitchell Highways.	T10.1 Advocate for improvements to the corridor.	T10.1.a	Liaise with local members of parliament, Transport for NSW and other stakeholders to seek recognition of and improvements to the corridor.	Advocacy and liaison undertaken.	General Manager

Environmental Sustainability & Stewardship (Strategic Theme 7)					
COMMUNITY STRATEGIC PLAN 2022-2036	**4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026**	**1 YEAR OPERATIONAL PLAN 2024-2025**			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
E1. Aim to position Cowra Shire as a centre of environmental excellence.	E1.1 Maximise opportunities for the Cowra Material Recycling facility to participate in the circular economy.	E1.1.a	Continue partnership with Cleanaway as a regional processing facility for the Container Deposit Scheme.	CDS tonnages maintained or increasing.	Director – Infrastructure & Operations
		E1.1.b	Adopt MRF masterplan to ensure operations are consistent with the adopted Waste and Resource Recovery Strategy.	Adopt MRF masterplan. Investigate biogas collection from landfill as part of revised design. Develop a plan to mitigate landfill leachate risk. Implement revised design of landfill to improve efficiency.	Director – Infrastructure & Operations
		E1.1.c	Maintain and upgrade CDS and recycling processing area to allow for expanded intake.	Maintain and upgrade sorting process plan to improve efficiency. Design and construct larger concrete area for unsorted EDS and kerbside recycling materials.	Director – Infrastructure & Operations
		E1.1.d	Develop a Recycling Education program.	Program developed and delivered.	Director – Infrastructure & Operations
	E1.2 Build an environmentally active community to promote Cowra as a centre of environmental excellence.	E1.2.a	Consider role of NRM Committee and whether its delegations should be included in a new Sustainability Committee.	Investigation undertaken and reported to Council.	Director - Environmental Services
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

Environmental Sustainability & Stewardship (Strategic Theme 7)					
COMMUNITY STRATEGIC PLAN 2022-2036	**4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026**	**1 YEAR OPERATIONAL PLAN 2024-2025**			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
		E2.1.b	Monitor emissions of council operations.	Develop system of regular measurement and reporting of council emissions across all operations.	Director – Infrastructure & Operations
	E2.2 Investigate opportunities for the use of renewable/alternative energy sources for Council infrastructure.	E2.2.a	Seek funding to implement strategies from the adopted Energy Efficiency and Renewable Energy Plan.	Funding submissions lodged.	General Manager
	E2.3 Investigate opportunities to participate in the rollout of electric vehicles.	E2.3.a	Advocate for improvements to the grid in support of the uptake of EVs.	Advocacy undertaken and where required funding submissions lodged.	General Manager
E3. Take advantage of and support opportunities to grow new sustainable industries.	E3.1 Position Cowra Shire as a location for circular economy industries.	E3.1.a	Advocate for and support industries participating in the circular economy.	Investigate opportunities and advocate for Cowra Shire as a desirable location for such industries.	General Manager
E4. Show leadership by taking action and promoting practices to encourage Cowra Shire to be an environmentally responsible community.	E4.1 Develop a Waste Management Strategy to meet the objectives of the "NSW EPA Waste and Sustainable Materials Strategy 2041".	E4.1.a	Review Waste Collection services.	Review usage and viability of village transfer stations. Review waste and recycling options for non-serviced areas within Cowra LGA.	Director Infrastructure & Operations
		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 Implement Food Organic and Garden Organics (FOGO) in line with State government strategies.	E4.2.a	Implement green waste/FOGO bins for all commercial businesses and other entities that generate the highest volumes.	Seek grant funding for implementation of commercial green waste/FOGO.	Director Infrastructure & Operations

Environmental Sustainability & Stewardship (Strategic Theme 7)					
COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
				Business engagement and education undertaken through information sessions and collateral. Successful take-up of green waste/FOGO bins by all commercial businesses and other high waste volume entities.	
	E4.3 Work with the community to maximise recycling.	E4.3.a	Promote recycling education program.	Promotion and education initiatives undertaken.	Director Infrastructure & Operations
		E4.3.b	Participate in annual Netwaste "Waste to Art" program.	Event conducted with good community participation.	Director Infrastructure & Operations
		E4.3.c	Participate in Garage Sale Trail.	Event conducted with good participation from the community.	Director Infrastructure & Operations
		E4.3.d	Consider options for and feasibility of bulk rubbish collection.	Council to provide residents with two bulky goods collection days per year.	Director Infrastructure & Operations
		E4.3.e	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

Environmental Sustainability & Stewardship (Strategic Theme 7)					
COMMUNITY STRATEGIC PLAN 2022-2036	4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026	1 YEAR OPERATIONAL PLAN 2024-2025			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
		E4.3.f	Investigate options for recycling and resource recovery.	Investigate increasing variety of accepted products by embracing opportunities to process problem waste. Investigate innovative methods to process recycling and problem waste. Investigate new markets for recycled materials.	Director – Infrastructure & Operations
	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 and care for the land to secure a healthier environment.	E5.1 Consider and where appropriate support proposals to establish wetlands in the Shire.	E5.1.a	Investigate option for establishing a wetland as part of the West Cowra stormwater works.	Investigation undertaken and report provided to Council for consideration.	Director Infrastructure & Operations
E6. Build and promote Council's and the community's preparedness for, adaptability to and resilience to climate change and natural disaster impacts.	E6.1 Adopt and/or review plans to improve Council and community preparedness and response to climate change and natural disaster impacts.	E6.1.a	Local Emergency Management Committee continues to monitor and as required review plans for disaster preparedness and response.	LEMC meets regularly and plans are reviewed as required.	General Manager

Reconciliation and Inclusion (Strategic Theme 8)					
COMMUNITY STRATEGIC PLAN 2022-2036	**4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026**	**1 YEAR OPERATIONAL PLAN 2024-2025**			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
R1. Foster recognition and connection with the local Wiradjuri community. Respect, promote and protect Wiradjuri culture.	R1.1 Develop a Reconciliation Action Plan (RAP).	R1.1.a	Liaise with reconciliation Australia, local Wiradjuri community and wider community to progress development of Reconciliation Action Plan.	Demonstrated progress and meeting of milestones set by Reconciliation Australia.	General Manager
	R1.2 Respect and Protect local culture.	R1.2.a	Review the First Nations Consultation Policy and the list of those to be consulted.	Policy reviewed, updated and adopted.	Director – Environmental Services
		R1.2.b	Consult with the local Wiradjuri community on all development applications that have the potential to impact on Wiradjuri cultural heritage.	Undertake consultation in accordance with adopted First Nations Consultation Policy and Community Participation Plan.	Director – Environmental Services
		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 Aboriginal Land Council on the	Liaison undertaken and project progresses with approval from the local land council.	General Manager

Reconciliation and Inclusion (Strategic Theme 8)					
COMMUNITY STRATEGIC PLAN 2022-2036	**4 YEAR DELIVERY PROGRAM 2022-2023 to 2025-2026**	**1 YEAR OPERATIONAL PLAN 2024-2025**			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
			Interpretation Centre in line with the Peace Precinct Masterplan.		
R2. Show leadership and promote actions that ensure all members of the community have an equal opportunity to participate fully within the community.	R2.1 Be a responsible employer committed to the principles of equal employment opportunity.	R2.1.a	Continue to explore options to increase employment opportunities for those groups identified in the EEO Management Plan.	Employment of target groups increased.	General Manager
R3. Continue to deliver and ensure all high movement areas, public buildings and appropriate Council resources and services are accessible for all the community.	R3.1 Review the Disability Inclusion Action Plan (DIAP).	R3.1.a	DIAP reviewed, adopted and commence implementation of recommendations.	Consultation undertaken and updated plan adopted by Council.	Director – Environmental Services
		R3.1.b	Maintain the Access Incentive Fund.	Fund maintained and opportunities publicised to relevant stakeholders.	Director – Environmental Services
		R3.1.c	Support co-location of adult change facility with inclusive playground.	Include consideration of adult change facility in planning for inclusive playground.	Director – Environmental Services
		R3.1.d	Subject to council approval, seek grant funding for modification of playgrounds to ensure equity in accessibility.	Council agreement sought and received and grant applications submitted.	Director – Infrastructure & Operations

REVENUE POLICY

RATES & ANNUAL CHARGES 2024-2025

Rates & Rate Pegging

Rates are levied under sections 494, 495 and 495A of the LG Act. IPART has imposed a 4.5% cap on rate increases for 2024/2025. 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 2024/2025 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%	318,889	48	$153,067	843	182	165,822	86,163,810	0.00192450
Village & Others						(184)			(0.00174985)
Residential-Cowra	26.15%	2,143,485	48	$1,028,873	3839	268	1,114,612	502,141,477	0.00221972
						(256)			(0.00211976
Residential-Rural	8.74%	716,502	40	$286,601	772	371	429,901	185,326,200	0.00231970
						(352)			(0.00223414)
Farmland	41.40%	3,392,766	20	$678,553	1449	468	2,714,213	2,012,305,480	0.00134881
						(429)			(0.00133037
Business	19.53%	1,600,321	0	$-	421	0	1,600,321	70,479,433	0.02270622
									(0.02167358)
Mining	0.29%	23,546	0	$-	1	0	23,546	358,000	0.06577170
									(0.06273793)
	100.00%	**$8,195,509**		**$2,147,093**	**7325**		**$6,048,416**	**2,856,774,400**	

Land Categories:

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

Farmland: (Section 515)

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

Residential: (Section 516)

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

(i) Residential – Cowra:

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

(ii) Residential – Rural:

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

(iii) Residential/Villages And Others:

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

Mining: (Section 517)

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

Business: (Section 518)

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

WATER PRICING

Pricing

A 4.5% increase has been applied to Water pricing.

Residential		2023/2024	2024/2025
Access Charge	Meter Size		
	20mm	244.00	255.00
	25mm	380.00	397.00
	32mm	625.00	653.00
	40mm	976.00	1,020.00
	50mm	1,524.00	1,593.00
Usage Charge	All Kilolitres	3.76	3.93

Non-Residential (rural, commercial, government/non-business consumers)		2023/2024	2024/2025
Access Charge	Meter Size		
	20mm	396.00	414.00
	25mm	618.00	646.00
	32mm	1,015.00	1,061.00
	40mm	1,587.00	1,658.00
	50mm	2,493.00	2,605.00
	65mm	2,779.00	2,904.00
	80mm	3,066.00	3,204.00
	100mm	4,790.00	5,006.00
	150mm	10,781.00	11,266.00
Usage Charge	All Kilolitres	2.78	2.91

Non-Residential – Industrial		2023/2024	2024/2025
Access Charge	Meter Size		
	20mm	396.00	414.00
	25mm	618.00	646.00
	32mm	1,015.00	1,061.00
	40mm	1,587.00	1,658.00
	50mm	2,493.00	2,605.00
	80mm	3,066.00	3,204.00
	100mm	4,790.00	5,006.00
	150mm	10,781.00	11,266.00
Usage Charge	All Kilolitres	1.10	1.15
Council's industrial tariff applies to consumers operating with an industrial purpose using in excess of 100,000kl per annum. This tariff applies to one user being Cowra Abattoirs			

Residential Raw Water Where majority usage is for domestic purposes		2023/2024	2024/2025
Access Charge	Meter Size		
	20mm	396.00	414.00
	25mm	618.00	646.00
	32mm	1,015.00	1,061.00
	40mm	1,587.00	1,658.00
	50mm	2,493.00	2,605.00
	80mm	3,066.00	3,204.00
	100mm	4,790.00	5,006.00
	150mm	10,781.00	11,266.00
Usage Charge	All Kilolitres	3.63	3.79

Non-Residential Raw Water Residential Raw Water Where majority usage is for non-domestic purposes		2023/2024	2024/2025
Access Charge	Meter Size		
	20mm	396.00	414.00
	25mm	618.00	646.00
	32mm	1,015.00	1,061.00
	40mm	1,587.00	1,658.00
	50mm	2,493.00	2,605.00
	80mm	3,066.00	3,204.00
	100mm	4,790.00	5,006.00
	150mm	10,781.00	11,266.00
Usage Charge	All Kilolitres	2.22	2.32

Wholesale Nurseries		2023/2024	2024/2025
Access Charge	Meter Size		
	20mm	396.00	414.00
	25mm	618.00	646.00
	32mm	1,015.00	1,061.00
	40mm	1,587.00	1,658.00
	50mm	2,493.00	2,605.00
	80mm	3,066.00	3,204.00
	100mm	4,790.00	5,006.00
	150mm	10,781.00	11,266.00
Usage Charge	All Kilolitres	2.78	2.91

Education

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

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

Education		2023/2024	2024/2025
Access Charge	Meter Size		
	20mm	396.00	414.00
	25mm	618.00	646.00
	32mm	1,015.00	1,061.00
	40mm	1,587.00	1,658.00
	50mm	2,493.00	2,605.00
	80mm	3,066.00	3,204.00
	100mm	4,790.00	5,006.00
	150mm	10,781.00	11,266.00
Usage Charge	All Kilolitres	2.78	2.91

Water Access Charge - Refunds

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

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

VACANT PROPERTIES

A $255 access charge will be applied to all vacant un-metered properties as a contribution towards infrastructure costs.

Vacant Properties	2023/2024	2024/2025
Access Charge	244.00	255.00

SEWERAGE SERVICE

Sewer charges to increase by 4.5%

Residential	2023/2024	2024/2025
Access Charge	818.00	855.00
Usage Charge	180.00	188.00

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 4.5%. 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		2023/2024	2024/2025
Access Charge	Meter Size		
	20mm	818.00	855.00
	25mm	843.00	881.00
	32mm	868.00	907.00
	40mm	895.00	935.00
	50mm	921.00	962.00
	65mm	935.00	977.00
	80mm	949.00	992.00
	100mm	978.00	1,022.00
	150mm	1,007.00	1,052.00
Usage Charge		0.93	0.97

Vacant properties

An $855.00 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	2023/2024	2024/2025
Access Charge	818.00	855.00

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 4.5%

Council has a strong commitment to a recycling program for the Shire, to reduce the amount of waste material going to landfill at its Materials Recycling Facility and to maximise the sale of recyclable products. As a component of Council's waste management charges, Council will levy under

Section 496 of the Local Government Act, a recycling charge of $141 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 $630.00 or a 120 litre $364.00 garbage bin service.

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

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

In accordance with Section 496 of the Local Government Act 1993, Council proposes to levy charges on properties for which the domestic waste service is available. For 2024/2025 the following charges are to be levied:

Domestic (Residential) Waste	2023/2024	2024/2025
1 x 240 litre garbage bin (weekly pick-up) and	603.00	630.00
1 x 240 litre recycling bin (fortnightly pick-up)	135.00	141.00
Total	**738.00**	**771.00**
1 x 120 litre garbage bin (weekly pick-up) and	348.00	364.00
1 x 240 litre recycling bin (fortnightly pick-up)	135.00	141.00
Total	**483.00**	**505.00**

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 2024/2025. The total revenue raised in 2024/2025 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 2024/2025 the following charges have been increased by 4.5%

Commercial Waste Management Charge	2023/2024	2024/2025
1 x 240 litre bin (1 pick-up per week)	603.00	630.00
1 x 120 litre bin (1 pick-up per week)	348.00	364.00

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 4.5%. A Commercial Recycling service will continue to be rolled out in 2024/2025 for all commercial properties wishing to utilise the service.

Commercial Recycling Management Charge	2023/2024	2024/2025
1 x 240 litre recycling bin (1 pick-up per week)	274.00	286.00
Subsequent and additional bins	135.00	141.00

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% (9% last year) on a daily basis using the simple interest method. The rate of interest is the rate specified by the Minister and published in the Government Gazette.

Private Works Rate

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

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

Proposed Borrowings

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

The following loans are proposed for 2024/2025:

Loan Budget Detail – Description	Fund	Budget Detail - Description	Amount
Drainage	General Fund	West Cowra Drainage Projects	$ 365,000
Swimming Pool	General Fund	Pool Replacement	$ 500,000
Sewer	Sewer Fund	West Cowra Sewerage	$ 11,055,377

Fees and Charges

Council's fees and charges for 2024/2025 are historically based on the functions undertaken by Council over the full range of its activities.

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

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

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

Pricing Policies are adopted as follows:

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

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

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

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

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

Swimming Pool Charges
Swimming Pool Season Ticket charges will increase by 4.5%.

Gravel Charges
Gravel charges have not increased as sales are negligible.

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

Sales Yards Between 3.28% and 4.49%

Cemetery Between 4.46% and 4.5%

Sports field Hire Between 4.43% and 4.9%

Aerodrome Between 4.31% and 4.47%

2024/2025 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 2023/2024	Total Charge 2024/2025
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	9.0%	**10.5%**
Photocopying, Printing & Document Copies					
PHOTOCOPYING					
• Photocopies - A4 black & white	Per copy	Y	1	$ 1.00	**$ 1.00**
• Photocopies - A3 black & white	Per copy	Y	1	$ 2.00	**$ 2.00**
• Photocopies - A4 colour	Per copy	Y	1	$ 1.50	**$ 1.50**
• Photocopies - A3 colour	Per copy	Y	1	$ 2.50	**$ 2.50**
• Plan Copies - AO size	Per copy	Y	1	$ 16.00	**$ 16.00**
• Plan Copies - A1 size	Per copy	Y	1	$ 15.00	**$ 15.00**
• Plan Copies - A2 size	Per copy	Y	1	$ 12.00	**$ 12.00**
• Large documents	Per document	Y	1	POA	**POA**
MAP PRODUCTION					
• Coloured A1 & AO maps – plan printer	Per copy	Y	1	$ 60.00	**$ 60.00**
• Black and white A1 & AO maps – plan printer	Per copy	Y	1	$ 40.00	**$ 40.00**
• Coloured A2 & A3 maps – plan printer	Per copy	Y	1	$ 40.00	**$ 40.00**
• Black and white A2 & A3 maps – plan printer	Per copy	Y	1	$ 21.00	**$ 21.00**
• Coloured A4 maps – laser printer	Per copy	Y	1	$ 2.20	**$ 2.20**
DOCUMENT COPIES					
Rate Notice Copies	Per rate year	Y	1	$ 6.50	**$ 6.50**
PUBLICATION DOCUMENTS					
- Operational Plan - Delivery Program - Annual Report - Annual Financial Statements	Per document – hard copy	Y	1	$ 25.00	**$ 25.00**

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

Function/Activity	Unit of Measure	GST	Code	Total Charge 2023/2024	Total Charge 2024/2025
PUBLIC DOCUMENTS - ENVIRONMENTAL SERVICES					
Swimming Pool Resuscitation Chart	Each	Y	1	$ 26.00	**$ 26.00**
Document Lodging and Transmission					
SCANNING AND EMAILING					
First Page	Per page	Y	1	$ 4.50	**$ 4.50**
Subsequent Pages	Per page	Y	1	$ 0.40	**$ 0.40**
ELECTRONIC LODGEMENT					
• A4 or less per page	Per sheet	Y	1	$ 3.00	**$ 3.00**
• A3 or larger per page	Per sheet	Y	1	$ 25.00	**$ 25.00**
Laminating Maps and Plans					
• AO (per sheet)	Each	Y	1	$ 30.00	**$ 30.00**
• A1 (per sheet)	Each	Y	1	$ 25.00	**$ 25.00**
• A2 (per sheet)	Each	Y	1	$ 15.00	**$ 15.00**
• A3 (per sheet)	Each	Y	1	$ 10.00	**$ 10.00**
• A4 (per sheet)	Each	Y	1	$ 9.00	**$ 9.00**
Rates and Charges Certificate (Section 603)					
• Section 603 Certificate	Per certificate	N	2	$ 95.00	**$ 100.00**
• Section 603 Certificate – urgent 1 day processing additional fee	Per certificate	Y	1	$ 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	**$ 35.00**
Per hour of employee time after 20hrs	Per application /Per hour	N	2	$ 35.00	**$ 35.00**
ACCESS BY PERSONS OR CORPORATIONS REGARDING NON-PERSONAL AFFAIRS					
Application Fee - Includes the 1st hour of employee time	Per application	N	1	$ 35.00	**$ 35.00**
Processing charge after the first hour	Per hour	N	1	$ 35.00	**$ 35.00**
Internal Review of Refusal of Access	Per application	N	1	$ 45.00	**$ 45.00**

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

Function/Activity	Unit of Measure	GST	Code	Total Charge 2023/2024	Total Charge 2024/2025
Records Search fee					
Records search fee including minor photocopying, scanning and printing	Per Search	Y	1	$ 35.00	**$ 35.00**
Classification of Public Land					
Section 54 Certificate - Local Government Act 1993, Classification of public land application fee	Per application	N	1	$ 75.00	**$ 75.00**
ROADS					
Roads Fees (Section 138)					
Section 138 Application fee (Traffic Control Plan is supplied by applicant)	Per application	N	1	$ 183.00	**$ 190.00**
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	1	$ 66.00	**$ 68.00**
Section 138 Application fee (when TCP is to be designed by Council)	Per application	N	1	$ 503.00	**$ 524.00**
Section 138 Application - additional urgent processing fee (where permit is required within two days from application	Per application	N	1	$ 114.00	**$ 119.00**
Section 138 Application - re-inspection fee	Per application	N	1	$ 80.00	**$ 83.00**
Section 138 Application for retrospective approval	Per application	N	1	$ 582.00	**$ 606.00**
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	1	$ 162.00	**$ 170.00**
Advertising fee	Each	Y	1	$ 135.00	**$ 140.00**
Notification fee	Each	Y	1	$ 135.00	**$ 140.00**
Annual rent fee	Per road	Y	1	3% of current land value	**3% of current land value**
Traffic Control Plan					
Prepare and Print Traffic Control Plan (TCP)	Each	Y	1	$ 311.00	**$ 324.00**
Roads - Public Events					
Road Event Permit (Roads Act 1993 - Div. 4, Cl 144)	Each	Y	1	$ 127.00	**$ 132.00**
Resident notification for road event	Each	Y	1	$ 441.00	**$ 459.00**

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

Function/Activity	Unit of Measure	GST	Code	Total Charge 2023/2024	Total Charge 2024/2025
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	$ 170.00	**$ 177.00**
Annual Renewal	Each	N	I	$ 114.00	**$ 119.00**
Construction/Maintenance Bond	Each	N	I	$ 5,195.00	**$ 5,408.00**
CROWN RESERVES MANAGED BY COUNCIL					
Native Title assessment of proposed future act	Each	Y	I	$270.00 per hour (Minimum $1,000)	**$281.00 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	$ 306.00	**$ 319.00**
ENVIRONMENTAL SERVICES					
Approval Fees (Local Government Act)					
APPLICATION FEE FOR APPROVALS UNDER SECTION 68					
Solid Fuel Heating Appliance Approval Application fee	Per application	N	I	$ 305.00	**$ 317.50**
AMUSEMENT DEVICES (SHOWS, FAIRS, FUNCTIONS)					
All amusement devices	Per device	N	I	$ 57.00	**$ 59.50**
Inspection fee	Per inspection	N	I	$ 194.00	**$ 201.50**
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	$ 495.00	**$ 515.50**
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	$ 1,155.00	**$ 1,202.50**
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	$ 194.00	**$ 201.50**

Code for Fees and Charges	
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Function/Activity	Unit of Measure	GST	Code	Total Charge 2023/2024	Total Charge 2024/2025
INSTALL TEMPORARY STRUCTURE					
Install a temporary structure on land	Per approval	N	1	$ 305.00	**$ 317.50**
Inspection fee	Per inspection	N	1	$ 194.00	**$ 201.50**
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	1	$ 305.00	**$ 317.50**
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	1	$ 64.00	**$ 68.00**
Inspection fee	Per inspection	N	1	$ 194.00	**$ 201.50**
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	1	$ 305.00	**$ 317.50**
Annual renewal fee for existing approval to engage in a trade or business on community land.	Per year	N	1	$ 64.00	**$ 68.00**
Inspection fee	Per inspection	N	1	$ 194.00	**$ 201.50**
WASTE STORAGE CONTAINER					
Place a waste storage container in a public place - application fee	Per application	N	1	$ 305.00	**$ 317.50**
BUSKING					
Play a musical instrument or sing on community land for fee or reward -application fee	Per application	N	1	$ 29.00	**$ 30.00**
CARAVAN PARK/MANUFACTURED HOME ESTATE APPROVAL FEES					
Minimum fee	Each	N	1	$ 194.00	**$ 201.95**
Application for Approval – per site	Per site	N	1	$ 11.85	**$ 12.50**
Renewal fee – per site	Per site	N	1	$ 7.10	**$ 7.50**
Annual Compliance Inspection – per site	Per site	N	1	$ 7.10	**$ 7.50**
Inspection other than annual inspection including reinspection for non compliance – per half hour or part thereof	Per $^{1}/_{2}$ hour of inspection	N	1	$ 194.00	**$ 201.50**

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2023/2024	Total Charge 2024/2025
PLUMBING AND DRAINAGE					
Plumbing and Drainage Approval Permit - includes one inspection	Per approval	N	1	$ 305.00	$ **317.50**
Plumbing and Drainage Approval Permit - minor alterations and repairs	Per approval	N	1	$ 64.00	$ **68.00**
Inspection fee	Per inspection	N	1	$ 194.00	$ **201.50**
ON-SITE SEWERAGE MANAGEMENT SYSTEMS					
Application to install new OSSM - includes one inspection	Per application	N	1	$ 305.00	$ **317.50**
Alteration to Existing Approved On-Site Sewerage Management	Per application	N	1	$ 64.00	$ **68.00**
Application for Approval to Operate Existing On-Site Sewerage Management	Per application	N	1	$ 64.00	$ **68.00**
Registration of existing approved On-Site Sewerage Management	Per application	N	1	$ 64.00	$ **68.00**
Inspection fee to verify compliance of existing system and/or additional inspections	Per inspection	N	1	$ 194.00	$ **201.50**
ADDITIONAL INSPECTION FEE					
Additional inspection fee for compliance inspections relating to Section 68 approvals	Per inspection	N	1	$ 194.00	$ **201.50**
MORTUARY/UNDERTAKERS					
Application to Operate a Mortuary/Undertakers Business	Per application	N	1	$ 305.00	$ **317.50**
Inspection fee	Per inspection	N	1	$ 194.00	$ **201.50**
OTHER					
Other S68 Approval not listed	Per application	N	1	$ 305.00	$ **317.50**
Modification of application for S68 Approval (other than moveable/transportable dwelling)	Per application	N	1	$ 52.30	$ **55.00**
Inspection fee	Per inspection	N	1	$ 194.00	$ **201.50**
Miscellaneous Environmental Service Fees					
SECTION 608 FEE FOR ADVICE/SERVICE					
Fee for Advice/Service	Per service	Y	1	$ 126.00	$ **132.00**
Fee for Service (inspection required)	Per inspection	Y	1	$ 194.00	$ **201.50**
File Retrieval/Inspection Fee	Per retrieval or inspection	Y	1	$ 30.00	$ **35.00**
DRAINAGE DIAGRAMS					
Solicitor enquiries	Per property	N	1	New charge	$ **125.00**
Urgency fee	Per property	N	1	New charge	$ **50.00**
Reinspection fee (of works)	Per property	N	1	New charge	$ **50.00**

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2023/2024	Total Charge 2024/2025
Reinspection fee (due to no access)	Per property	N	1	New charge	$ 125.00
Copy of Drainage Diagram for building purposes	Per property	Y	1	$ 49.00	$ 50.00
RURAL ADDRESSING					
Rural Addressing Application including one plate	Each	Y	1	$ 126.00	$ 132.00
Rural Addressing additional plate	Each	Y	1	$ 47.00	$ 50.00
FOOD SERVICES					
Food Premises Annual Administration Fee (only where inspection of premises carried out)	Per annum	N	3	$ 82.00	TBA
Inspection Fee (minimum charge half hour)	Per hour	N	3	$ 284.00	TBA
Re-inspection	Per re-inspection	N	3	$ 147.00	TBA
Improvement notice fee	Per notice	N	2	$ 330.00	TBA
Mobile food premises annual registration and inspection fee	Per hour	N	3	$ 188.00	TBA
PUBLIC HEALTH ACT					
Compliance inspection fee for premises regulated under Public Health Act. E.g. skin penetration premises, cooling tower systems	Per inspection	N	1	$ 194.00	$ 201.50
Annual inspection of hairdresser premises	Per inspection	N	1	New charge	$ 98.00
Notification of skin penetration premises	Per application	N	2	$ 105.00	$ 105.00
Notification of installation of water-cooling and warm-water systems	Per application	N	2	$ 120.00	$ 120.00
Notification of public swimming pools and spas	Per application	N	2	$ 105.00	$ 105.00
Testing of commercial swimming pools	Per test	N	1	POA	POA
Testing of private drinking water supplies	Per test	N	1	POA	POA
Improvement notice or prohibition order given to occupier of premises at which there is a regulated system	Per notice / order	N	2	New charge	$ 635.00
Improvement notice or prohibition order in any other case	Per notice / order	N	2	New charge	$ 295.00
Reinspection of premises subject to prohibition order	Per hour	N	2	New charge	$ 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

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• First inspection since a certificate of compliance in relation to the premises ceased to be valid	Per inspection	Y	2	$ 150.00	**$ 150.00**
• Subsequent inspections since a certificate of compliance in relation to the premises ceased to be valid	Per inspection	Y	2	$ 100.00	**$ 100.00**
Registration of a swimming pool or spa	Per application	Y	2	$ 10.00	**$ 10.00**
Animals - Companion Animals Act					
ANIMAL REGISTRATION					
Dog - desexed by relevant age	Per animal	N	2	$ 75.00	**TBA**
Dog - desexed by relevant age - owned by eligible pensioner	Per animal	N	2	$ 32.00	**TBA**
Dog - desexed - sold by pound/shelter	Per animal	N	2	No Charge	**TBA**
Dog - not desexed or desexed after relevant age	Per animal	N	2	$ 252.00	**TBA**
Dog - not desexed due to medical condition, or owned by a recognised breeder	Per animal	N	2	$ 75.00	**TBA**
Assistance animals, working dogs, and dogs in service of the State	Per animal	N	2	No Charge	**TBA**
Cat - desexed or not desexed	Per animal	N	2	$ 65.00	**TBA**
Cat - desexed or not desexed - owned by eligible pensioner	Per animal	N	2	$ 32.00	**TBA**
Cat - desexed - sold by pound/shelter	Per animal	N	2	No Charge	**TBA**
Registration late fee	Per animal	N	2	$ 21.00	**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	$ 92.00	**TBA**
Dangerous dog	Per animal	N	2	$ 221.00	**TBA**
Restricted dog	Per animal	N	2	$ 221.00	**TBA**
Permit late fee	Per animal	N	2	$ 21.00	**TBA**

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OTHER					
Dangerous/Restricted Dog Sign	Per sign	Y	1	$ 29.00	**$ 30.00**
Dangerous/Restricted Dog Collar:					
• Small - 25mm x 450mm	Per collar	Y	1	$ 41.00	**$ 42.50**
• Medium - 40mm x 530mm	Per collar	Y	1	$ 46.00	**$ 48.00**
• Large - 50mm x 650mm	Per collar	Y	1	$ 52.00	**$ 54.15**
• X-Large - 50mm x 850mm	Per collar	Y	1	$ 59.00	**$ 61.50**
Compliance Certificate Dangerous/Restricted Dog Enclosure	Per animal	N	1	$ 150.00	**$ 156.50**
POUND RELEASE FEES					
Cat Traps	Per trap – refundable deposit only	Y	1	$ 84.00	**$ 87.50**
Dog/Cat (first time)	Per animal	N	1	$ 17.25	**$ 18.00**
Second or subsequent time in a 12 month period	Per animal	N	1	$ 33.40	**$ 35.00**
Sustenance per day impounded-Dog/Cat	Per animal per day	N	1	$ 8.00	**$ 8.50**
Conveyance of animals to pound	Per animal	N	1	At cost	**At cost**
Microchip fee (cat/dog) - excluding registration	Per animal	N	1	$ 44.00	**$ 45.80**
Microchip fee (cat/dog) - excluding registration - performed by vet	Per animal	N	1	As per vet - full cost recovery	**As per vet - full cost recovery**
Public Spaces (Unattended Property) Act 2021					
Large Animals	Per animal	N	1	$ 81.00	**$ 84.25**
Sheep, goats, pigs & similar size animals	Per animal	N	1	$ 17.80	**$ 18.50**
Sustenance per day impounded - horses & cattle	Per animal per day	N	1	At cost	**At cost**
Sustenance per day impounded - sheep, goats, pigs	Per animal per day	N	1	At cost	**At cost**
Conveyance of animals to pound	Per animal	N	1	At cost	**At cost**
Release impounded shopping trolleys	Per trolley	N	1	$ 67.00	**$ 69.75**
Release items other than livestock (miscellaneous)	Per item	N	1	$ 10.00	**$ 10.50**
Vehicle Impounding Fee	Per vehicle	N	1	Full cost recovery	**Full cost recovery**
For release of article (not a vehicle)	Per article	N	1	$ 67.00	**$ 69.75**

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Protection of the Environment - Operations Act 1997					
Administrative cost of prepare and giving clean up notice Clause 94	Per notice	N	2	$ 785.00	**$ 803.00**
Administrative cost of prepare and giving prevention notice Clause 100	Per notice	N	2	$ 785.00	**$ 803.00**
Administrative cost of prepare and giving noise control notice Clause 267A	Per notice	N	2	$ 785.00	**$ 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	$ 138.00	**$ 144.00**
$5,001–$50,000	Per application	N	2	$212, plus an additional $3 for each $1,000 (or part of $1,000) over $5,000.	**$220, plus an additional $3 for each $1,000 (or part of $1,000) over $5,000.**
$50,001–$250,000	Per application	N	2	$442 plus an additional $3.64 for each $1,000 (or part of $1,000) over $50,000	**$459 plus an additional $3.64 for each $1,000 (or part of $1,000) over $50,000**
$250,001–$500,000	Per application	N	2	$1,455 plus an additional $2.34 for each $1,000 (or part of $1,000) over $250,000	**$1,510 plus an additional $2.34 for each $1,000 (or part of $1,000) over $250,000**
$500,001–$1,000,000	Per application	N	2	$2,189 plus an additional $1.64 for each $1,000 (or part of $1,000) over $500,000	**$2,272 plus an additional $1.64 for each $1,000 (or part of $1,000) over $500,000**

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$1,000,001–$10,000,000	Per application	N	2	$3,280 plus an additional $1.44 for each $1,000 (or part of $1,000) over $1,000,000	**$3,404 plus an additional $1.44 for each $1,000 (or part of $1,000) over $1,000,000**
More than $10,000,000	Per application	N	2	$19,915 plus an additional $1.19 for each $1,000 (or part of $1,000) over $10,000,000	**$20,667 plus an additional $1.19 for each $1,000 (or part of $1,000) over $10,000,000**
Outdoor Advertisement	Per application	N	2	$357 including one advertisement plus $93 for each additional advertisement	**$371 including one advertisement plus $93 for each additional advertisement**
Dwelling House $100,000 or less - maximum fee payable	Per application	N	2	$ 571.00	**$ 592.00**
Additional fee for a DA or modification application that is referred to a Design Review Panel for advice	Per application	N	2	$ 3,763.00	**$ 3,905.00**
Development being change of use (**NOT** involving the erection of a building, **NOT** involving the carrying out of a work, **NOT** involving the subdivision of land or **NOT** involving the demolition of a building or work)	Per application	N	2	$ 357.00	**$ 371.00**
SUBDIVISION FEES					
Subdivision of land involving opening of public road	Per application	N	2	$ 833.00	**$ 865.00**
Plus per each additional lot created	Per application	N	2	$ 65.00	**$ 65.00**
Subdivision of land not involving opening of public road	Per application	N	2	$ 414.00	**$ 430.00**
Plus per each additional lot created	Per application	N	2	$ 53.00	**$ 53.00**

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Subdivision of land for Strata Title	Per application	N	2	$ 414.00	**$ 430.00**
Plus per each additional lot created	Per application	N	2	$ 65.00	**$ 65.00**
NOTE: For example, a plan of subdivision that provides for 5 lots over land that has previously comprised 2 lots will result in the creation of 3 additional lots, and so attract a fee that includes a base amount of $833 or $414, as the case requires, together with a further amount of $65 or $53, as the case requires, for each of the 3 additional lots.					
Subdivision Certificate Application	Per application	N	1	$ 218.00	**$ 227.00**
Plus per each additional lot created	Per lot per application	N	1	$ 27.00	**$ 28.25**
Signing of Plans of Consolidation & other plans not requiring Subdivision Certificate	Per plan	N	1	$ 218.00	**$ 227.00**
COMPLIANCE CERTIFICATE FEES (INCLUDING SUBDIVISION)					
per inspection required determined by PCA					
1. Water	Per certificate / inspection	Y	1	$ 84.00	**$ 87.50**
2. Sewer	Per certificate / inspection	Y	1	$ 84.00	**$ 87.50**
3. Roads, kerb & gutter, Footpath	Per certificate / inspection	Y	1	$ 84.00	**$ 87.50**
4. Access	Per certificate / inspection	Y	1	$ 84.00	**$ 87.50**
5. Drainage	Per certificate / inspection	Y	1	$ 84.00	**$ 87.50**
FEES FOR ADVERTISING OF DEVELOPMENT					
Advertising Fee for Designated Development	Per application	N	2	$ 2,785.00	**$ 2,890.00**
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 $1,385	**At cost, to a maximum of $1,438**
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 $1,385	**At cost, to a maximum of $1,438**

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Advertising Fee for Prohibited Development	Per application	N	2	$ 1,385.00	**$ 1,438.00**
Giving of notice for other development for which a community participation plan requires notice to be given	Per application	N	2	$ 1,385.00	**$ 1,438.00**
Giving of notice for nominated integrated development, threatened species development or Class 1 aquaculture development	Per application	N	2	$ 1,385.00	**$ 1,438.00**
Neighbour notification of Development where Advertising is not required	Per Application	N	3	$ 123.50	**$ 129.00**
ADDITIONAL FEES FOR APPROVALS REQUIRING REFERRAL					
Designated Development additional fee (in addition to DA fee and other applicable fees)	Per certificate / inspection	N	2	$ 1,154.00	**$ 1,198.00**
Additional fee for application requiring Concurrence Referral	Per concurrence	N	2	$ 176.00	**$ 183.00**
Concurrence fee payable to a Concurrence Authority	Per concurrence	N	2	$ 401.00	**$ 416.00**
Additional fee for application requiring Integrated Referral	Per integrated approval	N	2	$ 176.00	**$ 183.00**
Integrated Authority approval fee payable to Integrated Approval Authority	Per integrated approval	N	2	$ 401.00	**$ 416.00**
Additional fee for development application that is referred to design review panel for advice	Per referral	N	2	$ 3,763.00	**$ 3,905.00**

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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	$ 69.00	**$ 71.00**
$5,001–$250,000	Per application	N	2	$107 plus an additional $1.50 for each $1,000 (or part of $1,000) over $5,000	**$111 plus an additional $1.50 for each $1,000 (or part of $1,000) over $5,000**
$250,001–$500,000	Per application	N	2	$628 plus an additional $0.85 for each $1,000 (or part of $1,000) over $250,000	**$651 plus an additional $0.85 for each $1,000 (or part of $1,000) over $250,000**
$500,001–$1,000,000	Per application	N	2	$894 plus an additional $0.50 for each $1,000 (or part of $1,000) over $500,000	**$927 plus an additional $0.50 for each $1,000 (or part of $1,000) over $500,000**
$1,000,001–$10,000,000	Per application	N	2	$1,238 plus an additional $0.40 for each $1,000 (or part of $1,000) over $1,000,000	**$1,285 plus an additional $0.40 for each $1,000 (or part of $1,000) over $1,000,000**

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More than $10,000,000	Per application	N	2	$5,943 plus an additional $0.27 for each $1,000 (or part of $1,000) over $10,000,000	**$6,167 plus an additional $0.27 for each $1,000 (or part of $1,000) over $10,000,000**
Appeal against determination of modification under section 8.9 of the Act	Per application	N	2	50% of the original fee	**50% of the original DA fee paid**
Review change of use application	Per application	N	2	50% of the original fee	**50% of the original DA fee paid**
Application for review of development application not involving the erection of a building, the carrying out of work or the demolition of a work or building under section 8.3 of the Act	Per application	N	2	50% of the original DA fee paid	**50% of the original DA fee paid**
Review of Development Application for Dwelling House <$100,000	Per application	N	2	$ 238.00	**$ 247.00**
Additional amount if notice of the application is required to be given under section 8.3 of the Act	Per application	N	2	Not more than $778	**Not more than $807**
REVIEW OF DECISION TO REJECT DEVELOPMENT APPLICATION					
If estimated cost of DA is less than $100,000	Per application	N	2	$ 69.00	**$ 71.00**
If estimated cost of DA is from $100,000 to $1,000,000	Per application	N	2	$ 188.00	**$ 195.00**
If estimated cost of DA is more than $1,000,000	Per application	N	2	$ 313.00	**$ 325.00**

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FEE FOR APPLICATION TO MODIFY A CONSENT FOR LOCAL DEVELOPMENT					
Modification for Dwelling house <$100,000	Per application	N	2	$ 238.00	**$ 247.00**
Modifications involving minor error, misdescription or miscalculation 4.55(1)	Per application	N	2	$ 89.00	**$ 92.00**
Application for modifications involving minimal environmental impact and the development to which the consent as modified relates is substantially the same development as the development for which the consent was originally granted 4.55(1A) or 4.56(1)	Per application	N	2	$809 or 50% of the fee for the original development application fee, whichever is the lesser	**$839 or 50% of the fee for the original development application fee, whichever is the lesser**
Application for modification which, in the opinion of the consent authority, is not of minimal environmental impact. Where the original fee for the original application was less than $100 4.55(2) or 4.56(1)	Per application	N	2	50% of original fee	**50% of original fee**
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	$ 238.00	**$ 247.00**
Modification application under the Act, section 4.55(2) or 4.56(1) that does not, in the consent authority's opinion, involve minimal environmental impact, if the fee for the original application was 1 fee unit or more and the application relates to an original development application, other than an original development application specified in item 4.3 or 4.4, with an estimated cost of development of—					

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2023/2024	Total Charge 2024/2025
Up to $5,000		N	2	$ 69.00	**$ 71.00**
$5,001–$250,000	Per application	N	2	$106 plus an additional $1.50 for each $1,000 (or part of $1,000) over $5,000	**$110 plus an additional $1.50 for each $1,000 (or part of $1,000) over $5,000**
$250,001–$500,000	Per application	N	2	$628 plus an additional $0.85 for each $1,000 (or part of $1,000) over $250,000	**$651 plus an additional $0.85 for each $1,000 (or part of $1,000) over $250,000**
$500,001–$1,000,000	Per application	N	2	$899 plus an additional $0.50 for each $1,000 (or part of $1,000) over $500,000	**$927 plus an additional $0.50 for each $1,000 (or part of $1,000) over $500,000**
$1,000,001–$10,000,000	Per application	N	2	$1,238 plus an additional $0.40 for each $1,000 (or part of $1,000) over $1,000,000	**$1,285 plus an additional $0.40 for each $1,000 (or part of $1,000) over $1,000,000**
More than $10,000,000	Per application	N	2	$5,943 plus an additional $0.27 for each $1,000 (or part of $1,000) over $10,000,000	**$6,167 plus an additional $0.27 for each $1,000 (or part of $1,000) over $10,000,000**
Plus an additional amount if notification or advertising of the modification is required to be given under section 4.55(2) or 4.56(1) of the EPAA	Per application	N	2	$ 835.00	**$ 866.00**

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Plus an additional fee if the modification application is accompanied by statement of qualified designer	Per application	N	2	$ 954.00	**$ 990.00**
Plus an additional fee if the modification application is referred to design review panel for advice	Per application	N	2	$ 3,763.00	**$ 3,905.00**
Plus an additional fee for modification of consent for residential apartment buildings where Clause 102 EPAR 2021 applies	Per application	N	2	$ 953.00	**$ 988.00**
COMPLYING DEVELOPMENT CERTIFICATE (CDC) ASSESSMENT FEE					
Complying Development Certificate fee	Per certificate	Y	1	$181.00 plus equivalent CC fees	**$188.50 plus equivalent CC fees**
Administration Fee - Charged for assessment of the Complying Development Certificate (CDC) if it is withdrawn.	Per withdrawn certificate	Y	1	$ 125.00	**$ 130.15**
If the CDC is refused then all fees will be retained.					
COMPLYING DEVELOPMENT MODIFICATION FEE					
Complying Development Certificate Modification Fee	Per certificate	Y	1	50% of original fees	**50% of original fees**
CONSTRUCTION CERTIFICATE ASSESSMENT FEE					
Base fee - cost up to $5,000	Per certification	Y	1	$ 121.00	**$ 125.96**
• Plus each additional $1,000 over $5,000 up to $100,000	Per $1,000	Y	1	$ 7.92	**$ 8.24**
• Plus each additional $1,000 over $100,000 up to $250,000	Per $1,000	Y	1	$ 4.04	**$ 4.21**
• Plus each additional $1,000 over $250,000	Per $1,000	Y	1	$ 2.12	**$ 2.21**
CONSTRUCTION CERTIFICATE MODIFICATION FEE					
Minor amendment	Per application	Y	1	50% of original fees	**$ 125.00**
All other amendments	Per application	Y	1	New charge	**50% of original fees with a minimum charge of $180.00**

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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	1	$ 194.00	**$ 201.50**
Inspection carried out on behalf of PCA (excludes Occupation Certificate - refer to Occupation Certificate Fee)	Per inspection	Y	1	$ 370.00	**$ 385.50**
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	1	New charge	**$ 960.55**
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	1	$ 600.00	**$ 625.00**
Class 2 - 9 buildings and larger additions to Class 1a Buildings i.e. larger residential additions, commercial and industrial development	Per development	Y	1	$ 1,201.00	**$ 1,250.50**

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PLANNING PROPOSAL					
Pre-lodgement consultation	Per proposal	N	I	$ 314.00	**No Charge**
Local Environmental Plans & Development Control Plans **Strategic Planning - Planning Proposals** **Basic Planning Proposal** A basic planning proposal refers to any one or more of the following proposed LEP amendment types, including an amendment: -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: 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 b) address matters in the principal instrument that are of a consequential, transitional, machinery or other minor nature, and/or 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.					
Lodgement	Per application	N	I	New charge	**$ 4,000.00**

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Submission to gateway	Per application	N	I	New charge	$ 6,000.00
Exhibition through to finalisation	Per application	N	I	New charge	$ 5,000.00
Standard Planning Proposal A standard planning proposal refers to any one or more of the following proposed LEP amendment types, including an amendment: - 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	New charge	$ 8,000.00
Submission to gateway	Per application	N	I	New charge	$ 16,000.00
Exhibition through to finalisation	Per application	N	I	New charge	$ 11,000.00
Complex Planning Proposal A complex planning proposal refers to any one or more of the following proposed LEP amendment types, including an amendment: - 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	New charge	$ 15,000.00
Submission to gateway	Per application	N	I	New charge	$ 20,000.00
Exhibition through to finalisation	Per application	N	I	New charge	$ 14,000.00

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PLANNING AGREEMENTS					
Negotiation and Assessment	Per application	N	1	New charge	$ 1,000.00
Public consultation and notification	Per application	N	1	New charge	$ 1,000.00
Council reporting, finalisation and registration	Per application	N	1	New charge	$ 1,000.00
Legal costs to Council	Per application	N	1	New charge	At cost
DEVELOPMENT CONTROL PLANS					
Change of DCP map to amend the development potential of specific land - per application	Per application	N	1	New charge	$ 4,951.10
Comprehensive DCP (current)	Per application	N	1	New charge	$ 586.00
DCP extracts (per chapter)	Per application	N	1	New charge	$ 50.55
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	$ 67.00	$ 69.00
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	$ 101.00	$ 105.00
Section 121ZP / 735A (Outstanding Notice)	Per application	N	1	$ 103.00	$ 107.25
Plus where a certificate requires a site inspection	Per inspection	Y	1	$ 194.00	$ 201.50
Plus urgency fee	per application	Y	1	New charge	$ 70.00
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	1	$ 279.00	$ 290.50
Any other class of Building not exceeding 200m2	Per building	N	1	$ 279.00	$ 290.50
ANY OTHER CLASS OF BUILDING EXCEEDING 200M^2 BUT NOT EXCEEDING 2,000M^2					
• base fee	Per application	N	1	$ 279.00	$ 290.50
• **plus** per m^2 over 200m^2	Per m^2	N	1	$ 0.56	$ 0.58

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ANY OTHER CLASS OF BUILDING EXCEEDING 2,000M^2					
• base fee	Per application	N	1	$ 1,300.00	**$ 1,353.50**
• **plus** per m^2 over 2,000m^2	Per m^2	N	1	$ 0.09	**$ 0.09**
Subsequent Inspections	Per inspection	N	1	$ 113.00	**$ 118.00**
Copy of Building Certificate	Per copy	N	1	$ 16.15	**$ 16.85**
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	$ 66.00	**$ 69.00**
Where required consent not obtained previously, Construction Certificates and Development Application Fees apply in addition to Building Information certificate Fees	Per application	N	1	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	1	$ 45.00	**$ 46.85**
FEE FOR LODGEMENT OF PART 6 CERTIFICATES					
• construction certificate-per certificate	Per certificate	N	1	$ 45.00	**$ 46.85**
• occupation certificate-per certificate	Per certificate	N	1	$ 45.00	**$ 46.85**
• subdivision certificate-per certificate	Per certificate	N	1	$ 45.00	**$ 46.85**
ASSESSMENT OF ALTERNATIVE SOLUTION					
per performance clause-not fire	Per performance clause	Y	1	$ 194.00	**$ 201.50**
FIRE SAFETY CERTIFICATES & STATEMENT LODGEMENT FEES					
Lodgement/registration of essential service certificates	Per lodgement /registration	N	1	$ 43.00	**$ 44.75**
Registration of Fire Safety Statement	Per registration	N	1	$ 27.00	**$ 28.10**
Drafting of Fire Safety Schedule for existing class 2-9 buildings	Per schedule	Y	1	$ 43.00	**$ 44.75**
Fire Safety Audit	Per audit	Y	1	$ 192.00	**$ 199.85**

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SUBDIVISION WORKS CERTIFICATE					
WATER					
Water quality facility or constructed wetland or on-sit stormwater detention basin	Per lot	Y	1	$ 11.50	**$ 12.00**
Water mains - pipes	Per lineal metre	Y	1	$ 8.70	**$ 9.00**
Water mains - structures (pumps, tanks, hydrants)	Per structure	Y	1	$ 114.30	**$ 119.00**
STORMWATER					
Trunk stormwater drainage culvert structure (minimum twin cell 1,200mm diameter)	Per structure	Y	1	$ 114.30	**$ 119.00**
Stormwater drainage pipes (excluding inter-allotment drainage)	Per lineal metre	Y	1	$ 8.70	**$ 9.00**
Stormwater drainage pits, headwalls and gross pollutant traps (excluding inter-allotment drainage)	Per structure	Y	1	$ 11.50	**$ 12.00**
Inter-allotment drainage	Per lineal metre	Y	1	$ 2.90	**$ 3.00**
SEWER					
Sewer mains - pipes	Per lineal metre	Y	1	$ 8.70	**$ 9.00**
Sewer mains - structures (manholes, pumps, junctions)	Per structure	Y	1	$ 11.50	**$ 12.00**
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	1	$ 11.50	**$ 12.00**
Full road construction including kerb and gutter (excluding stormwater drainage and concrete paths)	Per lineal metre	Y	1	$ 14.40	**$ 15.00**
Full road construction - rural roads with table drains or similar including private access roads	Per lineal metre	Y	1	$ 5.80	**$ 6.00**
MISCELLANEOUS					
Earthworks where separate Construction Certificate is required - lot greater than 750m^2	Per lot	Y	1	$55.50 per lot (minimum $200)	**$57.80 per lot (minimum $200)**
Additional compliance inspections - where reinspection is required	Per inspection	Y	1	$ 182.00	**$ 189.00**
Additional design assessment including updating details in the Construction Certificate or civil design considerations	Per hour	Y	1	$ 138.50	**$ 144.00**
Additional fees - depending on extent, scope and number of assessments required. Additional fees range from 5% to 50% of initial fee	Per application	Y	1	By Quote	**By Quote**

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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	1	$ 5.00	**$ 5.20**
Minimum charge - mixed greens/leaves, branches	Sulo Bin	Y	1	$ 6.00	**$ 6.20**
Ute / single axle trailer (up to 7x4)	1/2 Load	Y	1	$ 11.00	**$ 11.50**
Ute / single axle trailer (up to 7x4)	Full load	Y	1	$ 22.00	**$ 23.00**
Large truck / commercial / dual axle trailer	Per tonne	Y	1	$100.00 (minimum charge $11.00)	**$104.50 (minimum charge $11.50)**
Large tree trunks / roots	Per tonne	Y	1	$150.00 (minimum charge $22.00)	**$156.00 (minimum charge $23.00)**
FILL					
Clean fill (topsoil/garden soil - no stone or rock)	Per tonne	Y	1	$ 10.00	**$ 10.40**
Inert fill (topsoil/clay - with brick/glass/timber or rock)	Per tonne	Y	1	$50.00 (minimum charge $10.00)	**$52.00 (minimum charge $10.40)**
Restricted contaminated solid waste	Per tonne	Y	1	$ 350.00	**$ 365.00**

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RESIDENTIAL					
Minimum charge (per bin over weighbridge)	Per Bin	Y	1	$ 8.00	**$ 8.30**
Ute / single axle trailer (up to 7x4)	1/2 Load	Y	1	$ 25.00	**$ 26.00**
Ute / single axle trailer (up to 7x4)	Full load	Y	1	$ 50.00	**$ 52.00**
Large truck / commercial mixed waste	Per tonne	Y	1	$ 167.00	**$ 174.50**
Council garbage truck	Per tonne	Y	1	$ 167.00	**$ 174.50**
Document Security Disposal	Minimum charge	Y	1	$ 30.00	**$ 31.30**
Mattress (single)	Per unit	Y	1	$ 15.00	**$ 15.60**
Mattress (double and larger)	Per unit	Y	1	$ 30.00	**$ 31.30**
COMMERCIAL WASTE - 240L MGB HIRE					
Event bin hire per 240L MGB (includes hire / collection / waste disposal)	Per MGB	Y	1	$ 20.00	**$ 20.90**
Bin Hire (waste charges not included)	Per MGB	Y	1	$ 6.80	**$ 7.10**
Drop off / collection fee out of town limits	Per MGB	Y	1	$2.00 per kilometre out of town limits	**$2.10 per kilometre out of town limits**
TYRES					
Push bike	Per unit	Y	1	$ 5.00	**$ 5.20**
Motor bike or car	Per unit	Y	1	$ 20.00	**$ 20.90**
Light Truck or 4WD	Per unit	Y	1	$ 25.00	**$ 26.00**
Heavy truck	Per unit	Y	1	$ 40.00	**$ 41.80**
Tractor front / small	Per unit	Y	1	$ 40.00	**$ 41.80**
Tractor rear	Per unit	Y	1	$ 140.00	**$ 146.30**
Earthmoving up to 2m	Per unit	Y	1	$ 300.00	**$ 313.50**
TYRES - ON RIM					
Motor bike or car	Per unit	Y	1	$ 25.00	**$ 26.00**
Light Truck or 4WD	Per unit	Y	1	$ 30.00	**$ 31.30**
Heavy truck	Per unit	Y	1	$ 45.00	**$ 47.00**
Tractor front / small	Per unit	Y	1	$ 45.00	**$ 47.00**
Tractor rear	Per unit	Y	1	$ 150.00	**$ 156.70**
Earthmoving up to 2m	Per unit	Y	1	$ 310.00	**$ 324.00**

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METAL (CLEAN AND SEPARATED)					
Car Bodies	Each	Y	1	$ 50.00	**$ 52.00**
Car bodies with tyres, batteries and oil removed	Each	Y	1	No Charge	**No Charge**
Steel/black iron	Per tonne	Y	1	No Charge	**No Charge**
White goods	Per unit	Y	1	No Charge	**No Charge**
Fencing wire	Per tonne	Y	1	No Charge	**No Charge**
Steel drums	Each	Y	1	No Charge	**No Charge**
Steel tanks	Each	Y	1	No Charge	**No Charge**
BUILDING MATERIALS (CLEAN)					
Asbestos and asbestos contaminated material	Per tonne	Y	1	$ 400.00	**$ 418.00**
Asbestos contaminated material from one residential house (non-commercial purposes) up to 50 tonnes	First 50 tonnes	Y	1	$ 12,000.00	**$ 12,540.00**
Additional asbestos contaminated material from same residential home	Per tonne	Y	1	$ 167.00	**$ 174.50**
Builders waste mixed / bulk demolition	Per tonne	Y	1	$ 167.00	**$ 174.50**
Builders timber / pallets	Per tonne	Y	1	$ 167.00	**$ 174.50**
Bricks and/or concrete	Per tonne	Y	1	$ 120.00	**$ 125.40**
ANIMAL DISPOSAL					
Horses, cows and bulls	Per animal	Y	1	$ 70.00	**$ 73.00**
Calves and foals	Per animal	Y	1	$ 60.00	**$ 62.70**
Sheep, goats, deer, pigs, kangaroos etc.	Per animal	Y	1	$ 40.00	**$ 41.80**
Dogs, cats, possums	Per animal	Y	1	$ 15.00	**$ 15.70**
Offal	Per m3	Y	1	$ 30.00	**$ 31.30**
Bulk animal disposal	Per tonne	Y	1	$ 400.00	**$ 418.00**
Other Waste					
e-waste	Item	Y	1	No Charge	**No Charge**
All types of oils	Each	Y	1	No Charge	**No Charge**
Batteries (vehicles, cars etc.)	Each	Y	1	No Charge	**No Charge**
MGB Replacement Charges					
240 litre bin (New)	Per Bin	Y	1	$ 90.00	**$ 94.00**
120 litre bin (New)	Per Bin	Y	1	$ 90.00	**$ 94.00**

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Weighbridge Ticket					
Weighbridge Ticket	Each	Y	1	$ 25.00	$ **26.10**
DISCHARGE OF LIQUID TRADE WASTE TO SEWERAGE SYSTEM					
Application Fee					
Application fee	Per application	N	4	$ 103.00	$ **107.00**
Renewal fee	Per application	N	4	$ 51.00	$ **53.00**
Annual trade waste fee					
• Category 1 discharger	Per year	N	4	$ 113.50	$ **118.00**
• Category 2/2S discharger	Per year	N	4	$ 226.50	$ **236.00**
• Category 3 discharger	Per year	N	4	$ 761.50	$ **793.00**
Re-inspection Fee	Per re-inspection	N	4	$ 95.50	$ **99.00**
Trade Waste usage Charge	$/kL	N	4	$ 2.00	$ **2.08**
Trade Waste usage Charge for dischargers where appropriate pre-treatment facilities are not installed or maintained	$/kL	N	4	$ 17.50	$ **18.20**
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	$ 0.87	$ **0.91**
Alkali demand, pH<7	$/kg	N	4	$ 0.87	$ **0.91**
Aluminium	$/kg	N	4	$ 0.87	$ **0.91**
Ammonia (as N)	$/kg	N	4	$ 2.57	$ **2.68**
Arsenic	$/kg	N	4	$ 86.55	$ **90.10**
Barium	$/kg	N	4	$ 43.26	$ **45.03**
BOD	$/kg	N	4	$ 0.87	$ **0.91**
Boron	$/kg	N	4	$ 0.87	$ **0.91**
Bromine	$/kg	N	4	$ 17.31	$ **18.02**
Cadmium	$/kg	N	4	$ 399.50	$ **415.88**
Chloride	$/kg	N	4	$ 0.00	$ **0.00**

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2023/2024	Total Charge 2024/2025
Chlorinated Hydrocarbons	$/kg	N	4	$ 43.26	**$ 45.03**
Chlorinated Phenolics	$/kg	N	4	$ 1,730.62	**$ 1,801.58**
Chlorine	$/kg	N	4	$ 1.76	**$ 1.83**
Chromium	$/kg	N	4	$ 28.65	**$ 29.82**
Herbicides/Defoliants	$/kg	N	4	$ 859.47	**$ 894.71**
Cobalt	$/kg	N	4	$ 17.51	**$ 18.23**
Copper	$/kg	N	4	$ 17.51	**$ 18.23**
Cyanide	$/kg	N	4	$ 85.96	**$ 89.48**
Fluoride	$/kg	N	4	$ 4.30	**$ 4.48**
Formaldehyde	$/kg	N	4	$ 1.75	**$ 1.82**
Total Oil and Grease	$/kg	N	4	$ 1.54	**$ 1.60**
Iron	$/kg	N	4	$ 1.75	**$ 1.82**
Lead	$/kg	N	4	$ 42.97	**$ 44.73**
Lithium	$/kg	N	4	$ 8.59	**$ 8.94**
Manganese	$/kg	N	4	$ 8.59	**$ 8.94**
Mercaptans	$/kg	N	4	$ 85.96	**$ 89.48**
Mercury	$/kg	N	4	$ 2,864.93	**$ 2,982.39**
Methylene Blue Active Substances (MBAS)	$/kg	N	4	$ 0.86	**$ 0.90**
Molybdenum	$/kg	N	4	$ 0.86	**$ 0.90**
Nickel	$/kg	N	4	$ 28.65	**$ 29.82**
Total Kjeldahl Nitrogen	$/kg	N	4	$ 0.23	**$ 0.24**
Organoarsenic Compounds	$/kg	N	4	$ 859.47	**$ 894.71**
Pesticides General (excludes organochlorines and organophosphates)	$/kg	N	4	$ 859.47	**$ 894.71**
Petroleum Hydrocarbons (non-flammable)	$/kg	N	4	$ 2.86	**$ 2.98**
Phenolic Compounds (non-chlorinated)	$/kg	N	4	$ 8.59	**$ 8.94**
Total Phosphorous	$/kg	N	4	$ 1.75	**$ 1.82**
Polynuclear Aromatic Hydrocarbons (PAHs)	$/kg	N	4	$ 17.51	**$ 18.23**
Selenium	$/kg	N	4	$ 59.41	**$ 61.85**
Silver	$/kg	N	4	$ 1.58	**$ 1.64**

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Sulphate (SO4)	$/kg	N	4	$ 0.17	$ **0.18**
Sulphide	$/kg	N	4	$ 1.75	$ **1.82**
Sulphite	$/kg	N	4	$ 1.91	$ **1.99**
Suspended Solids	$/kg	N	4	$ 1.10	$ **1.15**
Thiosulphate	$/kg	N	4	$ 0.30	$ **0.31**
Tin	$/kg	N	4	$ 8.59	$ **8.94**
Total Dissolved Solids	$/kg	N	4	$ 0.06	$ **0.06**
Uranium	$/kg	N	4	$ 8.59	$ **8.94**
Zinc	$/kg	N	4	$ 17.51	$ **18.23**
Excess Mass Charges C Value for BOD>600mg/L (see section 3.5.5 of Council's policy 3.60)	C - Value	N	4	$ 0.87	$ **0.91**
Food waste disposal charge	per bed	N	4	$ 31.83	$ **33.14**
Non-compliance					
NON-COMPLIANCE CHARGES (See Section 3.5.7 of Council's Policy 3.60)					
Non-compliance pH charge	k value	N	4	$ 0.47	$ **0.49**
NON-COMPLIANCE EXCESS MASS CHARGE (Value as for excess mass charge)					
Discharge of stormwater to the sewerage system	$/kL	N	4	$ 17.56	$ **18.28**
Portable toilet waste	$/kL	N	4	$ 19.12	$ **19.90**
Septic tank and pan waste disposal charge (where accepted with prior arrangement from Council)	$/kL	N	4	$ 3.03	$ **3.15**
Septic tank sludge (where accepted with prior arrangement of Council)	$/kL	N	4	$ 25.56	$ **26.60**
CEMETERY					
COLUMBARIUM (ASHES ONLY)					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of Internment)	Each	Y	1	$ 466.00	$ **487.00**
Internment of Ashes: Includes niche for casket, installation and perpetual maintenance and including plaque (to a standard amount of inscription)	Each	Y	1	$ 735.00	$ **768.00**

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MEMORIAL TREE AND MEMORIAL GARDENS (ASHES ONLY)					
• Gardens to have maximum of two internments per niche.					
• Garden prices to include one vase and one plaque, upon second internment both internments to be on one plaque.					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of Internment)	Each	Y	1	$ 763.00	$ **797.00**
Internment of Ashes: reception and Internment of ashes if desired, perpetual maintenance and plaque (to a standard amount of inscription)	Each	Y	1	$ 1,100.00	$ **1,149.50**
Additional Internment(s) of Ashes: (Memorial Tree Portions A, B, C & D only) Existing tree – includes reception and Internment of ashes if desired, perpetual maintenance, and plaque (to a standard amount of inscription)	Each	Y	1	$ 755.00	$ **789.00**
LAWN SECTIONS					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of Internment)	Each	Y	1	$ 853.00	$ **891.00**
Internment Fee: Land for each grave, first Internment, perpetual maintenance, and large concrete headstone, and provision for and including bronze plaque (to a standard amount of inscription):					
• New Lawn/Old Lawn	Each	Y	1	$ 3,462.00	$ **3,617.00**
• Catholic Lawn Section (larger plaque)	Each	Y	1	$ 3,558.00	$ **3,718.00**
• Children's Lawn	Each	Y	1	$ 1,494.00	$ **1,561.00**
Internment of ashes in existing grave	Each	Y	1	$ 645.00	$ **674.00**
Extra depth (Below 1.6m to make provision for a second internment)	Each	Y	1	$ 475.00	$ **496.00**
Re-opening of grave for second internment and provision for and including bronze plaque (to a standard amount of inscription)	Each	Y	1	$ 1,516.00	$ **1,584.00**
Internment of ashes into new lawn plot	Each	Y	1	$ 2,787.00	$ **2,912.00**
MONUMENTAL GARDEN SECTION					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of internment)	Each	Y	1	$ 609.00	$ **636.00**
Internment Fee: Land for each grave, first internment, perpetual maintenance. Strict conditions apply to Monument Headstone Applications for this section.	Each	Y	1	$ 3,080.00	$ **3,218.00**
Extra depth (Below 1.6m to make provision for a second internment)	Each	Y	1	$ 475.00	$ **496.00**

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Re-opening of grave for second internment	Each	Y	1	$ 926.00	$ **967.00**
Internment of ashes into new plot include perpetual maintenance	Each	Y	1	$ 2,714.00	$ **2,836.00**
Internment of ashes into an existing grave	Each	Y	1	$ 645.00	$ **674.00**
MONUMENTAL SECTION & VILLAGES					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of internment)	Each	Y	1	$ 609.00	$ **636.00**
Internment fee: land for each grave, first internment, perpetual maintenance	Each	Y	1	$ 1,930.00	$ **2,016.00**
Extra depth (Below 1.6m to make provision for a second internment)	Each	Y	1	$ 475.00	$ **496.00**
Re-opening of grave for second internment	Each	Y	1	$ 926.00	$ **967.00**
Internment of Ashes - exclusive use includes land for each grave, first internment, perpetual maintenance	Each	Y	1	$ 1,508.00	$ **1,575.00**
Internment of Ashes into existing Grave	Each	Y	1	$ 645.00	$ **674.00**
SATURDAY & PUBLIC HOLIDAYS					
Lawn/Monumental Sections (Note: Additional payment over and above normal weekday Internment fee)	Each	Y	1	$ 1,335.00	$ **1,395.00**
Columbarium/Memorial Sections (Note: additional payment over and above normal weekday Internment fee)	Each	Y	1	$ 425.00	$ **444.00**
MONUMENT APPLICATIONS					
All applications to Council for approval	Each	N	1	$ 59.00	$ **61.60**
HEADSTONES					
Large concrete headstone	Each	Y	1	$ 169.00	$ **176.60**
Small concrete headstone	Each	Y	1	$ 72.00	$ **75.20**
PLAQUES					
Children's Lawn/Memorial/Tree/Columbarium Sections – 149mm x 111mm bronze die cast plaque – standard of nine lines inscription	Each	Y	1	$ 394.00	$ **411.50**
New Lawn/Old Lawn Sections – 254mm x 203mm bronze die cast plaque – standard of five lines inscription	Each	Y	1	$ 693.00	$ **724.00**
Catholic Lawn Section – 279mm x 381mm bronze die cast plaque – standard of eight lines inscription	Each	Y	1	$ 806.00	$ **842.00**
Refurbishment of bronze plaque (254x203mm)	Each	Y	1	$ 170.00	$ **177.60**

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ULTRA IMAGE PHOTOGRAPHS					
5x7	Each	Y	1	$ 328.00	$ **342.70**
7x9	Each	Y	1	$ 388.00	$ **405.40**
TRUE TO LIFE PHOTOGRAPHS					
5x7	Each	Y	1	$ 489.00	$ **511.00**
7x9	Each	Y	1	$ 523.00	$ **546.50**
COLOUR CERAMIC PHOTOGRAPHS					
5 x 7	Each	Y	1	$ 484.00	$ **505.70**
7 x 9	Each	Y	1	$ 512.00	$ **535.00**
VASES					
Concrete block surround with stainless steel insert	Each	Y	1	$ 142.00	$ **148.30**
Stainless steel insert for vase	Each	Y	1	$ 125.00	$ **130.60**
CEMETERY/INFORMATION (EXCLUDING FUNERAL DIRECTORS)					
Search Fee	Per hour	Y	1	No Charge	**No Charge**
WATER					
Standpipe Bulk Water Sales					
Avdata Access Key (accounts) - no refund available	Per key	Y	1	$ 55.00	$ **56.65**
Rate per kL inclusive of Avdata Charge	Per kL	N	1	$ 5.10	$ **5.25**
Connections (New) (Applications and Connections to Council's Water Supply System - A capital contribution charge is applicable)					
New service and meter					
< 4m	20mm	N	1	$ 1,131.00	$ **1,165.00**
	25mm	N	1	$ 1,489.00	$ **1,534.00**
> 4m < 15m	Cowra - 20mm	N	1	$ 1,868.00	$ **1,924.00**
	Cowra - 25mm	N	1	$ 2,385.00	$ **2,457.00**
	Villages - 20mm	N	1	$ 1,976.00	$ **2,035.00**
	Villages - 25mm	N	1	$ 2,485.00	$ **2,560.00**
> 15m < 30m	Cowra - 20mm	N	1	$ 2,181.00	$ **2,246.00**
	Cowra - 25mm	N	1	$ 2,913.00	$ **3,000.00**

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	Villages - 20mm	N	I	$ 2,691.00	**$ 2,772.00**
	Villages - 25mm	N	I	$ 3,402.00	**$ 3,504.00**
(i) New meter and service greater than 30mm diameter		N	I	POA	**POA**
(ii) Meter installation only – 20mm		N	I	$ 243.00	**$ 250.00**
Non-Payment of Account					
Disconnection/Reconnection		N	I	$ 160.00	**$ 165.00**
Replacement/Reconnection of service where illegally connected in addition to Penalty Infringement Notice		N	I	Meter at cost, labour at private works rate	**Meter at cost, labour at private works rate**
Disconnection/Reconnection					
EXISTING CONNECTIONS - DISCONNECTION					
Urban – Cowra, Noonbinna	Each instance	N	I	$ 110.00	**$ 113.00**
Village – Rural	Each instance	N	I	$ 160.00	**$ 165.00**
EXISTING CONNECTIONS - RECONNECTION					
Urban – Cowra, Noonbinna	Each instance	N	I	$ 155.00	**$ 160.00**
Village – Rural	Each instance	N	I	$ 160.00	**$ 165.00**
(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	$ 243.00	**$ 250.00**
Fee to provide quotation for change in water meter size	Each instance	Y	I	$ 44.00	**$ 45.00**
Meters					
Size change	Each instance	N	I	POA	**POA**
Ancillary Services					
METER TESTING (FOR ACCURACY)					
- Cowra	Each instance	N	I	$ 330.00	**$ 340.00**
- Other	Each instance	N	I	$ 370.00	**$ 381.00**
FLOW & PRESSURE TESTS					
Cowra	Each instance	N	I	$ 89.00	**$ 92.00**
Other	Each instance	N	I	$ 149.00	**$ 153.00**
for fire rating purposes & report	Each instance	N	I	$ 165.00	**$ 170.00**

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SPECIAL ONE-OFF METER READS					
Cowra	Each instance	N	1	$ 72.00	**$ 74.00**
Other	Each instance	N	1	$ 103.00	**$ 106.00**
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	1	$ 3,976.00	**$ 4,095.00**
B – R5 Large Lot Residential		N	1	$ 10,194.00	**$ 10,500.00**
C – Southern Section		N	1	$ 8,034.00	**$ 8,275.00**
D – Central Tablelands Water		N	1	$ 10,389.00	**$ 10,701.00**
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	1	$ 4,096.00	**$ 4,219.00**
B – R5 Large Lot Residential		N	1	$ 10,499.00	**$ 10,814.00**
C – Southern Section		N	1	$ 8,275.00	**$ 8,523.00**
D – Central Tablelands Water		N	1	$ 10,701.00	**$ 11,022.00**
SEWER					
Supply and install new junction	Each instance	N	1	POA	**POA**
Inspect line with camera	Per hour	Y	1	$ 188.00	**$ 194.00**
Pipe cleaning with water jet	Per hour	Y	1	$ 259.00	**$ 267.00**
Headworks Charge/ET As per Developer Servicing Plan (Section 64 Local Government Association, Section 306 Water Management Act)					
Cowra		N	1	$ 6,117.00	**$ 6,301.00**
VENUE HIRE					
Nguluway Room					
Hire of Nguluway Room for community or non-profit groups	Per hour	Y	1	No Charge	**No Charge**
Cleaning Fee if room not left in clean and tidy condition	Per hire	Y	1	$ 75.00	**$ 75.00**
Lost key fee will be charged for any keys lost or damaged	Per key	Y	1	$ 30.00	**$ 30.00**

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Public Meeting Room					
Hire of Public Meeting Room for commercial purposes.	Per hour	Y	I	$ 40.00	**$ 40.00**
Bookings for community or non profit groups	Per booking			No Charge	**No Charge**
Cleaning Fee if room not left in clean and tidy condition	Per hire	Y	I	$ 45.00	**$ 45.00**
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	$ 1,605.00	**$ 1,700.00**
Auditorium Half Day Rate	Max. 4 Hours	Y	I	$ 805.00	**$ 900.00**
Auditorium Additional time (per hour)	Per Hour	Y	I	$ 200.00	**$ 210.00**
Auditorium Dark Day (Non-use during a hire period)	Per Day	Y	I	$ 0.00	**$ 350.00**
Concessional Fees					
Local commercial operator (inside Cowra LGA)	Per Booking	Y	I	N/A	**60% of full charge**
Volunteer/local Not-for-profit groups/Schools/Registered Charities	Per Booking	Y	I	N/A	**40% of full charge**
Events Deemed to not require minimum staffing requirements	Per Booking	Y	I	N/A	**As determined by the Manager**

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Civic Centre - Auditorium Bump-in/Set-up or Theatrette (Below Rates do not include extra requirements or staffing unless stipulated. For any events in the Theatrette minimum staff requirements apply) - Loadings apply to weekends and public holidays, refer to loadings chart below.					
Monday - Friday					
NO Technician required, access only (per hour - if attached to a half or full day, otherwise min. 3 hour block)	Per Hour	Y	I	$ 0.00	$ **68.00**
Access with Technician Required (per hour - if attached to a half or full day, otherwise min. 3 hour block)	Per Hour	Y	I	$ 134.00	$ **120.00**
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	$ 41.00	$ **52.00**
FOH staff/Usher (per hour - if attached to a half or full day, otherwise min. 3 hour block)	Per Hour	Y	I	$ 41.00	$ **44.00**
Shift Supervisor (per hour - if attached to a half or full day, otherwise min. 3 hour block)	Per Hour	Y	I	$ 41.00	$ **55.00**
Loading Multiplier - Applies to all staffing and venue hire rates - Does not apply to equipment, incidentals, or ticketing					
Monday - Friday	Percentage multiplier	Y	I		**100%**
Saturday Rate	Percentage multiplier	Y	I		**125%**
Sunday Rate	Percentage multiplier	Y	I		**150%**
Public Holidays	Percentage multiplier	Y	I		**200%**

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For Good Friday and Christmas Public Holidays an additional 20% to the Public Holidays rate	Percentage multiplier	Y	1		**220%**
Portable Stage Hire (Costs include staff to move and construct stage, delivery truck, lifting equipment, basic clean and penalty rates for weekends and public holidays)					
Up to 4 Sections (best for Drumkit/backline riser)	Per Day	Y	1	$ 125.00	$ **150.00**
Up to 8 Sections	Per Day	Y	1	$ 175.00	$ **200.00**
All Sections	Per Day	Y	1	$ 225.00	$ **250.00**
Plus staffing and transportation costs as relevant and required	Per Booking	Y	1	Quoted upon Request	**Quoted Upon Request**
Extra Cleaning and Damages	Per Booking	Y	1	Quoted upon Request	**Quoted Upon Request**
Event Marketing Options					
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	1	Negotiated per booking	$ **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	1	Negotiated per booking	$ **120.00**
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	1	Negotiated per booking	$ **250.00**
5x Organic Facebook Posts/Stories and 5x Organic Instagram Post/stories (spread of stories and posts to be determined by the Venue Manager)	Per Request	Y	1	Negotiated per booking	$ **50.00**

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Additional Social Media Posts	Per Post	Y	1	Negotiated per booking	$ 2.50
Additional Social Media Campaigns	Per Campaign	Y	1	Negotiated per booking	Cost + 10%
Ticketing and Merchandise Below charges relate to the charge payable by the hirer per ticket and not the charge passed onto the customer. Customer fees can be absorbed into the ticket price at an inside fee cost to the hirer.					
Registered Charities and Local Schools	Per Ticket	Y	1	$ 2.00	$ 0.00
Local Community Groups within the LGA (Including Council)	Per Ticket	Y	1	$ 2.00	$ 1.00
Commercial	Per Ticket	Y	1	$ 2.00	$ 2.00
Complimentary Tickets (do not incur a customer transaction fee)	Per Ticket	Y	1	$ 0.00	$ 0.70
Capital Renewal Levy (Must Be paid by Hirer on all tickets sold)	Per Ticket	Y	1	$ 0.00	$ 1.00
Merchandise - including CD's, DVD's, Clothing and programs etc.	Per Booking	Y	1	10%	10%
Non-Ticketed Event (including school performances, meetings and presentations etc.)	Per Session	Y	1	$2.00 p/ticket	$ 180.00
Equipment / Incidentals / Extras					
Yamaha Upright Piano	Per Day	Y	1	$ 55.00	$ 60.00
Yamaha C3 Grand Piano	Per Day	Y	1	$ 160.00	$ 160.00
Roland Electric Piano	Per Day	Y	1	$ 35.00	$ 40.00
Piano Tuning	One Off	Y	1	$ 245.00	At Cost
Smoke Machine	Per Day	Y	1	$ 55.00	$ 60.00
Mirror Ball	Per Booking	Y	1	$ 55.00	Labour Cost Recovery Basis
Follow Spot (staff additional)	Per Day	Y	1	$ 55.00	$ 55.00
Tarkett Flooring (installation and removal)	As Required	Y	1	$ 0.00	$ 100.00
Tarkett Flooring Rental	Per Day	Y	1	$ 55.00	$ 35.00
Additional Microphones (4 wireless mics already included per event hire)	Per Day/Per Microphone	Y	1	$ 25.00	$ 25.00
Music Stands	Per Item	Y	1	$ 0.00	$ 5.00

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Any lighting changes beyond standard rig	Per Request	Y	I	N/A	**Labour Cost Recovery Basis**
Additional Equipment Hire (anything not on site and requiring external hire)	Per Request	Y	I	$ 0.00	**Cost + 10%**
Use of Kitchen (either by caterer or hirer)	Per Day	Y	I	$ 210.00	**$ 210.00**
Catering (All Catering must go through the Venue)	As Required	Y	I	Quoted Upon Request	**Cost + 20%**
Event Photographers (Externally Sourced)	Per Booking	Y	I	N/A	**$ 50.00**
Event Videographer (Externally Sourced)	Per Booking	Y	I	N/A	**$ 60.00**
Event Photographers or Videographers	Per Booking	Y	I	N/A	**Cost + 10%**
Extra Cleaning and Damages	Per Booking	Y	I	N/A	**Cost + 20%**
Tea / Coffee service per person per day (station set-up)	Per Person Per Day	Y	I	$ 5.50	**$ 5.50**
DEPOSITS					
A deposit may be required to confirm a booking. This may be a percentage of the total hire or the cost of the total hire as per the estimate of charges.					
ADDITIONAL COMMENTS					
- Hire cannot exceed 14 hours per day including staff breaks with staff completing no more than 12 hours excluding breaks. A production schedule is required no less than 7 days prior to the first date of the event. - The bar and box office is operated by Cowra Civic Centre. Ticketing for all events is done through Cowra Civic Centre. No other ticketing methods are permitted. - The foyer is a shared public space - use of this space is by negotiation including the installation of posters, signage, artwork, tables etc. - Sticky-tape, bluetac and any other adhesives are not permitted anywhere in the venue without prior permission from the Venue Manager. Additional cleaning fees will apply if used. - Additional hours are charged at a per hour rate in 30 minute increments.					
AFTER HOURS					
Failure to vacate hall by 1.30 a.m.	Per hour or part thereof	Y	I	$ 420.00	**$ 420.00**

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

Function/Activity	Unit of Measure	GST	Code	Total Charge 2023/2024	Total Charge 2024/2025
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**
SWIMMING POOL ADMISSION					
Conditions					
DAILY PASS					
Daily pass outs are to be issued at the discretion of the pool customer service staff and are to be non-transferable between customers (enforced through digital photo id linking the customer with the card).					
TICKET CLASSIFICATION					
• Family tickets, including pensioner family tickets, comprise two adults (either parents or grandparents of the children) and all children as identified on the family Medicare Card.					
• Child tickets refer to children of school age.					
• Children under school age are admitted free of charge.					
REDUCED RATE ENTRY					
Aged, Disability Support and/or Veterans Affairs card must be shown to receive Pensioner entry.					
CONCESSIONS					
The definition of a Pension cardholder is as follows: • Person(s) in possession of a Department of Veterans' Affairs or Centrelink Pension Card or low income card. To receive entry at a reduced rate an application must be completed at the pool. On approval an Aquatic Centre Concession Card will be issued. This card would be valid for one season, renewable annually, and be shown on entry to the Aquatic Centre					

Code for Fees and Charges	
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Function/Activity	Unit of Measure	GST	Code	Total Charge 2023/2024	Total Charge 2024/2025
Admission					
GENERAL ADMISSION					
Adult	Per person	Y	1	$ 5.00	$ **5.00**
Child	Per person	Y	1	$ 3.00	$ **3.00**
Pensioner (aged, invalid & Veterans Affairs only)	Per person	Y	1	$ 3.00	$ **3.00**
Family ticket	Per "Family"	Y	1	$ 15.00	$ **15.00**
Non-swimmer/Spectator	Per person	Y	1	$ 2.50	$ **2.50**
Daily Pass Outs		N/A	-	No Charge	**No Charge**
School Students completing regular structured classes/carnivals	Per student	Y	1	$ 2.00	$ **2.00**
SEASON TICKETS					
Adult	Per person	Y	1	$ 134.00	$ **140.00**
Child	Per person	Y	1	$ 80.50	$ **84.00**
Family	Per "Family"	Y	1	$ 285.00	$ **297.80**
Pensioner Family	Per "Family"	Y	1	$ 134.00	$ **140.00**
Non-swimmer/Spectator	Per person	Y	1	$ 80.50	$ **84.00**
Pensioner (aged, invalid & Veterans Affairs only)	Per person	Y	1	$ 80.50	$ **84.00**
HALF SEASON TICKETS - AVAILABLE FROM 1ST JANUARY					
Adult	Per person	Y	1	$ 80.50	$ **84.00**
Child	Per person	Y	1	$ 48.50	$ **50.60**
Family	Per "Family"	Y	1	$ 171.00	$ **178.70**
Pensioner Family	Per "Family"	Y	1	$ 80.50	$ **84.00**
Non-swimmer/Spectator	Per person	Y	1	$ 48.50	$ **50.60**
Pensioner (aged, invalid & Veteran Affairs only)	Per person	Y	1	$ 48.50	$ **50.60**
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	1	$ 3.00	$ **3.00**
Child	Per person	Y	1	$ 2.50	$ **2.50**
Family Ticket	Per "Family"	Y	1	$ 10.00	$ **10.00**

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2023/2024	Total Charge 2024/2025
LOW INCOME SEASON TICKETS					
Adult	Per person	Y	1	$ 80.50	**$ 84.00**
Child	Per person	Y	1	$ 80.50	**$ 84.00**
Family Ticket	Per "Family"	Y	1	$ 134.00	**$ 140.00**
Other Entry					
LEARN TO SWIM LESSONS					
Per half hour lesson	Per 30 minutes per person	Y	1	$ 15.60	**$ 16.30**
SCHOOL BASED LEARN-TO-SWIM (10 DAY PROGRAM)					
Child	Per person/Per day	Y	1	$ 2.00	**$ 2.10**
10 ENTRY PASS					
Adult	Per person	Y	1	$ 42.00	**$ 43.80**
Child	Per person	Y	1	$ 21.50	**$ 22.40**
Family	Per "Family"	Y	1	$ 129.00	**$ 134.80**
Pensioner (aged, invalid & Veterans Affairs only)	Per person	Y	1	$ 21.50	**$ 22.40**
Non-swimmer/Spectator	Per person	Y	1	$ 21.50	**$ 22.40**
The 10 entry pass is valid for the duration of the season in which it was purchased and can be re-activated with another 10 entries upon payment. The cards are non-transferable between customers (enforced through digital photo id linking the customer with the card).					
Hire of Aquatic Centre for School Carnivals					
With the exception of the Cowra Swimming Club & all Learn to Swim Classes, use of the pool for the purpose of conducting private Aquatic classes for the public (where a fee is being charged to participants)	Per person, per day	Y	1	$ 1.00	**$ 1.10**
Other Fees					
LOCKER HIRE					
Per Day	Each	Y	1	$ 1.10	**$ 1.15**
Per Week	Each	Y	1	$ 5.30	**$ 5.50**
Per Season	Each	Y	1	$ 64.60	**$ 67.50**

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2023/2024	Total Charge 2024/2025
LOST OR DAMAGED POOL SEASON CARDS					
Per card	Per card	Y	1	$ 7.00	$ **7.30**
SWIM TEACHER HIRE					
Per swim teacher	Per hour	Y	1	$ 55.00	$ **57.40**
CLEANING FEE					
Cleaning/Litter collection when cleaning is not carried out by the hirer to the satisfaction of Council	Per hour	Y	1	$ 156.00	$ **163.00**
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	1	$ 110.50	$ **115.40**
Netball - Summer	Per season	Y	1	$ 1,254.00	$ **1,310.00**
Netball - Winter	Per season	Y	1	$ 971.00	$ **1,014.00**
Touch Football	Per season	Y	1	$ 2,134.00	$ **2,230.00**
7-a-side Soccer	Per season	Y	1	$ 1,747.00	$ **1,825.60**
Senior Soccer	Per season	Y	1	$ 1,461.00	$ **1,526.00**
Cricket	Per ground preparation	Y	1	$ 200.00	$ **209.00**
AFL	Per season	Y	1	$ 2,328.00	$ **2,432.00**
Hockey	Per season	Y	1	$ 1,876.00	$ **1,960.00**
Rugby League	Per season	Y	1	$ 2,328.00	$ **2,432.00**
Other					
Lights	Per hour	Y	1	$ 106.50	$ **111.20**
Cleaning/Litter collection when cleaning is not carried out by the hirer to the satisfaction of Council	Per hour	Y	1	$ 156.00	$ **163.00**
Waste disposal per 240L MGB	Per MGB	Y	1	$ 18.80	$ **19.60**
Padlock/Key Deposit	Each instance	Y	1	$ 90.50	$ **94.50**

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2023/2024	Total Charge 2024/2025
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	$ 23.50	**$ 24.50**
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	$ 563.00	**$ 588.00**
Zone 2 - Kendal Street (between Brisbane Street & Lachlan Street)	Per installation	Y	I	$ 805.00	**$ 841.00**
Zone 3 - Railway Lane	Per installation	Y	I	$ 563.00	**$ 588.00**
Zone 4 - Olympic Park	Per installation	Y	I	$ 264.00	**$ 275.00**
QUARRY CHARGES					
Private sale of gravel	Per tonne	Y	I	$ 15.60	**$ 16.20**
AERODROME					
Terminal Building					
• room rent	Per annum	Y	I	$ 560.00	**$ 585.00**
• hangar rent	Per annum	Y	I	$ 232.00	**$ 242.00**
Aerodrome Hire Fee	Each event	Y	I	$ 1,164.00	**$ 1,216.00**
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	120.00 (100.00-150.00)	**$130.00 (105.00 - 155.00)**
Cabin - studio queen	per night	Y	I	130.00 (110.00-160.00)	**$130.00 (115.00 - 165.00)**
Cabin - superior deluxe	per night	Y	I	150.00 (120.00-180.00)	**$170.00 (125.00 - 230.00)**
Cabin - accessible	per night	Y	I	170.00 (120.00-220.00)	**$150.00 (125.00 - 190.00)**
Site - powered	per night	Y	I	40.00 (30.00-60.00)	**$40.00 (35.00 - 65.00)**

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2023/2024	Total Charge 2024/2025
Site - unpowered	per night	Y	1	30.00 (20.00-40.00)	**$30.00 (25.00 - 45.00)**
Extra person - cabin	per night	Y	1	$ 20.00	**$ 22.00**
Extra person - site	per night	Y	1	$ 8.00	**$ 9.00**
Extra person - site (holiday periods)	per night	Y	1	$ 10.00	**$ 11.00**
Extra person - site (under 5 years old)	per night	Y	1	No Charge	**No Charge**
SALEYARDS					
Advertising Fee	Per application	Y	1	On Application	**On Application**
Auctioneer's Permit					
Regular sales	Per agent	Y	1	$ 91.60	**$ 95.70**
Special sales	Per agent	Y	1	$ 91.60	**$ 95.70**
NLIS levy for cattle	Per head	Y	1	$ 1.22	**$ 1.27**
NLIS levy for sheep	Per head	Y	1	$ 0.14	**$ 0.15**
Emergency NLIS Cattle Device	Per device	Y	1	$ 20.05	**$ 20.95**
Emergency NLIS Sheep Tag	Per tag	Y	1	$ 1.95	**$ 2.05**
Saleyard Fees (per head per day including GST)					
REGULAR & SPECIAL SALES					
Cattle/Head	Per head	Y	1	$ 8.52	**$ 8.90**
Sheep/Head	Per head	Y	1	$ 1.70	**$ 1.77**
SPECIAL USE OF YARDS (NO SCALES)					
Minimum Charge	Per head	Y	1	$ 15.30	**$ 16.00**
NOTE: Additional to special sales and special use of yards (where used)					
Truck Wash Key	Per key	Y	1	$ 59.20	**$ 61.80**
Truck-Wash (per minute)	Per minute	Y	1	$ 1.12	**$ 1.17**
Truck-Wash turn on fee	Each	Y	1	$ 5.15	**$ 5.38**
Saleyard Scales Private Use	Per head	Y	1	$ 7.35	**$ 7.60**

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2023/2024	Total Charge 2024/2025
Re-transporting of Stock					
Minimum charge	Per load	Y	1	$ 15.30	$ **16.00**
Cattle/Head	Per head	Y	1	$ 4.25	$ **4.40**
Sheep/Head	Per head	Y	1	$ 0.61	$ **0.63**
Disposal of Dead Animals					
Sheep/Head	Per head	Y	1	$ 70.60	$ **73.75**
Sale Cattle/Head	Per head	Y	1	$ 195.00	$ **203.75**
Transit Cattle	Per head	Y	1	$ 256.00	$ **267.50**
NOTE: A cow and calf offered for sale together shall be charged the fee applicable for one head only. Per day means any continuous period of 24 hours from arrival of stock at saleyards.	Per head	Y	1	$ 4.10	$ **4.25**
LIBRARY (Set by Central West Library - Orange)					
General					
LOST BORROWER CARD					
Lost or damaged material - replacement cost and processing fee	Per Item	Y	1	$ 2.20	$ **2.20**
Lost or damaged library materials	Per Item Replacement cost plus processing fee	Y	1	$ 22.70	$ **25.00**
INTER LIBRARY LOANS					
Search Fee	Per Item	Y	1	$ 5.50	$ **5.50**
Lending library imposed fee	Per Item	Y	1	Various	**Various**
Copying					
PHOTOCOPYING AND PRINTING					
Photocopying					
- A4/A3 Black & White	Per sheet	Y	1	$ 0.20	$ **0.20**
- A4 Colour	Per sheet	Y	1	$ 1.00	$ **1.00**
- A3 Colour	Per sheet	Y	1	$ 2.00	$ **2.00**

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2023/2024	Total Charge 2024/2025
Printing					
- A4/A3 Black & White	Per sheet	Y	1	$ 0.20	**$ 0.20**
- A4 Colour	Per sheet	Y	1	$ 1.00	**$ 1.00**
- A3 Colour	Per sheet	Y	1	$ 2.00	**$ 2.00**
Other					
Local History Research	Per hour	Y	1	First hour is free, then $40 per hour	**First hour is free, then $40 per hour**
School Holiday Activities	Per activity	Y	1	Various	**Various**
Exam Invigilation	Per hour	Y	1	New charge	**$ 75.00**
PRIVATE WORKS					
Private Works - Payment required upfront in accordance with Debt Recovery Plan 1.10	Each instance	Y	1	Cost + 20%	**Cost + 20%**

BUDGET

Cowra Shire Council
Long Term Financial Plan
2025-2034

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Income Statement	CONSOLIDATED - ALL FUNDS										
$'000	Revised Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034
Income from continuing operations											
Rates and annual charges	16,062	16,811	17,518	17,995	18,484	18,987	19,504	20,035	20,581	21,142	21,718
User charges and fees	19,261	13,219	13,668	14,046	14,635	15,035	15,446	15,869	16,304	16,753	17,214
Other revenue	2,230	1,685	1,699	1,715	1,230	747	763	780	798	816	835
Grants and contributions provided for operating purposes	14,618	9,921	8,305	8,683	9,178	9,341	9,509	9,680	9,855	10,035	10,220
Grants and contributions provided for capital purposes	11,495	2,791	5,134	664	680	697	715	21,733	751	770	789
Interest and investment income	1,847	1,921	1,872	1,838	1,865	1,909	1,924	1,975	2,076	2,091	2,000
Other income	227	234	241	248	256	263	271	279	288	296	305
Net gains from the disposal of assets	178	178	0	242	0	0	0	0	0	0	0
Total Income	**65,917**	**46,759**	**48,438**	**45,429**	**46,329**	**46,980**	**48,132**	**70,351**	**50,653**	**51,903**	**53,081**
Expenses from continuing operations											
Employee benefits and on-costs	17,594	17,992	18,641	18,984	19,151	19,585	20,163	20,758	21,370	22,001	22,651
Materials and contracts	23,086	15,992	13,684	13,909	13,825	14,209	14,447	14,698	15,110	15,638	15,822
Borrowing costs	873	828	1,414	1,378	1,408	1,135	1,162	1,085	2,082	1,963	1,843
Depreciation, amortisation and impairment	9,066	9,288	9,474	9,664	9,857	10,054	10,255	10,460	10,669	10,883	11,100
Other expenses	1,653	1,615	1,643	1,681	1,720	1,760	1,801	1,843	1,886	1,930	1,975
Total Expenses	**52,273**	**45,715**	**44,856**	**45,615**	**45,961**	**46,743**	**47,828**	**48,844**	**51,118**	**52,415**	**53,392**
Net Operating Result	**13,644**	**1,044**	**3,582**	**(185)**	**368**	**237**	**304**	**21,508**	**(465)**	**(512)**	**(311)**
Net operating result before grants and contributions provided for capital purposes	**2,149**	**(1,747)**	**(1,552)**	**(849)**	**(313)**	**(460)**	**(411)**	**(225)**	**(1,216)**	**(1,282)**	**(1,100)**

Income Statement	GENERAL FUND										
$'000	Revised Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034
Income from continuing operations											
Rates and annual charges	7,746	8,121	8,315	8,514	8,718	8,927	9,141	9,360	9,585	9,814	10,050
User charges and fees	11,949	5,447	5,610	5,745	6,086	6,230	6,377	6,528	6,684	6,844	7,008
Other revenue	872	401	409	417	425	433	441	450	459	469	478
Grants and contributions provided for operating purposes	14,487	9,903	8,299	8,683	9,178	9,341	9,509	9,680	9,855	10,035	10,220
Grants and contributions provided for capital purposes	7,916	2,688	5,028	556	570	584	598	6,613	629	644	660
Interest and investment income	1,675	1,777	1,731	1,701	1,731	1,779	1,798	1,852	1,957	1,976	1,895
Other income	201	207	213	219	226	233	240	247	254	262	270
Net gains from the disposal of assets	178	178	0	242	0	0	0	0	0	0	0
Total Income	**45,023**	**28,723**	**29,604**	**26,077**	**26,935**	**27,527**	**28,104**	**34,731**	**29,423**	**30,044**	**30,581**
Expenses from continuing operations											
Employee benefits and on-costs	13,869	14,020	14,543	14,808	14,978	15,418	15,872	16,339	16,820	17,315	17,825
Materials and contracts	13,608	5,847	4,263	4,066	4,081	4,520	4,522	4,043	4,747	5,005	4,904
Borrowing costs	178	156	180	189	175	159	144	130	115	99	82
Depreciation, amortisation and impairment	5,235	5,380	5,488	5,598	5,710	5,824	5,940	6,059	6,180	6,304	6,430
Other expenses	1,620	1,582	1,608	1,646	1,684	1,723	1,763	1,804	1,846	1,890	1,934
Total Expenses	**34,510**	**26,986**	**26,081**	**26,307**	**26,627**	**27,644**	**28,241**	**28,376**	**29,708**	**30,613**	**31,175**
Net Operating Result	**10,512**	**1,737**	**3,523**	**(230)**	**308**	**(117)**	**(138)**	**6,355**	**(286)**	**(569)**	**(594)**
Net operating result before grants and contributions	**2,596**	**(951)**	**(1,505)**	**(786)**	**(262)**	**(700)**	**(736)**	**(258)**	**(914)**	**(1,213)**	**(1,254)**
provided for capital purposes											

Income Statement	WASTE FUND										
$'000	Revised Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034
Income from continuing operations											
Rates and annual charges	3,170	3,312	3,412	3,515	3,621	3,730	3,842	3,958	4,078	4,200	4,327
User charges and fees	1,352	741	763	786	809	834	859	885	911	938	967
Other revenue	1,333	1,283	1,291	1,298	806	314	322	330	339	348	357
Grants and contributions provided for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Grants and contributions provided for capital purposes	0	0	0	0	0	0	0	0	0	0	0
Interest and investment income	27	28	29	29	30	31	31	32	33	34	35
Other income	3	3	3	3	3	3	3	3	3	4	4
Net gains from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
Total Income	**5,885**	**5,367**	**5,497**	**5,631**	**5,269**	**4,911**	**5,058**	**5,208**	**5,364**	**5,524**	**5,688**
Expenses from continuing operations											
Employee benefits and on-costs	1,916	2,041	2,108	2,147	2,083	2,014	2,074	2,136	2,200	2,266	2,333
Materials and contracts	3,106	2,718	2,803	2,913	2,621	2,339	2,403	2,361	2,529	2,602	2,678
Borrowing costs	7	27	24	23	22	21	20	19	18	17	16
Depreciation, amortisation and impairment	349	356	363	371	378	386	393	401	409	417	426
Other expenses	2	2	2	2	3	3	3	3	3	3	3
Total Expenses	**5,381**	**5,145**	**5,300**	**5,456**	**5,107**	**4,763**	**4,894**	**4,921**	**5,159**	**5,306**	**5,456**
Net Operating Result	**504**	**222**	**197**	**175**	**163**	**148**	**163**	**288**	**204**	**218**	**232**
Net operating result before grants and contributions provided for capital purposes	**504**	**222**	**197**	**175**	**163**	**148**	**163**	**288**	**204**	**218**	**232**

Income Statement	WATER FUND										
$'000	Revised Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034
Income from continuing operations											
Rates and annual charges	2,057	2,149	2,214	2,281	2,350	2,421	2,494	2,569	2,646	2,726	2,808
User charges and fees	4,975	6,003	6,184	6,369	6,560	6,757	6,960	7,168	7,384	7,605	7,833
Other revenue	0	0	0	0	0	0	0	0	0	0	0
Grants and contributions provided for operating purposes	132	17	7	0	0	0	0	0	0	0	0
Grants and contributions provided for capital purposes	3,463	35	35	36	37	38	39	15,040	41	42	43
Interest and investment income	37	37	37	37	37	37	37	37	37	37	37
Other income	0	0	0	0	0	0	0	0	0	0	0
Net gains from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
Total Income	**10,664**	**8,242**	**8,477**	**8,723**	**8,984**	**9,253**	**9,530**	**24,814**	**10,108**	**10,410**	**10,722**
Expenses from continuing operations											
Employee benefits and on-costs	1,274	1,338	1,379	1,404	1,446	1,489	1,533	1,579	1,626	1,674	1,724
Materials and contracts	4,308	4,285	4,429	4,645	4,782	4,947	5,060	5,952	5,265	5,392	5,529
Borrowing costs	208	181	167	154	139	123	106	88	1,147	1,099	1,052
Depreciation, amortisation and impairment	2,428	2,477	2,526	2,577	2,629	2,681	2,735	2,789	2,845	2,902	2,960
Other expenses	29	30	30	31	32	32	33	34	35	36	37
Total Expenses	**8,248**	**8,311**	**8,532**	**8,811**	**9,027**	**9,272**	**9,467**	**10,442**	**10,917**	**11,103**	**11,302**
Net Operating Result	**2,417**	**(69)**	**(55)**	**(87)**	**(43)**	**(19)**	**63**	**14,373**	**(809)**	**(693)**	**(580)**
Net operating result before grants and contributions	**(1,047)**	**(103)**	**(91)**	**(123)**	**(80)**	**(58)**	**24**	**(667)**	**(850)**	**(735)**	**(624)**
provided for capital purposes											

Income Statement	SEWER FUND										
$'000	Revised Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034
Income from continuing operations											
Rates and annual charges	3,089	3,228	3,577	3,684	3,795	3,909	4,027	4,148	4,272	4,401	4,533
User charges and fees	984	1,028	1,112	1,145	1,179	1,215	1,251	1,288	1,326	1,366	1,406
Other revenue	25	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	115	68	70	72	74	76	77	79	81	83	85
Interest and investment income	108	79	75	71	67	62	58	53	49	44	33
Other income	24	24	25	26	27	27	28	29	30	31	32
Net gains from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
Total Income	**4,345**	**4,427**	**4,859**	**4,998**	**5,141**	**5,289**	**5,441**	**5,597**	**5,759**	**5,925**	**6,090**
Expenses from continuing operations											
Employee benefits and on-costs	535	592	611	625	644	663	683	704	725	746	769
Materials and contracts	2,064	3,141	2,191	2,285	2,342	2,403	2,462	2,342	2,570	2,638	2,711
Borrowing costs	479	464	1,043	1,012	1,073	832	892	847	802	747	693
Depreciation, amortisation and impairment	1,054	1,075	1,096	1,118	1,141	1,164	1,187	1,211	1,235	1,259	1,285
Other expenses	2	2	2	2	2	2	2	2	2	2	2
Total Expenses	**4,134**	**5,274**	**4,943**	**5,042**	**5,201**	**5,064**	**5,226**	**5,105**	**5,333**	**5,393**	**5,459**
Net Operating Result	**211**	**(846)**	**(84)**	**(43)**	**(59)**	**225**	**215**	**493**	**426**	**532**	**631**
Net operating result before grants and contributions provided for capital purposes	**95**	**(915)**	**(154)**	**(115)**	**(133)**	**150**	**138**	**413**	**344**	**448**	**545**

STATEMENT OF FINANCIAL POSITION	CONSOLIDATED - ALL FUNDS											
$'000	Annual Statements 2023	Revised Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034
ASSETS												
Current Assets												
Cash and cash equivalents	15,333	8,231	8,038	7,901	8,037	8,249	8,331	8,574	9,039	9,124	8,766	8,837
Investments	26,771	32,923	32,151	31,604	32,150	32,997	33,325	34,296	36,157	36,495	35,066	35,347
Receivables	5,321	5,321	5,321	5,321	5,321	5,321	5,321	5,321	5,321	5,321	5,321	5,321
Inventories	1,367	1,367	1,367	1,367	1,367	1,367	1,367	1,367	1,367	1,367	1,367	1,367
Contract Assets	4,865	4,865	4,865	4,865	4,865	4,865	4,865	4,865	4,865	4,865	4,865	4,865
Other	39	39	39	39	39	39	39	39	39	39	39	39
Total Current Assets	**53,696**	**52,746**	**51,780**	**51,096**	**51,779**	**52,838**	**53,249**	**54,462**	**56,789**	**57,210**	**55,424**	**55,776**
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	752,271	765,939	779,154	782,943	781,271	779,652	778,638	776,785	814,952	812,486	812,070	809,779
Other	174	174	174	174	174	174	174	174	174	174	174	174
Total Non-Current Assets	**752,594**	**766,262**	**779,477**	**783,266**	**781,594**	**779,975**	**778,961**	**777,108**	**815,275**	**812,809**	**812,393**	**810,102**
TOTAL ASSETS	**806,290**	**819,008**	**831,258**	**834,362**	**833,373**	**832,813**	**832,210**	**831,569**	**872,063**	**870,019**	**867,818**	**865,879**
LIABILITIES												
Current Liabilities												
Payables	2,968	2,968	2,968	2,968	2,968	2,968	2,968	2,968	2,968	2,968	2,968	2,968
Borrowings	1,380	1,380	1,380	1,380	1,380	1,380	1,380	1,380	1,380	1,380	1,380	1,380
Provisions	5,257	5,257	5,257	5,257	5,257	5,257	5,257	5,257	5,257	5,257	5,257	5,257
Contract Liabilities	6,963	6,963	6,963	6,963	6,963	6,963	6,963	6,963	6,963	6,963	6,963	6,963
Total Current Liabilities	**16,568**	**16,568**	**16,568**	**16,568**	**16,568**	**16,568**	**16,568**	**16,568**	**16,568**	**16,568**	**16,568**	**16,568**
Non-Current Liabilities												
Payables		0	0	0	0	0	0	0	0	0	0	0
Borrowings	12,472	11,542	22,498	21,764	20,696	19,496	18,376	17,143	35,832	33,946	31,941	29,989
Provisions	758	763	1,012	1,268	1,532	1,804	2,085	2,373	2,671	2,977	3,292	3,617
Total Non-Current Liabilities	**13,230**	**12,305**	**23,510**	**23,033**	**22,229**	**21,301**	**20,461**	**19,516**	**38,503**	**36,923**	**35,234**	**33,606**
TOTAL LIABILITIES	**29,798**	**28,873**	**40,078**	**39,601**	**38,797**	**37,869**	**37,029**	**36,084**	**55,071**	**53,491**	**51,802**	**50,174**
NET ASSETS	**776,492**	**790,136**	**791,180**	**794,762**	**794,576**	**794,944**	**795,181**	**795,485**	**816,993**	**816,528**	**816,016**	**815,705**
EQUITY												
Accumulated Surplus	237,054	250,698	251,742	255,324	255,138	255,506	255,743	256,047	277,555	277,090	276,578	276,267
Revaluation Reserves	539,438	539,438	539,438	539,438	539,438	539,438	539,438	539,438	539,438	539,438	539,438	539,438
TOTAL EQUITY	**776,492**	**790,136**	**791,180**	**794,762**	**794,576**	**794,944**	**795,181**	**795,485**	**816,993**	**816,528**	**816,016**	**815,705**

STATEMENT OF FINANCIAL POSITION	GENERAL FUND											
$'000	Annual Statements 2023	Revised Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034
ASSETS												
Current Assets												
Cash and cash equivalents	9,003	4,484	4,232	3,961	3,981	4,074	3,977	3,925	4,151	4,176	4,167	4,176
Investments	11,850	17,935	16,926	15,845	15,924	16,296	15,908	15,698	16,603	16,704	16,670	16,706
Receivables	1,760	1,760	1,760	1,760	1,760	1,760	1,760	1,760	1,760	1,760	1,760	1,760
Inventories	1,367	1,367	1,367	1,367	1,367	1,367	1,367	1,367	1,367	1,367	1,367	1,367
Contract Assets	4,782	4,782	4,782	4,782	4,782	4,782	4,782	4,782	4,782	4,782	4,782	4,782
Other	39	39	39	39	39	39	39	39	39	39	39	39
Total Current Assets	**28,801**	**30,367**	**29,106**	**27,755**	**27,852**	**28,318**	**27,833**	**27,571**	**28,702**	**28,828**	**28,785**	**28,830**
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	616,639	625,070	628,639	633,743	633,363	633,146	633,473	633,573	638,764	638,313	637,739	637,109
Other	174	174	174	174	174	174	174	174	174	174	174	174
Total Non-Current Assets	**616,962**	**625,393**	**628,962**	**634,066**	**633,686**	**633,469**	**633,796**	**633,896**	**639,087**	**638,636**	**638,062**	**637,432**
TOTAL ASSETS	**645,763**	**655,760**	**658,067**	**661,821**	**661,539**	**661,786**	**661,630**	**661,466**	**667,789**	**667,464**	**666,847**	**666,262**
LIABILITIES												
Current Liabilities												
Payables	2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852
Borrowings	488	488	488	488	488	488	488	488	488	488	488	488
Provisions	4,454	4,454	4,454	4,454	4,454	4,454	4,454	4,454	4,454	4,454	4,454	4,454
Contract Liabilities	4,663	4,663	4,663	4,663	4,663	4,663	4,663	4,663	4,663	4,663	4,663	4,663
Total Current Liabilities	**12,457**	**12,457**	**12,457**	**12,457**	**12,457**	**12,457**	**12,457**	**12,457**	**12,457**	**12,457**	**12,457**	**12,457**
Non-Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	3,798	3,309	3,666	3,676	3,397	3,103	2,822	2,549	2,261	1,958	1,640	1,369
Provisions	673	647	861	1,081	1,308	1,541	1,782	2,030	2,285	2,548	2,819	3,098
Total Non-Current Liabilities	**4,471**	**3,956**	**4,526**	**4,756**	**4,705**	**4,645**	**4,604**	**4,579**	**4,547**	**4,507**	**4,459**	**4,468**
TOTAL LIABILITIES	**16,928**	**16,413**	**16,983**	**17,213**	**17,162**	**17,102**	**17,061**	**17,036**	**17,004**	**16,964**	**16,916**	**16,925**
NET ASSETS	**628,835**	**639,347**	**641,084**	**644,608**	**644,377**	**644,685**	**644,568**	**644,431**	**650,786**	**650,500**	**649,931**	**649,337**
EQUITY												
Accumulated Surplus	178,830	189,342	191,079	194,603	194,372	194,680	194,563	194,426	200,781	200,495	199,926	199,332
Revaluation Reserves	450,005	450,005	450,005	450,005	450,005	450,005	450,005	450,005	450,005	450,005	450,005	450,005
TOTAL EQUITY	**628,835**	**639,347**	**641,084**	**644,608**	**644,377**	**644,685**	**644,568**	**644,431**	**650,786**	**650,500**	**649,931**	**649,337**

STATEMENT OF FINANCIAL POSITION												
						WASTE FUND						
$'000	Annual Statements 2023	Revised Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034
ASSETS												
Current Assets												
Cash and cash equivalents	453	518	618	726	831	858	882	989	1,123	1,241	1,364	1,413
Investments	1,700	2,071	2,472	2,905	3,326	3,431	3,529	3,958	4,492	4,966	5,456	5,652
Receivables	917	917	917	917	917	917	917	917	917	917	917	917
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Contract Assets	62	62	62	62	62	62	62	62	62	62	62	62
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	**3,132**	**3,568**	**4,069**	**4,610**	**5,136**	**5,267**	**5,390**	**5,926**	**6,594**	**7,186**	**7,799**	**8,045**
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	2,996	3,474	3,137	2,794	2,443	2,475	2,500	2,126	1,745	1,356	959	943
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	**2,996**	**3,474**	**3,137**	**2,794**	**2,443**	**2,475**	**2,500**	**2,126**	**1,745**	**1,356**	**959**	**943**
TOTAL ASSETS	**6,128**	**7,042**	**7,206**	**7,404**	**7,580**	**7,743**	**7,890**	**8,053**	**8,339**	**8,542**	**8,758**	**8,987**
LIABILITIES												
Current Liabilities												
Payables	24	24	24	24	24	24	24	24	24	24	24	24
Borrowings	55	55	55	55	55	55	55	55	55	55	55	55
Provisions	408	408	408	408	408	408	408	408	408	408	408	408
Contract Liabilities	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	**487**	**487**	**487**	**487**	**487**	**487**	**487**	**487**	**487**	**487**	**487**	**487**
Non-Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	59	454	382	369	354	339	323	306	289	270	250	229
Provisions	40	54	68	82	97	112	128	144	160	177	195	213
Total Non-Current Liabilities	**99**	**508**	**450**	**451**	**451**	**451**	**451**	**450**	**449**	**447**	**445**	**442**
TOTAL LIABILITIES	**586**	**995**	**937**	**938**	**938**	**938**	**938**	**937**	**936**	**934**	**932**	**929**
NET ASSETS	**5,542**	**6,046**	**6,269**	**6,466**	**6,642**	**6,804**	**6,952**	**7,116**	**7,403**	**7,608**	**7,826**	**8,058**
EQUITY												
Accumulated Surplus	5,912	6,416	6,639	6,836	7,012	7,174	7,322	7,486	7,773	7,978	8,196	8,428
Revaluation Reserves	(370)	(370)	(370)	(370)	(370)	(370)	(370)	(370)	(370)	(370)	(370)	(370)
TOTAL EQUITY	**5,542**	**6,046**	**6,269**	**6,466**	**6,642**	**6,804**	**6,952**	**7,116**	**7,403**	**7,608**	**7,826**	**8,058**

STATEMENT OF FINANCIAL POSITION												
						WATER FUND						
$'000	Annual Statements 2023	Revised Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034
ASSETS												
Current Assets												
Cash and cash equivalents	2,817	1,189	1,259	1,282	1,342	1,435	1,531	1,663	1,664	1,520	1,045	948
Investments	5,500	4,756	5,035	5,128	5,366	5,740	6,123	6,653	6,657	6,082	4,180	3,792
Receivables	1,956	1,956	1,956	1,956	1,956	1,956	1,956	1,956	1,956	1,956	1,956	1,956
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Contract Assets	21	21	21	21	21	21	21	21	21	21	21	21
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	**10,294**	**7,922**	**8,271**	**8,387**	**8,685**	**9,152**	**9,631**	**10,293**	**10,299**	**9,579**	**7,202**	**6,717**
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	87,736	91,873	91,275	90,912	90,322	89,593	88,859	88,009	122,108	121,237	122,093	121,230
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	**87,736**	**91,873**	**91,275**	**90,912**	**90,322**	**89,593**	**88,859**	**88,009**	**122,108**	**121,237**	**122,093**	**121,230**
TOTAL ASSETS	**98,030**	**99,795**	**99,546**	**99,299**	**99,007**	**98,745**	**98,490**	**98,302**	**132,406**	**130,816**	**129,295**	**127,947**
LIABILITIES												
Current Liabilities												
Payables	54	54	54	54	54	54	54	54	54	54	54	54
Borrowings	668	668	668	668	668	668	668	668	668	668	668	668
Provisions	338	338	338	338	338	338	338	338	338	338	338	338
Contract Liabilities	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300
Total Current Liabilities	**3,360**	**3,360**	**3,360**	**3,360**	**3,360**	**3,360**	**3,360**	**3,360**	**3,360**	**3,360**	**3,360**	**3,360**
Non-Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	2,843	2,175	1,976	1,763	1,537	1,296	1,039	765	20,473	19,667	18,814	18,021
Provisions	34	50	70	90	111	133	155	178	202	227	252	278
Total Non-Current Liabilities	**2,877**	**2,225**	**2,046**	**1,854**	**1,648**	**1,429**	**1,194**	**943**	**20,675**	**19,894**	**19,066**	**18,298**
TOTAL LIABILITIES	**6,237**	**5,585**	**5,406**	**5,214**	**5,008**	**4,789**	**4,554**	**4,303**	**24,035**	**23,254**	**22,426**	**21,658**
NET ASSETS	**91,793**	**94,210**	**94,141**	**94,086**	**93,999**	**93,956**	**93,936**	**93,999**	**108,372**	**107,562**	**106,869**	**106,289**
EQUITY												
Accumulated Surplus	22,418	24,835	24,766	24,711	24,624	24,581	24,561	24,624	38,997	38,187	37,494	36,914
Revaluation Reserves	69,375	69,375	69,375	69,375	69,375	69,375	69,375	69,375	69,375	69,375	69,375	69,375
TOTAL EQUITY	**91,793**	**94,210**	**94,141**	**94,086**	**93,999**	**93,956**	**93,936**	**93,999**	**108,372**	**107,562**	**106,869**	**106,289**

STATEMENT OF FINANCIAL POSITION	SEWER FUND											
$'000	Annual Statements 2023	Revised Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034
ASSETS												
Current Assets												
Cash and cash equivalents	3,060	2,040	1,929	1,931	1,883	1,883	1,941	1,997	2,101	2,186	2,190	2,299
Investments	7,721	8,161	7,718	7,726	7,534	7,531	7,765	7,987	8,405	8,744	8,760	9,197
Receivables	688	688	688	688	688	688	688	688	688	688	688	688
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	**11,469**	**10,889**	**10,335**	**10,345**	**10,105**	**10,101**	**10,394**	**10,671**	**11,194**	**11,618**	**11,638**	**12,185**
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	44,900	45,523	56,103	55,493	55,142	54,438	53,806	53,076	52,334	51,579	51,279	50,497
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	**44,900**	**45,523**	**56,103**	**55,493**	**55,142**	**54,438**	**53,806**	**53,076**	**52,334**	**51,579**	**51,279**	**50,497**
TOTAL ASSETS	**56,369**	**56,412**	**66,438**	**65,838**	**65,247**	**64,539**	**64,200**	**63,748**	**63,528**	**63,197**	**62,917**	**62,682**
LIABILITIES												
Current Liabilities												
Payables	38	38	38	38	38	38	38	38	38	38	38	38
Borrowings	169	169	169	169	169	169	169	169	169	169	169	169
Provisions	57	57	57	57	57	57	57	57	57	57	57	57
Contract Liabilities	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	**264**	**264**	**264**	**264**	**264**	**264**	**264**	**264**	**264**	**264**	**264**	**264**
Non-Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	5,772	5,603	16,474	15,957	15,408	14,758	14,192	13,523	12,809	12,051	11,238	10,370
Provisions	11	13	14	15	17	18	20	21	23	24	26	28
Total Non-Current Liabilities	**5,783**	**5,616**	**16,488**	**15,972**	**15,424**	**14,776**	**14,211**	**13,544**	**12,832**	**12,075**	**11,264**	**10,398**
TOTAL LIABILITIES	**6,047**	**5,880**	**16,752**	**16,236**	**15,688**	**15,040**	**14,475**	**13,808**	**13,096**	**12,339**	**11,528**	**10,662**
NET ASSETS	**50,322**	**50,533**	**49,686**	**49,602**	**49,559**	**49,499**	**49,725**	**49,940**	**50,432**	**50,858**	**51,390**	**52,020**
EQUITY												
Accumulated Surplus	29,894	30,105	29,258	29,174	29,131	29,071	29,297	29,512	30,004	30,430	30,962	31,592
Revaluation Reserves	20,428	20,428	20,428	20,428	20,428	20,428	20,428	20,428	20,428	20,428	20,428	20,428
TOTAL EQUITY	**50,322**	**50,533**	**49,686**	**49,602**	**49,559**	**49,499**	**49,725**	**49,940**	**50,432**	**50,858**	**51,390**	**52,020**

Cash Flow Statement	CONSOLIDATED - ALL FUNDS										
$'000	Revised Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034
Cash flows from operating activities											
Receipts:											
Rates and annual charges	16,062	16,811	17,518	17,995	18,484	18,987	19,504	20,035	20,581	21,142	21,718
User charges and fees	19,261	13,219	13,668	14,046	14,635	15,035	15,446	15,869	16,304	16,753	17,214
Investment and interest revenue received	1,847	1,921	1,872	1,838	1,865	1,909	1,924	1,975	2,076	2,091	2,000
Grants and contributions	25,702	12,291	13,008	8,904	9,406	9,574	9,747	30,925	10,106	10,292	10,483
Other Revenue	2,230	1,685	1,699	1,715	1,230	747	763	780	798	816	835
Other Income	227	234	241	248	256	263	271	279	288	296	305
Net gain from the disposal of assets	178	178	0	242	0	0	0	0	0	0	0
Payments:											
Employee benefits and on-costs	(17,065)	(17,444)	(18,077)	(18,403)	(18,553)	(18,969)	(19,528)	(20,104)	(20,697)	(21,307)	(21,936)
Materials and contracts	(23,086)	(15,992)	(13,684)	(13,909)	(13,825)	(14,209)	(14,447)	(14,698)	(15,110)	(15,638)	(15,822)
Borrowing costs	(873)	(828)	(1,414)	(1,378)	(1,408)	(1,135)	(1,162)	(1,085)	(2,082)	(1,963)	(1,843)
Other	(1,653)	(1,615)	(1,643)	(1,681)	(1,720)	(1,760)	(1,801)	(1,843)	(1,886)	(1,930)	(1,975)
LSL Paid - reduce liability	(524)	(299)	(308)	(317)	(326)	(336)	(346)	(357)	(367)	(378)	(390)
Net cash provided (or used in) operating activities	**22,305**	**10,161**	**12,881**	**9,300**	**10,044**	**10,107**	**10,371**	**31,777**	**10,011**	**10,173**	**10,588**
Cash flows from investing activities											
Receipts:											
Sale of infrastructure, property, plant and equipment	64	71	0	96	0	0	0	0	0	0	0
Deferred debtors receipts	0	0	0	0	0	0	0	0	0	0	0
Payments:											
Purchase of property, plant and equipment	(22,389)	(22,153)	(12,831)	(7,646)	(7,784)	(8,576)	(7,925)	(48,139)	(7,703)	(9,954)	(8,284)
Net cash provided (or used in) investing activities	**(22,324)**	**(22,083)**	**(12,831)**	**(7,549)**	**(7,784)**	**(8,576)**	**(7,925)**	**(48,139)**	**(7,703)**	**(9,954)**	**(8,284)**
Cash flows from financing activities											
Receipts:											
New loans	450	11,920	500	0	0	0	0	20,000	0	0	0
Payments:											
Repayment of borrowings and advances	(1,380)	(964)	(1,234)	(1,068)	(1,200)	(1,120)	(1,233)	(1,311)	(1,886)	(2,005)	(1,952)
Net cash provided (or used in) financing activities	**(930)**	**10,956**	**(734)**	**(1,068)**	**(1,200)**	**(1,120)**	**(1,233)**	**18,689**	**(1,886)**	**(2,005)**	**(1,952)**
Net increase / (decrease) in cash	(950)	(966)	(684)	682	1,059	411	1,213	2,327	421	(1,786)	352
Cash at the beginning of the year	42,104	41,154	40,188	39,504	40,187	41,246	41,657	42,870	45,197	45,618	43,832
Cash at the end of the year	41,154	40,188	39,504	40,187	41,246	41,657	42,870	45,197	45,618	43,832	44,184

Cash Flow Statement	GENERAL FUND										
$'000	Revised Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034
Cash flows from operating activities											
Receipts:											
Rates and annual charges	7,746	8,121	8,315	8,514	8,718	8,927	9,141	9,360	9,585	9,814	10,050
User charges and fees	11,949	5,447	5,610	5,745	6,086	6,230	6,377	6,528	6,684	6,844	7,008
Investment and interest revenue received	1,675	1,777	1,731	1,701	1,731	1,779	1,798	1,852	1,957	1,976	1,895
Grants and contributions	21,992	12,170	12,895	8,796	9,295	9,461	9,631	15,805	9,984	10,167	10,355
Other Revenue	872	401	409	417	425	433	441	450	459	469	478
Other Income	201	207	213	219	226	233	240	247	254	262	270
Net gain from the disposal of assets	178	178	0	242	0	0	0	0	0	0	0
Payments:											
Employee benefits and on-costs	(13,425)	(13,561)	(14,069)	(14,320)	(14,476)	(14,901)	(15,339)	(15,790)	(16,255)	(16,733)	(17,225)
Materials and contracts	(13,608)	(5,847)	(4,263)	(4,066)	(4,081)	(4,520)	(4,522)	(4,043)	(4,747)	(5,005)	(4,904)
Borrowing costs	(178)	(156)	(180)	(189)	(175)	(159)	(144)	(130)	(115)	(99)	(82)
Other	(1,620)	(1,582)	(1,608)	(1,646)	(1,684)	(1,723)	(1,763)	(1,804)	(1,846)	(1,890)	(1,934)
LSL Paid - reduce liability	(470)	(246)	(253)	(261)	(269)	(277)	(285)	(293)	(302)	(311)	(321)
Net cash provided (or used in) operating activities	**15,310**	**6,910**	**8,800**	**5,152**	**5,798**	**5,483**	**5,574**	**12,181**	**5,657**	**5,493**	**5,589**
Cash flows from investing activities											
Receipts:											
Sale of infrastructure, property, plant and equipment	64	71	0	96	0	0	0	0	0	0	0
Deferred debtors receipts	0	0	0	0	0	0	0	0	0	0	0
Payments:											
Purchase of property, plant and equipment	(13,320)	(8,599)	(10,161)	(4,872)	(5,039)	(5,687)	(5,564)	(10,762)	(5,229)	(5,217)	(5,274)
Net cash provided (or used in) investing activities	**(13,255)**	**(8,528)**	**(10,161)**	**(4,775)**	**(5,039)**	**(5,687)**	**(5,564)**	**(10,762)**	**(5,229)**	**(5,217)**	**(5,274)**
Cash flows from financing activities											
Receipts:											
New loans	0	865	500	0	0	0	0	0	0	0	0
Payments:											
Repayment of borrowings and advances	(489)	(508)	(490)	(279)	(294)	(281)	(274)	(287)	(303)	(319)	(270)
Net cash provided (or used in) financing activities	**(489)**	**357**	**10**	**(279)**	**(294)**	**(281)**	**(274)**	**(287)**	**(303)**	**(319)**	**(270)**
Net increase / (decrease) in cash	1,566	(1,262)	(1,351)	98	465	(484)	(263)	1,132	126	(43)	45
Cash at the beginning of the year	20,853	22,419	21,158	19,807	19,904	20,370	19,885	19,623	20,754	20,880	20,837
Cash at the end of the year	22,419	21,158	19,807	19,904	20,370	19,885	19,623	20,754	20,880	20,837	20,882

Cash Flow Statement	WASTE FUND										
$'000	Revised Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034
Cash flows from operating activities											
Receipts:											
Rates and annual charges	3,170	3,312	3,412	3,515	3,621	3,730	3,842	3,958	4,078	4,200	4,327
User charges and fees	1,352	741	763	786	809	834	859	885	911	938	967
Investment and interest revenue received	27	28	29	29	30	31	31	32	33	34	35
Grants and contributions	0	0	0	0	0	0	0	0	0	0	0
Other Revenue	1,333	1,283	1,291	1,298	806	314	322	330	339	348	357
Other Income	3	3	3	3	3	3	3	3	3	4	4
Net gain from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
Payments:											
Employee benefits and on-costs	(1,875)	(1,999)	(2,065)	(2,102)	(2,038)	(1,967)	(2,026)	(2,086)	(2,148)	(2,212)	(2,278)
Materials and contracts	(3,106)	(2,718)	(2,803)	(2,913)	(2,621)	(2,339)	(2,403)	(2,361)	(2,529)	(2,602)	(2,678)
Borrowing costs	(7)	(27)	(24)	(23)	(22)	(21)	(20)	(19)	(18)	(17)	(16)
Other	(2)	(2)	(2)	(2)	(3)	(3)	(3)	(3)	(3)	(3)	(3)
LSL Paid - reduce liability	(27)	(28)	(29)	(30)	(31)	(32)	(33)	(34)	(35)	(36)	(37)
Net cash provided (or used in) operating activities	**867**	**593**	**575**	**561**	**556**	**549**	**573**	**705**	**631**	**653**	**676**
Cash flows from investing activities											
Receipts:											
Sale of infrastructure, property, plant and equipment	0	0	0	0	0	0	0	0	0	0	0
Deferred debtors receipts	0	0	0	0	0	0	0	0	0	0	0
Payments:											
Purchase of property, plant and equipment	(827)	(20)	(20)	(20)	(410)	(410)	(20)	(20)	(20)	(20)	(410)
Net cash provided (or used in) investing activities	**(827)**	**(20)**	**(20)**	**(20)**	**(410)**	**(410)**	**(20)**	**(20)**	**(20)**	**(20)**	**(410)**
Cash flows from financing activities											
Receipts:											
New loans	450	0	0	0	0	0	0	0	0	0	0
Payments:											
Repayment of borrowings and advances	(55)	(72)	(14)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)
Net cash provided (or used in) financing activities	**395**	**(72)**	**(14)**	**(14)**	**(15)**	**(16)**	**(17)**	**(18)**	**(19)**	**(20)**	**(21)**
Net increase / (decrease) in cash	436	501	541	526	131	123	536	668	592	613	245
Cash at the beginning of the year	2,153	2,589	3,090	3,631	4,157	4,288	4,411	4,947	5,615	6,207	6,820
Cash at the end of the year	2,589	3,090	3,631	4,157	4,288	4,411	4,947	5,615	6,207	6,820	7,066

Cash Flow Statement	WATER FUND										
$'000	Revised Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034
Cash flows from operating activities											
Receipts:											
Rates and annual charges	2,057	2,149	2,214	2,281	2,350	2,421	2,494	2,569	2,646	2,726	2,808
User charges and fees	4,975	6,003	6,184	6,369	6,560	6,757	6,960	7,168	7,384	7,605	7,833
Investment and interest revenue received	37	37	37	37	37	37	37	37	37	37	37
Grants and contributions	3,595	52	42	36	37	38	39	15,040	41	42	43
Other Revenue	0	0	0	0	0	0	0	0	0	0	0
Other Income	0	0	0	0	0	0	0	0	0	0	0
Net gain from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
Payments:											
Employee benefits and on-costs	(1,236)	(1,299)	(1,339)	(1,363)	(1,403)	(1,445)	(1,488)	(1,532)	(1,578)	(1,625)	(1,673)
Materials and contracts	(4,308)	(4,285)	(4,429)	(4,645)	(4,782)	(4,947)	(5,060)	(5,952)	(5,265)	(5,392)	(5,529)
Borrowing costs	(208)	(181)	(167)	(154)	(139)	(123)	(106)	(88)	(1,147)	(1,099)	(1,052)
Other	(29)	(30)	(30)	(31)	(32)	(32)	(33)	(34)	(35)	(36)	(37)
LSL Paid - reduce liability	(22)	(19)	(20)	(20)	(21)	(22)	(22)	(23)	(23)	(24)	(25)
Net cash provided (or used in) operating activities	**4,861**	**2,428**	**2,492**	**2,511**	**2,607**	**2,684**	**2,821**	**17,186**	**2,060**	**2,234**	**2,406**
Cash flows from investing activities											
Receipts:											
Sale of infrastructure, property, plant and equipment	0	0	0	0	0	0	0	0	0	0	0
Deferred debtors receipts	0	0	0	0	0	0	0	0	0	0	0
Payments:											
Purchase of property, plant and equipment	(6,566)	(1,879)	(2,163)	(1,987)	(1,899)	(1,948)	(1,884)	(36,889)	(1,975)	(3,758)	(2,097)
Net cash provided (or used in) investing activities	**(6,566)**	**(1,879)**	**(2,163)**	**(1,987)**	**(1,899)**	**(1,948)**	**(1,884)**	**(36,889)**	**(1,975)**	**(3,758)**	**(2,097)**
Cash flows from financing activities											
Receipts:											
New loans	0	0	0	0	0	0	0	20,000	0	0	0
Payments:											
Repayment of borrowings and advances	(668)	(199)	(213)	(226)	(241)	(257)	(274)	(292)	(806)	(853)	(794)
Net cash provided (or used in) financing activities	**(668)**	**(199)**	**(213)**	**(226)**	**(241)**	**(257)**	**(274)**	**19,708**	**(806)**	**(853)**	**(794)**
Net increase / (decrease) in cash	(2,372)	350	116	298	467	479	663	5	(720)	(2,377)	(485)
Cash at the beginning of the year	8,317	5,945	6,294	6,410	6,708	7,175	7,654	8,316	8,322	7,602	5,225
Cash at the end of the year	5,945	6,294	6,410	6,708	7,175	7,654	8,316	8,322	7,602	5,225	4,740

Cash Flow Statement	SEWER FUND										
$'000	Revised Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034
Cash flows from operating activities											
Receipts:											
Rates and annual charges	3,089	3,228	3,577	3,684	3,795	3,909	4,027	4,148	4,272	4,401	4,533
User charges and fees	984	1,028	1,112	1,145	1,179	1,215	1,251	1,288	1,326	1,366	1,406
Investment and interest revenue received	108	79	75	71	67	62	58	53	49	44	33
Grants and contributions	115	68	70	72	74	76	77	79	81	83	85
Other Revenue	25	0	0	0	0	0	0	0	0	0	0
Other Income	24	24	25	26	27	27	28	29	30	31	32
Net gain from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
Payments:											
Employee benefits and on-costs	(528)	(585)	(604)	(618)	(636)	(655)	(675)	(695)	(716)	(737)	(759)
Materials and contracts	(2,064)	(3,141)	(2,191)	(2,285)	(2,342)	(2,403)	(2,462)	(2,342)	(2,570)	(2,638)	(2,711)
Borrowing costs	(479)	(464)	(1,043)	(1,012)	(1,073)	(832)	(892)	(847)	(802)	(747)	(693)
Other	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)
LSL Paid - reduce liability	(5)	(6)	(6)	(6)	(6)	(6)	(7)	(7)	(7)	(7)	(7)
Net cash provided (or used in) operating activities	**1,266**	**230**	**1,014**	**1,076**	**1,083**	**1,390**	**1,403**	**1,705**	**1,662**	**1,793**	**1,917**
Cash flows from investing activities											
Receipts:											
Sale of infrastructure, property, plant and equipment	0	0	0	0	0	0	0	0	0	0	0
Deferred debtors receipts	0	0	0	0	0	0	0	0	0	0	0
Payments:											
Purchase of property, plant and equipment	(1,677)	(11,655)	(487)	(767)	(436)	(532)	(458)	(468)	(480)	(959)	(503)
Net cash provided (or used in) investing activities	**(1,677)**	**(11,655)**	**(487)**	**(767)**	**(436)**	**(532)**	**(458)**	**(468)**	**(480)**	**(959)**	**(503)**
Cash flows from financing activities											
Receipts:											
New loans	0	11,055	0	0	0	0	0	0	0	0	0
Payments:											
Repayment of borrowings and advances	(169)	(185)	(517)	(549)	(650)	(566)	(669)	(713)	(759)	(813)	(868)
Net cash provided (or used in) financing activities	**(169)**	**10,871**	**(517)**	**(549)**	**(650)**	**(566)**	**(669)**	**(713)**	**(759)**	**(813)**	**(868)**
Net increase / (decrease) in cash	(580)	(554)	10	(240)	(3)	293	277	523	424	21	546
Cash at the beginning of the year	10,781	10,201	9,647	9,657	9,417	9,413	9,706	9,983	10,506	10,930	10,950
Cash at the end of the year	10,201	9,647	9,657	9,417	9,413	9,706	9,983	10,506	10,930	10,950	11,497

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	CIVIC ACTIVITIES											
	Income from continuing operations											
1225	Sale of Cowra History Book	518										
	Total income	518	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
42	Mayoral Expenses	2,208	2,261	2,315	2,371	2,428	2,486	2,546	2,607	2,670	2,734	2,800
40	Mayoral Allowance	37,925	39,350	40,294	41,261	42,251	43,265	44,303	45,366	46,455	47,570	48,712
51	Mayor - Vehicle Running Expenses	18,918	19,372	19,837	20,313	20,801	21,300	21,811	22,334	22,870	23,419	23,981
57	Executive Meetings	13,685	14,013	14,349	14,693	15,046	15,407	15,777	16,156	16,544	16,941	17,348
54	Community Event Attendance	3,463	3,546	3,631	3,718	3,807	3,898	3,992	4,088	4,186	4,286	4,389
43	Councillor Travelling Costs/Allowances	14,336	14,680	15,032	15,393	15,762	16,140	16,527	16,924	17,330	17,746	18,172
44	Councillor Communication Expenses	14,468	14,815	15,171	15,535	15,908	16,290	16,681	17,081	17,491	17,911	18,341
45	Councillor Training & Conference Attendance	35,000	30,840	31,580	32,338	33,114	33,909	34,722	35,556	36,409	37,282	38,177
49	Councillor Partners/Spouses Expenses	748	766	784	803	822	842	862	883	904	926	948
61	Membership Fees	1,713	1,754	1,796	1,839	1,883	1,928	1,974	2,021	2,070	2,120	2,171
67	Prospective Councillor Introductory Sessions		5,000				5,000				5,000	
50	Councillor Carers Expenses	662	678	694	711	728	745	763	781	800	819	839
56	Staff Meeting Expenses	13,986	14,322	14,666	15,018	15,378	15,747	16,125	16,512	16,908	17,314	17,730
55	Council & Staff Functions	12,475	12,774	13,081	13,395	13,716	14,045	14,382	14,727	15,080	15,442	15,813
38	Councillor Insurance	34,020	34,836	35,672	36,528	37,405	38,303	39,222	40,163	41,127	42,114	43,125
37	Local Government NSW - Membership	37,414	38,312	39,231	40,173	41,137	42,124	43,135	44,170	45,230	46,316	47,428
1658	Election Expenses		142,854				157,139				172,853	
39	Section 356 Donations	35,602	35,642	36,497	37,373	38,270	39,188	40,129	41,092	42,078	43,088	44,122
60	Information & Neighbourhood Centre Contribution	12,328	12,624	12,927	13,237	13,555	13,880	14,213	14,554	14,903	15,261	15,627
58	Cowra / Japan Relationship	25,000	5,000	5,000	25,000	25,000	5,000	5,000	5,000	5,000	5,000	5,000
52	Civic Receptions	13,297	11,939	12,226	12,519	12,819	13,127	13,442	13,765	14,095	14,433	14,779
53	Civic Expenses	10,000	10,240	10,486	10,738	10,996	11,260	11,530	11,807	12,090	12,380	12,677
41	Councillor Fees	159,120	165,060	169,021	173,078	177,232	181,486	185,842	190,302	194,869	199,546	204,335
2015	Councillor Super Equivalent	17,503	18,982	20,472	21,086	21,719	22,371	23,042	23,733	24,445	25,178	25,933
68	Breakout Anniversary	6,196	35,000					25,000				
62	Central NSW Joint Organisation Membership & Admin	26,364	26,997	27,645	28,308	28,987	29,683	30,395	31,124	31,871	32,636	33,419
63	Central NSW Joint Organisation Operational Membership	11,124	11,391	11,664	11,944	12,231	12,525	12,826	13,134	13,449	13,772	14,103
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	1,309										
	Total expenses	608,863	773,048	604,071	637,372	650,995	807,088	684,241	673,880	688,874	882,087	719,969
	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	(608,346)	(773,048)	(604,071)	(637,372)	(650,995)	(807,088)	(684,241)	(673,880)	(688,874)	(882,087)	(719,969)
	Funded by / (to) reserves											
	Transfer to Election Reserve	(35,000)	(40,000)	(40,000)	(40,000)	(40,000)	(43,000)	(43,000)	(43,000)	(43,000)	(46,000)	(46,000)
	Transfer from Election Reserve		142,854				157,139				172,853	
	Transfer from Carryover Reserve											
	Funded by / (to) general revenues	643,346	670,194	644,071	677,372	690,995	692,949	727,241	716,880	731,874	755,234	765,969

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	LAND DEVELOPMENT											
	Income from continuing operations											
2266	Profit on Disposal - Land	7,256										
	Total income	7,256	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1146	Land Development - Holding Costs	8,593	8,980	9,196	9,417	9,643	9,874	10,111	10,354	10,602	10,856	11,117
	Total expenses	8,593	8,980	9,196	9,417	9,643	9,874	10,111	10,354	10,602	10,856	11,117
	Capital items											
1150	Sale of Asset - Land	(244)										
	Total capital items	(244)	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	(1,093)	(8,980)	(9,196)	(9,417)	(9,643)	(9,874)	(10,111)	(10,354)	(10,602)	(10,856)	(11,117)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	1,093	8,980	9,196	9,417	9,643	9,874	10,111	10,354	10,602	10,856	11,117

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	GENERAL MANAGERS OFFICE											
	Income from continuing operations											
30	Festival Revenue	16,155	7,509	7,734	7,966	8,205	8,451	8,705	8,966	9,235	9,512	9,797
35	Grant - NSW Small Business Month	2,500										
2028	Grant - Reconnecting Regional NSW - Community Events Program	36,905										
2110	Grant - Cowra Voices Audio Archive Project											
	Total income	55,560	7,509	7,734	7,966	8,205	8,451	8,705	8,966	9,235	9,512	9,797
	Expenses from continuing operations											
1	GM's Office - Operating Expenses - Wages	541,226	525,516	541,281	557,520	574,246	591,473	609,217	627,494	646,319	665,709	685,681
1	GM's Office - Operating Expenses - Other	59,633	61,064	62,530	64,031	65,568	67,143	68,755	70,405	72,095	73,825	75,597
4	Advertising	76,232	78,062	79,935	81,853	83,817	85,829	87,889	89,998	92,158	94,370	96,635
6	Public Relations	11,043	11,308	11,579	11,856	12,141	12,432	12,730	13,035	13,348	13,668	13,996
8	Sponsorship	10,769	11,027	11,292	11,563	11,841	12,125	12,416	12,714	13,019	13,331	13,651
9	Local Government NSW Management Services - General Manager - Performance Review	7,631	7,814	8,002	8,194	8,391	8,592	8,798	9,009	9,225	9,446	9,673
5	Printing	21,025	21,530	22,047	22,576	23,118	23,673	24,241	24,823	25,419	26,029	26,654
11	Business Assistance	36,277	37,148	38,040	38,953	39,888	40,845	41,825	42,829	43,857	44,910	45,988
14	Community Satisfaction Surveys			23,103		24,273		25,502		26,793		28,149
17	Main Street Banners	5,519	5,519	11,314	5,798	11,886	6,092	12,488	6,400	13,120	6,724	13,784
15	Festival Operations	107,631	110,492	113,301	116,182	119,136	122,166	125,273	128,461	131,731	135,084	138,525
16	Festival Coordinator	32,524	33,305	34,104	34,922	35,760	36,618	37,497	38,397	39,319	40,263	41,229
26	Grant Expenditure - NSW Small Business Month	3,648										
2070	Contribution - Christmas Lights Competition	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
2161	Business/Economic Data	25,000	25,600	26,214	26,843	27,487	28,147	28,823	29,515	30,223	30,948	31,691
2111	Cowra Voices Audio Archive Project	4,570	2,000									
	Reconnecting Regional NSW Grant Expenditure											
2058	Events Coordination & Administration	13,192										
2052	Chalk Up Festival	20,178										
	Total expenses	981,098	935,385	987,742	985,291	1,042,552	1,040,135	1,100,454	1,098,080	1,161,626	1,159,307	1,226,253
	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	(925,538)	(927,876)	(980,008)	(977,325)	(1,034,347)	(1,031,684)	(1,091,749)	(1,089,114)	(1,152,391)	(1,149,795)	(1,216,456)
	Funded by / (to) reserves											
	Transfer from Business Assistance Reserve	26,939										
	Transfer from Unexpended Grant Reserve	4,245										
	Transfer to Unexpended Grant Reserve											
	Funded by / (to) general revenues	894,354	927,876	980,008	977,325	1,034,347	1,031,684	1,091,749	1,089,114	1,152,391	1,149,795	1,216,456

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	TOURISM ACTIVITIES											
	Income from continuing operations											
1030	Japanese Garden Rent	1,989	2,037	2,086	2,136	2,187	2,239	2,293	2,348	2,404	2,462	2,521
1029	Visitor's Centre Rent	48,179	49,624	51,113	52,646	54,225	55,852	57,528	59,254	61,032	62,863	64,749
2100	Insurance Claim Income - Visitor's Centre											
	Total income	50,168	51,661	53,199	54,782	56,412	58,091	59,821	61,602	63,436	65,325	67,270
	Expenses from continuing operations											
1993	Japanese Garden Raw Water	115,847	121,060	124,692	128,433	132,286	136,255	140,343	144,553	148,890	153,357	157,958
1021	Cowra Tourism Contribution	293,486	300,530	307,743	315,129	322,692	330,437	338,367	346,488	354,804	363,319	372,039
	Building Maintenance - Visitor's Centre	18,827	19,279	19,742	20,216	20,701	21,198	21,707	22,228	22,761	23,307	23,866
1022	Cowra Tourism Contribution - Events Management Officer	50,625	51,840	53,084	54,358	55,663	56,999	58,367	59,768	61,202	62,671	64,175
1026	Cowra Japanese Garden & Cultural Centre - Plant/Labour Contribution	32,206	11,543	11,820	12,104	12,394	12,691	12,996	13,308	13,627	13,954	14,289
1023	Christmas Decorations	11,798	300	6,092	300	6,400	300	6,724	300	7,064	300	7,422
1028	Visitor's Centre Rent Contribution	34,899	35,737	36,595	37,473	38,372	39,293	40,236	41,202	42,191	43,204	44,241
	Building Depreciation	33,270	33,935	34,614	35,306	36,012	36,732	37,467	38,216	38,980	39,760	40,555
	Total expenses	590,958	574,224	594,382	603,319	624,520	633,905	656,207	666,063	689,519	699,872	724,545
	Capital items											
	Total Capital Items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(33,270)	(33,935)	(34,614)	(35,306)	(36,012)	(36,732)	(37,467)	(38,216)	(38,980)	(39,760)	(40,555)
	Total adjustment for non-cash items	(33,270)	(33,935)	(34,614)	(35,306)	(36,012)	(36,732)	(37,467)	(38,216)	(38,980)	(39,760)	(40,555)
	Increase / (decrease) in cash	(507,520)	(488,628)	(506,569)	(513,231)	(532,096)	(539,082)	(558,919)	(566,245)	(587,103)	(594,787)	(616,720)
	Funded by / (to) reserves											
	Transfer to Carryover Reserve											
	Transfer from Carryover Reserve	20,934										
	Funded by / (to) general revenues	486,586	488,628	506,569	513,231	532,096	539,082	558,919	566,245	587,103	594,787	616,720

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	HUMAN RESOURCES											
	Income from continuing operations											
141	Training Subsidy	40,000	41,000	42,025	43,076	44,153	45,257	46,388	47,548	48,737	49,955	51,204
	Total income	40,000	41,000	42,025	43,076	44,153	45,257	46,388	47,548	48,737	49,955	51,204
	Expenses from continuing operations											
133	Human Resources - Wages	237,726	248,003	255,443	263,106	270,999	279,129	287,503	296,128	305,012	314,162	323,587
134	Training	271,615	217,050	222,259	227,593	233,055	238,648	244,376	250,241	256,247	262,397	268,695
138	Employee Health & Welfare Programs	38,862	39,795	40,751	41,729	42,730	43,756	44,805	45,880	46,981	48,108	49,262
135	Employee Assistance Program	10,000	10,240	10,486	10,738	10,996	11,260	11,530	11,807	12,090	12,380	12,677
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	67,401	21,105	21,612	22,131	22,662	23,206	23,763	24,333	24,917	25,515	26,127
137	Pre-Employment Expenses	12,953	13,264	13,582	13,908	14,242	14,584	14,934	15,292	15,659	16,035	16,420
140	HR Management Software	52,533	54,567	55,876	57,217	58,590	59,996	61,436	62,910	64,419	65,965	67,548
1957	Training Contribution - Saleyards, Waste, Water, Sewer	(89,512)	(91,660)	(93,860)	(96,112)	(98,419)	(100,781)	(103,200)	(105,677)	(108,213)	(110,810)	(113,469)
	WORK HEALTH & SAFETY											
2244	Work Health & Safety - Wages		92,343	95,113	97,966	100,905	103,932	107,050	110,262	113,570	116,977	120,486
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
2246	Replenish First Aid Kits		9,128	9,347	9,571	9,801	10,036	10,277	10,524	10,777	11,036	11,301
2247	Defibrillator Maintenance		4,329	4,433	4,539	4,648	4,760	4,874	4,991	5,111	5,234	5,360
	Total expenses	613,578	665,659	683,390	701,606	720,322	739,553	759,312	779,614	800,475	821,910	843,935
	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	(573,578)	(624,659)	(641,365)	(658,530)	(676,169)	(694,296)	(712,924)	(732,066)	(751,738)	(771,955)	(792,731)
	Funded by / (to) reserves											
	Transfer from Statecover Reserve	32,887	33,677	34,485	35,312	36,160	37,028	37,917	38,827	39,759	40,713	41,691
	Transfer from Carryover Reserve	59,652										
	Funded by / (to) general revenues	481,039	590,982	606,880	623,218	640,009	657,268	675,007	693,239	711,979	731,242	751,040

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	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	110,247	109,991	110,217	113,524	116,930	120,438	124,051	127,773	131,606	135,554	139,620
18	Public Holidays	37,104	35,520	36,586	37,684	38,815	39,979	41,178	42,413	43,685	44,996	46,346
18	Workers Comp. Insurance	29,868	30,585	31,319	32,071	32,841	33,629	34,436	35,262	36,108	36,975	37,862
18	Annual Leave	74,207	71,040	73,171	75,366	77,627	79,956	82,355	84,826	87,371	89,992	92,692
	Long Service Leave - Accrual	33,781	34,963	36,012	37,092	38,205	39,351	40,532	41,748	43,000	44,290	45,619
18	Sick Leave	27,828	26,640	27,439	28,262	29,110	29,983	30,882	31,808	32,762	33,745	34,757
18	Training Wages											
	Lump Sum Payment		7,429	7,429								
	Total expenses	313,035	316,168	322,173	323,999	333,528	343,336	353,434	363,830	374,532	385,552	396,896
	Capital items											
18	Long Service Leave	18,552	17,760	18,293	18,842	19,407	19,989	20,589	21,207	21,843	22,498	23,173
	Total capital items	18,552	17,760	18,293	18,842	19,407	19,989	20,589	21,207	21,843	22,498	23,173
	Cash reconciliation items											
	Long Service Leave Accrual	(33,781)	(34,963)	(36,012)	(37,092)	(38,205)	(39,351)	(40,532)	(41,748)	(43,000)	(44,290)	(45,619)
	Total adjustment for non-cash items	(33,781)	(34,963)	(36,012)	(37,092)	(38,205)	(39,351)	(40,532)	(41,748)	(43,000)	(44,290)	(45,619)
	Increase / (decrease) in cash	(297,805)	(298,965)	(304,454)	(305,749)	(314,730)	(323,974)	(333,491)	(343,289)	(353,375)	(363,760)	(374,450)
	Funded by / (to) reserves											
	Transfer to Long Service Leave Reserve	(18,552)	(17,760)	(18,293)	(18,842)	(19,407)	(19,989)	(20,589)	(21,207)	(21,843)	(22,498)	(23,173)
	Transfer from Long Service Leave Reserve	18,552	17,760	18,293	18,842	19,407	19,989	20,589	21,207	21,843	22,498	23,173
	Funded by / (to) general revenues	297,805	298,965	304,454	305,749	314,730	323,974	333,491	343,289	353,375	363,760	374,450

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	CORPORATE SERVICES											
	Income from continuing operations											
99	Statewide - Insurance Rebates	36,547	39,288	40,231	41,197	42,186	43,198	44,235	45,297	46,384	47,497	48,637
100	Statecover - Performance Rebate	51,485	52,721	53,986	55,282	56,609	57,968	59,359	60,784	62,243	63,737	65,267
	Total income	88,032	92,009	94,217	96,479	98,795	101,166	103,594	106,081	108,627	111,234	113,904
	Expenses from continuing operations											
74	Corporate Services - Operating Expenses - Wages	507,839	584,820	602,365	620,436	639,049	658,221	677,968	698,307	719,256	740,834	763,059
74	Corporate Services - Operating Expenses - Other	348,260	356,617	365,175	373,938	382,910	392,100	401,511	411,146	421,012	431,116	441,463
81	Insurance Expenses	374,978	403,101	412,776	422,682	432,826	443,214	453,851	464,744	475,899	487,320	499,016
90	Employee Service Awards	5,967	5,533	5,666	5,802	5,941	6,084	6,230	6,380	6,533	6,690	6,851
	FINANCIAL SERVICES											
2009	Financial Services - Operating Expenses - Wages	503,396	533,463	549,467	565,951	582,930	600,418	618,431	636,984	656,094	675,777	696,050
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	54,563	55,873	57,214	58,587	59,993	61,433	62,907	64,417	65,963	67,546	69,167
106	Audit Fees	78,700	80,589	82,523	84,504	86,532	88,609	90,736	92,914	95,144	97,427	99,765
107	Internal Audit	28,028	25,000	25,600	26,214	26,843	27,487	28,147	28,823	29,515	30,223	30,948
2243	ARIC Members Fees		25,000	25,600	26,214	26,843	27,487	28,147	28,823	29,515	30,223	30,948
110	Accounting Software	20,000	10,291	10,538	10,791	11,050	11,315	11,587	11,865	12,150	12,442	12,741
111	Revaluation of Council Assets		30,000		20,000	20,000		30,000		20,000	20,000	
	ADMINISTRATION BUILDING - WORKING EXPENSES											
85	Administration Building - Maintenance & Operating Expenses	196,166	200,874	205,695	210,632	215,688	220,864	226,164	231,591	237,148	242,840	248,667
2163	Installation - WHS Compliant Boiling Water Units	12,331										
	Building Depreciation	122,150	124,593	127,085	129,627	132,220	134,864	137,561	140,312	143,118	145,980	148,900
	Total expenses	2,287,377	2,470,754	2,504,704	2,590,378	2,657,825	2,707,096	2,808,240	2,851,306	2,946,347	3,023,418	3,082,575
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(122,150)	(124,593)	(127,085)	(129,627)	(132,220)	(134,864)	(137,561)	(140,312)	(143,118)	(145,980)	(148,900)
	Total adjustment for non-cash items	(122,150)	(124,593)	(127,085)	(129,627)	(132,220)	(134,864)	(137,561)	(140,312)	(143,118)	(145,980)	(148,900)
	Increase / (decrease) in cash	(2,077,195)	(2,254,152)	(2,283,402)	(2,364,272)	(2,426,810)	(2,471,066)	(2,567,085)	(2,604,913)	(2,694,602)	(2,766,204)	(2,819,771)
	Funded by / (to) reserves											
	Transfer to Statewide Reserve	(36,547)	(39,288)	(40,231)	(41,197)	(42,186)	(43,198)	(44,235)	(45,297)	(46,384)	(47,497)	(48,637)
	Transfer to Statecover Reserve	(51,485)	(52,721)	(53,986)	(55,282)	(56,609)	(57,968)	(59,359)	(60,784)	(62,243)	(63,737)	(65,267)
	Transfer from Carryover Reserve											
	Transfer to Bad Debts Reserve	(7,500)	(7,500)	(8,000)	(8,000)	(8,000)	(8,500)	(8,500)	(9,000)	(9,000)	(9,000)	(9,500)
	Funded by / (to) general revenues	2,172,727	2,353,661	2,385,619	2,468,751	2,533,605	2,580,732	2,679,179	2,719,994	2,812,229	2,886,438	2,943,175

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	GENERAL PURPOSE REVENUE											
	Income from continuing operations											
	Residential - Cowra	2,045,760	2,143,485	2,194,929	2,247,607	2,301,550	2,356,787	2,413,350	2,471,270	2,530,580	2,591,314	2,653,506
	Residential	361,634	318,889	326,542	334,379	342,404	350,622	359,037	367,654	376,478	385,513	394,765
	Residential - Rural	473,120	716,502	733,698	751,307	769,338	787,802	806,709	826,070	845,896	866,198	886,987
	Farmland	3,405,377	3,392,766	3,474,192	3,557,573	3,642,955	3,730,386	3,819,915	3,911,593	4,005,471	4,101,602	4,200,040
	Mining	22,460	23,546	24,111	24,690	25,283	25,890	26,511	27,147	27,799	28,466	29,149
	Business	1,504,377	1,600,321	1,638,729	1,678,058	1,718,331	1,759,571	1,801,801	1,845,044	1,889,325	1,934,669	1,981,101
	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	18,102	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	(5,390)	(5,519)	(5,651)	(5,787)	(5,926)	(6,068)	(6,214)	(6,363)	(6,516)	(6,672)	(6,832)
	Pensioner Rates Abandoned	(174,492)	(182,344)	(186,720)	(191,201)	(195,790)	(200,489)	(205,301)	(210,228)	(215,273)	(220,440)	(225,731)
	Pensioner Rates Subsidy	94,905	99,176	101,556	103,993	106,489	109,045	111,662	114,342	117,086	119,896	122,774
	Interest on Investments	1,612,082	1,716,932	1,673,474	1,642,702	1,673,409	1,721,080	1,739,557	1,794,130	1,898,855	1,917,816	1,837,454
1583	Financial Assistance Grant - Local Roads	1,781,128	1,825,657	1,871,298	1,918,080	1,966,032	2,015,183	2,065,563	2,117,202	2,170,132	2,224,385	2,279,995
1582	Financial Assistance Grant - General	3,983,218	4,082,798	4,184,868	4,289,490	4,396,727	4,506,645	4,619,311	4,734,794	4,853,164	4,974,493	5,098,855
	Total income	15,180,282	15,804,029	16,102,846	16,422,711	16,812,622	17,228,274	17,623,721	18,064,475	18,564,817	18,989,060	19,323,883
	Expenses from continuing operations											
105	Valuer General Land Value Fee	66,601	68,199	69,836	71,512	73,228	74,985	76,785	78,628	80,515	82,447	84,426
108	Debt Recovery Expenses	18,000	15,256	15,622	15,997	16,381	16,774	17,177	17,589	18,011	18,443	18,886
116	S.611 Charges - Water/Sewer	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)
109	Refund S.611 Charges to Water & Sewer	180,000	180,000	120,000	80,000	50,000						
	Total expenses	(685,400)	(686,545)	(744,542)	(782,491)	(810,391)	(858,241)	(856,038)	(853,783)	(851,474)	(849,110)	(846,688)
	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	15,865,682	16,490,574	16,847,388	17,205,202	17,623,013	18,086,515	18,479,759	18,918,258	19,416,291	19,838,170	20,170,571
	Funded by / (to) reserves											
	Transfer to Financial Assistance Grants Reserve	(2,810,086)	(3,028,083)	(3,103,785)	(3,181,380)	(3,260,914)	(3,342,437)	(3,425,998)	(3,511,648)	(3,599,439)	(3,689,425)	(3,781,661)
	Transfer from Financial Assistance Grants Reserve	2,741,547	2,810,086	3,028,083	3,103,785	3,181,380	3,260,914	3,342,437	3,425,998	3,511,648	3,599,439	3,689,425
	Transfer to Built Asset Replacement Program Reserve	(84,735)	(109,293)	(87,131)	(72,317)	(73,101)	(76,685)	(80,430)	(84,344)	(88,434)	(92,708)	(97,175)
	Funded by / (to) general revenues	(15,712,408)	(16,163,284)	(16,684,555)	(17,055,290)	(17,470,379)	(17,928,307)	(18,315,768)	(18,748,264)	(19,240,066)	(19,655,476)	(19,981,160)

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	OTHER REVENUE											
	Income from continuing operations											
	Interest on Internal Loans	4,477	2,325									
113	S.603 Certificates	42,157	43,422	44,725	46,067	47,449	48,872	50,338	51,848	53,403	55,005	56,655
115	AGL Gas Distribution Revenue	3,649	3,758	3,871	3,987	4,107	4,230	4,357	4,488	4,623	4,762	4,905
98	Sundry	4,851	4,997	5,147	5,301	5,460	5,624	5,793	5,967	6,146	6,330	6,520
	Total income	55,134	54,502	53,743	55,355	57,016	58,726	60,488	62,303	64,172	66,097	68,080
	Expenses from continuing operations											
1965	AODE Distribution	(1,410,598)	(2,812,780)	(1,815,956)	(2,078,385)	(2,160,180)	(2,254,341)	(2,339,336)	(2,774,750)	(2,448,804)	(2,555,086)	(2,679,372)
1963	Waste Dividend	(61,732)	(63,214)	(64,731)	(66,285)	(67,876)	(69,505)	(71,173)	(72,881)	(74,630)	(76,421)	(78,255)
1960	Saleyards Dividend	(21,778)	(22,301)	(22,836)	(23,384)	(23,945)	(24,520)	(25,108)	(25,711)	(26,328)	(26,960)	(27,607)
1961	Caravan Park Dividend	(42,245)	(43,259)	(44,297)	(45,360)	(46,449)	(47,564)	(48,706)	(49,875)	(51,072)	(52,298)	(53,553)
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	(1,544,445)	(1,006,011)	(1,052,600)	(1,065,256)	(836,944)	(622,631)	(637,394)	(732,190)	(677,375)	(694,243)	(707,902)
	Total expenses	(3,230,798)	(4,097,565)	(3,150,420)	(3,428,670)	(3,285,393)	(3,168,561)	(3,271,718)	(3,805,408)	(3,428,210)	(3,555,008)	(3,696,689)
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	3,285,932	4,152,067	3,204,163	3,484,025	3,342,409	3,227,287	3,332,206	3,867,711	3,492,382	3,621,105	3,764,769
	Funded by / (to) reserves											
	Funded by / (to) general revenues	(3,285,932)	(4,152,067)	(3,204,163)	(3,484,025)	(3,342,409)	(3,227,287)	(3,332,206)	(3,867,711)	(3,492,382)	(3,621,105)	(3,764,769)

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	INFORMATION TECHNOLOGY											
	Income from continuing operations											
123	Information Services - Sundry Income	588	588	588	588	588	588	588	588	588	588	588
	Total income	588	588	588	588	588	588	588	588	588	588	588
	Expenses from continuing operations											
123	Information Services - Operating Expenditure - Wages	226,456	245,180	252,535	260,111	267,914	275,951	284,230	292,757	301,540	310,586	319,904
123	Information Services - Operating Expenditure - Other	432,745	443,131	453,767	464,657	475,808	487,228	498,921	510,896	523,158	535,713	548,571
2143	Website Licensing	50,000	51,310	52,604	53,931	55,291	56,686	58,116	59,583	61,087	62,630	64,211
2142	Desktop PC/Laptop Replacement	20,000	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 iPads - Councillors		28,000				28,500				29,000	
	RECORDS											
2010	Records Management - Operating Expenditure - Wages	113,805	118,949	122,517	126,193	129,979	133,878	137,894	142,031	146,292	150,681	155,201
2010	Records Management - Operating Expenditure - Other	23,134	23,689	24,258	24,840	25,436	26,046	26,671	27,311	27,966	28,637	29,324
	DEPRECIATION											
	Equipment Depreciation	95,521	97,431	99,380	101,368	103,395	105,463	107,572	109,723	111,917	114,155	116,438
	Other Asset Depreciation	10,593	10,805	11,021	11,241	11,466	11,695	11,929	12,168	12,411	12,659	12,912
	Total expenses	1,012,534	1,038,495	1,036,082	1,062,341	1,089,289	1,145,447	1,145,333	1,174,469	1,204,371	1,264,061	1,266,561
	Capital items											
	Major Software & Infrastructure Upgrades	170,052										
	Total capital items	170,052	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(106,114)	(108,236)	(110,401)	(112,609)	(114,861)	(117,158)	(119,501)	(121,891)	(124,328)	(126,814)	(129,350)
	Total adjustment for non-cash items	(106,114)	(108,236)	(110,401)	(112,609)	(114,861)	(117,158)	(119,501)	(121,891)	(124,328)	(126,814)	(129,350)
	Increase / (decrease) in cash	(1,075,884)	(929,671)	(925,093)	(949,144)	(973,840)	(1,027,701)	(1,025,244)	(1,051,990)	(1,079,455)	(1,136,659)	(1,136,623)
	Funded by / (to) reserves											
	Transfer to IT Equipment Reserve		(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
	Transfer from Carryover Reserve (Capital)	70,052										
	Transfer to Carryover Reserve											
	Funded by / (to) general revenues	1,005,832	979,671	975,093	999,144	1,023,840	1,077,701	1,075,244	1,101,990	1,129,455	1,186,659	1,186,623

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	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	67,184										
143	Risk Management - Operating Expenses - Other	23,854										
	Employee Health Screenings	3,126										
150	Assessment of Workstations & Chair Replacements	5,348										
149	Replenish First Aid Kits	8,914										
151	Defibrillator Maintenance	4,228										
	LEMO											
146	LEMO Service - Wages	22,395										
146	LEMO Service - Other	10,809										
1977	Contribution from SES for LEMO	(6,214)										
	Total expenses	139,645	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	(139,645)	0	0	0	0	0	0	0	0	0	0
	Funded by / (to) reserves											
	Transfer from Statecover Reserve	8,475										
	Funded by / (to) general revenues	131,170	0	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	LIBRARY											
	Income from continuing operations											
958	Library Subsidy	82,108	82,108	82,108	82,108	82,108	82,108	82,108	82,108	82,108	82,108	82,108
959	Sundry Income	7,641	7,870	8,106	8,349	8,599	8,857	9,123	9,397	9,679	9,969	10,268
960	Special Purpose Grant	19,689	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	267,362										
	Total income	376,800	95,978	96,214	96,457	96,707	96,965	97,231	97,505	97,787	98,077	98,376
	Expenses from continuing operations											
954	Contribution to Central West Libraries	380,242	400,000	409,600	419,430	429,496	439,804	450,359	461,168	472,236	483,570	495,176
952	Building Maintenance - Library	33,105	28,779	29,470	30,177	30,902	31,644	32,404	33,182	33,979	34,794	35,629
2008	Loan No. 226 - Library - 50%	2,239	1,163									
951	Library - Working Expenses	38,625	44,672	45,744	46,842	47,966	49,117	50,296	51,503	52,739	54,004	55,300
955	Local Projects Grant Expenditure	64,215	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
	Building Depreciation	43,742	44,616	45,508	46,418	47,346	48,293	49,259	50,244	51,249	52,274	53,319
	Equipment Depreciation	1,395	1,423	1,451	1,480	1,510	1,540	1,571	1,602	1,634	1,667	1,700
	Total expenses	563,563	526,653	537,773	550,347	563,220	576,398	589,889	603,699	617,837	632,309	647,124
	Capital items											
	Loan No. 226 - Library - 50%	13,453	14,529									
957	Revitalising Regional Libraries	16,000										
2170	Cowra Library Refurbishment	267,362										
	Total capital items	296,815	14,529	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(45,137)	(46,039)	(46,959)	(47,898)	(48,856)	(49,833)	(50,830)	(51,846)	(52,883)	(53,941)	(55,019)
	Internal Loan Principal - Back	(13,453)	(14,529)									
	Total adjustment for non-cash items	(58,589)	(60,568)	(46,959)	(47,898)	(48,856)	(49,833)	(50,830)	(51,846)	(52,883)	(53,941)	(55,019)
	Increase / (decrease) in cash	(424,988)	(384,636)	(394,600)	(405,992)	(417,657)	(429,600)	(441,828)	(454,348)	(467,167)	(480,291)	(493,729)
	Funded by / (to) reserves											
	Transfer from Unexpended Grants Reserve	44,526										
	Transfer from Unexpended Grants Reserve (Capital)	16,000										
	Transfer from S94 Growth Reserve	2,290	2,347	2,406	2,466	2,528	2,591	2,656	2,722	2,790	2,860	2,931
	Funded by / (to) general revenues	362,172	382,289	392,194	403,526	415,129	427,009	439,172	451,626	464,377	477,431	490,798

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	ART GALLERY											
	Income from continuing operations											
864	Gallery Income - Art Awards - Subscription/Program	10,000	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	7,654	2,557	2,634	2,713	2,794	2,878	2,964	3,053	3,145	3,239	3,336
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	32,402	29,305	29,382	29,461	29,542	29,626	29,712	29,801	29,893	29,987	30,084
	Expenses from continuing operations											
841	Gallery - Salaries	169,338	177,051	182,363	187,834	193,469	199,273	205,251	211,409	217,751	224,284	231,013
842	Gallery - Building & Utilities	76,538	78,375	80,256	82,183	84,155	86,174	88,242	90,360	92,528	94,749	97,023
845	Gallery - Administration & Marketing Expenses	19,826	27,470	28,129	28,804	29,495	30,203	30,928	31,670	32,430	33,208	34,005
847	Gallery - Collection Storage & Conservation	7,429	7,607	7,790	7,977	8,168	8,364	8,565	8,771	8,982	9,198	9,419
851	Gallery - Art Awards	12,541	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
850	Gallery - Exhibitions Expenses	33,051	25,140	25,743	26,361	26,994	27,642	28,305	28,984	29,680	30,392	31,121
848	Gallery - Exhibition Development	3,017	1,466	1,501	1,537	1,574	1,612	1,651	1,691	1,732	1,774	1,817
844	Gallery - Public Programs/Outreach	16,329	16,721	17,122	17,533	17,954	18,385	18,826	19,278	19,741	20,215	20,700
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	859	1,376	1,409	1,443	1,478	1,513	1,549	1,586	1,624	1,663	1,703
2119	NATSIAA Conference & Exhibition Darwin	3,000										
863	Loan No. 226 - Gallery - 50%	2,239	1,163									
	COWRA SCULPTURE PARK											
855	Cowra Sculpture Park	61,027	20,000	20,000								
	Building Depreciation	43,742	44,616	45,508	46,418	47,346	48,293	49,259	50,244	51,249	52,274	53,319
	Other Asset Depreciation	28,654	29,227	29,812	30,408	31,016	31,636	32,269	32,914	33,572	34,243	34,928
	Total expenses	491,590	456,212	465,633	456,498	467,649	479,095	490,845	502,907	515,289	528,000	541,048
	Capital items											
2261	Purchase of Scissor Lift	25,000										
	Loan No. 226 - Gallery - 50%	13,453	14,529									
	Total capital items	38,453	14,529	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Internal Loan Principal - Back	(13,453)	(14,529)									
	Depreciation	(72,396)	(73,843)	(75,320)	(76,826)	(78,362)	(79,929)	(81,528)	(83,158)	(84,821)	(86,517)	(88,247)
	Total adjustment for non-cash items	(85,848)	(88,372)	(75,320)	(76,826)	(78,362)	(79,929)	(81,528)	(83,158)	(84,821)	(86,517)	(88,247)
	Increase / (decrease) in cash	(411,793)	(353,064)	(360,931)	(350,211)	(359,745)	(369,540)	(379,605)	(389,948)	(400,575)	(411,496)	(422,717)
	Funded by / (to) reserves											
	Transfer to Unexpended Grants Reserve											
	Transfer from Unexpended Grants Reserve	3,000										
	Transfer to Carryover Reserve											
	Transfer from Carryover Reserve	41,027										
	Transfer from S94 Growth Reserve	2,290	2,347	2,406	2,466	2,528	2,591	2,656	2,722	2,790	2,860	2,931
	Transfer from Statecover Reserve (Capital)	25,000										
	Funded by / (to) general revenues	340,476	350,717	358,525	347,745	357,217	366,949	376,949	387,226	397,785	408,636	419,786

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	CIVIC CENTRE											
	Income from continuing operations											
2023	Grant - Civic Centre Accessibility Upgrade	241,326										
831	Equipment Funds - Civic Centre	5,513	3,103	3,196	3,292	3,391	3,493	3,598	3,706	3,817	3,932	4,050
832	Other Income - Civic Centre	2,103	3,711	3,822	3,937	4,055	4,177	4,302	4,431	4,564	4,701	4,842
833	Bar Sales - Civic Centre	47,280	36,338	37,428	38,551	39,708	40,899	42,126	43,390	44,692	46,033	47,414
835	Booking Fees - Civic Centre	8,000	8,240	8,487	8,742	9,004	9,274	9,552	9,839	10,134	10,438	10,751
836	Equipment Hire - Civic Centre	3,308	3,407	3,509	3,614	3,722	3,834	3,949	4,067	4,189	4,315	4,444
837	Venue Hire Fees - Civic Centre	60,443	32,901	33,888	34,905	35,952	37,031	38,142	39,286	40,465	41,679	42,929
838	Ticket Sales - Civic Centre	79,128	81,502	83,947	86,465	89,059	91,731	94,483	97,317	100,237	103,244	106,341
839	Merchandise Sales - Civic Centre	1,103	1,136	1,170	1,205	1,241	1,278	1,316	1,355	1,396	1,438	1,481
2069	Grant - Creative Capital Funding Program	1,500,000										
	Total income	1,948,204	170,338	175,447	180,711	186,132	191,717	197,468	203,391	209,494	215,780	222,252
	Expenses from continuing operations											
	WAGES AND SALARIES											
1667	Civic Centre - Manager's Wages	86,288	96,800	99,704	102,695	105,776	108,949	112,217	115,584	119,052	122,624	126,303
810	Civic Centre - General Expenditure - Wages	37,908	39,235	40,412	41,624	42,873	44,159	45,484	46,849	48,254	49,702	51,193
814	Civic Centre - Marketing - Wages	5,000	5,175	5,330	5,490	5,655	5,825	6,000	6,180	6,365	6,556	6,753
815	Civic Centre - Technical Expenditure - Wages	7,500	4,658	4,798	4,942	5,090	5,243	5,400	5,562	5,729	5,901	6,078
816	Civic Centre - Venue Hire - Wages	20,000	20,700	21,321	21,961	22,620	23,299	23,998	24,718	25,460	26,224	27,011
817	Civic Centre - Projects - Wages	5,000	5,175	5,330	5,490	5,655	5,825	6,000	6,180	6,365	6,556	6,753
811	Civic Centre - Bar - Wages	23,000	23,805	24,519	25,255	26,013	26,793	27,597	28,425	29,278	30,156	31,061
818	Civic Centre - Cinema - Wages	36,000	32,085	33,048	34,039	35,060	36,112	37,195	38,311	39,460	40,644	41,863
813	Civic Centre - Maintenance & Cleaning - Wages	226										
	OTHER OPERATING EXPENSES											
810	Civic Centre - General Expenditure	37,100	27,750	28,416	29,097	29,796	30,511	31,243	31,993	32,761	33,547	34,352
818	Civic Centre - Cinema	27,000	17,408	17,826	18,254	18,692	19,141	19,600	20,070	20,552	21,045	21,550
811	Civic Centre - Bar	27,500	24,576	25,166	25,770	26,389	27,022	27,670	28,334	29,014	29,710	30,423
813	Civic Centre - Maintenance & Cleaning	48,000	25,600	26,214	26,843	27,487	28,147	28,823	29,515	30,223	30,948	31,691
812	Civic Centre - Box Office	4,727	4,840	4,956	5,075	5,197	5,322	5,450	5,581	5,715	5,852	5,992
814	Civic Centre - Marketing	12,000	12,288	12,583	12,885	13,194	13,511	13,835	14,167	14,507	14,855	15,212
815	Civic Centre - Technical Expenditure	4,221	2,500	2,560	2,621	2,684	2,748	2,814	2,882	2,951	3,022	3,095
816	Civic Centre - Venue Hire	4,103	4,201	4,302	4,405	4,511	4,619	4,730	4,844	4,960	5,079	5,201
817	Civic Centre - Projects	17,000	17,408	17,826	18,254	18,692	19,141	19,600	20,070	20,552	21,045	21,550
804	Eisteddfod Donation	28,000	28,840	29,705	30,596	31,514	32,459	33,433	34,436	35,469	36,533	37,629
	FIXED COSTS											
1932	Loan No. 249 - Civic Centre Refurbishment	72,673	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	8,998	7,674	6,262	4,729	3,073	979					
	Building Depreciation	81,967	124,211	126,695	129,229	131,814	134,450	137,139	139,882	142,680	145,534	148,445
	Equipment Depreciation	8,295	8,461	8,630	8,803	8,979	9,159	9,342	9,529	9,720	9,914	10,112
	Other Asset Depreciation	5,750	5,865	5,982	6,102	6,224	6,348	6,475	6,605	6,737	6,872	7,009
	Total expenses	608,256	607,689	614,378	621,252	628,041	633,851	640,912	648,986	656,415	663,631	671,180
	Capital items											
	Loan No. 249 - Civic Centre Refurbishment	57,965	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	15,287	16,610	18,023	19,555	21,211	20,779					
2024	Accessibility Upgrade - Grant Funded	241,326										
2068	Auditorium Seating Upgrade - Grant Funded	1,500,000										
2174	Civic Centre - Coffee Machine Purchase	7,963										
	Total capital items	1,822,541	78,815	85,868	93,101	100,797	107,328	93,771	101,370	110,027	119,327	63,415
	Cash reconciliation items											
	Depreciation	(96,012)	(138,537)	(141,307)	(144,134)	(147,017)	(149,957)	(152,956)	(156,016)	(159,137)	(162,320)	(165,566)
	Total adjustment for non-cash items	(96,012)	(138,537)	(141,307)	(144,134)	(147,017)	(149,957)	(152,956)	(156,016)	(159,137)	(162,320)	(165,566)

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Increase / (decrease) in cash	(386,581)	(377,629)	(383,492)	(389,508)	(395,689)	(399,506)	(384,260)	(390,949)	(397,812)	(404,858)	(346,777)
	Funded by / (to) reserves											
	Transfer to Civic Centre Reserve	(5,513)	(3,103)	(3,196)	(3,292)	(3,391)	(3,493)	(3,598)	(3,706)	(3,817)	(3,932)	(4,050)
	Transfer from Civic Centre Reserve (Capital)	7,963										
	Transfer from Civic Centre Reserve	1,721										
	Transfer from S94 Growth Reserve	8,463	8,674	8,891	9,113	9,341	9,575	9,814	10,059	10,311	10,568	10,832
	Funded by / (to) general revenues	373,947	372,058	377,797	383,687	389,739	393,424	378,044	384,596	391,318	398,222	339,995

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	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	833										
1678	Grant - Seniors Festival	4,500										
	Total income	19,745	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	81,725	84,633	87,172	89,787	92,481	95,255	98,113	101,056	104,088	107,211	110,427
961	Community Development - Operating Expenses - Other	11,572	11,850	12,134	12,425	12,723	13,028	13,341	13,661	13,989	14,325	14,669
963	Showground Trust Contribution	48,416	49,578	50,768	51,986	53,234	54,512	55,820	57,160	58,532	59,937	61,375
964	Regional Arts Contribution	8,883	9,096	9,314	9,538	9,767	10,001	10,241	10,487	10,739	10,997	11,261
971	Youth Council Activities	14,506	13,408	13,730	14,060	14,397	14,743	15,097	15,459	15,830	16,210	16,599
967	Sport/Recreation Plan Implementation	4,838	4,954	5,073	5,195	5,320	5,448	5,579	5,713	5,850	5,990	6,134
	Family Day Care Grants		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	5,718	5,858	6,000	6,145	6,295	6,447	6,604	6,764	6,928	7,097	7,269
980	Christmas Markets	21,306	21,910	22,489	23,084	23,693	24,319	24,963	25,625	26,304	27,002	27,718
981	New Year's Eve Beach Party	10,969	11,322	11,644	11,976	12,318	12,669	13,030	13,402	13,784	14,177	14,582
976	Australia Day Celebrations	21,599	11,877	12,162	12,454	12,753	13,059	13,373	13,694	14,023	14,359	14,704
977	Seniors Week	7,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
2116	ANZAC Day	3,674	3,797	3,907	4,021	4,138	4,258	4,383	4,511	4,642	4,778	4,917
2117	Cowra Show	12,208	12,611	12,982	13,364	13,758	14,163	14,580	15,009	15,451	15,905	16,374
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	2023 Winter Holiday Break Program	7,319										
2176	Remembrance Day	816	841	865	889	914	939	965	993	1,021	1,050	1,079
2177	Morongla Show Traffic	3,615	3,702	3,791	3,882	3,975	4,070	4,168	4,268	4,370	4,475	4,582
2178	Cowra Eisteddfod											
2179	Other Events	8,500										
	Other Asset Depreciation	28,952	29,531	30,122	30,724	31,338	31,965	32,604	33,256	33,921	34,599	35,291
	Total expenses	308,517	293,868	291,053	298,430	306,004	313,776	321,761	329,958	338,372	347,012	355,881
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(28,952)	(29,531)	(30,122)	(30,724)	(31,338)	(31,965)	(32,604)	(33,256)	(33,921)	(34,599)	(35,291)
	Total adjustment for non-cash items	(28,952)	(29,531)	(30,122)	(30,724)	(31,338)	(31,965)	(32,604)	(33,256)	(33,921)	(34,599)	(35,291)
	Increase / (decrease) in cash	(259,820)	(259,925)	(256,519)	(263,294)	(270,254)	(277,399)	(284,745)	(292,290)	(300,039)	(308,001)	(316,178)
	Funded by / (to) reserves											
	Transfer from Unexpended Grants Reserve	7,000										
	Funded by / (to) general revenues	252,820	259,925	256,519	263,294	270,254	277,399	284,745	292,290	300,039	308,001	316,178

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	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	267,732	294,688	304,868	314,014	323,434	333,137	343,131	353,425	364,028	374,949	386,198
91	Public Holidays	85,840	89,920	92,618	95,397	98,259	101,207	104,243	107,370	110,591	113,909	117,326
91	Workers Comp. Insurance	126,938	129,985	133,105	136,300	139,571	142,921	146,351	149,863	153,460	157,143	160,914
91	Annual Leave	171,681	180,610	186,028	191,609	197,357	203,278	209,376	215,657	222,127	228,791	235,655
	Long Service Leave - Accrual	79,569	82,354	84,825	87,370	89,991	92,691	95,472	98,336	101,286	104,325	107,455
91	Sick Leave	64,380	67,729	69,761	71,854	74,010	76,230	78,517	80,873	83,299	85,798	88,372
91	Training Wages	5,601										
	Lump Sum Payment		23,125	23,125								
	Total expenses	801,742	868,411	894,330	896,544	922,622	949,464	977,090	1,005,524	1,034,791	1,064,915	1,095,920
	Capital items											
91	Long Service Leave	79,984	44,960	46,309	47,698	49,129	50,603	52,121	53,685	55,296	56,955	58,664
	Total capital items	79,984	44,960	46,309	47,698	49,129	50,603	52,121	53,685	55,296	56,955	58,664
	Cash reconciliation items											
	Long Service Leave Accrual	(79,569)	(82,354)	(84,825)	(87,370)	(89,991)	(92,691)	(95,472)	(98,336)	(101,286)	(104,325)	(107,455)
	Total adjustment for non-cash items	(79,569)	(82,354)	(84,825)	(87,370)	(89,991)	(92,691)	(95,472)	(98,336)	(101,286)	(104,325)	(107,455)
	Increase / (decrease) in cash	(802,157)	(831,017)	(855,814)	(856,872)	(881,760)	(907,376)	(933,739)	(960,873)	(988,801)	(1,017,545)	(1,047,129)
	Funded by / (to) reserves											
	Transfer to Long Service Leave Reserve	(79,984)	(44,960)	(46,309)	(47,698)	(49,129)	(50,603)	(52,121)	(53,685)	(55,296)	(56,955)	(58,664)
	Transfer from Long Service Leave Reserve	79,984	44,960	46,309	47,698	49,129	50,603	52,121	53,685	55,296	56,955	58,664
	Funded by / (to) general revenues	802,157	831,017	855,814	856,872	881,760	907,376	933,739	960,873	988,801	1,017,545	1,047,129

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	RANGER SERVICES											
	Income from continuing operations											
943	Companion Animals Reimbursement	19,918	20,516	21,131	21,765	22,418	23,091	23,784	24,498	25,233	25,990	26,770
944	Dog Impounding Fees	1,402	1,444	1,487	1,532	1,578	1,625	1,674	1,724	1,776	1,829	1,884
945	Infringement Notice - Fines	20,780	21,403	22,045	22,706	23,387	24,089	24,812	25,556	26,323	27,113	27,926
946	Animal Impounding Fees	1,279	1,317	1,357	1,398	1,440	1,483	1,527	1,573	1,620	1,669	1,719
947	Companion Animal Rehoming Scheme	1,754	1,807	1,861	1,917	1,975	2,034	2,095	2,158	2,223	2,290	2,359
	Total income	45,133	46,487	47,881	49,318	50,798	52,322	53,892	55,509	57,175	58,891	60,658
	Expenses from continuing operations											
937	Ranger - Operating Expenses - Wages	172,353	146,677	151,077	155,609	160,277	165,086	170,039	175,140	180,394	185,806	191,380
937	Ranger - Operating Expenses - Other	68,039	69,672	71,345	73,057	74,811	76,606	78,445	80,327	82,255	84,229	86,250
942	Companion Animal Incentive Scheme	7,458	7,637	7,820	8,008	8,200	8,397	8,599	8,805	9,016	9,232	9,454
941	Waste Disposal Costs	3,000	3,072	3,146	3,222	3,299	3,378	3,459	3,542	3,627	3,715	3,804
940	Infringement Processing Expense	12,036	12,325	12,621	12,924	13,234	13,552	13,877	14,210	14,551	14,900	15,258
	Building Depreciation	2,020	2,060	2,101	2,143	2,186	2,230	2,275	2,321	2,367	2,414	2,462
	Total expenses	264,906	241,443	248,110	254,963	262,007	269,249	276,694	284,345	292,210	300,296	308,608
	Capital items											
949	Pound Refurbishment		164,000									
1709	Pound - Cat Cages		10,000									
	Total capital items	0	174,000	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(2,020)	(2,060)	(2,101)	(2,143)	(2,186)	(2,230)	(2,275)	(2,321)	(2,367)	(2,414)	(2,462)
	Total adjustment for non-cash items	(2,020)	(2,060)	(2,101)	(2,143)	(2,186)	(2,230)	(2,275)	(2,321)	(2,367)	(2,414)	(2,462)
	Increase / (decrease) in cash	(217,753)	(366,896)	(198,128)	(203,502)	(209,023)	(214,697)	(220,527)	(226,515)	(232,668)	(238,991)	(245,488)
	Funded by / (to) reserves											
	Transfer from Built Asset Replacement Reserve (Capital)		174,000									
	Funded by / (to) general revenues	217,753	192,896	198,128	203,502	209,023	214,697	220,527	226,515	232,668	238,991	245,488

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	ENVIRONMENTAL SERVICES											
	Income from continuing operations											
907	Food Act Administration Fee	12,274	12,642	13,021	13,412	13,814	14,228	14,655	15,095	15,548	16,014	16,494
	Building Inspection Fees	76,012	78,292	80,641	83,060	85,552	88,119	90,763	93,486	96,291	99,180	102,155
	Planning & Building Cert. Application Fee	68,522	70,578	72,695	74,876	77,122	79,436	81,819	84,274	86,802	89,406	92,088
	DA Fees	163,716	168,627	173,686	178,897	184,264	189,792	195,486	201,351	207,392	213,614	220,022
930	Sundry	10,408	10,720	11,042	11,373	11,714	12,065	12,427	12,800	13,184	13,580	13,987
	Rural Addressing Sales	2,400	2,472	2,546	2,622	2,701	2,782	2,865	2,951	3,040	3,131	3,225
914	Heritage Advisors Grant		7,468	7,655	7,846	8,042	8,243	8,449	8,660	8,877	9,099	9,326
909	Heritage Fund Grant		6,650	6,650	6,650	6,650	6,650	6,650	6,650	6,650	6,650	6,650
	Construction Certificate	70,165	72,270	74,438	76,671	78,971	81,340	83,780	86,293	88,882	91,548	94,294
	Subdivision Certificate	25,000	3,052	3,144	3,238	3,335	3,435	3,538	3,644	3,753	3,866	3,982
929	Long Service Levy Commission	2,988	3,078	3,170	3,265	3,363	3,464	3,568	3,675	3,785	3,899	4,016
1236	Public Health Act Registration/Compliance Inspection	211	217	224	231	238	245	252	260	268	276	284
933	Swimming Pool Act Compliance/Exemption Application	6,509	6,704	6,905	7,112	7,325	7,545	7,771	8,004	8,244	8,491	8,746
	Complying Dev Cert Applications	18,770	19,333	19,913	20,510	21,125	21,759	22,412	23,084	23,777	24,490	25,225
	Section 68 Application Fee	32,341	33,311	34,310	35,339	36,399	37,491	38,616	39,774	40,967	42,196	43,462
932	Drainage Diagrams	9,389	9,671	9,961	10,260	10,568	10,885	11,212	11,548	11,894	12,251	12,619
	S94 Growth Contributions	22,628	23,194	23,774	24,368	24,977	25,601	26,241	26,897	27,569	28,258	28,964
	S94A Contributions	82,786	84,856	86,977	89,151	91,380	93,665	96,007	98,407	100,867	103,389	105,974
2256	Grant - Regional Housing Strategic Planning Fund	92,900										
	Total income	697,019	613,135	630,752	648,881	667,540	686,745	706,511	726,853	747,790	769,338	791,513
	Expenses from continuing operations											
874	Environmental Services - Operating Expenses - Wages	704,006	903,718	930,830	958,755	987,518	1,017,144	1,047,658	1,079,088	1,111,461	1,144,805	1,179,149
874	Environmental Services - Operating Expenses - Other	498,996	202,572	206,233	209,983	213,822	217,754	221,780	225,903	230,125	234,448	238,874
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	5,175	5,299	5,426	5,556	5,689	5,826	5,966	6,109	6,256	6,406	6,560
883	Local Heritage Fund	15,709	15,410	15,780	16,159	16,547	16,944	17,351	17,767	18,193	18,630	19,077
884	Heritage Advisor	40,166	33,500	34,304	35,127	35,970	36,833	37,717	38,622	39,549	40,498	41,470
881	Small Environmental Grants Program	21,032	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	78,634	41,772	42,775	43,802	44,853	45,929	47,031	48,160	49,316	50,500	51,712
2039	NSW Planning Portal - Setup	33,809										
2257	Regional Housing Strategic Planning Fund	92,900										
	Total expenses	1,504,027	1,219,871	1,252,948	1,286,982	1,321,999	1,358,030	1,395,103	1,433,249	1,472,500	1,512,887	1,554,442
	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	(807,008)	(606,736)	(622,196)	(638,101)	(654,459)	(671,285)	(688,592)	(706,396)	(724,710)	(743,549)	(762,929)
	Funded by / (to) reserves											
	Transfer to S94A Reserve	(82,786)	(84,856)	(86,977)	(89,151)	(91,380)	(93,665)	(96,007)	(98,407)	(100,867)	(103,389)	(105,974)
	Transfer to S94 Growth Reserve	(22,628)	(23,194)	(23,774)	(24,368)	(24,977)	(25,601)	(26,241)	(26,897)	(27,569)	(28,258)	(28,964)
	Transfer from Carryover Reserve	76,920										
	Transfer from Unexpended Grants Reserve	33,809										
	Funded by / (to) general revenues	801,693	714,786	732,947	751,620	770,816	790,551	810,840	831,700	853,146	875,196	897,867

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	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	135,185	140,728	151,772	156,325	161,015	165,845	170,820	175,945	181,223	186,660	192,260
900	Public Holidays	47,267	47,066	48,478	49,932	51,430	52,973	54,562	56,199	57,885	59,622	61,411
900	Workers Comp. Insurance	39,824	40,780	41,759	42,761	43,787	44,838	45,914	47,016	48,144	49,299	50,482
900	Annual Leave	94,535	94,133	96,957	99,866	102,862	105,948	109,126	112,400	115,772	119,245	122,822
	Long Service Leave - Accrual	46,243	47,862	49,298	50,777	52,300	53,869	55,485	57,150	58,865	60,631	62,450
900	Sick Leave	35,451	35,300	36,359	37,450	38,574	39,731	40,923	42,151	43,416	44,718	46,060
900	Training Wages											
	Lump Sum Payment		12,910	12,910								
	Total expenses	398,505	418,779	437,533	437,111	449,968	463,204	476,830	490,861	505,305	520,175	535,485
	Capital items											
900	Long Service Leave	23,634	23,533	24,239	24,966	25,715	26,486	27,281	28,099	28,942	29,810	30,704
	Total capital items	23,634	23,533	24,239	24,966	25,715	26,486	27,281	28,099	28,942	29,810	30,704
	Cash reconciliation items											
	Long Service Leave Accrual	(46,243)	(47,862)	(49,298)	(50,777)	(52,300)	(53,869)	(55,485)	(57,150)	(58,865)	(60,631)	(62,450)
	Total adjustment for non-cash items	(46,243)	(47,862)	(49,298)	(50,777)	(52,300)	(53,869)	(55,485)	(57,150)	(58,865)	(60,631)	(62,450)
	Increase / (decrease) in cash	(375,896)	(394,450)	(412,474)	(411,300)	(423,383)	(435,821)	(448,626)	(461,810)	(475,382)	(489,354)	(503,739)
	Funded by / (to) reserves											
	Transfer from Long Service Leave Reserve	23,634	23,533	24,239	24,966	25,715	26,486	27,281	28,099	28,942	29,810	30,704
	Transfer to Long Service Leave Reserve	(23,634)	(23,533)	(24,239)	(24,966)	(25,715)	(26,486)	(27,281)	(28,099)	(28,942)	(29,810)	(30,704)
	Funded by / (to) general revenues	375,896	394,450	412,474	411,300	423,383	435,821	448,626	461,810	475,382	489,354	503,739

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	INFRASTRUCTURE & OPERATIONS ADMINISTRATION											
	Income from continuing operations											
1238	Compliance Certificate Application Fee	535										
	Total income	535	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1958	Salary Contribution from Saleyards, Waste, Water, Sewer	(489,361)	(506,487)	(521,681)	(537,332)	(553,452)	(570,056)	(587,158)	(604,772)	(622,915)	(641,603)	(660,851)
164	I&O Admin - Operating Expenses - Wages	748,774	871,314	897,453	924,377	952,108	980,671	1,010,091	1,040,394	1,071,606	1,103,754	1,136,867
164	I&O Admin - Operating Expenses - Other	195,575	200,269	205,076	209,998	215,037	220,198	225,483	230,894	236,435	242,109	247,920
169	Public Events - Banner Changes	10,637	10,943	11,234	11,532	11,839	12,155	12,477	12,809	13,150	13,501	13,861
	Total expenses	465,625	576,039	592,082	608,575	625,532	642,968	660,893	679,325	698,276	717,761	737,797
	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	(465,090)	(576,039)	(592,082)	(608,575)	(625,532)	(642,968)	(660,893)	(679,325)	(698,276)	(717,761)	(737,797)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	465,090	576,039	592,082	608,575	625,532	642,968	660,893	679,325	698,276	717,761	737,797

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	TECHNICAL SERVICES											
	Income from continuing operations											
1020	Roads Act Section 138 Application	9,305	9,584	9,872	10,168	10,473	10,787	11,111	11,444	11,787	12,141	12,505
	Subdivision Works Certificates	198										
	Total income	9,503	9,584	9,872	10,168	10,473	10,787	11,111	11,444	11,787	12,141	12,505
	Expenses from continuing operations											
1991	Contribution - Compliance Officer - Water	(18,752)	(19,408)	(19,990)	(20,590)	(21,208)	(21,844)	(22,499)	(23,174)	(23,869)	(24,585)	(25,323)
1992	Contribution - Compliance Officer - Sewer	(43,515)	(45,038)	(46,389)	(47,781)	(49,214)	(50,690)	(52,211)	(53,777)	(55,390)	(57,052)	(58,764)
1004	Technical Services - Operating Expenses - Wages	633,532	713,160	779,383	802,764	826,847	851,652	877,202	903,518	930,624	958,543	987,299
1004	Technical Services - Operating Expenses - Other	205,444	210,375	215,423	220,593	225,887	231,309	236,860	242,545	248,366	254,326	260,430
1017	Crown Land - Plans of Management - Wages	70,110	72,564									
1914	Cowra Gasworks - Voluntary Management Plan	251,970	30,000									
	Total expenses	1,098,789	961,653	928,427	954,986	982,312	1,010,427	1,039,352	1,069,112	1,099,731	1,131,232	1,163,642
	Capital items											
1715	Survey Equipment Upgrade									15,000		
	Total capital items	0	0	0	0	0	0	0	0	15,000	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	(1,089,286)	(952,069)	(918,555)	(944,818)	(971,839)	(999,640)	(1,028,241)	(1,057,668)	(1,102,944)	(1,119,091)	(1,151,137)
	Funded by / (to) reserves											
	Transfer from Carryover Reserve	(1,642)										
	Funded by / (to) general revenues	1,090,928	952,069	918,555	944,818	971,839	999,640	1,028,241	1,057,668	1,102,944	1,119,091	1,151,137

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	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	143,644	147,953	152,392	156,964	161,673	166,523	171,519	176,665	181,965	187,424	193,047
161	Sundry Income - Depot	1,070	1,102	1,135	1,169	1,204	1,240	1,277	1,315	1,354	1,395	1,437
	Total income	244,714	249,055	253,527	258,133	262,877	267,763	272,796	277,980	283,319	288,819	294,484
	Expenses from continuing operations											
155	Plant & Depot - Operating Expenses - Wages	314,293	346,382	356,773	367,477	378,501	389,856	401,551	413,598	426,006	438,786	451,950
155	Plant & Depot - Operating Expenses - Other	262,175	268,468	274,911	281,508	288,265	295,183	302,268	309,523	316,952	324,560	332,349
	Plant Operating Expenses	1,585,206	1,663,205	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
1210	Plant Insurance	96,766	104,024	106,521	109,078	111,696	114,377	117,122	119,933	122,811	125,758	128,776
1940	Loan 253A - Depot - Stage 1 - 18.79%	3,034	1,902	740								
1939	Loan 254A - Depot Stage 2 Interest - 20.9%	10,650	10,122	9,582	9,029	8,462	7,881	7,286	6,677	6,053	5,413	4,759
1967	Contribution - Depot Redevelopment Loan - Water	(10,917)	(15,538)	(20,736)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)
1968	Contribution - Depot Redevelopment Loan - Sewerage	(10,917)	(15,538)	(20,736)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)
	Plant & Equipment Depreciation	944,599	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
	Building Depreciation	66,582	67,914	69,272	70,657	72,070	73,511	74,981	76,481	78,011	79,571	81,162
	Other Asset Depreciation	19,394	19,782	20,178	20,582	20,994	21,414	21,842	22,279	22,725	23,180	23,644
	Plant Hire Income	(5,091,401)	(4,209,713)	(4,773,651)	(4,945,696)	(4,669,040)	(4,704,399)	(4,800,835)	(4,899,586)	(5,000,712)	(5,104,264)	(5,210,305)
	Roads to Recovery Oncost		57,216	68,659	80,102	91,545	91,545	91,545	91,545	91,545	91,545	91,545
	Total expenses	(1,810,535)	(738,282)	(1,220,556)	(1,285,338)	(911,404)	(858,826)	(865,169)	(871,614)	(878,168)	(884,826)	(891,593)
	Capital items											
1712	Depot Redevelopment Stage 3		400,000	400,000	50,000							
	Loan 253A - Depot - Stage 1 -18.79%	42,603	43,734	44,896								
	Loan 254A - Depot Stage 2 Principal - 20.9%	21,691	22,218	22,759	23,312	23,879	24,460	25,055	25,664	26,288	26,927	27,582
	Total capital items	64,293	465,952	467,654	73,312	23,879	24,460	25,055	25,664	26,288	26,927	27,582
	Cash reconciliation items											
	Depreciation	(1,030,575)	(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)
	Total adjustment for non-cash items	(1,030,575)	(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)
	Increase / (decrease) in cash	3,021,531	1,572,571	2,078,639	2,563,814	2,265,930	2,239,967	2,273,504	2,307,736	2,342,682	2,378,351	2,414,761
	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	44,368	14,852									
	Transfer from Built Asset Replacement Program Reserve (Capital)		400,000	400,000	50,000							
	Transfer to Built Asset Replacement Program Reserve		(57,216)	(68,659)	(80,102)	(91,545)	(91,545)	(91,545)	(91,545)	(91,545)	(91,545)	(91,545)
	Funded by / (to) general revenues	(2,565,899)	(1,430,208)	(1,909,980)	(2,033,712)	(1,674,384)	(1,648,422)	(1,681,959)	(1,716,191)	(1,751,137)	(1,786,806)	(1,823,216)

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	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	2,164,607	797,735	1,056,866	823,515	818,265	1,367,493	1,259,586	541,796	940,000	940,000	940,000
	Total capital items	2,164,607	797,735	1,056,866	823,515	818,265	1,367,493	1,259,586	541,796	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	(2,174,607)	(807,735)	(1,066,866)	(833,515)	(828,265)	(1,377,493)	(1,269,586)	(551,796)	(950,000)	(950,000)	(950,000)
	Funded by / (to) reserves											
	Transfer from Plant Reserve (Capital)	2,174,607	807,735	1,066,866	833,515	828,265	1,377,493	1,269,586	551,796	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 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	TRANSPORT FOR NSW MAINTENANCE / CONSTRUCTION											
	Income from continuing operations											
305	TfNSW Payments - Contract Works	2,360,629	3,005,627	3,095,182	3,156,240	3,419,942	3,484,121	3,549,923	3,617,385	3,686,551	3,757,464	3,830,169
351	TfNSW Payments - Block Grant	495,073	555,000	555,000	555,000	555,000	555,000	555,000	555,000	555,000	555,000	555,000
352	TfNSW Payments - Repair Grant					108,000	108,000	108,000	108,000	108,000	108,000	108,000
2094	TfNSW Payments - Flood Damage Regional Roads	600,000	600,000									
2095	TfNSW Payments - Flood Damage State Roads	7,090,019										
2150	Regional Emergency Road Repair Fund (RLRRP/RERRF)	155,830										
	Total income	10,701,551	4,160,627	3,650,182	3,711,240	4,082,942	4,147,121	4,212,923	4,280,385	4,349,551	4,420,464	4,493,169
	Expenses from continuing operations											
	Single Invitation Contract Works	801,952	822,680	843,261	864,361	885,993	908,171	930,910	954,222	978,122	1,002,625	1,027,747
	State Road Maintenance Contract (RMCC)	755,829	660,455	678,008	696,033	714,544	733,553	753,074	773,121	793,709	814,852	836,565
	State Roads - Flood Emergent Works & Damage Repairs	7,090,019										
	Regional Roads (Block)	447,000	447,000	447,000	447,000	447,000	447,000	447,000	447,000	447,000	447,000	447,000
	Regional Roads - Flood Emergent Works & Damage Repairs	600,000	600,000									
	Regional Rd (Block) - Repair Grant					216,000	216,000	216,000	216,000	216,000	216,000	216,000
	Heavy Patching	534,005	548,139	562,038	576,293	590,913	605,907	621,286	637,059	653,236	669,828	686,845
	Resealing State Roads	2,553	591,204	605,393	619,922	634,800	650,035	665,636	681,611	697,970	714,721	731,874
	RERRF/RLRRP - Regional Roads Repairs	115,000	108,000	108,000	108,000							
304	Salaries	128,550	180,000	185,400	190,962	196,691	202,592	208,670	214,930	221,378	228,019	234,860
306	Oncost on RMS Works - Plant & Materials	(419,393)	(154,047)	(126,537)	(129,087)	(135,878)	(138,552)	(141,290)	(144,094)	(146,965)	(149,906)	(152,916)
307	Oncost on RMS Works - Payroll	(254,867)	(384,805)	(394,381)	(404,244)	(425,121)	(435,585)	(446,363)	(457,464)	(468,899)	(480,676)	(492,806)
	Road Depreciation	122,522	124,972	127,471	130,020	132,620	135,272	137,977	140,737	143,552	146,423	149,351
	Total expenses	9,923,169	3,543,599	3,035,653	3,099,260	3,257,562	3,324,393	3,392,900	3,463,122	3,535,103	3,608,887	3,684,520
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(122,522)	(124,972)	(127,471)	(130,020)	(132,620)	(135,272)	(137,977)	(140,737)	(143,552)	(146,423)	(149,351)
	Total adjustment for non-cash items	(122,522)	(124,972)	(127,471)	(130,020)	(132,620)	(135,272)	(137,977)	(140,737)	(143,552)	(146,423)	(149,351)
	Increase / (decrease) in cash	900,903	742,000	742,000	742,000	958,000	958,000	958,000	958,000	958,000	958,000	958,000
	Funded by / (to) reserves											
	Transfer to Plant Reserve	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)
	Transfer to Unexpended Grants Reserve	(87,496)										
	Transfer from Unexpended Grants Reserve	106,593	108,000	108,000	108,000							
	Funded by / (to) general revenues	(470,000)	(400,000)	(400,000)	(400,000)	(508,000)	(508,000)	(508,000)	(508,000)	(508,000)	(508,000)	(508,000)

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	ROADS TO RECOVERY & FIXING LOCAL ROADS											
	Income from Continuing Operations											
1231	Roads to Recovery Grant (RTR) - 2020-2024	1,536,145										
1655	Fixing Local Roads Grant - Round 2	93,506										
1879	Fixing Local Roads Grant - Round 3	640,521										
2148	Fixing Local Roads Grant - Round 4	601,000										
	Roads to Recovery Grant (RTR)		1,144,315	1,373,178	1,602,041	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904
	Total income	2,871,172	1,144,315	1,373,178	1,602,041	1,830,904	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											
	RTR - Program Works		1,144,315	1,373,178	1,602,041	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904
	RESHEETING & ROCK CRUSHING PROJECTS											
754	RTR - Middle Creek Rd - Resheeting	28,127										
767	RTR - Fragars Rd - Rehabilitation	54,171										
	SEALING & SHOULDER WIDENING PROJECTS											
2234	RTR - Reids Flat Rd Overlay and Widening	421,731										
	HEAVY PATCHING PROJECTS											
742	RTR - Heavy Patching - Milburn Creek Road	13,500										
	CULVERT & CAUSEWAY PROJECTS											
707	RTR - Culverts - Saywaker Lane	11,000										
708	RTR - Culverts - Myalla Road	12,500										
709	RTR - Culverts - Ridgelands Road	5,500										
710	RTR - Culverts - Sheppy Lane	5,500										
711	RTR - Culverts - Nada Road	5,500										
748	RTR - Culverts - Mylbie Lane	20,000										
	DRAINAGE PROJECTS											
2064	RTR - Gower Hardy Stormwater Drainage - Stage 1	373,084										
	BRIDGE PROJECTS											
2113	RTR - Pennsylvania Road Bridge - Major Repairs	38,500										
	PROJECTS FUNDED BY BOTH RTR & FLR ROUND 2											
1645	RTR - Kangaroo Flat Rd - Rehab & Seal 8.9-12.2 (FLR2)	222,852										
1647	RTR - Kangaroo Flat Rd - Rehab & Seal 13.1-14.8 (FLR2)	82,715										
1648	RTR - Mt McDonald Rd - Rehab & Seal 4.4-5.3 (FLR2)	26,251										
1649	RTR - Mt McDonald Rd - Rehab & Seal 6.7-7.7 (FLR2)	35,288										
	PROJECTS FUNDED BY BOTH RTR & FLR ROUND 3											
1783	RTR & FLR3 - Camp Rd Seal 1.6-3.6km	46,498										
1784	RTR & FLR3 - Troopers Rd Seal 0-5km	989,470										
	FIXING LOCAL ROADS ROUND 4 (Fully FLR-Funded)											
2147	FLR4 - Kangarooby Rd Rehab & Seal	601,000										
	Total capital items	2,993,187	1,144,315	1,373,178	1,602,041	1,830,904	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	(122,015)	0	0	0	0	0	0	0	0	0	0
	Funded by / (to) reserves											
	Transfer from Unexpended Grants Reserve (Capital)	122,015										
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	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	1,242	1,279	1,317	1,357	1,398	1,440	1,483	1,527	1,573	1,620	1,669
1662	Annual Maintenance Contribution - Target Carpark	992	1,022	1,053	1,085	1,118	1,152	1,187	1,223	1,260	1,298	1,337
1736	Energy Saving Certificates	1,312										
2152	Regional Emergency Road Repair Fund (RLRRP/RERRF)	245,441										
	Total income	314,987	68,301	68,370	68,442	68,516	68,592	68,670	68,750	68,833	68,918	69,006
	Expenses from continuing operations											
252	Roads Maintenance - Supervisor - Operating Expenses	129,677	131,359	135,097	138,941	142,896	146,964	151,149	155,454	159,883	164,440	169,128
251	Roads Maintenance - Maintenance Engineer - Operating Expenses	84,590	89,765	92,458	95,232	98,089	101,032	104,063	107,185	110,401	113,713	117,124
254	Cowra Streets - Maintenance	484,305	575,322	589,643	604,323	619,372	634,798	650,610	666,819	683,433	700,466	717,925
272	Unsealed Streets Maintenance	6,881	6,389	6,555	6,726	6,902	7,083	7,269	7,459	7,655	7,856	8,063
241	Footpaths - Ancillary Maintenance	116,480	65,693	67,492	69,341	71,241	73,193	75,200	77,262	79,382	81,561	83,801
273	Carpark Maintenance	20,000	13,302	13,679	14,068	14,468	14,879	15,302	15,737	16,185	16,645	17,119
2134	FLR - Cowra Streets - Pothole Repair	128,056										
2151	RERRF/RLRRP - Cowra Streets Maintenance & Heavy Patching Program	126,970	101,341	101,341	101,341							
	Road Depreciation	383,544	391,215	399,039	407,020	415,160	423,463	431,932	440,571	449,382	458,370	467,537
	Footpath Depreciation	148,372	151,340	154,367	157,454	160,603	163,815	167,091	170,433	173,842	177,319	180,865
	Other Road Asset Depreciation	57,707	58,861	60,038	61,239	62,464	63,713	64,987	66,287	67,613	68,965	70,344
	Other Asset Depreciation	10,364	10,571	10,782	10,998	11,218	11,442	11,671	11,904	12,142	12,385	12,633
	Total expenses	1,696,946	1,595,158	1,630,491	1,666,683	1,602,413	1,640,382	1,679,274	1,719,111	1,759,918	1,801,720	1,844,539
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(599,987)	(611,987)	(624,226)	(636,711)	(649,445)	(662,433)	(675,681)	(689,195)	(702,979)	(717,039)	(731,379)
	Total adjustment for non-cash items	(599,987)	(611,987)	(624,226)	(636,711)	(649,445)	(662,433)	(675,681)	(689,195)	(702,979)	(717,039)	(731,379)
	Increase / (decrease) in cash	(781,972)	(914,870)	(937,895)	(961,530)	(884,452)	(909,357)	(934,923)	(961,166)	(988,106)	(1,015,763)	(1,044,154)
	Funded by / (to) reserves											
	Transfer to Unexpended Grants Reserve	(324,135)										
	Transfer from Unexpended Grants Reserve	333,720	101,341	101,341	101,341							
	Transfer from Carryover Reserve											
	Funded by / (to) general revenues	772,387	813,529	836,554	860,189	884,452	909,357	934,923	961,166	988,106	1,015,763	1,044,154

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	COWRA STREET CONSTRUCTION											
	Income from continuing operations											
1684	Grant - Japanese Gardens Carpark Upgrade		100,000									
277	Growing Local Economies Grant - Capital Component	57,880										
2127	Grant - LRCI Round 3 - Cowra Street Reseals	55,454										
2154	Local Government Recovery Grant (AGRN1025)	555,000										
	Total income	668,334	100,000	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1934	Loan 254B - CBD Footpath - Interest - 58.69%	29,906	28,425	26,908	25,354	23,762	22,131	20,461	18,750	16,997	15,202	13,363
	Total expenses	29,906	28,425	26,908	25,354	23,762	22,131	20,461	18,750	16,997	15,202	13,363
	Capital items											
265	Cowra Street & Lane Reseals	416,943	245,351	168,770		213,957	368,996	230,150	173,693	177,862	182,131	186,502
1683	Japanese Gardens Carpark Upgrade		100,000									
2217	Recovery Grant Exp - Bulkhead Road Fishburn Street Intersection Concreting	162,000										
2218	Recovery Grant Exp - Nangar Street - Pipe Upgrade & Augmentation	141,000										
2235	Recovery Grant Exp - Pridham St - Open Drain	252,000										
	Loan 254B - CBD Footpath - Principal 58.69%	60,911	62,392	63,910	65,464	67,056	68,686	70,357	72,068	73,820	75,616	77,454
	Total capital items	1,032,854	407,743	232,680	65,464	281,013	437,682	300,507	245,761	251,682	257,747	263,956
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(394,426)	(336,168)	(259,587)	(90,817)	(304,774)	(459,813)	(320,967)	(264,510)	(268,679)	(272,948)	(277,319)
	Funded by / (to) reserves											
	Transfer from S94A Reserve(Capital)	8,197	8,402	8,612	8,827	9,048	9,274	9,506	9,743	9,987	10,237	10,492
	Funded by / (to) general revenues	386,229	327,766	250,975	81,990	295,726	450,539	311,461	254,767	258,692	262,711	266,827

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	RURAL ROAD MAINTENANCE											
	Income from continuing operations											
443	Rent of Dedicated Roads	23,523	24,229	24,956	25,705	26,476	27,270	28,088	28,931	29,799	30,693	31,614
444	Road Opening Permits	126	129	132	135	138	141	144	147	151	155	159
2072	Disaster Assistance Arrangement (AGRN1034)	1,385,000	1,385,000									
2156	Regional Emergency Road Repair Fund (RLRRP/RERRF)	2,707,599										
	Total income	4,116,248	1,409,358	25,088	25,840	26,614	27,411	28,232	29,078	29,950	30,848	31,773
	Expenses from continuing operations											
	Sealed Rural Road Maintenance	249,849	200,003	449,200	461,135	473,393	485,980	498,905	512,178	525,809	539,807	554,183
	Sealed Rural Roads - Flood Emergent Works & Damage Repairs	535,000	1,385,000									
	Unsealed Rural Road - Flood Emergent Works & Damage Repairs	620,931										
2199	Project Management - Flood Repairs	250,000										
453	Rural Roads - Traffic Signs	4,840	32,754	33,624	34,518	35,436	36,379	37,347	38,341	39,362	40,410	41,488
2096	FLR - Pothole Repair Expenditure	75,397										
	RERRF - RURAL ROADS PROGRAM											
	RERRF - Rural Roads Repair Program - Grading	942,712										
2181	RERRF - Merriganowry Heavy Patching	630,995										
2241	RERRF - Waterview Road Resheeting	135,443										
2242	RERRF - Clearview Road Resheeting	53,538										
	RERRF - Heavy Patching Rural Roads		314,343	314,343	314,343							
	RERRF - Gravel Resheeting		609,931									
	RERRF - Shoulder Repair & Widening			309,000	309,000							
	RERRF - Grading			300,931	300,931							
	DEPRECIATION											
	Road Depreciation	1,236,828	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
	Other Road Asset Depreciation	6,421	6,549	6,680	6,814	6,950	7,089	7,231	7,376	7,524	7,674	7,827
	Total Expenses	4,741,952	3,810,144	2,700,573	2,739,272	1,854,561	1,895,006	1,936,352	1,978,621	2,021,836	2,066,015	2,111,184
	Capital items											
	Grading	440,041	951,001	973,825	997,197	1,021,130	1,045,637	1,070,732	1,096,430	1,122,745	1,149,691	1,177,284
	Total capital items	440,041	951,001	973,825	997,197	1,021,130	1,045,637	1,070,732	1,096,430	1,122,745	1,149,691	1,177,284
	Cash reconciliation items											
	Depreciation	(1,243,249)	(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)
	Total adjustment for non-cash items	(1,243,249)	(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)
	Increase / (decrease) in cash	177,504	(2,083,674)	(2,355,835)	(2,391,284)	(1,503,345)	(1,540,585)	(1,578,752)	(1,617,871)	(1,657,966)	(1,699,060)	(1,741,182)
	Funded by / (to) reserves											
	Transfer to Unexpended Grants Reserve	(1,917,541)										
	Transfer from Unexpended Grants Reserve	1,068,957	924,274	924,274	924,274							
	Funded by / (to) general revenues	671,081	1,159,400	1,431,561	1,467,010	1,503,345	1,540,585	1,578,752	1,617,871	1,657,966	1,699,060	1,741,182

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	RURAL ROAD CONSTRUCTION											
	Income from continuing operations											
2128	Grant - LRCI Round 3 - Rural Reseals											
2129	Grant - LRCI Round 3 - Gravel Resheeting	403,101										
2158	Local Government Recovery Grant (AGRN1025)	445,000										
2236	Capital Contributions - Rural Roads	165,074										
	Total income	1,013,175	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
447	Roads Construction - Supervisor - Operating Expenses	116,764	121,336	124,807	128,378	132,053	135,833	139,722	143,723	147,840	152,076	156,434
446	Construction Engineer	101,434	104,639	107,778	111,011	114,341	117,771	121,304	124,943	128,691	132,552	136,529
	Total expenses	218,198	225,975	232,585	239,389	246,394	253,604	261,026	268,666	276,531	284,628	292,963
	Capital items											
	Gravel Resheeting	544,061		559,402	572,827	586,575	600,652	615,068	629,829	644,945	660,424	676,275
693	Rural Reseals		351,775	435,386	688,251	430,647	334,989	419,322	351,775	360,217	368,862	377,715
	Local Government Recovery - Rural Culverts											
2212	Recovery Grant Exp - Greenthorpe Road Sidetrack	66,000										
2213	Recovery Grant Exp - Middle Creek Road - Box Culvert Construction	33,000										
2214	Recovery Grant Exp - Healeys Road - 3 Causeways	127,000										
2215	Recovery Grant Exp - Jukes Lane - Twin Cell Box Culvert	165,000										
2216	Recovery Grant Exp - Porters Mount Road - Low Flow Pipe at Causeway 2	54,000										
2237	Upgrade of Morongla Rd & Reids Flat Rd Intersection	165,074										
	Total capital items	1,154,135	351,775	994,788	1,261,078	1,017,222	935,641	1,034,390	981,604	1,005,162	1,029,286	1,053,990
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(359,158)	(577,750)	(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)
	Funded by / (to) reserves											
	Transfer from S94A Reserve (Capital)	24,590	25,205	25,835	26,481	27,143	27,821	28,517	29,230	29,961	30,710	31,477
	Transfer to Unexpended Grants Reserve											
	Transfer to Aquatic Centre Capital Renewal Reserve	(245,608)										
	Funded by / (to) general revenues	580,176	552,545	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

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	VILLAGE STREETS											
	Income from continuing operations											
2204	Regional Emergency Road Repair Fund (RLRRP/RERRF)	142,243										
	Total income	142,243	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
	Village Streets Maintenance	200,000	108,037	110,888	113,815	116,820	119,905	123,073	126,326	129,665	133,094	136,615
2205	RERRF/RLRRP - Village Streets Repairs		33,975	33,975	33,975							
	Road Depreciation	55,486	56,595	57,727	58,882	60,060	61,261	62,486	63,736	65,011	66,311	67,637
	Footpath Depreciation	4,727	4,822	4,918	5,016	5,116	5,218	5,322	5,428	5,537	5,648	5,761
	Other Asset Depreciation	1,045	1,066	1,087	1,109	1,131	1,154	1,177	1,201	1,225	1,250	1,275
	Total expenses	261,258	204,495	208,595	212,797	183,127	187,538	192,058	196,691	201,438	206,303	211,288
	Capital items											
701	Village Reseals	52,984	52,984	52,756	52,688	52,560	52,920	52,912	52,752	52,376		
	Total capital items	52,984	52,984	52,756	52,688	52,560	52,920	52,912	52,752	52,376	0	0
	Cash reconciliation items											
	Depreciation	(61,258)	(62,483)	(63,732)	(65,007)	(66,307)	(67,633)	(68,985)	(70,365)	(71,773)	(73,209)	(74,673)
	Total adjustment for non-cash items	(61,258)	(62,483)	(63,732)	(65,007)	(66,307)	(67,633)	(68,985)	(70,365)	(71,773)	(73,209)	(74,673)
	Increase / (decrease) in cash	(110,741)	(194,996)	(197,619)	(200,478)	(169,380)	(172,825)	(175,985)	(179,078)	(182,041)	(133,094)	(136,615)
	Funded by / (to) reserves											
	Transfer to Unexpended Grants Reserve	(142,243)										
	Transfer from Unexpended Grants Reserve		33,975	33,975	33,975							
	Transfer from S94A Reserve	4,098	4,201	4,306	4,413	4,524	4,637	4,753	4,872	4,993	5,118	5,246
	Funded by / (to) general revenues	248,886	156,820	159,338	162,090	164,856	168,188	171,232	174,206	177,048	127,976	131,369

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	BUSHFIRE & EMERGENCY SERVICES											
	Income from continuing operations											
1125	Bushfire Equipment Subsidy	410,550	420,814	431,334	442,117	453,170	464,499	476,111	488,014	500,214	512,719	525,537
1127	RFS Hazard Reduction Mechanical Activity	72,257	51,640	52,931	54,254	55,611	57,002	58,427	59,887	61,384	62,918	64,491
1090	Reimbursement - SES Shed Gooloogong	14,856										
1138	RFS - Torrington Station - Reimbursement	150,722										
1139	RFS - New Regional Headquarters - Reimbursement	625,000										
	RFS - Reimbursement for Plant Assistance at Fires	(4,093)										
2229	RFS - Woodstock Station - Reimbursement	22,500	427,500									
	Total income	1,291,792	899,954	484,265	496,371	508,781	521,501	534,538	547,901	561,598	575,637	590,028
	Expenses from continuing operations											
1091	Contr. To NSW Fire Brigade	47,834	48,982	50,158	51,362	52,595	53,857	55,150	56,474	57,829	59,217	60,638
1954	Contribution for LEMO Salary	6,214										
1093	RFS Utility Expense	19,215	14,557	14,906	15,263	15,630	16,005	16,389	16,782	17,185	17,597	18,019
	RFS - Hazard Reduction	72,257	51,640	52,931	54,254	55,611	57,002	58,427	59,887	61,384	62,918	64,491
1092	Contribution to RFS	420,158	413,523	423,448	433,611	444,018	454,674	465,586	476,760	488,202	499,919	511,917
1086	Contribution to SES	59,547	60,976	62,439	63,938	65,473	67,044	68,653	70,301	71,988	73,716	75,485
1087	SES Expenses	5,928	6,070	6,216	6,365	6,518	6,674	6,834	6,998	7,166	7,338	7,514
	Plant & Equipment Depreciation	164,005	167,285	170,631	174,044	177,525	181,076	184,698	188,392	192,160	196,003	199,923
	Other Asset Depreciation	8,440	8,609	8,781	8,957	9,136	9,319	9,505	9,695	9,889	10,087	10,289
	Building Depreciation	104,128	106,210	108,334	110,501	112,711	114,965	117,264	119,609	122,001	124,441	126,930
	Total expenses	907,727	877,852	897,844	918,295	939,217	960,616	982,506	1,004,898	1,027,804	1,051,236	1,075,206
	Capital items											
1119	Bushfire Equipment Allocation	410,550	420,814	431,334	442,117	453,170	464,499	476,111	488,014	500,214	512,719	525,537
1088	SES - Gooloogong Shed Extension	14,856										
1123	RFS - Torrington - New Station	150,722										
2230	RFS - Woodstock - New Station	22,500	427,500									
	Total capital items	598,628	848,314	431,334	442,117	453,170	464,499	476,111	488,014	500,214	512,719	525,537
	Cash reconciliation items											
	Depreciation	(276,573)	(282,104)	(287,746)	(293,502)	(299,372)	(305,360)	(311,467)	(317,696)	(324,050)	(330,531)	(337,142)
	Total adjustment for non-cash items	(276,573)	(282,104)	(287,746)	(293,502)	(299,372)	(305,360)	(311,467)	(317,696)	(324,050)	(330,531)	(337,142)
	Increase / (decrease) in cash	62,010	(544,108)	(557,167)	(570,539)	(584,234)	(598,254)	(612,612)	(627,315)	(642,370)	(657,787)	(673,573)
	Funded by / (to) reserves											
	Transfer to Built Asset Replacement Program Reserve	(625,000)										
	Funded by / (to) general revenues	562,990	544,108	557,167	570,539	584,234	598,254	612,612	627,315	642,370	657,787	673,573

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	BRIDGES											
	Income from continuing operations											
282	Federal Bridges Renewal Program											
1734	Local Roads & Community Infrastructure Grant	47,613										
	Grant - Low Level Bridge Replacement								6,000,000			
	Total income	47,613	0	0	0	0	0	0	6,000,000	0	0	0
	Expenses from continuing operations											
235	Low Level Bridge	6,863	7,089	7,295	7,506	7,723	7,946	8,176	8,412	8,655	8,905	9,163
237	Bridge Inspections/Repairs	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
281	Construction of Bangaroo Bridge	63,850										
1931	Loan 254C - Low Level Repairs - Interest - 20.41%	10,400	9,885	9,357	8,817	8,263	7,696	7,115	6,520	5,911	5,287	4,647
	Bridge Depreciation	168,667	172,040	175,481	178,991	182,571	186,222	189,946	193,745	197,620	201,572	205,603
	Total expenses	279,780	219,014	222,133	225,314	228,557	231,864	235,237	238,677	242,186	245,764	249,413
	Capital items											
284	George Campbell Bridge Replacement	47,613										
	Low Level Bridge - New								6,000,000			
	Loan 254C - Low Level Repairs - Principal - 20.41%	21,182	21,697	22,225	22,766	23,319	23,886	24,467	25,062	25,672	26,296	26,936
	Total capital items	68,795	21,697	22,225	22,766	23,319	23,886	24,467	6,025,062	25,672	26,296	26,936
	Cash reconciliation items											
	Depreciation	(168,667)	(172,040)	(175,481)	(178,991)	(182,571)	(186,222)	(189,946)	(193,745)	(197,620)	(201,572)	(205,603)
	Total adjustment for non-cash items	(168,667)	(172,040)	(175,481)	(178,991)	(182,571)	(186,222)	(189,946)	(193,745)	(197,620)	(201,572)	(205,603)
	Increase / (decrease) in cash	(132,296)	(68,672)	(68,878)	(69,089)	(69,306)	(69,529)	(69,759)	(69,995)	(70,238)	(70,488)	(70,746)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	132,296	68,672	68,878	69,089	69,306	69,529	69,759	69,995	70,238	70,488	70,746

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	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	27,275	28,012	28,730	29,467	30,224	31,000	31,796	32,613	33,452	34,311	35,194
1142	Oncost on Gravel Issues	(315,600)	(220,774)	(226,073)	(231,499)	(237,055)	(242,744)	(248,570)	(254,536)	(260,645)	(266,900)	(273,306)
	Quarry Depreciation	5,442	5,551	5,662	5,775	5,891	6,009	6,129	6,252	6,377	6,505	6,635
	Other Asset Depreciation	9,408	9,596	9,788	9,984	10,184	10,388	10,596	10,808	11,024	11,244	11,469
	Total expenses	(273,475)	(177,615)	(181,893)	(186,273)	(190,756)	(195,347)	(200,049)	(204,863)	(209,792)	(214,840)	(220,008)
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(14,850)	(15,147)	(15,450)	(15,759)	(16,075)	(16,397)	(16,725)	(17,060)	(17,401)	(17,749)	(18,104)
	Total adjustment for non-cash items	(14,850)	(15,147)	(15,450)	(15,759)	(16,075)	(16,397)	(16,725)	(17,060)	(17,401)	(17,749)	(18,104)
	Increase / (decrease) in cash	288,325	192,762	197,343	202,032	206,831	211,744	216,774	221,923	227,193	232,589	238,112
	Funded by / (to) reserves											
	Transfer from Quarry Rehabilitation Reserve	27,725	28,012	28,730	29,467	30,224	31,000	31,796	32,613	33,452	34,311	35,194
	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	(258,065)	(162,789)	(168,088)	(173,514)	(179,070)	(184,759)	(190,585)	(196,551)	(202,660)	(208,915)	(215,321)

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	DRAINAGE											
	Income from continuing operations											
2268	Public Works - Mulyan Drain Flood Repair	41,139										
	Total income	41,139	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1937	Loan No. 236b - Vaux St Drainage - 77.85%	3,064	1,341									
1936	Loan No. 241b - Vaux St Drainage - 11.67%	7,010	6,660	6,286	5,889	5,497	5,002	4,536	4,026	3,491	2,921	2,282
1935	Loan No. 250 - Drainage Improvements	6,593	5,342	3,954	2,525	1,005						
1074	Detention Basin Inspection	7,848	8,036	8,229	8,426	8,628	8,835	9,047	9,264	9,486	9,714	9,947
1073	Stormwater Infrastructure Maintenance	64,230	66,100	67,872	69,692	71,561	73,481	75,453	77,479	79,560	81,698	83,894
	Proposed Loan - West Cowra Drainage - Interest			19,643	19,068	18,460	17,820	17,144	16,432	15,680	14,887	14,050
2223	Dam Safety Management Plans	70,000										
	Stormwater Depreciation	319,888	326,285	332,811	339,467	346,256	353,181	360,245	367,450	374,799	382,295	389,941
	Total expenses	478,633	413,765	438,796	445,066	451,407	458,319	466,426	474,650	483,016	491,515	500,114
	Capital items											
1084	West Cowra Drainage Improvements - Walker St to Grenfell Rd	24,602	340,398									
2038	Chiverton Road - Repair Drainage Erosion	93,839										
	Loan No. 236b - Vaux St Drainage - 77.85%	26,880	28,298									
	Loan No. 241b - Vaux St Drainage - 11.67%	5,442	5,792	6,165	6,563	6,955	7,450	7,916	8,426	8,961	9,531	10,170
	Loan No. 250 - Drainage Improvements	19,402	20,652	22,040	23,470	24,989						
	Proposed Loan Funding - West Cowra Drainage Projects		(365,000)									
	Proposed Loan - West Cowra Drainage-Principal			10,475	11,051	11,658	12,298	12,974	13,687	14,438	15,232	16,068
	Total capital items	170,165	30,140	38,681	41,083	43,602	19,748	20,889	22,113	23,399	24,762	26,238
	Cash reconciliation items											
	Depreciation	(319,888)	(326,285)	(332,811)	(339,467)	(346,256)	(353,181)	(360,245)	(367,450)	(374,799)	(382,295)	(389,941)
	Total adjustment for non-cash items	(319,888)	(326,285)	(332,811)	(339,467)	(346,256)	(353,181)	(360,245)	(367,450)	(374,799)	(382,295)	(389,941)
	Increase / (decrease) in cash	(287,771)	(117,620)	(144,666)	(146,683)	(148,754)	(124,886)	(127,070)	(129,313)	(131,616)	(133,982)	(136,411)
	Funded by / (to) reserves											
	Transfer from Carryover Reserve (Capital)	93,839										
	Funded by / (to) general revenues	193,932	117,620	144,666	146,683	148,754	124,886	127,070	129,313	131,616	133,982	136,411

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	PRIVATE WORKS											
	Income from continuing operations											
354	Private Works Revenue	64,084	65,999	67,795	69,641	71,539	73,488	75,491	77,549	79,665	81,839	84,073
355	Private Works Profit	12,817	13,200	13,559	13,928	14,308	14,698	15,098	15,510	15,933	16,368	16,815
	Total income	76,901	79,199	81,354	83,569	85,847	88,186	90,589	93,059	95,598	98,207	100,888
	Expenses from continuing operations											
	Private Works Expenditure	64,084	65,999	67,795	69,641	71,539	73,488	75,491	77,549	79,665	81,839	84,073
	Total expenses	64,084	65,999	67,795	69,641	71,539	73,488	75,491	77,549	79,665	81,839	84,073
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	12,817	13,200	13,559	13,928	14,308	14,698	15,098	15,510	15,933	16,368	16,815
	Funded by / (to) reserves											
	Funded by / (to) general revenues	(12,817)	(13,200)	(13,559)	(13,928)	(14,308)	(14,698)	(15,098)	(15,510)	(15,933)	(16,368)	(16,815)

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	BIOSECURITY - WEEDS											
	Income from continuing operations											
181	Grants	95,525	97,913	100,361	102,870	105,442	108,078	110,780	113,550	116,389	119,299	122,281
182	Regulatory Fees & Fines	1,793	1,847	1,902	1,959	2,018	2,079	2,141	2,205	2,271	2,339	2,409
	Total income	97,318	99,760	102,263	104,829	107,460	110,157	112,921	115,755	118,660	121,638	124,690
	Expenses from continuing operations											
177	Biosecurity - Weeds - Operating Expenses	310,133	317,053	325,585	334,349	343,352	352,600	362,100	371,859	381,884	392,184	402,765
	Total expenses	310,133	317,053	325,585	334,349	343,352	352,600	362,100	371,859	381,884	392,184	402,765
	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	(212,815)	(217,293)	(223,322)	(229,520)	(235,892)	(242,443)	(249,179)	(256,104)	(263,224)	(270,546)	(278,075)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	212,815	217,293	223,322	229,520	235,892	242,443	249,179	256,104	263,224	270,546	278,075

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	PUBLIC CEMETERIES											
	Income from continuing operations											
1040	Cemetery Fees	260,725	268,547	276,603	284,901	293,448	302,251	311,319	320,659	330,279	340,187	350,393
1042	War Graves Contribution	20,263	20,770	21,289	21,821	22,367	22,926	23,499	24,086	24,688	25,305	25,938
1041	Plaques & Vases	85,181	87,736	90,368	93,079	95,871	98,747	101,709	104,760	107,903	111,140	114,474
	Total income	366,169	377,053	388,260	399,801	411,686	423,924	436,527	449,505	462,870	476,632	490,805
	Expenses from continuing operations											
1032	Cowra Cemetery - Operating Expenses - Wages	125,780	122,602	121,130	124,764	128,507	132,362	136,333	140,423	144,636	148,976	153,445
1032	Cowra Cemetery - Operating Expenses - Other	163,730	167,659	171,683	175,803	180,022	184,343	188,767	193,298	197,937	202,687	207,552
1037	War Graves Maintenance	20,263	5,000	3,587	3,676	3,767	3,861	3,957	4,055	4,156	4,259	4,365
1779	Village Cemeteries - Management & Maintenance	20,500	18,144	15,046	15,460	15,886	16,323	16,773	17,235	17,711	18,198	18,700
1035	Plaques	60,588	62,042	63,531	65,056	66,617	68,216	69,853	71,529	73,246	75,004	76,804
1941	Loan No. 253C - Cemetery Expansion - 11.74%	1,895	1,188	463								
1969	AODE	23,576	34,949	35,432	40,579	42,188	44,040	45,713	32,825	47,878	49,968	52,424
	Other Asset Depreciation	7,767	7,922	8,080	8,242	8,407	8,575	8,747	8,922	9,100	9,282	9,468
	Building Depreciation	4,723	4,817	4,913	5,011	5,111	5,213	5,317	5,423	5,531	5,642	5,755
	Total expenses	428,822	424,323	423,865	438,591	450,505	462,933	475,460	473,710	500,195	514,016	528,513
	Capital items											
	Loan No. 253C - Cemetery Expansion - 11.74%	26,618	27,325	28,051								
	Total capital items	26,618	27,325	28,051	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(12,490)	(12,739)	(12,993)	(13,253)	(13,518)	(13,788)	(14,064)	(14,345)	(14,631)	(14,924)	(15,223)
	Total adjustment for non-cash items	(12,490)	(12,739)	(12,993)	(13,253)	(13,518)	(13,788)	(14,064)	(14,345)	(14,631)	(14,924)	(15,223)
	Increase / (decrease) in cash	(76,781)	(61,856)	(50,663)	(25,537)	(25,301)	(25,221)	(24,869)	(9,860)	(22,694)	(22,460)	(22,485)
	Funded by / (to) reserves											
	Transfer from S94A Reserve	20,492	21,004	21,529	22,067	22,619	23,184	23,764	24,358	24,967	25,591	26,231
	Funded by / (to) general revenues	56,289	40,852	29,134	3,470	2,682	2,037	1,105	(14,498)	(2,273)	(3,131)	(3,746)

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	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	116,753	134,561	138,598	142,756	147,039	151,451	155,994	160,673	165,494	170,458	175,572
1151	Public Amenities - Operating Expenses - Other	65,978	67,561	69,182	70,843	72,543	74,284	76,066	77,891	79,760	81,674	83,635
1155	Squire Park Carer's Centre - Operating Expenses	56,199	57,548	58,929	60,344	61,792	63,275	64,794	66,349	67,941	69,572	71,241
	Building Depreciation	106,319	108,445	110,614	112,826	115,083	117,385	119,733	122,128	124,571	127,062	129,603
	Total expenses	345,249	368,115	377,323	386,769	396,457	406,395	416,587	427,041	437,766	448,766	460,051
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(106,319)	(108,445)	(110,614)	(112,826)	(115,083)	(117,385)	(119,733)	(122,128)	(124,571)	(127,062)	(129,603)
	Total adjustment for non-cash items	(106,319)	(108,445)	(110,614)	(112,826)	(115,083)	(117,385)	(119,733)	(122,128)	(124,571)	(127,062)	(129,603)
	Increase / (decrease) in cash	(238,930)	(259,670)	(266,709)	(273,943)	(281,374)	(289,010)	(296,854)	(304,913)	(313,195)	(321,704)	(330,448)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	238,930	259,670	266,709	273,943	281,374	289,010	296,854	304,913	313,195	321,704	330,448

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	SWIMMING POOL											
	Income from continuing operations											
1685	Grant - Growing Regions Program		1,385,483	3,504,937								
2098	Insurance Claim Income - Swimming Pool	10,203										
2082	Grant - Stronger Country Communities Fund - Round 5			981,000								
	Total income	10,203	1,385,483	4,485,937	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
988	Pool - Operating Expenses	251,196	257,738	264,213	270,853	277,660	284,641	291,799	299,138	306,664	314,380	322,292
994	Pool - Management Contract	214,813	255,566	261,699	267,980	274,412	280,998	287,742	294,648	301,720	308,961	316,376
	Pool - Flood Damage Repairs	10,204										
2164	EOI Development Contractor for Pool Grant	18,200										
2222	Business Case - Growing Regions Program Application	40,000										
	Swimming Pool Depreciation	142,816	145,672	148,585	151,557	154,588	157,680	160,834	164,051	167,332	170,679	174,093
	Building Depreciation	58,596	59,767	60,962	62,181	63,425	64,694	65,988	67,308	68,654	70,027	71,428
	Proposed Loan - New Pool - Stage1 - Interest			26,908	26,120	25,288	24,411	23,486	22,509	21,479	20,393	19,247
	Proposed Loan - New Pool - Stage 2 - Interest				26,908	26,120	25,288	24,411	23,486	22,509	21,479	20,393
	Total expenses	735,823	718,743	762,367	805,599	821,493	837,712	854,260	871,140	888,358	905,919	923,828
	Capital items											
1680	Pool Concept Design & Specifications	270,560										
2160	WP1 - New Pools Filtration		3,129,993									
1679	WP2 - Main Pool & Toddler Pool Redevelopment			2,506,159								
	WP3 - Splashpad and Plant Room			846,153								
	WP4 - New Retractable Shades			947,029								
	WP5 - Demolition of Existing Building / Plant Room			290,130								
	WP6 - Proposed Clubhouse Building			396,396								
	Proposed Loan Funding - Pool Replacement		(500,000)	(500,000)								
	Proposed Loan - New Pool - Stage 1 - Principal			14,350	15,138	15,970	16,847	17,772	18,749	19,779	20,865	22,011
	Proposed Loan - New Pool - Stage 2 - Principal				14,350	15,138	15,970	16,847	17,772	18,749	19,779	20,865
	Total capital items	270,560	2,629,993	4,500,217	29,488	31,108	32,816	34,619	36,521	38,527	40,644	42,876
	Cash reconciliation items											
	Depreciation	(201,412)	(205,439)	(209,547)	(213,738)	(218,013)	(222,374)	(226,822)	(231,359)	(235,986)	(240,706)	(245,521)
	Total adjustment for non-cash items	(201,412)	(205,439)	(209,547)	(213,738)	(218,013)	(222,374)	(226,822)	(231,359)	(235,986)	(240,706)	(245,521)
	Increase / (decrease) in cash	(794,768)	(1,757,814)	(567,100)	(621,349)	(634,588)	(648,155)	(662,057)	(676,302)	(690,900)	(705,857)	(721,184)
	Funded by / (to) reserves											
	Transfer to Carryover Reserve											
	Transfer from Carryover Reserve	14,200										
	Transfer from Carryover Reserve (Capital)	16,000										
	Transfer from Aquatic Centre Capital Renewal Reserve (Capital)	254,560	1,244,510									
	Transfer from Built Asset Replacement Program Reserve	40,000										
	Transfer from S94 Growth Reserve	7,944	8,143	8,347	8,555	8,769	8,988	9,213	9,443	9,679	9,921	10,169
	Transfer from S94A Reserve	4,918	5,041	5,167	5,296	5,429	5,564	5,703	5,846	5,992	6,142	6,295
	Funded by / (to) general revenues	457,146	500,120	553,586	607,498	620,390	633,603	647,141	661,013	675,229	689,794	704,720

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	PARKS, GARDENS & RESERVES											
	Income from continuing operations											
1731	Grant - Public Open Spaces	1,529,324										
2260	Insurance Claim Income - Parks & Gardens	98,815										
	Total income	1,628,139	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
190	Parks & Gardens - Operating Expenses - Wages	402,908	414,250	426,678	439,478	452,662	466,242	480,229	494,636	509,475	524,759	540,502
190	Parks & Gardens - Operating Expenses - Other	558,348	571,748	585,471	599,523	613,912	628,646	643,733	659,182	675,002	691,201	707,790
	Parks & Gardens - Flood Damage Repairs	14,491										
218	Tidy Towns Maintenance	4,176	4,276	4,379	4,484	4,592	4,702	4,815	4,931	5,049	5,170	5,294
207	Lachlan River Precinct	11,335	11,656	11,964	12,279	12,602	12,935	13,276	13,627	13,987	14,357	14,736
206	Peace Precinct	57,559	35,137	36,073	37,034	38,021	39,034	40,075	41,144	42,242	43,370	44,529
209	Adventure Playground	16,798	17,274	17,730	18,198	18,678	19,171	19,677	20,196	20,730	21,278	21,840
2159	Sculpture Park - Ground Maintenance	10,000	10,000	10,000								
195	Vandalism	10,914	11,181	11,452	11,729	12,013	12,304	12,602	12,907	13,221	13,542	13,871
2091	Weed Control - Bellevue Hill Reserve (2022-23 CRIF)	19,628										
	Open Space Recreation Depreciation	146,967	149,906	152,904	155,962	159,081	162,263	165,508	168,818	172,194	175,638	179,151
	Other Asset Depreciation	24,774	25,269	25,774	26,289	26,815	27,351	27,898	28,456	29,025	29,606	30,198
	Total expenses	1,277,898	1,250,697	1,282,425	1,304,976	1,338,376	1,372,648	1,407,813	1,443,897	1,480,925	1,518,921	1,557,911
	Capital items											
1716	Playground Asset Renewal	35,083	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)	70,167										
1721	River Front Footpaths (Public Spaces)	66,495										
1722	River Front Street Furniture (Public Spaces)	2,820										
1723	River Front Carparking Area (Public Spaces)											
1727	Public Art Murals (Public Spaces)	5,061										
1728	Village Signs (Public Spaces)	240,394										
2093	Additional Pathways at Peace Precinct (Public Spaces)	414,295										
2194	Evans Street Shared Path & Parking Area (Public Spaces)	510,300										
2255	Sculpture Park Paths	222,658										
	Total capital items	1,567,274	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
	Cash reconciliation items											
	Depreciation	(171,741)	(175,175)	(178,678)	(182,251)	(185,896)	(189,614)	(193,406)	(197,274)	(201,219)	(205,244)	(209,349)
	Total adjustment for non-cash items	(171,741)	(175,175)	(178,678)	(182,251)	(185,896)	(189,614)	(193,406)	(197,274)	(201,219)	(205,244)	(209,349)
	Increase / (decrease) in cash	(1,045,291)	(1,100,522)	(1,128,747)	(1,147,725)	(1,177,480)	(1,208,034)	(1,239,407)	(1,271,623)	(1,304,706)	(1,338,677)	(1,373,562)
	Funded by / (to) reserves											
	Transfer from Unexpended Grants Reserve	15,210										
	Transfer from Built Asset Replacement Program Reserve (Capital)	35,083	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	994,998	1,075,522	1,103,747	1,122,725	1,152,480	1,183,034	1,214,407	1,246,623	1,279,706	1,313,677	1,348,562

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	SPORTSFIELDS											
	Income from continuing operations											
228	User Charges	28,112	28,955	29,824	30,719	31,641	32,590	33,568	34,575	35,612	36,680	37,780
1898	Stronger Country Communites Round 4 - Col Stinson Park	608,257										
2173	Grant - LRCI Round 3 - Col Stinson Park	327,000										
	Total income	963,369	28,955	29,824	30,719	31,641	32,590	33,568	34,575	35,612	36,680	37,780
	Expenses from continuing operations											
	Sportsfields - Operating Expenses - Wages	181,177	187,575	193,202	198,998	204,968	211,117	217,451	223,975	230,694	237,615	244,743
	Sportsfields - Operating Expenses - Other	206,362	211,315	216,386	221,579	226,897	232,343	237,920	243,629	249,477	255,465	261,596
	Sportsfields - Flood Damage Repairs	5,688										
227	Vandalism	2,949	3,020	3,092	3,166	3,242	3,320	3,400	3,482	3,566	3,652	3,740
2248	Sport Precinct Masterplans		80,000									
1947	Loan No. 236a - River Park Amenities - 22.15%	872	382									
1946	Loan No. 242b - Mulyan Oval Amenities - 6.88%	4,539	4,325	4,107	3,894	3,613	3,356	3,070	2,765	2,457	2,082	1,709
	Building Depreciation	47,633	48,585	49,557	50,548	51,559	52,590	53,642	54,715	55,809	56,925	58,064
	Open Space Recreation Depreciation	48,101	49,063	50,044	51,045	52,066	53,107	54,169	55,252	56,357	57,484	58,634
	Total expenses	497,321	584,264	516,388	529,230	542,345	555,833	569,652	583,818	598,360	613,223	628,486
	Capital items											
1899	Col Stinson Park Amenities and Clubhouse	591,036										
2172	Col Stinson Park Courts and Seating	327,000										
	Loan No. 236a - River Park Amenities - 22.15%	7,648	8,051									
	Loan No. 242b - Mulyan Oval Amenities - 6.88%	2,914	3,129	3,347	3,560	3,841	4,098	4,383	4,689	4,996	5,372	5,745
	Total capital items	928,598	11,180	3,347	3,560	3,841	4,098	4,383	4,689	4,996	5,372	5,745
	Cash reconciliation items											
	Depreciation	(95,734)	(97,648)	(99,601)	(101,593)	(103,625)	(105,697)	(107,811)	(109,967)	(112,166)	(114,409)	(116,698)
	Total adjustment for non-cash items	(95,734)	(97,648)	(99,601)	(101,593)	(103,625)	(105,697)	(107,811)	(109,967)	(112,166)	(114,409)	(116,698)
	Increase / (decrease) in cash	(366,816)	(468,842)	(390,310)	(400,478)	(410,920)	(421,644)	(432,657)	(443,965)	(455,579)	(467,506)	(479,753)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	366,816	468,842	390,310	400,478	410,920	421,644	432,657	443,965	455,579	467,506	479,753

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	VILLAGE PARKS											
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
	Village Parks Maintenance	40,634	49,459	50,646	51,862	53,107	54,382	55,687	57,023	58,392	59,793	61,228
	Total expenses	40,634	49,459	50,646	51,862	53,107	54,382	55,687	57,023	58,392	59,793	61,228
	Capital items											
	Village Park Facilities & Access Upgrade	7,788										
1895	Gooloogong Park Amenities Upgrade	64,533										
	Total capital items	72,321	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	(112,955)	(49,459)	(50,646)	(51,862)	(53,107)	(54,382)	(55,687)	(57,023)	(58,392)	(59,793)	(61,228)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	112,955	49,459	50,646	51,862	53,107	54,382	55,687	57,023	58,392	59,793	61,228

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	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	108,225	114,211	117,637	121,166	124,801	128,545	132,401	136,373	140,464	144,678	149,018
183	Trees - Operating Expenses - Other	183,724	188,133	192,649	197,272	202,007	206,855	211,820	216,904	222,110	227,441	232,900
188	Vandalism	2,208	2,261	2,315	2,371	2,428	2,486	2,546	2,607	2,670	2,734	2,800
187	National Tree Day	7,776	7,977	8,177	8,382	8,592	8,807	9,028	9,254	9,486	9,724	9,968
	Total expenses	301,933	312,582	320,778	329,191	337,828	346,693	355,795	365,138	374,730	384,577	394,686
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(301,933)	(312,582)	(320,778)	(329,191)	(337,828)	(346,693)	(355,795)	(365,138)	(374,730)	(384,577)	(394,686)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	301,933	312,582	320,778	329,191	337,828	346,693	355,795	365,138	374,730	384,577	394,686

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	AERODROME											
	Income from continuing operations											
1059	Rents & Fees	1,895	1,952	2,011	2,071	2,133	2,197	2,263	2,331	2,401	2,473	2,547
1060	Land Leases	32,605	33,583	34,590	35,628	36,697	37,798	38,932	40,100	41,303	42,542	43,818
1056	Profit on Disposal - Airport Subdivision	170,349	178,273		241,890							
	Total income	204,849	213,808	36,601	279,589	38,830	39,995	41,195	42,431	43,704	45,015	46,365
	Expenses from continuing operations											
1047	Aerodrome - Operating Expenses - Wages	57,173	80,856	83,282	85,781	88,354	91,004	93,734	96,546	99,442	102,426	105,499
1047	Aerodrome - Operating Expenses - Other	100,000	102,400	104,858	107,374	109,951	112,590	115,292	118,059	120,892	123,793	126,764
1051	Airport Promotion	8,351	8,551	8,756	8,966	9,181	9,401	9,627	9,858	10,095	10,337	10,585
1930	Loan No. 253B - Airport Subdivision - 69.47%	11,216	7,032	2,737								
	Airport Depreciation	62,888	64,146	65,429	66,738	68,073	69,434	70,823	72,239	73,684	75,158	76,661
	Building Depreciation	13,785	14,061	14,342	14,629	14,922	15,220	15,524	15,834	16,151	16,474	16,803
	Other Asset Depreciation	12,318	12,564	12,815	13,071	13,332	13,599	13,871	14,148	14,431	14,720	15,014
	Total expenses	265,731	289,610	292,219	296,559	303,813	311,248	318,871	326,684	334,695	342,908	351,326
	Capital items											
	Loan No. 253B - Airport Subdivision - 69.47%	157,509	161,693	165,987								
1057	Sale of Asset - Airport Subdivision	(64,026)	(70,907)		(96,210)							
	Total capital items	93,483	90,786	165,987	(96,210)	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(88,991)	(90,771)	(92,586)	(94,438)	(96,327)	(98,253)	(100,218)	(102,221)	(104,266)	(106,352)	(108,478)
	Total adjustment for non-cash items	(88,991)	(90,771)	(92,586)	(94,438)	(96,327)	(98,253)	(100,218)	(102,221)	(104,266)	(106,352)	(108,478)
	Increase / (decrease) in cash	(65,373)	(75,817)	(329,020)	173,678	(168,656)	(173,000)	(177,458)	(182,032)	(186,725)	(191,541)	(196,483)
	Funded by / (to) reserves											
	Transfer from S94A Reserve	9,836	10,082	10,334	10,592	10,857	11,129	11,407	11,692	11,984	12,284	12,591
	Funded by / (to) general revenues	55,537	65,735	318,686	(184,270)	157,799	161,871	166,051	170,340	174,741	179,257	183,892

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	CARAVAN PARK											
	Income from continuing operations											
794	Caravan Park - Laundry & Other Income	7,900	7,900	8,100	8,300	8,550	8,800	8,800	8,800	8,800	8,800	8,800
792	Caravan Park - Sites	342,870	353,156	363,751	374,664	385,904	397,481	409,405	421,687	434,338	447,368	460,789
793	Caravan Park - Cabins	285,517	294,083	302,905	311,992	321,352	330,993	340,923	351,151	361,686	372,537	383,713
2087	Insurance Claim Income - Caravan Park	359,019										
2200	Sale of Cabins	44,191										
	Total income	1,039,496	655,139	674,756	694,956	715,806	737,274	759,128	781,638	804,824	828,705	853,302
	Expenses from continuing operations											
1956	Dividend	42,245	43,259	44,297	45,360	46,449	47,564	48,706	49,875	51,072	52,298	53,553
1955	AODE	64,097	60,725	61,577	70,536	73,354	76,593	79,496	57,080	83,248	86,877	91,144
772	Management Contract	209,355	214,379	219,524	224,792	230,187	235,711	241,368	247,161	253,093	259,167	265,387
772	General - Operation & Maintenance	149,266	152,847	156,516	160,272	164,119	168,058	172,091	176,220	180,450	184,781	189,215
	General - Flood Damage Repairs	1,346										
773	Cabins - Operation & Maintenance	9,589	9,819	10,055	10,296	10,543	10,796	11,055	11,320	11,592	11,870	12,155
	Cabins - Flood Damage Repairs	344,663										
774	Amenities - Operation & Maintenance	12,519	12,819	13,127	13,442	13,764	14,095	14,433	14,780	15,134	15,497	15,869
	Amenities - Flood Damage Repairs	1,219										
775	Park - Operation & Maintenance	39,774	40,729	41,707	42,708	43,733	44,782	45,857	46,958	48,085	49,239	50,421
	Caravan Park - Park - Flood Damage Repairs	11,789										
776	Site - Operation & Maintenance	14,817	15,173	15,537	15,910	16,292	16,683	17,083	17,493	17,913	18,343	18,783
777	Laundry - Operation & Maintenance	15,764	16,142	16,529	16,926	17,332	17,748	18,174	18,610	19,057	19,514	19,982
	Other Asset Depreciation	51,921	52,959	54,018	55,098	56,200	57,324	58,470	59,639	60,832	62,049	63,290
	Equipment Depreciation	266	271	276	282	288	294	300	306	312	318	324
	Building Depreciation	24,671	25,164	25,667	26,180	26,704	27,238	27,783	28,339	28,906	29,484	30,074
	Total expenses	993,302	644,286	658,830	681,802	698,965	716,886	734,816	727,781	769,694	789,437	810,197
	Capital items											
	Riverfront Precinct - Replace Slabs		153,000									
	Central Precinct Redevelopment - Internal Roads			70,000								
797	Project Planning & Detailed Design - Stage 2 Works	39,104										
798	Tender & Procurement - Stage 2 Works	10,000										
	Total capital items	49,104	153,000	70,000	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(76,858)	(78,394)	(79,961)	(81,560)	(83,192)	(84,856)	(86,553)	(88,284)	(90,050)	(91,851)	(93,688)
	Total adjustment for non-cash items	(76,858)	(78,394)	(79,961)	(81,560)	(83,192)	(84,856)	(86,553)	(88,284)	(90,050)	(91,851)	(93,688)
	Increase / (decrease) in cash	73,948	(63,753)	25,887	94,714	100,033	105,244	110,865	142,141	125,180	131,119	136,793
	Funded by / (to) reserves											
	Transfer to Caravan Park Reserve	(73,948)	(89,247)	(95,887)	(94,714)	(100,033)	(105,244)	(110,865)	(142,141)	(125,180)	(131,119)	(136,793)
	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 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	SALEYARDS											
	Income from continuing operations											
1069	Fees	350,000	360,500	371,315	382,454	393,928	405,746	417,918	430,456	443,370	456,671	470,371
1070	Truck Wash	125,332	129,092	132,965	136,954	141,063	145,295	149,654	154,144	158,768	163,531	168,437
1688	Grant - Cover Yard Walkways		100,000									
2250	Grant - Installation of eID Infrastructure		146,000									
	Total income	475,332	735,592	504,280	519,408	534,991	551,041	567,572	584,600	602,138	620,202	638,808
	Expenses from continuing operations											
1981	Contribution to Admin Salaries	16,981	17,575	18,102	18,645	19,204	19,780	20,373	20,984	21,614	22,262	22,930
1980	Dividend	21,778	22,301	22,836	23,384	23,945	24,520	25,108	25,711	26,328	26,960	27,607
1978	AODE	37,043	68,182	46,020	52,719	54,824	57,246	59,436	42,691	62,283	65,019	68,233
1062	Saleyards - Operating Expenses - Wages	146,824	149,239	153,716	158,328	163,077	167,969	173,008	178,198	183,544	189,051	194,723
1062	Saleyards - Operating Expenses - Other	139,882	143,239	146,677	150,196	153,802	157,493	161,273	165,143	169,106	173,164	177,321
1068	Avdata Charges on Truck Wash	14,043	14,380	14,725	15,078	15,440	15,811	16,190	16,579	16,977	17,384	17,801
1982	Contribution - Training	2,982	3,054	3,127	3,202	3,279	3,358	3,439	3,522	3,607	3,694	3,783
1979	Overheads	46,046	47,151	48,283	49,442	50,629	51,844	53,088	54,362	55,667	57,003	58,371
2122	eID Planning & Design	8,000										
1943	Loan No. 246 - Effluent Screens	3,128	1,249									
	Other Asset Depreciation	33,915	34,593	35,285	35,991	36,711	37,445	38,194	38,958	39,737	40,532	41,343
	Building Depreciation	9,317	9,503	9,693	9,887	10,085	10,287	10,493	10,703	10,917	11,135	11,358
	Total expenses	479,939	510,466	498,464	516,872	530,996	545,753	560,602	556,851	589,780	606,204	623,470
	Capital items											
	Loan No. 246 - Effluent Screens	22,793	24,671									
1687	Cover Yard Walkways Stage 1		100,000									
2249	Installation of eID Infrastructure		146,000									
	Total capital items	22,793	270,671	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(43,232)	(44,096)	(44,978)	(45,878)	(46,796)	(47,732)	(48,687)	(49,661)	(50,654)	(51,667)	(52,701)
	Total adjustment for non-cash items	(43,232)	(44,096)	(44,978)	(45,878)	(46,796)	(47,732)	(48,687)	(49,661)	(50,654)	(51,667)	(52,701)
	Increase / (decrease) in cash	15,832	(1,450)	50,794	48,414	50,791	53,020	55,657	77,410	63,012	65,665	68,039
	Funded by / (to) reserves											
	Transfer to Saleyards Reserve	(23,832)		(50,794)	(48,414)	(50,791)	(53,020)	(55,657)	(77,410)	(63,012)	(65,665)	(68,039)
	Transfer from Unexpended Grants Reserve	8,000										
	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 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	COUNCIL BUILDINGS & STRUCTURES MAINTENANCE											
	Income from continuing operations											
1221	Rent of Council Properties	57,948	59,686	61,477	63,321	65,221	67,178	69,193	71,269	73,407	75,609	77,877
1220	Rose Garden Kiosk Rent	34,688	35,729	36,801	37,905	39,042	40,213	41,419	42,662	43,942	45,260	46,618
1224	LRCI Grant - Visitor Centre/Waugoola House	8,455										
	Total income	101,091	95,415	98,278	101,226	104,263	107,391	110,612	113,931	117,349	120,869	124,495
	Expenses from continuing operations											
1161	Building Maintenance - Salaries & Wages	122,237	124,606	128,344	132,194	136,160	140,245	144,452	148,786	153,250	157,848	162,583
1181	Rose Garden Café	12,393	12,690	12,995	13,307	13,626	13,953	14,288	14,631	14,982	15,342	15,710
950	Pound Maintenance	14,818	4,934	5,052	5,173	5,297	5,424	5,554	5,687	5,823	5,963	6,106
1162	Building Maintenance - Neighbourhood Centre	6,138	6,285	6,436	6,590	6,748	6,910	7,076	7,246	7,420	7,598	7,780
1201	Senior Citizens Building	5,032	5,153	5,277	5,404	5,534	5,667	5,803	5,942	6,085	6,231	6,381
1163	Building Maintenance - Bourke Street House	1,083	1,109	1,136	1,163	1,191	1,220	1,249	1,279	1,310	1,341	1,373
	Building Maintenance - Public Toilets	23,023	23,576	24,142	24,721	25,314	25,922	26,544	27,181	27,833	28,501	29,185
1202	Building Maintenance - 118A Kendal Street	4,948	5,067	5,189	5,314	5,442	5,573	5,707	5,844	5,984	6,128	6,275
1177	Bus Shelters	3,054	3,127	3,202	3,279	3,358	3,439	3,522	3,607	3,694	3,783	3,874
1179	Building Maintenance - RFS Headquarters	14,000	3,566	3,652	3,740	3,830	3,922	4,016	4,112	4,211	4,312	4,415
1203	Council Property Rates	26,438	27,073	27,723	28,388	29,069	29,767	30,481	31,213	31,962	32,729	33,514
	Council Property Maintenance	31,526	32,283	33,058	33,851	34,663	35,495	36,347	37,219	38,112	39,027	39,964
1178	Council Depot	15,000	15,360	15,729	16,107	16,494	16,890	17,295	17,710	18,135	18,570	19,016
1183	Lot 2 Macquarie Street	4,415	4,521	4,630	4,741	4,855	4,972	5,091	5,213	5,338	5,466	5,597
	Building Depreciation	94,520	96,410	98,338	100,305	102,311	104,357	106,444	108,573	110,744	112,959	115,218
	Total expenses	378,625	365,760	374,903	384,277	393,892	403,756	413,869	424,243	434,883	445,798	456,991
	Capital items											
1205	Building Asset Management Plan - Works	83,610	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
	Total capital items	83,610	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
	Cash reconciliation items											
	Depreciation	(94,520)	(96,410)	(98,338)	(100,305)	(102,311)	(104,357)	(106,444)	(108,573)	(110,744)	(112,959)	(115,218)
	Total adjustment for non-cash items	(94,520)	(96,410)	(98,338)	(100,305)	(102,311)	(104,357)	(106,444)	(108,573)	(110,744)	(112,959)	(115,218)
	Increase / (decrease) in cash	(266,624)	(233,935)	(238,287)	(242,746)	(247,318)	(252,008)	(256,813)	(261,739)	(266,790)	(271,970)	(277,278)
	Funded by / (to) reserves											
	Transfer from Built Asset Replacement Program Reserve (Capital)	88,908	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											
	Funded by / (to) general revenues	177,716	173,935	178,287	182,746	187,318	192,008	196,813	201,739	206,790	211,970	217,278

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	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	922,398	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
170	Public Holidays	304,646	319,002	328,572	338,429	348,582	359,039	369,810	380,904	392,331	404,101	416,224
170	Workers Comp. Insurance	383,304	392,504	401,924	411,570	421,448	431,563	441,921	452,527	463,388	474,509	485,897
170	Annual Leave	609,291	638,004	657,144	676,858	697,164	718,079	739,621	761,810	784,664	808,204	832,450
	Long Service Leave - Accrual	284,481	294,438	303,271	312,369	321,740	331,392	341,334	351,574	362,121	372,985	384,175
170	Sick Leave	278,484	239,251	246,429	253,822	261,437	269,280	277,358	285,679	294,249	303,076	312,168
170	Training Wages	45,790										
	Lump Sum Payment		105,286	105,286								
1959	Saleyards Overheads Contra	(46,046)	(47,151)	(48,283)	(49,442)	(50,629)	(51,844)	(53,088)	(54,362)	(55,667)	(57,003)	(58,371)
	Total expenses	2,782,349	2,902,652	3,019,225	2,999,235	3,087,040	3,177,426	3,270,470	3,366,252	3,464,850	3,566,349	3,670,835
	Capital items											
170	Long Service Leave	348,227	159,501	164,286	169,215	174,291	179,520	184,906	190,453	196,167	202,052	208,114
	Total capital items	348,227	159,501	164,286	169,215	174,291	179,520	184,906	190,453	196,167	202,052	208,114
	Cash reconciliation items											
	Long Service Leave Accrual	(284,481)	(294,438)	(303,271)	(312,369)	(321,740)	(331,392)	(341,334)	(351,574)	(362,121)	(372,985)	(384,175)
	Total adjustment for non-cash items	(284,481)	(294,438)	(303,271)	(312,369)	(321,740)	(331,392)	(341,334)	(351,574)	(362,121)	(372,985)	(384,175)
	Increase / (decrease) in cash	(2,846,095)	(2,767,715)	(2,880,240)	(2,856,081)	(2,939,591)	(3,025,554)	(3,114,042)	(3,205,131)	(3,298,896)	(3,395,416)	(3,494,774)
	Funded by / (to) reserves											
	Transfer from Long Service Leave Reserve	348,228	159,501	164,286	169,215	174,291	179,520	184,906	190,453	196,167	202,052	208,114
	Transfer to Long Service Leave Reserve	(348,228)	(159,501)	(164,286)	(169,215)	(174,291)	(179,520)	(184,906)	(190,453)	(196,167)	(202,052)	(208,114)
	Funded by / (to) general revenues	2,846,095	2,767,715	2,880,240	2,856,081	2,939,591	3,025,554	3,114,042	3,205,131	3,298,896	3,395,416	3,494,774

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	WASTE COLLECTION											
	Income from continuing operations											
	Domestic Waste Management Charge	2,288,777	2,391,772	2,463,525	2,537,431	2,613,554	2,691,961	2,772,720	2,855,902	2,941,579	3,029,826	3,120,721
	Commercial Waste Management Charge	282,995	295,730	304,602	313,740	323,152	332,847	342,832	353,117	363,711	374,622	385,861
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	2,436										
	Interest on Overdue Charges	27,252	27,906	28,576	29,262	29,964	30,683	31,419	32,173	32,945	33,736	34,546
	Pensioner Rates Abandoned	(156,964)	(164,028)	(167,965)	(171,996)	(176,124)	(180,351)	(184,679)	(189,111)	(193,650)	(198,298)	(203,057)
	Pensioner Subsidy	84,681	88,491	90,615	92,790	95,017	97,297	99,632	102,023	104,472	106,979	109,546
	Total income	2,548,805	2,659,499	2,738,981	2,820,855	2,905,191	2,992,065	3,081,552	3,173,732	3,268,685	3,366,493	3,467,245
	Expenses from continuing operations											
1994	AODE	163,538	246,509	249,956	286,310	297,716	310,834	322,701	231,764	338,101	352,927	370,346
1514	Waste - Collection - Operating Expenses - Wages	88,825	85,000	87,550	90,177	92,882	95,668	98,538	101,494	104,539	107,675	110,905
1514	Waste - Collection - Operating Expenses - Other	198,013	202,765	207,631	212,614	217,716	222,941	228,291	233,770	239,380	245,125	251,008
1514	MGB Maintenance	21,638	21,807	22,360	22,928	23,510	24,107	24,719	25,347	25,991	26,652	27,330
1514	Illegal Roadside Waste Collection	25,000	18,058	18,527	19,008	19,503	20,011	20,532	21,066	21,615	22,178	22,756
1541	Donations - DWMC	2,325	2,381	2,438	2,497	2,557	2,618	2,681	2,745	2,811	2,878	2,947
1514	Bin Deliveries	11,894	11,829	12,143	12,466	12,797	13,137	13,486	13,845	14,213	14,592	14,980
1995	Dividend	61,732	63,214	64,731	66,285	67,876	69,505	71,173	72,881	74,630	76,421	78,255
1519	MGB Disposal Costs (Weighbridge) - Internal	475,000	486,400	498,074	510,028	522,269	534,803	547,638	560,781	574,240	588,022	602,135
1740	Weddin Shire Council Garbage Collection	2,030										
	STREET SWEEPING - COWRA & VILLAGES											
1514	Street Sweeping - Operating Expenses - Wages	45,773	47,543	48,969	50,438	51,951	53,510	55,115	56,768	58,471	60,225	62,032
1514	Street Sweeping - Operating Expenses - Other	92,912	95,142	97,426	99,764	102,158	104,610	107,120	109,691	112,324	115,020	117,780
	CLEANING COWRA CBD											
1514	Cleaning Cowra CBD - Operating Expenses - Wages	60,000	60,000	61,800	63,654	65,564	67,531	69,557	71,644	73,793	76,007	78,287
1514	Cleaning Cowra CBD - Operating Expenses - Other	36,191	37,060	37,949	38,860	39,792	40,748	41,726	42,727	43,752	44,802	45,877
	Plant & Equipment Depreciation	262,980	268,240	273,605	279,077	284,659	290,352	296,159	302,082	308,124	314,286	320,572
	Building Depreciation	26,420	26,948	27,487	28,037	28,598	29,170	29,753	30,348	30,955	31,574	32,205
	Other Asset Depreciation	59,847	61,044	62,265	63,510	64,780	66,076	67,398	68,746	70,121	71,523	72,953
2073	Container Deposit Scheme - Contribution to Depreciation	(22,161)	(22,604)	(23,056)	(23,517)	(11,994)						
	Total expenses	1,611,957	1,711,336	1,749,855	1,822,136	1,882,334	1,945,621	1,996,587	1,945,699	2,093,060	2,149,907	2,210,368
	Capital items											
1571	MGB Replacements	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
1578	Replacement Garbage Truck					390,000	390,000					390,000
	Total capital items	20,000	20,000	20,000	20,000	410,000	410,000	20,000	20,000	20,000	20,000	410,000
	Cash reconciliation items											
	Depreciation	(349,247)	(356,232)	(363,357)	(370,624)	(378,037)	(385,598)	(393,310)	(401,176)	(409,200)	(417,383)	(425,730)
	Total adjustment for non-cash items	(349,247)	(356,232)	(363,357)	(370,624)	(378,037)	(385,598)	(393,310)	(401,176)	(409,200)	(417,383)	(425,730)
	Increase / (decrease) in cash	1,266,095	1,284,395	1,332,483	1,349,343	990,894	1,022,042	1,458,275	1,609,209	1,564,825	1,613,969	1,272,607
	Funded by / (to) reserves											
	Transfer to Waste Reserve	(454,164)	(132,827)	(151,483)	(139,864)	(116,716)	(92,571)	(96,215)	(104,755)	(102,455)	(104,222)	(108,030)
	Transfer to Domestic Waste Management Reserve	(308,709)	(387,770)	(409,896)	(406,576)	(423,996)	(440,734)	(459,788)	(582,747)	(509,570)	(529,078)	(547,211)
	Transfer from Domestic Waste Management Reserve (Capital)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
	Transfer from Waste Reserve (Capital)					390,000	390,000					390,000
	Funded by / (to) general revenues	(523,222)	(783,797)	(791,104)	(822,903)	(860,181)	(898,737)	(922,272)	(941,707)	(972,800)	(1,000,668)	(1,027,366)

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	WASTE DISPOSAL											
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1996	Contribution to Administration Salaries	101,552	105,106	108,259	111,507	114,852	118,298	121,847	125,502	129,267	133,145	137,139
	Waste Fund - Plant Working Expenses Control	205,608	210,458	215,701	221,076	226,585	232,233	238,022	243,957	250,041	256,278	262,672
	Waste Fund - Plant Hire - Income	(537,816)	(550,724)	(563,941)	(577,476)	(591,335)	(605,527)	(620,060)	(634,941)	(650,180)	(665,784)	(681,763)
1564	MGB Disposal (Weighbridge)	(475,000)	(486,400)	(498,074)	(510,028)	(522,269)	(534,803)	(547,638)	(560,781)	(574,240)	(588,022)	(602,135)
	LANDFILL											
	Landfill - Operating Expenses - Wages	62,000	65,000	66,950	68,959	71,028	73,159	75,354	77,615	79,943	82,341	84,811
	Landfill - Operating Expenses - Other	211,517	216,593	221,791	227,114	232,564	238,146	243,862	249,715	255,708	261,845	268,129
1546	DEC Licence Fees	4,715	4,828	4,944	5,063	5,185	5,309	5,436	5,566	5,700	5,837	5,977
	VILLAGE TIPS											
	Village Tips - Operating Expenses - Wages	12,540	12,000	12,360	12,731	13,113	13,506	13,911	14,328	14,758	15,201	15,657
	Village Tips - Operating Expenses - Other	18,359	18,800	19,252	19,714	20,187	20,671	21,167	21,675	22,195	22,727	23,272
1997	AODE	30,583	45,084	45,454	51,767	53,521	55,559	57,349	40,951	59,397	61,645	64,316
1545	Clean Up Australia Day	1,938	1,985	2,033	2,082	2,132	2,183	2,235	2,289	2,344	2,400	2,458
	Total expenses	(364,004)	(357,270)	(365,271)	(367,491)	(374,437)	(381,266)	(388,515)	(414,124)	(405,067)	(412,387)	(419,467)
	Capital items											
1682	Cell Construction											
2146	Landfill Waste Cell Modifications	177,175										
	Total capital items	177,175	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	186,829	357,270	365,271	367,491	374,437	381,266	388,515	414,124	405,067	412,387	419,467
	Funded by / (to) reserves											
	Transfer from Waste Reserve (Capital)	44,294										
	Transfer from Domestic Waste Management Reserve (Capital)	132,881										
	Funded by / (to) general revenues	(364,004)	(357,270)	(365,271)	(367,491)	(374,437)	(381,266)	(388,515)	(414,124)	(405,067)	(412,387)	(419,467)

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	RECYCLING											
	Income from continuing operations											
1560	Sale of Recycled Material	164,185	169,111	174,184	179,410	184,792	190,336	196,046	201,927	207,985	214,225	220,652
1559	Recycling Crates Sales	5,263	5,421	5,584	5,752	5,925	6,103	6,286	6,475	6,669	6,869	7,075
1563	Land Rental	2,737	2,819	2,904	2,991	3,081	3,173	3,268	3,366	3,467	3,571	3,678
1562	Weighbridge Charges	1,350,000	740,760	762,983	785,872	809,448	833,731	858,743	884,505	911,040	938,371	966,522
1561	2nd Hand Shop Sales	5,308	5,467	5,631	5,800	5,974	6,153	6,338	6,528	6,724	6,926	7,134
	Recycling Charge	670,255	700,416	721,428	743,071	765,363	788,324	811,974	836,333	861,423	887,266	913,884
1566	Container Deposit Scheme - Claim Income	58,470	60,224	62,031	63,892	65,809	67,783	69,816	71,910	74,067	76,289	78,578
1771	Cardboard Pick-Up	23,637	23,637	23,637	23,637	23,637	23,637	23,637	23,637	23,637	23,637	23,637
	Total income	2,279,855	1,707,855	1,758,382	1,810,425	1,864,029	1,919,240	1,976,108	2,034,681	2,095,012	2,157,154	2,221,160
	Expenses from continuing operations											
1532	Recycling - Operating Expenses - Wages	60,610	55,000	56,650	58,350	60,101	61,904	63,761	65,674	67,644	69,673	71,763
1532	Recycling - Operating Expenses - Other	167,182	171,194	175,303	179,510	183,818	188,230	192,748	197,374	202,111	206,961	211,928
1535	Recycling - Education	18,817	19,268	19,730	20,203	20,687	21,184	21,693	22,213	22,746	23,292	23,851
1536	RAFCA Program	4,403	4,719	4,838	4,960	5,086	5,215	5,347	5,482	5,621	5,763	5,909
	MRF OPERATION											
1537	MRF - Operating Expenses - Wages	789,465	852,325	877,895	904,232	931,359	959,300	988,079	1,017,722	1,048,253	1,079,701	1,112,092
1537	MRF - Operating Expenses - Other	449,653	460,444	471,495	482,811	494,398	506,264	518,414	530,856	543,596	556,641	570,000
2016	Waste & Energy Sustainability - Operating Expenses	76,746	79,433	81,816	84,270	86,798	89,402	92,084	94,847	97,692	100,623	103,642
1975	Contribution from Sewer Fund - Sustainability Officer	(20,979)	(21,713)	(22,364)	(23,035)	(23,726)	(24,438)	(25,171)	(25,926)	(26,704)	(27,505)	(28,330)
1976	Contribution from Water Fund - Sustainability Officer	(20,979)	(21,713)	(22,364)	(23,035)	(23,726)	(24,438)	(25,171)	(25,926)	(26,704)	(27,505)	(28,330)
1974	Contribution - Training	24,723	25,316	25,924	26,546	27,183	27,835	28,503	29,187	29,887	30,604	31,338
1973	AODE	130,692	158,301	160,468	183,754	191,020	199,383	206,939	148,584	216,701	226,146	237,248
1972	Contribution - General Fund	1,544,445	1,006,011	1,052,600	1,065,256	836,944	622,631	637,394	732,190	677,375	694,243	707,902
2084	Flood Damaged Items Clean-Up	707										
1970	Loan No. 247 - Recycling Upgrade	7,486	2,990									
	Proposed Loan - Admin Building & Electricity - Interest		24,217	23,508	22,759	21,970	21,137	20,258	19,331	18,353	17,322	16,234
	Total expenses	3,232,971	2,815,793	2,905,499	2,986,582	2,811,912	2,653,608	2,724,878	2,811,609	2,876,571	2,955,959	3,035,247
	Capital items											
	Loan No. 247 - Recycling Upgrade	54,551	59,046									
	Proposed Loan - Admin Building & Electricity - Principal		12,915	13,624	14,373	15,162	15,995	16,874	17,801	18,779	19,810	20,898
1580	Staff Amenities Building & Admin Office Renovation	449,678										
2251	Extension of Sorting Line Storage Area	180,000										
	Loan Funding - Admin/Amenities & Electricity	(450,000)										
	Total capital items	234,229	71,961	13,624	14,373	15,162	15,995	16,874	17,801	18,779	19,810	20,898
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(1,187,345)	(1,179,899)	(1,160,741)	(1,190,530)	(963,045)	(750,363)	(765,644)	(794,728)	(800,338)	(818,615)	(834,985)
	Funded by / (to) reserves											
	Transfer from Waste Reserve (Capital)	180,000										
	Transfer to Waste Reserve	(50,322)										
	Transfer from Domestic Waste Management Reserve (Capital)											
	Funded by / (to) general revenues	1,057,667	1,179,899	1,160,741	1,190,530	963,045	750,363	765,644	794,728	800,338	818,615	834,985

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	CONTAINER DEPOSIT SCHEME											
	Income from continuing operations											
1569	Sale of CDS Materials - PET	56,342										
2145	CDS Processing Fee	1,000,000	1,000,000	1,000,000	1,000,000	500,000						
	Total income	1,056,342	1,000,000	1,000,000	1,000,000	500,000	0	0	0	0	0	0
	Expenses from continuing operations											
1542	CDS - Operating Expenses - Wages	211,484	232,000	239,943	247,141	127,277						
1542	CDS - Operating Expenses - Other	210,360	216,849	223,233	229,257	117,723						
2074	Contribution to Waste Fund Depreciation	22,161	22,604	23,056	23,517	11,994						
1971	Contribution to Waste Fund Overheads	94,382	97,685	100,616	103,634	53,372						
	Total expenses	538,387	569,138	586,848	603,549	310,365	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	517,955	430,862	413,152	396,451	189,635	0	0	0	0	0	0
	Funded by / (to) reserves											
	Funded by / (to) general revenues	(517,955)	(430,862)	(413,152)	(396,451)	(189,635)	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	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	155,339	168,926	180,050	185,451	191,015	196,745	202,648	208,728	214,990	221,440	228,083
1551	Public Holidays	53,631	56,119	57,803	59,537	61,323	63,163	65,058	67,010	69,020	71,091	73,224
1551	Workers Comp. Insurance	57,247	58,621	60,028	61,469	62,944	64,455	66,002	67,586	69,208	70,869	72,570
1551	Annual Leave	107,261	112,237	115,604	119,072	122,644	126,323	130,113	134,016	138,036	142,177	146,442
	Long Service Leave - Accrual	40,557	41,976	43,235	44,532	45,868	47,244	48,661	50,121	51,625	53,174	54,769
1551	Sick Leave	40,223	42,089	43,352	44,653	45,993	47,373	48,794	50,258	51,766	53,319	54,919
1551	Training Wages	1,380										
	Lump Sum Payment		23,664	23,664								
1998	Contribution to Overheads - Container Deposit Scheme	(94,382)	(97,685)	(100,616)	(103,634)	(53,372)						
	Total expenses	361,256	405,947	423,120	411,080	476,416	545,303	561,276	577,719	594,645	612,070	630,007
	Capital items											
1551	Long Service Leave	26,815	28,059	28,901	29,768	30,661	31,581	32,528	33,504	34,509	35,544	36,610
	Total capital items	26,815	28,059	28,901	29,768	30,661	31,581	32,528	33,504	34,509	35,544	36,610
	Cash reconciliation items											
	Long Service Leave Accrual	(40,557)	(41,976)	(43,235)	(44,532)	(45,868)	(47,244)	(48,661)	(50,121)	(51,625)	(53,174)	(54,769)
	Total adjustment for non-cash items	(40,557)	(41,976)	(43,235)	(44,532)	(45,868)	(47,244)	(48,661)	(50,121)	(51,625)	(53,174)	(54,769)
	Increase / (decrease) in cash	(347,514)	(392,030)	(408,786)	(396,316)	(461,209)	(529,640)	(545,143)	(561,102)	(577,529)	(594,440)	(611,848)
	Funded by / (to) reserves											
	Transfer from Waste Reserve - Long Service Leave	26,815	28,059	28,901	29,768	30,661	31,581	32,528	33,504	34,509	35,544	36,610
	Transfer to Waste Reserve - Long Service Leave	(26,815)	(28,059)	(28,901)	(29,768)	(30,661)	(31,581)	(32,528)	(33,504)	(34,509)	(35,544)	(36,610)
	Funded by / (to) general revenues	347,514	392,030	408,786	396,316	461,209	529,640	545,143	561,102	577,529	594,440	611,848

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	WATER											
	Income from continuing operations											
	Water Access-Vacant Land - Residential	132,039	137,981	142,120	146,384	150,776	155,299	159,958	164,757	169,700	174,791	180,035
	RESIDENTIAL											
	Access Charges	1,190,934	1,244,526	1,281,862	1,320,318	1,359,928	1,400,726	1,442,748	1,486,030	1,530,611	1,576,529	1,623,825
	Consumption Charges	2,977,225	3,659,824	3,769,619	3,882,708	3,999,189	4,119,165	4,242,740	4,370,022	4,501,123	4,636,157	4,775,242
	NON-RESIDENTIAL											
	Access Charges	720,493	752,915	775,502	798,767	822,730	847,412	872,834	899,019	925,990	953,770	982,383
	Consumption Charges	1,379,435	1,697,535	1,748,461	1,800,915	1,854,942	1,910,590	1,967,908	2,026,945	2,087,753	2,150,386	2,214,898
	NON-RESIDENTIAL (INDUSTRIAL)											
	Access Charges	12,413	12,972	13,361	13,762	14,175	14,600	15,038	15,489	15,954	16,433	16,926
	Consumption Charges	164,815	172,231	177,398	182,720	188,202	193,848	199,663	205,653	211,823	218,178	224,723
	NON-RESIDENTIAL (NURSERIES)											
	Access Charges	3,508	3,666	3,776	3,889	4,006	4,126	4,250	4,378	4,509	4,644	4,783
	Consumption Charges	10,983	11,477	11,821	12,176	12,541	12,917	13,305	13,704	14,115	14,538	14,974
	EDUCATION											
	Access Charges	21,700	22,677	23,357	24,058	24,780	25,523	26,289	27,078	27,890	28,727	29,589
	Consumption Charges	67,849	70,902	73,029	75,220	77,477	79,801	82,195	84,661	87,201	89,817	92,512
	RAW WATER											
	Access Charges	30,761	32,145	33,109	34,102	35,125	36,179	37,264	38,382	39,533	40,719	41,941
	Consumption Charges	172,857	180,635	186,054	191,636	197,385	203,307	209,406	215,688	222,159	228,824	235,689
	OTHER											
	Interest On Overdue Charges	37,105	37,105	37,105	37,105	37,105	37,105	37,105	37,105	37,105	37,105	37,105
1423	Standpipe Sales	95,072	99,350	102,331	105,401	108,563	111,820	115,175	118,630	122,189	125,855	129,631
	Pensioner Rates Abandoned	(122,287)	(127,790)	(130,857)	(133,998)	(137,214)	(140,507)	(143,879)	(147,332)	(150,868)	(154,489)	(158,197)
	Pensioner Rate Subsidy	67,258	70,285	71,972	73,699	75,468	77,279	79,134	81,033	82,978	84,969	87,008
	Tapping Fees	91,461	95,577	98,444	101,397	104,439	107,572	110,799	114,123	117,547	121,073	124,705
	Sundry Revenue	13,291	13,690	14,101	14,524	14,960	15,409	15,871	16,347	16,837	17,342	17,862
	Developer Contributions	33,726	34,569	35,433	36,319	37,227	38,158	39,112	40,090	41,092	42,119	43,172
1434	Service Agreement Erambie Cowra Water Maintenance	2,158	2,255	2,323	2,393	2,465	2,539	2,615	2,693	2,774	2,857	2,943
1430	LIRS - Interest Subsidy	17,206	17,206	6,778								
1433	Grant - Cowra Drought Water Supply Construction	3,429,728										
1436	Safe & Secure Grant - Cowra IWCM	114,558										
	Grant - 50% WTP Replacement								15,000,000			
	Total income	10,664,287	8,241,733	8,477,099	8,723,495	8,984,269	9,252,868	9,529,530	24,814,495	10,108,015	10,410,344	10,721,749
	Expenses from continuing operations											
2000	Contribution to Administration Salaries	185,414	191,903	197,660	203,590	209,698	215,989	222,469	229,143	236,017	243,098	250,391
2004	Contribution - Compliance Officer	18,752	19,408	19,990	20,590	21,208	21,844	22,499	23,174	23,869	24,585	25,323
2005	Contribution - Depot Redevelopment Loan	10,917	15,538	20,736	14,347	14,347	14,347	14,347	14,347	14,347	14,347	14,347
2003	Contribution - Sustainability Officer	20,979	21,713	22,364	23,035	23,726	24,438	25,171	25,926	26,704	27,505	28,330
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	37,084	37,974	38,885	39,818	40,774	41,753	42,755	43,781	44,832	45,908	47,010
1999	AODE	686,620	763,926	773,610	885,415	920,682	961,245	997,935	1,812,099	1,045,538	1,091,371	1,145,220
2007	Japanese Garden Water Subsidy	(115,847)	(121,060)	(124,692)	(128,433)	(132,286)	(136,255)	(140,343)	(144,553)	(148,890)	(153,357)	(157,958)
2006	Contribution from Sewer Fund - Cowra IWCM	(57,281)										
1440	Tr. From General Fund (S.611)	(180,000)	(180,000)	(120,000)	(80,000)	(50,000)						
1330	Public Promotion & Education	6,130	6,277	6,428	6,582	6,740	6,902	7,068	7,238	7,412	7,590	7,772
1258	Administration Expenses & Memberships	67,778	69,404	71,070	72,776	74,523	76,310	78,141	80,016	81,936	83,903	85,916
1333	Protective Equipment & Safety Supplies	8,601	8,807	9,018	9,234	9,456	9,683	9,915	10,153	10,397	10,647	10,903
1335	Avdata Charges on Standpipe Sales	4,190	4,291	4,394	4,499	4,607	4,718	4,831	4,947	5,066	5,188	5,313
1327	Donations - Water Availability Charge	28,853	29,545	30,254	30,980	31,724	32,485	33,265	34,063	34,881	35,718	36,575
1381	Minor Equipment	12,502	12,802	13,109	13,424	13,746	14,076	14,414	14,760	15,114	15,477	15,848
	ENGINEERING & SUPERVISION											
1325	Project Engineer - Water	75,000	97,008	99,918	102,916	106,003	109,183	112,458	115,832	119,307	122,886	126,573
1417	Cowra Integrated Water Cycle Management (IWCM)	229,119										
1334	Best Practice Compliance	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	PURCHASE OF WATER											
1260	Central Tablelands Water	85,974	88,037	90,150	92,314	94,530	96,799	99,122	101,501	103,937	106,431	108,985
1259	State Water - Lachlan River	192,892	197,521	202,262	207,116	212,087	217,177	222,389	227,726	233,191	238,788	244,519
	PUMPING STATION											
1279	Pumping Station - Repairs & Operating Expenses	149,388	153,289	157,147	161,103	165,158	169,316	173,581	177,954	182,438	187,036	191,752
1280	Energy Costs - Pumping Stations	441,600	452,198	463,051	474,164	485,544	497,197	509,130	521,349	533,861	546,674	559,794
2081	River Screen Maintenance	37,400	38,413	39,399	40,412	41,451	42,518	43,612	44,734	45,885	47,066	48,277
	RESERVOIRS											
	Reservoirs - Operations & Maintenance	137,173	141,016	144,712	148,505	152,398	156,394	160,497	164,709	169,033	173,472	178,029
	TREATMENT PLANT											
1261	Treatment Plant - Cowra - Operating Expenses	529,829	579,518	595,240	611,393	627,990	645,043	662,566	680,570	699,069	718,077	737,608
1268	Sludge Removal Expense	25,190	25,795	26,414	27,048	27,697	28,362	29,043	29,740	30,454	31,185	31,933
1263	Wyangala Operation - Treatment Plant	66,398	68,073	69,753	71,475	73,240	75,048	76,901	78,800	80,746	82,741	84,785
1265	Woodstock Chlorine Station Operation	8,594	8,840	9,074	9,315	9,562	9,816	10,076	10,344	10,619	10,901	11,191
1266	Wattamondara Chlorine Station Operation	8,707	8,916	9,130	9,349	9,573	9,803	10,038	10,279	10,526	10,779	11,038
1264	Darbys Falls Operation - Treatment Plant	54,033	55,554	57,015	58,514	60,053	61,634	63,255	64,920	66,630	68,386	70,188
1297	Koorawatha Chlorine Station Operation	15,288	15,655	16,031	16,416	16,810	17,213	17,626	18,049	18,482	18,926	19,380
1270	Chlorine	85,312	87,359	89,456	91,603	93,801	96,052	98,357	100,718	103,135	105,610	108,145
1271	Fluoride	15,257	15,623	15,998	16,382	16,775	17,178	17,590	18,012	18,444	18,887	19,340
1272	Aluminium Chlorohydrate (ACH)	186,922	191,408	196,002	200,706	205,523	210,456	215,507	220,679	225,975	231,398	236,952
1328	EPA Licence	7,820	8,008	8,200	8,397	8,599	8,805	9,016	9,232	9,454	9,681	9,913
1273	Caustic Soda	33,116	33,911	34,725	35,558	36,411	37,285	38,180	39,096	40,034	40,995	41,979
1274	Permanganate	8,137	8,332	8,532	8,737	8,947	9,162	9,382	9,607	9,838	10,074	10,316
1269	Testing - Treatment Plant	114,840	117,596	120,419	123,309	126,269	129,299	132,402	135,579	138,833	142,165	145,577
1276	Test Monitoring Software	5,000	5,120	5,243	5,369	5,498	5,630	5,765	5,903	6,045	6,190	6,339
1277	Telephone	11,331	11,603	11,881	12,166	12,458	12,757	13,063	13,377	13,698	14,027	14,364
	MAINS											
	Water - Main Operations & Maintenance	784,186	824,563	846,271	868,559	891,441	914,933	939,053	963,816	989,240	1,015,343	1,042,144
1321	Infiltration Gallery	30,892	31,803	32,662	33,544	34,450	35,381	36,338	37,322	38,333	39,371	40,438
	TELEMETRY											
1320	Service & Maintenance	46,254	47,448	48,634	49,850	51,097	52,375	53,685	55,029	56,407	57,819	59,266
	METERS											
	Meters - Operations & Maintenance	234,050	245,639	252,113	258,760	265,583	272,589	279,783	287,170	294,753	302,540	310,535
	LOAN REPAYMENTS - INTEREST											
1952	Loan No. 252 - Water Treatment Plant Loan - LIRS	15,245										
1951	Loan No. 251 - Emergency Water Supply	49,798	45,952	41,848	37,467	32,791	27,801	22,475	16,791	10,724	4,249	
1949	Loan No. 242a - 1C1 Zone - 93.12%	61,441	58,533	55,584	52,705	48,895	45,423	41,555	37,426	33,261	28,177	23,129
1950	Loan No. 241a - Mains Replacement Stage 3 - 88.33%	53,059	50,410	47,582	44,572	41,606	37,862	34,334	30,469	26,424	22,111	17,274
1953	Loan No. 238 - Mains Replacement	28,753	25,952	22,483	19,115	15,562	11,771	7,683	3,393			
	Proposed Loan - 50% WTP & River Offtake - Interest									1,076,326	1,044,795	1,011,531
	OVERHEADS & E.L.E.											
1338	Superannuation	136,532	123,514	128,832	132,697	136,678	140,779	145,002	149,352	153,833	158,448	163,202
1338	Public Holidays	43,626	38,206	39,352	40,533	41,749	43,001	44,291	45,620	46,989	48,399	49,851
1338	Workers Comp. Insurance	51,024	52,249	53,503	54,787	56,102	57,448	58,827	60,239	61,685	63,165	64,681
1338	Annual Leave	87,253	76,412	78,704	81,065	83,497	86,002	88,582	91,239	93,976	96,795	99,699
	Long Service Leave - Accrual	37,662	38,980	40,149	41,353	42,594	43,872	45,188	46,544	47,940	49,378	50,859
1338	Sick Leave	52,720	28,654	29,514	30,399	31,311	32,250	33,218	34,215	35,241	36,298	37,387
1338	Training Wages	7,784										
	Lump Sum Payment		16,000	16,000								
	OTHER											
1439	S.611 Charges	780,000	780,000	780,000	780,000	780,000	780,000	780,000	780,000	780,000	780,000	780,000
	DEPRECIATION CHARGE											
	Water Infrastructure Depreciation	2,414,769	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
	Plant & Equipment Depreciation	10,716	10,930	11,149	11,372	11,599	11,831	12,068	12,309	12,555	12,806	13,062
	Other Asset Depreciation	2,890	2,948	3,007	3,067	3,128	3,191	3,255	3,320	3,386	3,454	3,523
	Total expenses	8,247,666	8,310,579	8,532,291	8,810,541	9,027,230	9,272,272	9,466,782	10,441,867	10,917,216	11,103,374	11,302,137

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Capital items											
	METERS											
1347	New Meter Installations	113,238	116,389	119,428	122,546	125,746	129,030	132,402	135,863	139,416	143,063	146,807
1363	Meter Replacements	90,619	93,161	95,605	98,113	100,688	103,331	106,044	108,830	111,689	114,625	117,640
	RESERVOIRS											
1380	Reservoir Cleaning & Painting	16,350	55,142	56,465	57,820	59,208	60,629	62,084	63,574	65,100	66,662	68,262
1697	Reservoir Chlorine Monitoring System	41,719										
2144	Cowra - Reservoir Re-Roofing	64,004	65,540	67,113	68,724							
2220	Pearces Reservoir Re-Roof and Compliance	37,500										
	PUMPING STATIONS											
1398	Billimari - Pump Station Upgrade	64,004						64,004				81,931
1410	Gooloogong Pump Replacement								21,538			
1392	River Low Lift Pump Station					169,557	173,796					
1388	High Lift Pump at River										233,949	
1391	High Lift Pump at River - Switch Board	1,384,219										
1419	Southern Line - Pump Replacement Program									59,434		
2227	Refurbishment of River Well Pump	29,243										
	MAINS CONSTRUCTION											
1383	Cowra - Raw Water Intake Upgrade										1,559,659	
2021	Mains Replacement - Vaux Lane	10,000										
	Water Mains Replacement			1,372,204	1,407,606	1,443,933	1,481,208	1,519,456	1,558,703	1,598,976	1,640,301	1,682,706
1698	Wyangala Village Mains Renewal	45,320										
1869	Comerford St & Lachlan St Main Replacement	235,089										
1386	Rural Residential Water Reticulation - Eloura to Camp Rd		331,144	452,564	231,939							
1421	Construct Emergency Drought Supply	3,408,663										
2201	Pridham Street Main Extension	21,065										
2206	Mains Replacement - Brisbane Street - West	128,646										
2207	TMQ Underbores - Crowther to Bendick Murrell	130,000										
2208	Young Road Water Main Upgrade - Industrial Development	421,000										
	Mains Replacement - Binni Creek Road - East		1,217,814									
	TREATMENT PLANT											
1393	WTP Office Extension	10,000										
1699	Install Solar PV 26kW System - Cowra WTP	30,000										
	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	150,000										
2066	WTP Online Turbidity Analyser Replacements	9,889										
2168	Purchase of Commercial Pressure Washer	28,263										
2197	Cowra WTP Sediment Tank Transfer Pumps	43,658										
2226	Darbys Falls WTP - Filter Membrane Replacement	28,546										
	OTHER											
1384	Replace Telemetry System	24,472										
	LOAN REPAYMENTS - PRINCIPAL											
	Loan No. 252 - Water Treatment Plant Loan - LIRS	480,813										
	Loan No. 242a - 1C1 Zone External - 93.12%	39,443	42,351	45,300	48,179	51,989	55,461	59,329	63,458	67,623	72,707	77,755
	Loan No. 251 - Emergency Water Supply	57,154	60,999	65,104	69,485	74,160	79,151	84,477	90,161	96,228	102,703	
	Loan No. 241a - Mains Replacement Stage 3 - 88.33%	41,189	43,838	46,666	49,676	52,642	56,386	59,913	63,778	67,823	72,137	76,974
	Loan No. 238 - Mains Replacement	49,225	52,026	55,495	58,863	62,416	66,207	70,295	74,586			
	Proposed Loan - 50% WTP & River Offtake - Principal									573,988	605,519	638,783
1338	Long Service Leave	21,813	19,103	19,676	20,266	20,874	21,500	22,145	22,809	23,493	24,198	24,924
	Total capital items	7,255,143	2,097,507	2,395,619	2,233,216	2,161,212	2,226,698	2,180,149	17,203,300	2,803,770	4,635,523	2,915,782

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Cash reconciliation items											
	Depreciation	(2,428,375)	(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)
	Long Service Leave Accrual	(37,662)	(38,980)	(40,149)	(41,353)	(42,594)	(43,872)	(45,188)	(46,544)	(47,940)	(49,378)	(50,859)
	Total adjustment for non-cash items	(2,466,037)	(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)
	Increase / (decrease) in cash	(2,372,485)	349,570	115,820	298,102	466,972	478,892	662,532	5,310	(719,804)	(2,377,043)	(485,137)
	Funded by / (to) reserves											
	Transfer to Water Reserve - Long Service Leave	(21,813)	(19,103)	(19,676)	(20,266)	(20,874)	(21,500)	(22,145)	(22,809)	(23,493)	(24,198)	(24,924)
	Transfer to Water Reserve - Infrastructure	(579,622)	(2,526,331)	(2,146,224)	(2,105,452)	(2,382,622)	(2,406,588)	(2,488,454)	(1,797,001)	217,272	125,041	(70,885)
	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	(33,726)	(34,569)	(35,433)	(36,319)	(37,227)	(38,158)	(39,112)	(40,090)	(41,092)	(42,119)	(43,172)
	Transfer from Water Reserve - Infrastructure (Capital)	3,102,107	2,326,761	2,180,404	1,957,350	2,065,650	2,077,696	1,975,922	1,941,691	652,532	2,402,002	706,022
	Transfer from S64 Water Reserve (Capital)	33,726	34,569	35,433	36,319	37,227	38,158	39,112	40,090	41,092	42,119	43,172
	Transfer from Water Reserve - Long Service Leave	21,813	19,103	19,676	20,266	20,874	21,500	22,145	22,809	23,493	24,198	24,924
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	SEWER											
	Income from continuing operations											
	Sewer Access Charges	3,082,323	3,221,028	3,317,659	3,417,189	3,519,705	3,625,296	3,734,055	3,846,077	3,961,459	4,080,303	4,202,712
	Sewer Service Charges	779,959	815,057	839,509	864,694	890,635	917,354	944,875	973,221	1,002,418	1,032,491	1,063,466
	Wyangala Sewer - Access Charges	43,578	45,539	46,905	48,312	49,761	51,254	52,792	54,376	56,007	57,687	59,418
	Wyangala Sewer - Service Charges	19,943	20,840	21,465	22,109	22,772	23,455	24,159	24,884	25,631	26,400	27,192
	West Cowra Sewer - Access Charges			251,433	258,976	266,745	274,747	282,989	291,479	300,223	309,230	318,507
	West Cowra Sewer - Service Charges			54,106	55,729	57,401	59,123	60,897	62,724	64,606	66,544	68,540
1509	Sundry Income	15,955	16,673	17,173	17,688	18,219	18,766	19,329	19,909	20,506	21,121	21,755
	Pensioner Rates Abandoned	(81,584)	(85,255)	(87,301)	(89,396)	(91,542)	(93,739)	(95,989)	(98,293)	(100,652)	(103,068)	(105,542)
	Pensioner Rate Subsidy	44,871	46,890	48,015	49,167	50,347	51,555	52,792	54,059	55,356	56,685	58,045
1506	Council Services	25,552	26,702	27,503	28,328	29,178	30,053	30,955	31,884	32,841	33,826	34,841
	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	23,590	24,298	25,027	25,778	26,551	27,348	28,168	29,013	29,883	30,779	31,702
1508	Trade Waste Fees	73,480	76,787	79,091	81,464	83,908	86,425	89,018	91,689	94,440	97,273	100,191
1511	Sludge Effluent at the STP	14,154	14,791	15,235	15,692	16,163	16,648	17,147	17,661	18,191	18,737	19,299
1513	Service Agreement Erambie Cowra Sewer Maintenance	55,410	56,795	58,215	59,670	61,162	62,691	64,258	65,864	67,511	69,199	70,929
2238	Reimbursement - Erambie Pump Station Overhaul	48,345										
	Insurance Claim Income - STP Outflow Repair	25,000										
	Developer Contributions	66,767	68,436	70,147	71,901	73,699	75,541	77,430	79,366	81,350	83,384	85,469
	Sewer - Interest on Investments	74,597	45,840	41,931	37,869	33,651	29,346	24,953	20,470	15,895	11,226	
	Total income	4,344,964	4,427,445	4,859,137	4,998,194	5,141,379	5,288,887	5,440,852	5,597,407	5,758,689	5,924,841	6,089,548
	Expenses from continuing operations											
1984	Contribution to Admin Salaries	185,414	191,903	197,660	203,590	209,698	215,989	222,469	229,143	236,017	243,098	250,391
1987	Contribution - Compliance Officer	43,515	45,038	46,389	47,781	49,214	50,690	52,211	53,777	55,390	57,052	58,764
1990	Contribution - Depot Redevelopment Loan	10,917	15,538	20,736	14,347	14,347	14,347	14,347	14,347	14,347	14,347	14,347
1989	Contribution - Sustainability Officer	20,979	21,713	22,364	23,035	23,726	24,438	25,171	25,926	26,704	27,505	28,330
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	57,281										
1983	AODE	274,449	1,435,103	443,439	507,305	526,874	549,442	569,767	408,755	595,659	621,132	650,442
1988	Contribution Training	24,723	25,316	25,924	26,546	27,183	27,835	28,503	29,187	29,887	30,604	31,338
1447	Sewer - Administration Expenses	44,400	45,466	46,558	47,676	48,821	49,993	51,193	52,421	53,680	54,968	56,287
1469	Telephone	4,824	4,939	5,057	5,179	5,303	5,430	5,560	5,694	5,831	5,971	6,115
1456	Donations	1,601	1,639	1,678	1,718	1,759	1,801	1,844	1,888	1,933	1,979	2,026
1464	Protective Clothing & Safety Supplies	3,564	3,650	3,738	3,828	3,920	4,014	4,110	4,209	4,310	4,413	4,519
1470	EPA Licences	7,662	7,846	8,034	8,227	8,424	8,626	8,833	9,045	9,262	9,484	9,712
1471	Best Practice Compliance	11,039	11,304	11,575	11,853	12,137	12,428	12,726	13,031	13,344	13,664	13,992
1475	Project Engineer - Sewer	75,000	97,008	99,918	102,916	106,003	109,183	112,458	115,832	119,307	122,886	126,573
1489	Minor Equipment	6,245	6,395	6,548	6,705	6,866	7,031	7,200	7,373	7,550	7,731	7,917
	TREATMENT WORKS											
1465	STP Insurance	58,932	63,352	64,872	66,429	68,023	69,656	71,328	73,040	74,793	76,588	78,426
1442	Sewer - Treatment Works - Cowra Operation	428,834	507,120	520,281	533,787	547,649	561,874	576,474	591,457	606,835	622,616	638,812
1472	Bealieu House Maintenance	5,684	5,820	5,960	6,103	6,249	6,399	6,553	6,710	6,871	7,036	7,205
1445	Testing & Monitoring	33,655	34,463	35,290	36,137	37,004	37,892	38,801	39,732	40,686	41,662	42,662
1474	Test Monitoring Software	20,702	21,199	21,708	22,229	22,762	23,308	23,867	24,440	25,027	25,628	26,243
1446	Sewer - Treatment Works - Wyangala Operation	293,079	246,230	252,741	259,425	266,288	273,336	280,571	288,001	295,629	303,463	311,506
1467	Sludge Removal	155,197	158,922	162,736	166,642	170,641	174,736	178,930	183,224	187,621	192,124	196,735
	SEWER MAINS											
	Sewer - Mains - Repairs & Maintenance	270,426	245,865	252,366	259,041	265,894	272,931	280,157	287,576	295,194	303,017	311,049
1459	Condition Audit - Mains Inspection	42,971	44,002	45,058	46,139	47,246	48,380	49,541	50,730	51,948	53,195	54,472
1460	Sewer - Identify Illegal Mains Connections											
1457	S.611 Charges	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000
	PUMPING STATION											
	Sewer - Pumping Stations - Operating Expenses	157,672	125,185	128,370	131,636	134,986	138,422	141,946	145,562	149,271	153,075	156,977
	LOAN REPAYMENTS - INTEREST											
1945	Loan No. 244 - STP Upgrade	479,229	463,732	448,268	433,982	513,535	292,608	372,453	349,339	326,908	296,496	267,099
	Proposed Loan - West Cowra Sewerage			594,960	577,530	559,143	539,745	519,283	497,696	474,923	450,899	425,555
	EMPLOYMENT OVERHEADS & E.L.E.											
1476	Superannuation	30,055	34,360	37,057	38,169	39,314	40,493	41,708	42,959	44,248	45,575	46,942

Work Order	Budget Detail - Description	Revised 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
1476	Public Holidays	10,509	11,492	11,837	12,192	12,558	12,935	13,323	13,723	14,135	14,559	14,996
1476	Workers Comp. Insurance	11,200	11,469	11,744	12,026	12,315	12,611	12,914	13,224	13,541	13,866	14,199
1476	Annual Leave	21,017	22,983	23,672	24,382	25,113	25,866	26,642	27,441	28,264	29,112	29,985
	Long Service Leave - Accrual	6,829	7,068	7,280	7,498	7,723	7,955	8,194	8,440	8,693	8,954	9,223
1476	Sick Leave	7,882	8,619	8,878	9,144	9,418	9,701	9,992	10,292	10,601	10,919	11,247
1476	Training Wages	5,119										
	Lump Sum Payment		4,000	4,000								
	DEPRECIATION											
	Sewer Infrastructure Depreciation	1,043,233	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
	Building Depreciation	10,453	10,662	10,875	11,093	11,315	11,541	11,772	12,007	12,247	12,492	12,742
	Other Asset Depreciation	175	179	183	187	191	195	199	203	207	211	215
	Total expenses	4,134,464	5,273,677	4,943,133	5,041,564	5,200,871	5,063,646	5,225,891	5,104,771	5,333,176	5,393,081	5,458,737
	Capital items											
	SEWER MAINS											
1490	West Cowra Sewer Reticulation	20,000	11,061,083									
1485	Mains Replacement/Renewal Program	1,124,205	393,242	402,680	412,344	422,240	432,374	442,751	453,377	464,258	475,400	486,810
1693	Upsize Trunk Main 1		118,869									
	COWRA TREATMENT PLANT											
1692	Install Solar PV 99kW System - Cowra STP	110,000										
2018	Aerator Replacement										467,898	
1492	Purchase - Dewatering Bins	3,740										
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	25,000										
	SEWER PUMP STATIONS											
1487	Pump Station Renewal/Replacement	12,801	13,108	13,423	13,745	14,075	14,413	14,759	15,113	15,476	15,847	16,227
2224	Erambie Sewer Pump Station Overhaul	48,345										
	OTHER											
1488	Ventstack Replacement	67,315	68,931	70,585	72,279							
1594	Install Flow Gauges	50,140										
	Replace Telemetry System						84,778					
	Airport Related Industrial Development - Wastewater				268,978							
	LOAN REPAYMENT - PRINCIPAL											
	Loan No. 244 - STP Upgrade	169,013	184,510	199,974	214,260	296,768	193,573	275,788	298,903	321,334	351,746	381,143
	Proposed Loan - West Cowra Sewerage			317,283	334,712	353,100	372,497	392,960	414,547	437,320	461,344	486,687
	Proposed Loan Funding - West Cowra Sewerage		(11,055,377)									
1476	Long Service Leave	5,254	5,746	5,918	6,096	6,279	6,467	6,661	6,861	7,067	7,279	7,497
	Total capital items	1,850,813	790,112	1,009,863	1,322,414	1,092,461	1,104,102	1,132,919	1,188,801	1,245,455	1,779,513	1,378,365
	Cash reconciliation items											
	Depreciation	(1,053,861)	(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)
	Long Service Leave Accrual	(6,829)	(7,068)	(7,280)	(7,498)	(7,723)	(7,955)	(8,194)	(8,440)	(8,693)	(8,954)	(9,223)
	Total adjustment for non-cash items	(1,060,690)	(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)
	Increase / (decrease) in cash	(579,622)	(554,337)	9,859	(239,920)	(3,495)	292,644	277,057	522,832	423,519	20,664	546,321
	Funded by / (to) reserves											
	Transfer to Sewer Reserve - Long Service Leave	(5,254)	(5,746)	(5,918)	(6,096)	(6,279)	(6,467)	(6,661)	(6,861)	(7,067)	(7,279)	(7,497)
	Transfer to S64 Sewer Reserve	(66,767)	(68,436)	(70,147)	(71,901)	(73,699)	(75,541)	(77,430)	(79,366)	(81,350)	(83,384)	(85,469)
	Transfer to Sewer Reserve - Infrastructure	(1,305,593)	(157,875)	(622,572)	(661,666)	(575,534)	(975,592)	(894,813)	(1,160,635)	(1,081,837)	(1,027,663)	(1,115,062)
	Transfer from Sewer Reserve - Infrastructure (Capital)	1,599,461	594,163	486,714	767,386	436,370	531,635	457,596	468,593	479,855	959,284	568,741
	Transfer from S94 Sewer Reserve (Capital)	158,429	68,436	70,147	71,901	73,699	75,541	77,430	79,366	81,350	83,384	85,469
	Transfer from Sewer Reserve - Long Service Leave	5,254	5,746	5,918	6,096	6,279	6,467	6,661	6,861	7,067	7,279	7,497
	Transfer to Wyangala STP Reserve	(98,987)	(111,266)	(109,320)	(107,280)	(105,145)	(102,984)	(100,801)	(98,593)	(96,362)	(94,107)	(85,368)
	Transfer from Wyangala STP Reserve	293,079	229,315	235,319	241,480	247,804	254,297	260,961	267,803	274,825	141,822	85,368
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

DEVELOPER CONTRIBUTIONS SCHEDULE												
Description	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**
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	108,957	119,612	130,533	141,727	153,202	164,962	177,018	189,375	202,041	215,024	228,331	241,973
S94 Growth Areas	17,867	19,508	21,191	22,915	24,683	26,494	28,350	30,252	32,203	34,202	36,251	38,352
TOTAL GENERAL FUND	**126,824**	**139,120**	**151,724**	**164,642**	**177,885**	**191,456**	**205,368**	**219,627**	**234,244**	**249,226**	**264,582**	**280,325**
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	**218,485**	**139,120**	**151,724**	**164,642**	**177,885**	**191,456**	**205,368**	**219,627**	**234,244**	**249,226**	**264,582**	**280,325**

RESERVES SCHEDULE Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
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	2,641,938	1,417,331	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
Aquatic Centre Capital Renewal	1,253,462	1,244,510	0	0	0	0	0	0	0	0	0	0
Art Gallery	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Bad Debts	74,189	81,689	89,189	97,189	105,189	113,189	121,689	130,189	139,189	148,189	157,189	166,689
Built Asset Replacement Program	1,883,000	2,428,744	1,936,253	1,607,044	1,624,463	1,704,109	1,787,339	1,874,314	1,965,203	2,060,183	2,159,436	2,263,156
Business Assistance	76,939	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Caravan Park	882,945	956,893	893,140	919,027	1,013,740	1,113,773	1,219,018	1,329,883	1,472,024	1,597,204	1,728,322	1,865,116
Carry Over Works	390,982	0	0	0	0	0	0	0	0	0	0	0
Civic Centre	21,829	17,658	20,761	23,957	27,249	30,640	34,133	37,731	41,437	45,254	49,186	53,236
Depot Redevelopment	59,220	14,852	0	0	0	0	0	0	0	0	0	0
Election	77,097	112,097	9,243	49,243	89,243	129,243	15,104	58,104	101,104	144,104	17,250	63,250
IT Equipment	0	0	50,000	100,000	150,000	200,000	250,000	300,000	350,000	400,000	450,000	500,000
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	428,504	458,764	488,737	517,992	546,510	574,271	601,256	627,445	652,817	677,350	701,024	723,815
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	24,095	47,927	46,478	97,272	145,686	196,477	249,497	305,154	382,564	445,576	511,241	579,280
Statecover	129,094	114,217	133,261	152,762	172,732	193,181	214,121	235,563	257,520	280,004	303,028	326,604
Statewide	123,423	159,970	199,258	239,489	280,686	322,872	366,070	410,305	455,602	501,986	549,483	598,120
Unexpended Grants	2,819,432	3,527,772	2,360,182	1,192,591	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Financial Assistance Grants	2,068,657	2,137,196	2,355,193	2,430,895	2,508,490	2,588,024	2,669,547	2,753,108	2,838,758	2,926,549	3,016,535	3,108,771
TOTAL GENERAL FUND	**14,367,076**	**14,181,891**	**11,603,561**	**10,332,460**	**9,710,474**	**10,334,000**	**10,268,501**	**10,482,937**	**11,475,564**	**12,045,744**	**12,462,040**	**13,067,383**
WASTE FUND												
Waste - General	977,141	1,257,333	1,390,160	1,541,643	1,681,507	1,408,223	1,110,794	1,207,010	1,311,764	1,414,219	1,518,441	1,236,471
Waste - DWM	1,163,883	1,319,711	1,687,481	2,077,377	2,463,953	2,867,949	3,288,683	3,728,471	4,291,218	4,780,788	5,289,866	5,817,078
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	**2,282,599**	**2,718,619**	**3,219,216**	**3,760,595**	**4,287,035**	**4,417,748**	**4,541,052**	**5,077,056**	**5,744,557**	**6,336,582**	**6,949,882**	**7,195,123**
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	4,798,635	2,276,150	2,475,720	2,441,540	2,589,642	2,906,614	3,235,506	3,748,038	3,603,348	2,733,544	206,501	(428,636)
Water - Usage Equalisation	1,905,100	2,055,100	2,205,100	2,355,100	2,505,100	2,655,100	2,805,100	2,955,100	3,105,100	3,255,100	3,405,100	3,555,100
Water - Infrastructure	6,703,735	4,331,250	4,680,820	4,796,640	5,094,742	5,561,714	6,040,606	6,703,138	6,708,448	5,988,644	3,611,601	3,126,464
TOTAL WATER FUND	**6,827,393**	**4,454,908**	**4,804,478**	**4,920,298**	**5,218,400**	**5,685,372**	**6,164,264**	**6,826,796**	**6,832,106**	**6,112,302**	**3,735,259**	**3,250,122**
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	1,305,185	1,111,093	993,044	867,045	732,845	590,186	438,873	278,713	109,503	(68,960)	(116,675)	(116,675)
Sewer - Infrastructure	9,902,969	9,609,101	9,172,812	9,308,670	9,202,950	9,342,114	9,786,071	10,223,288	10,915,330	11,517,312	11,585,691	12,132,012
TOTAL SEWER FUND	**11,245,872**	**10,757,912**	**10,203,574**	**10,213,433**	**9,973,513**	**9,970,018**	**10,262,662**	**10,539,719**	**11,062,551**	**11,486,070**	**11,506,734**	**12,053,055**
TOTAL RESERVES	**34,722,940**	**32,113,330**	**29,830,830**	**29,226,786**	**29,189,422**	**30,407,137**	**31,236,479**	**32,926,508**	**35,114,779**	**35,980,698**	**34,653,915**	**35,565,683**

KEY PERFORMANCE INDICATORS	CONSOLIDATED - ALL FUNDS										
	Revised Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034
Unrestricted Current Ratio											
Current Assets less all External Restrictions	32,476	31,335	30,123	30,347	30,525	29,730	29,549	30,771	30,984	31,030	30,778
Current Liabilities less Specific Purpose Liabilities	12,944	12,944	12,944	12,944	12,944	12,944	12,944	12,944	12,944	12,944	12,944
Benchmark is greater than 1.5x	2.5x	2.4x	2.3x	2.3x	2.4x	2.3x	2.3x	2.4x	2.4x	2.4x	2.4x
Debt Service Cover Ratio											
Operating result before capital excluding interest and depreciation/impairment/amortisation	11,912	8,191	9,336	9,950	10,952	10,729	11,006	11,320	11,536	11,564	11,843
Loan Repayments (Principal & Interest)	2,254	1,792	2,647	2,446	2,608	2,255	2,396	2,396	3,968	3,968	3,796
Benchmark is greater than 2x	5.3x	4.6x	3.5x	4.1x	4.2x	4.8x	4.6x	4.7x	2.9x	2.9x	3.1x
Rates & Annual Charges Coverage Ratio											
Rates & Annual Charges	16,062	16,811	17,518	17,995	18,484	18,987	19,504	20,035	20,581	21,142	21,718
Income from Continuing Operations	65,917	46,759	48,438	45,429	46,329	46,980	48,132	70,351	50,653	51,903	53,081
Benchmark is greater than or equal to 40%	24%	36%	36%	40%	40%	40%	41%	28%	41%	41%	41%
Operating Performance											
Total continuing operating revenue excluding capital grants and contributions less operating expenses	2,149	(1,747)	(1,552)	(849)	(313)	(460)	(411)	(225)	(1,216)	(1,282)	(1,100)
Total continuing operating revenue excluding capital grants and contributions	54,422	43,968	43,304	44,766	45,649	46,283	47,417	48,619	49,902	51,133	52,292
Benchmark is greater than 0%	3.9%	-4.0%	-3.6%	-1.9%	-0.7%	-1.0%	-0.9%	-0.5%	-2.4%	-2.5%	-2.1%
Own Source Operating Revenue											
Total continuing operating revenue excluding all grants and contributions	39,804	34,048	34,999	36,083	36,470	36,941	37,908	38,939	40,047	41,098	42,072
Total continuing operating revenue	65,917	46,759	48,438	45,429	46,329	46,980	48,132	70,351	50,653	51,903	53,081
Benchmark is greater than 60%	60%	73%	72%	79%	79%	79%	79%	55%	79%	79%	79%
Cash Expense Cover Ratio											
Current year's cash,cash equivalents and term deposits	41,154	40,188	39,504	40,187	41,246	41,657	42,870	45,197	45,618	43,832	44,184
Monthly payments from cash flow of operating and financing activities	3,715	3,095	3,030	3,063	3,086	3,127	3,210	3,283	3,502	3,602	3,660
Benchmark is greater than 3 months	11 months	13 months	13 months	13 months	13 months	13 months	13 months	14 months	13 months	12 months	12 months

KEY PERFORMANCE INDICATORS	GENERAL FUND										
	Revised Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034
Unrestricted Current Ratio											
Current Assets less all External Restrictions	30,228	28,954	27,590	27,675	28,126	27,628	27,351	28,468	28,578	28,520	28,550
Current Liabilities less Specific Purpose Liabilities	12,457	12,457	12,457	12,457	12,457	12,457	12,457	12,457	12,457	12,457	12,457
Benchmark is greater than 1.5x	2.4x	2.3x	2.2x	2.2x	2.3x	2.2x	2.2x	2.3x	2.3x	2.3x	2.3x
Debt Service Cover Ratio											
Operating result before capital excluding interest and depreciation/impairment/amortisation	7,832	4,407	4,163	4,759	5,622	5,282	5,349	5,931	5,381	5,190	5,258
Loan Repayments (Principal & Interest)	667	665	670	468	468	440	418	418	418	418	353
Benchmark is greater than 2x	11.7x	6.6x	6.2x	10.2x	12x	12x	12.8x	14.2x	12.9x	12.4x	14.9x
Rates & Annual Charges Coverage Ratio											
Rates & Annual Charges	7,746	8,121	8,315	8,514	8,718	8,927	9,141	9,360	9,585	9,814	10,050
Income from Continuing Operations	45,023	28,723	29,604	26,077	26,935	27,527	28,104	34,731	29,423	30,044	30,581
Benchmark is greater than or equal to 40%	17%	28%	28%	33%	32%	32%	33%	27%	33%	33%	33%
Operating Performance											
Total continuing operating revenue excluding capital grants and contributions less operating expenses	2,596	(951)	(1,505)	(786)	(262)	(700)	(736)	(258)	(914)	(1,213)	(1,254)
Total continuing operating revenue excluding capital grants and contributions	37,107	26,035	24,576	25,521	26,365	26,943	27,505	28,118	28,794	29,400	29,921
Benchmark is greater than 0%	7.0%	-3.7%	-6.1%	-3.1%	-1.0%	-2.6%	-2.7%	-0.9%	-3.2%	-4.1%	-4.2%
Own Source Operating Revenue											
Total continuing operating revenue excluding all grants and contributions	22,620	16,131	16,278	16,838	17,187	17,602	17,997	18,438	18,939	19,364	19,701
Total continuing operating revenue	45,023	28,723	29,604	26,077	26,935	27,527	28,104	34,731	29,423	30,044	30,581
Benchmark is greater than 60%	50%	56%	55%	65%	64%	64%	64%	53%	64%	64%	64%
Cash Expense Cover Ratio											
Current year's cash,cash equivalents and term deposits	22,419	21,158	19,807	19,904	20,370	19,885	19,623	20,754	20,880	20,837	20,882
Monthly payments from cash flow of operating and financing activities	2,483	1,825	1,739	1,730	1,748	1,822	1,861	1,862	1,964	2,030	2,061
Benchmark is greater than 3 months	9 months	12 months	11 months	12 months	12 months	11 months	11 months	11 months	11 months	10 months	10 months

KEY PERFORMANCE INDICATORS	WASTE FUND										
	Revised Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034
Unrestricted Current Ratio											
Current Assets less all External Restrictions	2,248	2,381	2,533	2,672	2,399	2,102	2,198	2,303	2,405	2,509	2,227
Current Liabilities less Specific Purpose Liabilities	487	487	487	487	487	487	487	487	487	487	487
Benchmark is greater than 1.5x	4.6x	4.9x	5.2x	5.5x	4.9x	4.3x	4.5x	4.7x	4.9x	5.2x	4.6x
Debt Service Cover Ratio											
Operating result before capital excluding interest and depreciation/impairment/amortisation	861	606	584	569	563	555	577	708	632	653	674
Loan Repayments (Principal & Interest)	62	99	37	37	37	37	37	37	37	37	37
Benchmark is greater than 2x	13.9x	6.1x	15.7x	15.3x	15.2x	14.9x	15.5x	19.1x	17x	17.6x	18.2x
Rates & Annual Charges Coverage Ratio											
Rates & Annual Charges	3,170	3,312	3,412	3,515	3,621	3,730	3,842	3,958	4,078	4,200	4,327
Income from Continuing Operations	5,885	5,367	5,497	5,631	5,269	4,911	5,058	5,208	5,364	5,524	5,688
Benchmark is greater than or equal to 40%	54%	62%	62%	62%	69%	76%	76%	76%	76%	76%	76%
Operating Performance											
Total continuing operating revenue excluding capital grants and contributions less operating expenses	504	222	197	175	163	148	163	288	204	218	232
Total continuing operating revenue excluding capital grants and contributions	5,885	5,367	5,497	5,631	5,269	4,911	5,058	5,208	5,364	5,524	5,688
Benchmark is greater than 0%	8.6%	4.1%	3.6%	3.1%	3.1%	3.0%	3.2%	5.5%	3.8%	3.9%	4.1%
Own Source Operating Revenue											
Total continuing operating revenue excluding all grants and contributions	5,885	5,367	5,497	5,631	5,269	4,911	5,058	5,208	5,364	5,524	5,688
Total continuing operating revenue	5,885	5,367	5,497	5,631	5,269	4,911	5,058	5,208	5,364	5,524	5,688
Benchmark is greater than 60%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Cash Expense Cover Ratio											
Current year's cash,cash equivalents and term deposits	2,589	3,090	3,631	4,157	4,288	4,411	4,947	5,615	6,207	6,820	7,066
Monthly payments from cash flow of operating and financing activities	423	404	411	424	394	365	375	377	396	408	419
Benchmark is greater than 3 months	6 months	8 months	9 months	10 months	11 months	12 months	13 months	15 months	16 months	17 months	17 months

KEY PERFORMANCE INDICATORS	COMBINED GENERAL & WASTE FUNDS										
	Revised Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034
Unrestricted Current Ratio											
Current Assets less all External Restrictions	62,704	60,289	57,713	58,022	58,652	57,358	56,900	59,238	59,562	59,550	59,328
Current Liabilities less Specific Purpose Liabilities	12,944	12,944	12,944	12,944	12,944	12,944	12,944	12,944	12,944	12,944	12,944
Benchmark is greater than 1.5x	4.8x	4.7x	4.5x	4.5x	4.5x	4.4x	4.4x	4.6x	4.6x	4.6x	4.6x
Debt Service Cover Ratio											
Operating result before capital excluding interest and depreciation/impairment/amortisation	19,744	12,599	13,499	14,709	16,575	16,011	16,355	17,251	16,917	16,754	17,101
Loan Repayments (Principal & Interest)	729	764	707	505	505	477	455	455	455	455	390
Benchmark is greater than 2x	27.1x	16.5x	19.1x	29.1x	32.8x	33.6x	35.9x	37.9x	37.2x	36.8x	43.9x
Rates & Annual Charges Coverage Ratio											
Rates & Annual Charges	23,807	24,931	25,834	26,509	27,203	27,915	28,645	29,395	30,166	30,956	31,768
Income from Continuing Operations	50,908	34,090	35,102	31,708	32,204	32,438	33,161	39,939	34,787	35,568	36,269
Benchmark is greater than or equal to 40%	47%	73%	74%	84%	84%	86%	86%	74%	87%	87%	88%
Operating Performance											
Total continuing operating revenue excluding capital grants and contributions less operating expenses	3,101	(729)	(1,307)	(611)	(99)	(552)	(573)	29	(710)	(995)	(1,022)
Total continuing operating revenue excluding capital grants and contributions	42,992	31,402	30,074	31,152	31,634	31,855	32,563	33,326	34,158	34,923	35,609
Benchmark is greater than 0%	7.2%	-2.3%	-4.3%	-2.0%	-0.3%	-1.7%	-1.8%	0.1%	-2.1%	-2.8%	-2.9%
Own Source Operating Revenue											
Total continuing operating revenue excluding all grants and contributions	28,505	21,499	21,775	22,470	22,456	22,513	23,055	23,646	24,303	24,888	25,389
Total continuing operating revenue	50,908	34,090	35,102	31,708	32,204	32,438	33,161	39,939	34,787	35,568	36,269
Benchmark is greater than 60%	56%	63%	62%	71%	70%	69%	70%	59%	70%	70%	70%
Cash Expense Cover Ratio											
Current year's cash,cash equivalents and term deposits	25,008	24,247	23,438	24,062	24,658	24,297	24,570	26,369	27,087	27,657	27,948
Monthly payments from cash flow of operating and financing activities	2,905	2,229	2,150	2,154	2,142	2,187	2,236	2,239	2,360	2,437	2,481
Benchmark is greater than 3 months	9 months	11 months	11 months	11 months	12 months	11 months	11 months	12 months	11 months	11 months	11 months

KEY PERFORMANCE INDICATORS	WATER FUND										
	Revised Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034
Unrestricted Current Ratio											
Current Assets less all External Restrictions	7,922	8,271	8,387	8,685	9,152	9,631	10,293	10,299	9,579	7,202	6,717
Current Liabilities less Specific Purpose Liabilities	3,360	3,360	3,360	3,360	3,360	3,360	3,360	3,360	3,360	3,360	3,360
Benchmark is greater than 1.5x	2.4x	2.5x	2.5x	2.6x	2.7x	2.9x	3.1x	3.1x	2.9x	2.1x	2x
Debt Service Cover Ratio											
Operating result before capital excluding interest and depreciation/impairment/amortisation	1,590	2,554	2,603	2,608	2,687	2,746	2,864	2,210	3,142	3,266	3,389
Loan Repayments (Principal & Interest)	876	380	380	380	380	380	380	380	1,952	1,952	1,845
Benchmark is greater than 2x	1.8x	6.7x	6.8x	6.9x	7.1x	7.2x	7.5x	5.8x	1.6x	1.7x	1.8x
Rates & Annual Charges Coverage Ratio											
Rates & Annual Charges	2,057	2,149	2,214	2,281	2,350	2,421	2,494	2,569	2,646	2,726	2,808
Income from Continuing Operations	10,664	8,242	8,477	8,723	8,984	9,253	9,530	24,814	10,108	10,410	10,722
Benchmark is greater than or equal to 40%	19%	26%	26%	26%	26%	26%	26%	10%	26%	26%	26%
Operating Performance											
Total continuing operating revenue excluding capital grants and contributions less operating expenses	(1,047)	(103)	(91)	(123)	(80)	(58)	24	(667)	(850)	(735)	(624)
Total continuing operating revenue excluding capital grants and contributions	7,201	8,207	8,442	8,687	8,947	9,215	9,490	9,774	10,067	10,368	10,679
Benchmark is greater than 0%	-14.5%	-1.3%	-1.1%	-1.4%	-0.9%	-0.6%	0.2%	-6.8%	-8.4%	-7.1%	-5.8%
Own Source Operating Revenue											
Total continuing operating revenue excluding all grants and contributions	7,069	8,190	8,435	8,687	8,947	9,215	9,490	9,774	10,067	10,368	10,679
Total continuing operating revenue	10,664	8,242	8,477	8,723	8,984	9,253	9,530	24,814	10,108	10,410	10,722
Benchmark is greater than 60%	66%	99%	100%	100%	100%	100%	100%	39%	100%	100%	100%
Cash Expense Cover Ratio											
Current year's cash,cash equivalents and term deposits	5,945	6,294	6,410	6,708	7,175	7,654	8,316	8,322	7,602	5,225	4,740
Monthly payments from cash flow of operating and financing activities	539	501	516	537	552	569	582	660	738	752	759
Benchmark is greater than 3 months	11 months	13 months	12 months	13 months	13 months	13 months	14 months	13 months	10 months	7 months	6 months

KEY PERFORMANCE INDICATORS	SEWER FUND										
	Revised Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034
Unrestricted Current Ratio											
Current Assets less all External Restrictions	10,889	10,335	10,345	10,105	10,101	10,394	10,671	11,194	11,618	11,638	12,185
Current Liabilities less Specific Purpose Liabilities	264	264	264	264	264	264	264	264	264	264	264
Benchmark is greater than 1.5x	41.2x	39.1x	39.2x	38.3x	38.3x	39.4x	40.4x	42.4x	44x	44.1x	46.2x
Debt Service Cover Ratio											
Operating result before capital excluding interest and depreciation/impairment/amortisation	1,628	624	1,986	2,015	2,080	2,146	2,216	2,471	2,381	2,455	2,523
Loan Repayments (Principal & Interest)	648	648	1,560	1,560	1,723	1,398	1,560	1,560	1,560	1,560	1,560
Benchmark is greater than 2x	2.5x	1x	1.3x	1.3x	1.2x	1.5x	1.4x	1.6x	1.5x	1.6x	1.6x
Rates & Annual Charges Coverage Ratio											
Rates & Annual Charges	3,089	3,228	3,577	3,684	3,795	3,909	4,027	4,148	4,272	4,401	4,533
Income from Continuing Operations	4,345	4,427	4,859	4,998	5,141	5,289	5,441	5,597	5,759	5,925	6,090
Benchmark is greater than or equal to 40%	71%	73%	74%	74%	74%	74%	74%	74%	74%	74%	74%
Operating Performance											
Total continuing operating revenue excluding capital grants and contributions less operating expenses	95	(915)	(154)	(115)	(133)	150	138	413	344	448	545
Total continuing operating revenue excluding capital grants and contributions	4,230	4,359	4,789	4,926	5,068	5,213	5,363	5,518	5,677	5,841	6,004
Benchmark is greater than 0%	2.3%	-21.0%	-3.2%	-2.3%	-2.6%	2.9%	2.6%	7.5%	6.1%	7.7%	9.1%
Own Source Operating Revenue											
Total continuing operating revenue excluding all grants and contributions	4,230	4,359	4,789	4,926	5,068	5,213	5,363	5,518	5,677	5,841	6,004
Total continuing operating revenue	4,345	4,427	4,859	4,998	5,141	5,289	5,441	5,597	5,759	5,925	6,090
Benchmark is greater than 60%	97%	98%	99%	99%	99%	99%	99%	99%	99%	99%	99%
Cash Expense Cover Ratio											
Current year's cash,cash equivalents and term deposits	10,201	9,647	9,657	9,417	9,413	9,706	9,983	10,506	10,930	10,950	11,497
Monthly payments from cash flow of operating and financing activities	271	365	364	373	392	372	392	384	405	412	420
Benchmark is greater than 3 months	38 months	26 months	27 months	25 months	24 months	26 months	25 months	27 months	27 months	27 months	27 months

CAPITAL WORKS SCHEDULE											
Description	Revised Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034
GENERAL FUND											
Major Software & Infrastructure Upgrades	170,052										
Revitalising Regional Libraries	16,000										
Cowra Library Refurbishment	267,362										
Purchase of Scissor Lift	25,000										
Accessibility Upgrade - Grant Funded	241,326										
Auditorium Seating Upgrade - Grant Funded	1,500,000										
Civic Centre - Coffee Machine Purchase	7,963										
Pound Refurbishment		164,000									
Pound - Cat Cages		10,000									
Survey Equipment Upgrade									15,000		
Depot Redevelopment Stage 3		400,000	400,000	50,000							
Plant Purchases	2,164,607	797,735	1,056,866	823,515	818,265	1,367,493	1,259,586	541,796	940,000	940,000	940,000
RTR - Program Works		1,144,315	1,373,178	1,602,041	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904
RTR - Middle Creek Rd - Resheeting	28,127										
RTR - Fragars Rd - Rehabilitation	54,171										
RTR - Reids Flat Rd Overlay and Widening	421,731										
RTR - Heavy Patching - Milburn Creek Road	13,500										
RTR - Culverts - Saywaker Lane	11,000										
RTR - Culverts - Myalla Road	12,500										
RTR - Culverts - Ridgelands Road	5,500										
RTR - Culverts - Sheppy Lane	5,500										
RTR - Culverts - Nada Road	5,500										
RTR - Culverts - Mylbie Lane	20,000										
RTR - Gowerhardy Stormwater Drainage - Stage 1	373,084										
RTR - Pennsylvania Road Bridge - Major Repairs	38,500										
RTR - Kangaroo Flat Rd - Rehab & Seal 8.9-12.2 (FLR2)	222,852										
RTR - Kangaroo Flat Rd - Rehab & Seal 13.1-14.8 (FLR2)	82,715										
RTR - Mt McDonald Rd - Rehab & Seal 4.4-5.3 (FLR2)	26,251										
RTR - Mt McDonald Rd - Rehab & Seal 6.7-7.7 (FLR2)	35,288										
RTR & FLR3 - Camp Rd Seal 1.6-3.6km	46,498										
RTR & FLR3 - Troopers Rd Seal 0-5km	989,470										
FLR4 - Kangarooby Rd Rehab & Seal	601,000										
Cowra Street & Lane Reseals	416,943	245,351	168,770		213,957	368,996	230,150	173,693	177,862	182,131	186,502
Japanese Gardens Carpark Upgrade		100,000									
Recovery Grant Exp - Bulkhead Road Fishburn Street Intersection Concreting	162,000										
Recovery Grant Exp - Nangar Street - Pipe Upgrade & Augmentation	141,000										
Recovery Grant Exp - Pridham St - Open Drain	252,000										
Grading	440,041	951,001	973,825	997,197	1,021,130	1,045,637	1,070,732	1,096,430	1,122,745	1,149,691	1,177,284
Gravel Resheeting	544,061		559,402	572,827	586,575	600,652	615,068	629,829	644,945	660,424	676,275
Rural Reseals		351,775	435,386	688,251	430,647	334,989	419,322	351,775	360,217	368,862	377,715
Recovery Grant Exp - Greenthorpe Road Sidetrack	66,000										
Recovery Grant Exp - Middle Creek Road - Box Culvert Construction	33,000										
Recovery Grant Exp - Healeys Road - 3 Causeways	127,000										
Recovery Grant Exp - Jukes Lane - Twin Cell Box Culvert	165,000										
Recovery Grant Exp - Porters Mount Road - Low Flow Pipe at Causeway 2	54,000										
Upgrade of Morongla Rd & Reids Flat Rd Intersection	165,074										
Village Reseals	52,984	52,984	52,756	52,688	52,560	52,920	52,912	52,752	52,376		
Bushfire Equipment Allocation	410,550	420,814	431,334	442,117	453,170	464,499	476,111	488,014	500,214	512,719	525,537
SES - Gooloogong Shed Extension	14,856										
RFS - Torrington - New Station	150,722										

CAPITAL WORKS SCHEDULE											
Description	Revised Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034
RFS - Woodstock - New Station	22,500	427,500									
George Campbell Bridge Replacement	47,613										
Low Level Bridge - New								6,000,000			
West Cowra Drainage Improvements - Walker St to Grenfell Rd	24,602	340,398									
Chiverton Road - Repair Drainage Erosion	93,839										
Pool Concept Design & Specifications	270,560										
WP1 - New Pools Filtration		3,129,993									
WP2 - Main Pool & Toddler Pool Redevelopment			2,506,159								
WP3 - Splashpad and Plant Room			846,153								
WP4 - New Retractable Shades			947,029								
WP5 - Demolition of Existing Building / Plant Room			290,130								
WP6 - Proposed Clubhouse Building			396,396								
Playground Asset Renewal	35,083	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)	70,167										
River Front Footpaths (Public Spaces)	66,495										
River Front Street Furniture (Public Spaces)	2,820										
Public Art Murals (Public Spaces)	5,061										
Village Signs (Public Spaces)	240,394										
Additional Pathways at Peace Precinct (Public Spaces)	414,295										
Evans Street Shared Path & Parking Area (Public Spaces)	510,300										
Sculpture Park Paths	222,658										
Col Stinson Park Amenities and Clubhouse	591,036										
Col Stinson Park Courts and Seating	327,000										
Village Park Facilities & Access Upgrade	7,788										
Gooloogong Park Amenities Upgrade	64,533										
Project Planning & Detailed Design - Stage 2 Works	39,104										
Tender & Procurement - Stage 2 Works	10,000										
Riverfront Precinct - Replace Slabs		153,000									
Central Precinct Redevelopment - Internal Roads			70,000								
Cover Yard Walkways Stage 1		100,000									
Installation of eID Infrastructure		146,000									
Building Asset Management Plan - Works	83,610	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
WASTE FUND											
MGB Replacements	20,000	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
Landfill Waste Cell Modifications	177,175										
Staff Amenities Building & Admin Office Renovation	449,678										
Extension of Sorting Line Storage Area	180,000										
WATER FUND											
New Meter Installations	113,238	116,389	119,428	122,546	125,746	129,030	132,402	135,863	139,416	143,063	146,807
Meter Replacements	90,619	93,161	95,605	98,113	100,688	103,331	106,044	108,830	111,689	114,625	117,640
Reservoir Cleaning & Painting	16,350	55,142	56,465	57,820	59,208	60,629	62,084	63,574	65,100	66,662	68,262
Reservoir Chlorine Monitoring System	41,719										
Cowra - Reservoir Re-Roofing	64,004	65,540	67,113	68,724							
Pearces Reservoir Re-Roof and Compliance	37,500										
Billimari - Pump Station Upgrade	64,004						64,004				81,931

CAPITAL WORKS SCHEDULE											
Description	Revised Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034
River Low Lift Pump Station					169,557	173,796					
High Lift Pump at River										233,949	
High Lift Pump at River - Switch Board	1,384,219										
Gooloogong Pump Replacement								21,538			
Southern Line - Pump Replacement Program									59,434		
Refurbishment of River Well Pump	29,243										
Cowra - Raw Water Intake Upgrade										1,559,659	
Water Main Replacement			1,372,204	1,407,606	1,443,933	1,481,208	1,519,456	1,558,703	1,598,976	1,640,301	1,682,706
Mains Replacement - Vaux Lane	10,000										
Wyangala Village Mains Renewal	45,320										
Comerford St & Lachlan St Main Replacement	235,089										
Rural Residential Water Reticulation - Eloura to Camp Rd		331,144	452,564	231,939							
Construct Emergency Drought Supply	3,408,663										
Pridham Street Main Extension	21,065										
Mains Replacement - Brisbane Street - West	128,646										
TMQ Underbores - Crowther to Bendick Murrell	130,000										
Young Road Water Main Upgrade - Industrial Development	421,000										
Mains Replacement - Binni Creek Road - East		1,217,814									
WTP Office Extension	10,000										
Install Solar PV 26kW System - Cowra WTP	30,000										
New River Offtake								5,000,000			
Replace Cowra WTP (30ML / day)								30,000,000			
Transfer Pump Refurbishment	150,000										
WTP Online Turbidity Analyser Replacements	9,889										
Purchase of Commercial Pressure Washer	28,263										
Cowra WTP Sediment Tank Transfer Pumps	43,658										
Darbys Falls WTP - Filter Membrane Replacement	28,546										
Replace Telemetry System	24,472										
SEWER FUND											
West Cowra Sewer Reticulation	20,000	11,061,083									
Mains Replacement/Renewal Program	1,124,205	393,242	402,680	412,344	422,240	432,374	442,751	453,377	464,258	475,400	486,810
Upsize Trunk Main 1		118,869									
Install Solar PV 99kW System - Cowra STP	110,000										
Aerator Replacement										467,898	
Purchase - Dewatering Bins	3,740										
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	25,000										
Pump Station Renewal/Replacement	12,801	13,108	13,423	13,745	14,075	14,413	14,759	15,113	15,476	15,847	16,227
Erambie Sewer Pump Station Overhaul	48,345										
Ventstack Replacement	67,315	68,931	70,585	72,279							
Install Flow Gauges	50,140										
Replace Telemetry System						84,778					
Airport Related Industrial Development - Wastewater				268,978							
TOTAL BY FUND											
General Fund	13,730,187	9,019,866	10,592,384	5,313,636	5,492,208	6,151,090	6,039,785	11,250,193	5,729,263	5,729,731	5,799,217
Waste Fund	826,853	20,000	20,000	20,000	410,000	410,000	20,000	20,000	20,000	20,000	410,000
Water Fund	6,565,506	1,879,190	2,163,379	1,986,748	1,899,132	1,947,994	1,883,990	36,888,508	1,974,615	3,758,259	2,097,346
Sewer Fund	1,676,546	11,655,233	486,688	767,346	436,315	531,565	457,510	468,490	479,734	959,145	503,037
TOTAL CONSOLIDATED	**22,799,092**	**22,574,289**	**13,262,451**	**8,087,730**	**8,237,655**	**9,040,649**	**8,401,285**	**48,627,191**	**8,203,612**	**10,467,134**	**8,809,600**

EXTERNAL LOAN SCHEDULE

Loan # / Lender	Purpose / Obtained - Maturity	Principal / Int. Rate	Annual Repayment	Principal Outstanding 01/07/2023		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Principal Outstanding 30/06/2034
	GENERAL FUND																
236a	**River Park Amenities**	96,000	8,520	15,699	P	7,648	8,051	-	-	-	-	-	-	-	-	-	0
CBA	28/01/2005 - 01/02/2025	6.31%			I	872	382	-	-	-	-	-	-	-	-	-	
236b	**Vaux Street Drainage**	337,500	29,944	55,178	P	26,880	28,298	-	-	-	-	-	-	-	-	-	0
CBA	28/01/2005 - 01/02/2025	6.31%			I	3,064	1,341	-	-	-	-	-	-	-	-	-	
242b	**Mulyan Amenities**	255,000	7,454	67,590	P	2,914	3,129	3,347	3,560	3,841	4,098	4,383	4,689	4,996	5,372	5,745	21,517
CBA	22/08/2007 - 24/08/2037	6.80%			I	4,539	4,325	4,107	3,894	3,613	3,356	3,070	2,765	2,457	2,082	1,709	
241b	**Vaux Street Drainage**	166,000	12,452	111,794	P	5,442	5,792	6,165	6,563	6,955	7,450	7,916	8,426	8,961	9,531	10,170	28,425
CBA	18/12/2006 - 18/12/2036	6.35%			I	7,010	6,660	6,286	5,889	5,497	5,002	4,536	4,026	3,491	2,921	2,282	
249	**Civic Centre Refurbishment**	1,395,390	130,639	915,607	P	57,965	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	72,673	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	111,465	P	15,287	16,610	18,023	19,555	21,211	20,779	-	-	-	-	-	0
NAB	29/06/2009 - 29/06/2009	8.33%			I	8,998	7,674	6,262	4,729	3,073	979	-	-	-	-	-	
246	**Saleyards - Effluent Screens**	225,000	25,921	47,464	P	22,793	24,671	-	-	-	-	-	-	-	-	-	0
NAB	16/04/2010 - 16/04/2025	8.01%			I	3,128	1,249	-	-	-	-	-	-	-	-	-	
250	**Drainage Improvements**	250,000	25,994	110,554	P	19,402	20,652	22,040	23,470	24,989	-	-	-	-	-	-	0
NAB	28/06/2013 - 28/06/2028	6.36%			I	6,593	5,342	3,954	2,525	1,005	-	-	-	-	-	-	
253a	**Depot - Stage 1 Redevelopment**	400,000	45,636	131,232	P	42,603	43,734	44,896	-	-	-	-	-	-	-	-	0
TCorp	27/06/2016 - 27/06/2027	2.63%			I	3,034	1,902	740	-	-	-	-	-	-	-	-	
253c	**Cemetery Expansion**	250,000	28,513	81,994	P	26,618	27,325	28,051	-	-	-	-	-	-	-	-	0
TCorp	27/06/2016 - 27/06/2027	2.63%			I	1,895	1,188	463	-	-	-	-	-	-	-	-	
253b	**Airport Subdivision**	1,478,993	168,725	485,189	P	157,509	161,693	165,987	-	-	-	-	-	-	-	-	0
TCorp	27/06/2016 - 27/06/2027	2.63%			I	11,216	7,032	2,737	-	-	-	-	-	-	-	-	
254a	**Depot - Stage 2 Redevelopment**	512,120	32,341	450,081	P	21,691	22,218	22,759	23,312	23,879	24,460	25,055	25,664	26,288	26,927	27,582	180,246
TCorp	11/05/2020 - 11/05/2040	2.41%			I	10,650	10,122	9,582	9,029	8,462	7,881	7,286	6,677	6,053	5,413	4,759	
254b	**CBD Footpath Refurbishment**	1,437,788	90,817	1,263,600	P	60,911	62,392	63,910	65,464	67,056	68,686	70,357	72,068	73,820	75,616	77,454	505,867
TCorp	11/05/2020 - 11/05/2040	2.41%			I	29,906	28,425	26,908	25,354	23,762	22,131	20,461	18,750	16,997	15,202	13,363	
254c	**Low Level Bridge Repairs**	500,000	31,583	439,425	P	21,182	21,697	22,225	22,766	23,319	23,886	24,467	25,062	25,672	26,296	26,936	175,916
TCorp	11/05/2020 - 11/05/2040	2.41%			I	10,400	9,885	9,357	8,817	8,263	7,696	7,115	6,520	5,911	5,287	4,647	
	Pool Replacement Stage 1	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
	2025 - 2045	5.42%			I	-	-	26,908	26,120	25,288	24,411	23,486	22,509	21,479	20,393	19,247	
	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	360,531
	2026 - 2046	5.42%			I	-	-	-	26,908	26,120	25,288	24,411	23,486	22,509	21,479	20,393	
	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	247,119
	2025 - 2045	5.42%			I	-	-	19,643	19,068	18,460	17,820	17,144	16,432	15,680	14,887	14,050	
	GENERAL FUND TOTALS		**775,458**	**4,286,873**		**662,823**	**662,431**	**669,814**	**468,198**	**468,198**	**439,677**	**417,919**	**417,919**	**417,919**	**417,919**	**352,600**	**1,858,140**
	WASTE FUND																
247	**Recycling Plant**	538,500	62,037	113,597	P	54,551	59,046	-	-	-	-	-	-	-	-	-	0
NAB	16/04/2010 - 16/04/2025	8.01%			I	7,486	2,990	-	-	-	-	-	-	-	-	-	
	MRF - Admin Building	450,000	37,132		P	-	12,915	13,624	14,373	15,162	15,995	16,874	17,801	18,779	19,810	20,898	283,769
	2024 - 2044	5.42%			I	-	24,217	23,508	22,759	21,970	21,137	20,258	19,331	18,353	17,322	16,234	
	WASTE FUND TOTALS		**99,169**	**113,597**		**62,037**	**99,169**	**37,132**	**37,132**	**37,132**	**37,132**	**37,132**	**37,132**	**37,132**	**37,132**	**37,132**	**283,769**

Loan # / Lender	Purpose / Obtained - Maturity	Principal / Int. Rate	Annual Repayment	Principal Outstanding 01/07/2023		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Principal Outstanding 30/06/2034
	WATER FUND																
238	**Water Main Replacement 2005/2006**	1,000,000	77,978	489,111	P	49,225	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	28,753	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	845,720	P	41,189	43,838	46,666	49,676	52,642	56,386	59,913	63,778	67,823	72,137	76,974	214,698
CBA	18/12/2006 - 18/12/2036	6.35%			I	53,059	50,410	47,582	44,572	41,606	37,862	34,334	30,469	26,424	22,111	17,274	
242a	**1C1 Zone**	1,286,500	100,883	915,499	P	39,443	42,351	45,300	48,179	51,989	55,461	59,329	63,458	67,623	72,707	77,755	291,905
CBA	22/08/2007 - 24/08/2037	6.80%			I	61,441	58,533	55,584	52,705	48,895	45,423	41,555	37,426	33,261	28,177	23,129	
251	**Emergency Water Supply - 1C1 Extension**	1,186,124	106,952	779,622	P	57,154	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	49,798	45,952	41,848	37,467	32,791	27,801	22,475	16,791	10,724	4,249	-	
252	**Water Treatment Plant Upgrade**	3,875,000	496,058	480,813	P	480,813	-	-	-	-	-	-	-	-	-	-	0
NAB	18/06/2014 - 18/06/2024	5.05%			I	15,245	-	-	-	-	-	-	-	-	-	-	
	50% New WTP and River Offtake	20,000,000	1,650,314		P	-	-	-	-	-	-	-	-	573,988	605,519	638,783	18,181,709
	2031 - 2051	5.42%			I	-	-	-	-	-	-	-	-	1,076,326	1,044,795	1,011,531	
	WATER FUND TOTALS		**2,526,433**	**3,510,765**		**876,120**	**380,061**	**380,061**	**380,061**	**380,061**	**380,061**	**380,061**	**380,062**	**1,952,398**	**1,952,398**	**1,845,446**	**18,688,313**
	SEWER FUND																
244	**Sewerage Treatment Plant**	7,213,320	648,242	5,940,777	P	169,013	184,510	199,974	214,260	296,768	193,573	275,788	298,903	321,334	351,746	381,143	3,053,765
NAB	05/07/2010 - 04/05/2040	8.13%			I	479,229	463,732	448,268	433,982	513,535	292,608	372,453	349,339	326,908	296,496	267,099	
	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	486,687	7,484,929
	2025 - 2045	5.42%			I	-	-	594,960	577,530	559,143	539,745	519,283	497,696	474,923	450,899	425,555	
	SEWER FUND TOTALS		**1,560,484**	**5,940,777**		**648,242**	**648,242**	**1,560,484**	**1,560,484**	**1,722,545**	**1,398,424**	**1,560,484**	**1,560,484**	**1,560,484**	**1,560,484**	**1,560,484**	**10,538,694**
	TOTAL EXTERNAL LOANS		**4,961,544**	**13,852,012**		**2,249,221**	**1,789,903**	**2,647,492**	**2,445,875**	**2,607,936**	**2,255,294**	**2,395,596**	**2,395,597**	**3,967,933**	**3,967,933**	**3,795,662**	**31,368,917**

INTERNAL LOAN SCHEDULE																	
Loan # / Fund	**Purpose / Obtained - Maturity**	**Principal / Int. Rate**	**Annual Repayment**	**Principal Outstanding**		**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**	**Principal Outstanding**
	GENERAL FUND																
226	**Library**	167,500	15,691	27,982	P	13,453	14,529	-	-	-	-	-	-	-	-	-	0
Gen	30/06/2000 - 30/06/2025	8.00%			I	2,239	1,163	-	-	-	-	-	-	-	-	-	
226	**Gallery**	167,500	15,691	27,982	P	13,453	14,529	-	-	-	-	-	-	-	-	-	0
Gen	30/06/2000 - 30/06/2025	8.00%			I	2,239	1,163	-	-	-	-	-	-	-	-	-	
	GENERAL FUND TOTALS		**31,382**	**55,963**		**31,383**	**31,384**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

5.3 Acting General Manager

File Number: D24/1035

Author: Paul Devery, General Manager

RECOMMENDATION

That the Director – Environmental Services, Mrs Larissa Hackett, be appointed Acting General Manager for the period 8-19 July 2024 inclusive due to the General Manager's absence on leave.

INTRODUCTION

I will be on leave from 8-19 July 2024 inclusive. I recommend that the Director – Environmental Services, Mrs Larissa Hackett, be appointed Acting General Manager for the period 8-19 July 2024 inclusive due to my absence.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

Nil

6 DIRECTOR-CORPORATE SERVICES

6.1 Section 355 Committee Draft Minutes - Cowra Youth Council

File Number: D24/480

Author: Graham Apthorpe, Acting Director - Corporate Services

RECOMMENDATION

That the draft Minutes of the Cowra Youth Council ordinary meetings held on 12 February, 11 March, 8 April and 13 May 2024 be noted.

BACKGROUND

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

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

1. Cowra Youth Council draft Minutes - 12 February 2024 ⇩
2. Cowra Youth Council draft Minutes - 11 March 2024 ⇩
3. Cowra Youth Council draft Minutes - 8 April 2024 ⇩
4. Cowra Youth Council draft Minutes - 13 May 2024 ⇩

MINUTES

Cowra Youth Council Meeting

Monday, 12 February 2024

Order Of Business

1 Apologies 3
2 Confirmation of Minutes 3
3 Action Items 3
3.1 Presentation to new CYC members 3
3.2 Team Check-In 3
3.3 Cowra Festival of International Understanding 3
3.4 2024 Youth Week 4
3.5 Code of Conduct 4
4 General Business 4
5 Next Meeting Date 4
6 Meeting Close 4

MINUTES OF COWRA COUNCIL
COWRA YOUTH COUNCIL MEETING HELD AT THE MEALSROOM, COWRA COUNCIL CHAMBERS, 116 KENDAL STREET, COWRA
ON MONDAY, 12 FEBRUARY 2024 AT 3.30 - 5.00PM

PRESENT: Mr Cohan Howden (Chairperson), Ms Georgie Anning, Mr Ezekiel Austin, Ms Zipporah Austin, Ms Laura Bennett, Ms Callie Bridges, Ms Lily Bridges, Mr Aiden Gunderson, Ms Emma Haslem, Ms Sienna Launders, Ms Isabella Lette, Ms Taylia Penyu, Ms Alyvia Slade, Cr Judi Smith, Cr Erin Watt

IN ATTENDANCE: Mrs Linda Barron (Community Development Officer)

1 APOLOGIES

Ms Laura Price, Ms Isabella Pepper

2 CONFIRMATION OF MINUTES

RECOMMENDATION

That the minutes of Cowra Youth Council Meeting held on 11 December 2023 be confirmed.

Moved: Georgie Anning Seconder: Zippi Austin

CARRIED

3 ACTION ITEMS

3.1 Presentation to new CYC members

Bags and shirts were presented to new members, except for Isabella Pepper who was absent. Mr Embroidery were unable to get the full order from their suppliers. Hoodies are expected in March.

3.2 Team Check-In

Completed

3.3 Cowra Festival of International Understanding

Festival is on from 22-24 March. Cohan is CYC's Youth Ambassador and his chosen charity supports school children. The Guest Nation for this year's Festival is Italy.

Ideas for a stall were discussed with the preference being some type of food, eg. Dessert pizzas.

Members indicated if they could assist with the Float or Stall. A workshop will be held on Wednesday 6 March to meet up and discuss further.

The Youth Council is partnering with Rotary to run the Festival Duck Race. Members will be needed to help sell tickets and assist with catching the ducks in the river.

The Festival Dinner will be held on Friday 22 March. Council will subsidise the cost of the tickets. Members to let Linda know if they would like to attend and pay $30 for their ticket.

3.4 2024 Youth Week

The theme for Youth Week in 2024 is Express, Empower, Get Loud!

Ideas for events included:

- Trivia Night with loud clothing
- Outdoor Movie Night at the Japanese Gardens. Seek approval from the Gardens and approach PCYC about hiring their equipment and partnering with them to run the night.
- Maybe a few smaller activities such as a craft workshop
- Colouring competition for younger children;
- Anzac biscuits for Anzac Day.

3.5 Code of Conduct

Members submitted their signed Code of conduct forms.

4 GENERAL BUSINESS

Included above.

5 NEXT MEETING DATE

The next meeting will be held on Monday, 11 March 2024 at 3.30 - 5.00pm in the Mealsroom, Cowra Council Chambers, 116 Kendal Street, Cowra.

6 MEETING CLOSE

The Meeting closed at 5pm.

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CHAIRPERSON

MINUTES

Cowra Youth Council Meeting

Monday, 11 March 2024

Order Of Business

1 Apologies 3
2 Confirmation of Minutes 3
3 General Business 3
3.1 Cowra Festival of International Understanding 3
3.2 Youth Week 3
3.3 Do It For Dolly Day 4
4 Next Meeting Date 4
5 Meeting Close 4

MINUTES OF COWRA COUNCIL
COWRA YOUTH COUNCIL MEETING HELD AT THE MEALSROOM, COWRA COUNCIL CHAMBERS, 116 KENDAL STREET, COWRA
ON MONDAY, 11 MARCH 2024 AT 3.30 - 5.00PM

PRESENT: Mr Cohan Howden (Chairperson), Ms Georgie Anning, Mr Ezekiel Austin, Ms Zipporah Austin, Ms Laura Bennett, , Ms Lily Bridges, Mr Aiden Gundersen, Ms Emma Haslam, Ms Sienna Launders, Ms Isabella Lette, Ms Isabella Pepper, Ms Laura Price, Cr Judi Smith, Cr Erin Watt

IN ATTENDANCE: Mrs Linda Barron (Community Development Officer), Yasmin (headspace Youth Reference Group)

1 APOLOGIES

Ms Taylia Penyu, Ms Alyvia Slade, Ms Callie Bridges,

2 CONFIRMATION OF MINUTES

RECOMMENDATION

That the minutes of Cowra Youth Council Meeting held on 12 February 2024 be confirmed.

Moved: Zippi Austin Seconder: Georgie Anning CARRIED

3 GENERAL BUSINESS

3.1 Cowra Festival of International Understanding

Float Team – dressing up as Italian characters. Decorate with balloons and streamers and write signs with chalk pen.

Festival Trivia Night – 6pm on 21 March. CYC will put a table together so let Linda know if you can go and she'll book tickets.

Carnival Stall – Dessert pizzas

3.2 Youth Week

Events to include:

Colouring-in competition for younger kids. Emma and Aiden volunteered to design entry form.

Outdoor Movie Night at Japanese Gardens – Saturday 6 April. Film titles were discussed. Members to check Roadshow website and share suggestions. Decision on film to be made out of session.

Trivia Night – Preferred venue is St Raphael's Church Hall. Aim for Thursday 18 April.

Workshop – Upcycle Fashion. Linda is trying to secure a teacher.

Anzac Day – Everyone is keen to bake biscuits again to hand out after the service at River Park. We have also purchased a reusable wreath.

80th Anniversary Cowra POW Breakout – CYC leading a community project to make a Senbazuru. Origami workshop to be organised for Youth week to launch project.

3.3 Do It For Dolly Day

Do It For Dolly Day is on 10 May. Ways to recognise the day include wearing blue and organising a fundraising event. Members were asked to consider if they would like to do an activity to promote Do It For Dolly Day.

4 NEXT MEETING DATE

The next meeting will be held on Monday, 8 April 2024 at 3.30 - 5.00 pm in the Mealsroom, Cowra Council Chambers, 116 Kendal Street, Cowra.

5 MEETING CLOSE

The Meeting closed at 5.00pm.

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CHAIRPERSON

MINUTES

Cowra Youth Council Meeting

Monday, 8 April 2024

Order Of Business

1 Apologies 3
2 Confirmation of Minutes 3
3 General Business 3
3.1 Festival De-Brief 3
3.2 Election of Chairperson & Co-Deputy Chairs 3
3.3 Youth Week - Event Management 4
4 Next Meeting Date 4
5 Meeting Close 4

MINUTES OF COWRA COUNCIL
COWRA YOUTH COUNCIL MEETING HELD AT THE MEALSROOM, COWRA COUNCIL CHAMBERS, 116 KENDAL STREET, COWRA
ON MONDAY, 8 APRIL 2024 AT 3.30 - 5.00 PM

PRESENT: Mr Cohan Howden (Chairperson), Mr Ezekiel Austin, Ms Zipporah Austin, Mr Aiden Gunderson, Ms Emma Haslem, Ms Sienna Launders, Ms Isabella Lette, Ms Isabella Pepper, Ms Laura Price, Ms Alyvia Slade (left at 4.15pm), Cr Judi Smith, Cr Erin Watt

IN ATTENDANCE: Mrs Linda Barron (Community Projects Officer)

1 APOLOGIES

Georgie Anning, Laura Bennett, Callie Bridges, Lily Bridges, Taylia Penyu

2 CONFIRMATION OF MINUTES

RECOMMENDATION

That the minutes of Cowra Youth Council Meeting held on 11 March 2024 be confirmed.

Moved: Zeeki Austin Seconder: Izzy Lette

CARRIED

3 GENERAL BUSINESS

3.1 Festival De-Brief

Notable highlights from the Festival included:

- Won Best Float and received a prize of a $50 Cowra Cash Card
- Dessert pizzas were a hit with sales at approx. $230
- After a slow start, we ended up selling about 300 Community Ducks and 35 Business ducks. Disappointing we couldn't run the race on the river due to the high water level. Noted that selling community ducks online wasn't the most effective way so revert to cash sales for next time.

Judi congratulated the team on their efforts and team work displayed throughout the Festival. Linda also acknowledged members on their excellent standard of behaviour throughout the Festival events.

3.2 Election of Chairperson & Co-Deputy Chairs

Nominations received:

Chair – Cohan, Emma and Laura Bennett to be confirmed

Deputy Chair – Cohan, Emma, Laura Price, Georgie and Laura Bennett to be confirmed

Cohan, Emma and Laura spoke in support of their nominations.

Action:

- Linda to confirm Laura Bennett's nomination and circulate voting information to members;
- Members to submit votes confidentially out-of-session to Linda
- Positions to be announced at the conclusion of Youth Week when voting has been completed.

3.3 Youth Week - Event Management

Twilight Cinema – Friday 26th or Saturday 27th April are the most suitable dates to re-schedule the event from a CYC perspective. Linda will check with the Gardens and PCYC on availability and confirm if the event will go ahead. Future advertising will include the finishing time so parents know when to collect their children.

Trivia Night – Thrusday 18 April

- Create event on FB to promote event
- Tables of 6-8
- Consider an intermission
- Check on status of projector and microphone in Hall
- Prizes for winners, wooden spoon, best-dressed and Heads n Tails
- Emma and Sienna (tbc) to help Linda buy prizes Tuesday afternoon
- Keep promoting event and try to get a table together

Senbazuru Origami Workshop – Wednesday 17 April

- Check Eventbrite link as it wasn't working
- Have about 10 booked in so far

Anzac Day & Biscuit Bake Up – Thursday 25 April

- Decided to stay with bags for biscuits and limit to 2 per/bag. Linda to purchase more bags
- Everlasting wreath has been purchased for wreath-laying

Colouring-In Competition

- Contact details to be added to design so that bottom section of form can be folded up to hide details when on display;
- Email to schools this week

4 NEXT MEETING DATE

The next meeting will be held on Monday, 13 May 2024 at 3.30 - 5.00 pm in Committee Room 1, Cowra Council Chambers, 116 Kendal Street, Cowra.

5 MEETING CLOSE

The Meeting closed at 5.10pm.

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CHAIRPERSON

MINUTES

Cowra Youth Council Meeting

Monday, 13 May 2024

Order Of Business

1 Apologies 3
2 Confirmation of Minutes 3
3 Business Arising From Previous Minutes 3
3.1 Election of CYC Leadership Team 3
4 General Business 3
4.1 Senbazuru Project Update 3
4.2 Youth Week 2024 Debrief 4
4.3 Appointment of Other CYC Positions 4
4.4 NAIDOC Week 5
4.5 Cowra Breakout 80th Anniversary Youth Ambassador Program 5
4.6 World Peace Day Youth Forum 5
5 Business Without Notice 5
6 Next Meeting Date 5
7 Meeting Close 5

MINUTES OF COWRA COUNCIL
COWRA YOUTH COUNCIL MEETING HELD AT THE MEALSROOM, COWRA COUNCIL CHAMBERS, 116 KENDAL STREET, COWRA
ON MONDAY, 13 MAY 2024 AT 3.30 - 5.00 PM

PRESENT: Laura Bennett (Chairperson), Georgie Anning, Ezekiel Austin, Cohan Howden, Callie Bridges, Lily Bridges, Aiden Gunderson, Isabella Lette, Taylia Penyu, Isabella Pepper, Laura Price, Alyvia Slade, Cr Judi Smith, Cr Erin Watt

IN ATTENDANCE: Emma Millward (Community Projects Officer)

1 APOLOGIES

Sienna Launders, Zipporah Austin, Emma Haslem, Linda Barron

2 CONFIRMATION OF MINUTES

RECOMMENDATION

That the minutes of Cowra Youth Council Meeting held on 8 April 2024 be confirmed.

Moved – Aiden Gunderson Seconded – Cohan Howden

3 BUSINESS ARISING FROM PREVIOUS MINUTES

3.1 Election of CYC Leadership Team

The election of the CYC Leadership Team has been completed. Congratulations to our 2024 leaders:

- Laura Bennet – Chairperson
- Laura Price – Co-Deputy Chair
- Georgie Anning – Co-Deputy Chair

Acknowledgment and thanks to Cohan Howden for the terrific job he has done as out-going Chairperson.

4 GENERAL BUSINESS

4.1 Senbazuru Project Update

Discussion surrounding progress of paper cranes with the follow up actions decided:

- Judi to speak with Tamatha Olbourne regarding St Raph's contribution.
- Judi to speak with Ros Ryan re community progress over all.
- Callie to flag with Angus Bates at Cowra High School, before Emma calls him to discuss students taking part.

- Emma to put forward suggested dates for next workshop to assemble the Senbazuru.

4.2 Youth Week 2024 Debrief

Debrief discussion on 2024 Youth Week, including the following activities:

- **Twilight Cinema**

Great effort by all to get prepared for this event. Disappointing outcome, unfortunately a risk of outdoor events. Best to have a Plan B in place for future outdoor events. The Japanese Garden are keen to hold another event in Spring or Summer.

As CYC have paid for the licensing of the Hunger Games film, discussion was held about proceeding with a screening when the Civic Centre re-opens. Also suggested the screening could take place at Japanese Garden again as winter event or Sid Kallas Oval.

Emma to check with the Civic Centre the dates of the Theatrette re-opening, and if a screening in the auditorium is a possibility. Emma to check with CINC if they have a movie planned for the July school holidays at the Civic Centre.

- **Trivia Night**

Amazing feedback on this event, everyone very impressed with the efforts in organising the night and great range of questions. Judi thanked everyone who came.

- **Senbazuru Origami Workshop**

Workshop held on Wednesday 17 April at the Cowra Japanese Garden Education Centre. The workshop was well attended with 17 participants. Thank you to the CYC members in attendance for their assistance with set-up. Special thanks to Laura B. for teaching people how to make the cranes. Venue was great and should be used again for future workshops.

- **Anzac Day & Biscuit Bake**

Thank you to all who were able to make the March/Service and bake biscuits, which were very well received again. Never enough biscuits!

- **Colouring-in Competitions**

Thanks to Aiden and Emma for their work on designing the entry forms. Unfortunately forms weren't distributed to schools before the end of Term, entry details weren't clarified and there were technical difficulties in sharing designs. Only one entry was received.

Need to start coordination of a similar competition in the future much earlier and work out a platform to collaborate on the design. General discussion about colouring competitions and if they are a bit overdone.

4.3 Appointment of Other CYC Positions

Members to consider if they would like to put themselves forward for the role of CASMO (Communications and Social Media Officer) or CD (Creative Designer). To be appointed at next meeting.

4.4 NAIDOC Week

CINC NAIDOC Week Family Fun Day, to be held at the PCYC on Monday 8th July from 11 AM. Linda has booked in a CYC stall.

CYC members agreed they are happy to do hairspray, tattoos and face painting for our stall. Emma to confirm with CINC that will provide all the materials.

Emma to check how much in the budget, as to whether we will do giveaway bags again.

4.5 Cowra Breakout 80th Anniversary Youth Ambassador Program

Council is running the Youth Ambassador program for the Cowra Breakout 80th Anniversary commemorations on 4-5 August, in conjunction with the Cowra Breakout Association. This isn't a CYC project, however a number of Youth Councillors have already been accepted for program as they are learning Japanese and have a strong interest in Japanese culture and the Breakout story. Places in the program are limited and can't be guaranteed, but if any CYC members in Year 9 and above and really interested, they should contact Linda to discuss.

4.6 World Peace Day Youth Forum

The World Peace Day Youth Forum will be held at the Cowra Civic Centre on Thursday 19 September 2024. CYC members to come up with suggestions for a topic for the public speaking competition to be held on the day. Former Socceroo, Craig Foster is the guest speaker, so it was suggested something to do with sport and peace?

5 BUSINESS WITHOUT NOTICE

Mental Health Month

In NSW, Mental Health Month is observed annually throughout October. This year's theme is "Let's Talk About It". CYC members to come up with suggestions for an event to hold in Oct. Thank you to Callie for forwarding the 'Connecting the Dots' documentary information. Izzy to speak to her friend on the Youth Reference Group about what headspace may be doing this year.

6 NEXT MEETING DATE

The next meeting will be held on Monday, 17 June 2024 at 3.30 - 5.00 pm in the Mealsroom, Cowra Council Chambers, 116 Kendal Street, Cowra.

7 MEETING CLOSE

The Meeting closed at 4:30 PM.

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CHAIRPERSON

6.2 Section 355 Committee Draft Minutes - Cowra Regional Art Gallery Advisory Committee

File Number: D24/706

Author: Graham Apthorpe, Acting Director - Corporate Services

RECOMMENDATION

1. **That the draft Minutes of the Cowra Regional Art Gallery Advisory Committee meeting held on 10 April 2024 be noted.**

2. **That a letter of appreciation be forwarded to Lois Foster on her retirement thanking her for her contribution to the Cowra Regional Art Gallery Advisory Committee.**

INTRODUCTION

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

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

1. Minutes - Advisory Committee of Cowra Regional Art Gallery - 10 April 2024 ⇩

MINUTES OF THE ADVISORY COMMITTEE OF COWRA REGIONAL ART GALLERY MEETING HELD WEDNESDAY 10 APRIL 2024 AT THE COWRA REGIONAL ART GALLERY

Council Delegate: Cr S. D'Elboux

Committee Present: D. Henley (Chair,) L. Murray, Janet Ware and Cr S. D'Elboux

In Attendance: B. Langer (Gallery Director)

1. APOLOGIES:

1.2 Apologies were accepted from, J. Fagan, L. Foster, R. Gillard

2. CONFIRMATION OF PREVIOUS MINUTES:

2.1 Motion

Moved: Cr S. D'Elboux Seconded: J. Ware

That the minutes of the Gallery Advisory Committee meeting held on 13 March 2024 be confirmed.

Carried

3. BUSINESS ARISING FROM LAST MEETING:

3.1 Nil

4. CORRESPONDENCE:

4.1 A letter from long standing Committee Member Lois Foster was received. Unfortunately, due to ill-heath Lois has regrettably given notice that she can no longer attend committee meetings or assist at the Gallery. Lois has been an active member of the Gallery Advisory committee since 2009, as well as, assisting "Front of House" on weekends as a volunteer, assisting at openings and providing professional analysis of the statistics of the Gallery visitor surveys.

4.2 Motion

Moved D. Henley Seconded: Cr S. D'Elboux

That a special thank you card with messages from the committee and staff together with as a special posy of flowers be sent to Lois.

Carried

MINUTES OF THE ADVISORY COMMITTEE OF COWRA REGIONAL ART GALLERY MEETING HELD WEDNESDAY 10 APRIL 2024 AT THE COWRA REGIONAL ART GALLERY

5. FRIENDS FINANCIAL REPORT:

5.1 Motion

Moved: J. Ware Seconded: L. Murray

That the Friends of the Gallery financial report balance be noted as at 10 April 2024 as $5,646.90.

Carried

6. GALLERY DIRECTOR'S REPORT 14 March to 10 April 2024

6.1 Program Activities

- The de-installation and pack up of the exhibition ***Behind the Lines*** took place on the 17 and18 March 2024.
- The installation of ***Heritage Artworks and Objects by Italian POWs Cowra*** took place from 19 to 21 March**.** The exhibition was presented during the Festival of International Understanding dates from 22 – 24 March 2024. A special reception was organised for the Italian Ambassador and Embassy staff on Saturday 23 March including finger food and drinks. A total of 159 visitors was recorded during the three days of the exhibition.
- A turnaround of exhibitions took place from 25 to 27 March including the installation of works for the ***Dobell Drawing Prize #23.***
- The opening for the ***Dobell Drawing Prize #23*** exhibition was on Thursday 28 March 2024 commencing at 6.30pm. Guest speaker to open the exhibition was Catherine O'Donnell artist and guest judge for the Dobell Drawing Prize #23.
- The Gallery was closed Good Friday and opened during the Easter weekend – A total of 67 visitors was recorded.
- Preparation for the ***Art After Dark*** dinner and guest speaker event has continued. Rhonda Davies, Senior Curator at Macquarie University Gallery has confirmed as one of the Guest speakers.
- The Gallery ***Exhibition and Program Report 2023*** is completed and will be available on the Gallery website in May
- The ***Calleen Art Award 2024*** entry form and *Call for Entries* printed promotional material is being prepared during March/April and will be available online in May
- March/April promotion/marketing included monthly program listings in selected art journals; editorial information in local media such as Discover magazine and the Phoenix. An advert was also placed in the Guardian Newspaper special feature for the Festival of International Understanding re the Italian POW Heritage exhibition.
- Marketing of the next exhibition at the Gallery included the distribution of a promotional poster to Cowra tourism, local motels and businesses and preparation of a front of house information flyer.

MINUTES OF THE ADVISORY COMMITTEE OF COWRA REGIONAL ART GALLERY MEETING HELD WEDNESDAY 10 APRIL 2024 AT THE COWRA REGIONAL ART GALLERY

- Other activities included social media postings on Facebook, Instagram, and email of an invitation for the opening of the ***Dobell* Drawing Prize #23** exhibition via Mailchimp.

Upcoming April/<May 2024

- Updates re upcoming exhibition and activities including Gallery marketing and printed material, the Gallery website and social media to continue
- Promotion - Call for Entries - ***Calleen Art Award 2024***
- Mailouts – Calleen Art Award entry information and Collection exhibition promotional material

6.2 Motion

Moved D. Henley Seconded: Cr S. D'Elboux

That the Gallery Director's Report for 10 April 2024 be accepted and confirmed.

Carried

7. GENERAL BUSINESS:

7.1 Update of the establishment of the Cowra Regional Art Gallery Foundation.
7.2 Update launch of the ***Heritage Artworks and Objects by Italian POWs Cowra*** exhibition
7.3 Update opening of the ***Dobell Drawing Prize #23*** exhibition
7.4 Vale Jack Mallon

8. BUSINESS ARISING WITHOUT NOTICE

8.1 Nil

9. NEXT EXHIBITION CHANGEOVER DATES:

9.1 De- installation ***Dobell Drawing Prize #23*** exhibition pack up Sunday 12 May from 2 pm and 13/14 May
9.2 Set up for the ***Art After Dark*** event - 15/16/17 May
9.3 Pack up ***Art After Dark*** including furniture and set up stage 2 Collection exhibition 20 to 23 May.

10. NEXT COMMITTEE MEETING

10.1 The next meeting of the Gallery Advisory Committee is at the Cowra Regional Art Gallery on Wednesday 8 May 2024 at 5pm.

11. MEETING CLOSED

6.15pm David Henley, Committee Chair

6.3 Donation - Gooloogong Log Cabin Hall Inc.- Esky Ball

File Number: D24/908

Author: Graham Apthorpe, Acting Director - Corporate Services

RECOMMENDATION

That Council approve a request from Gooloogong Log Cabin Hall Inc for a donation of $200 being 50% of the total bin & collection charges for the Gooloogong Esky Ball event held on 15 June 2024.

INTRODUCTION

In his letter dated 4 June, Mr Chris Marr on behalf of Gooloogong Log Cabin Hall Inc has requested a donation to cover the event bin hire/collection/disposal fee and the bin delivery fee for the Gooloogong Esky Ball event which was held 15 June 2024.

BACKGROUND

Mr Marr ordered 12 bins for this year's event. The charges in the 2023-24 Revenue Policy also include a fee for out of town service for events out of the Cowra CBD charged at $2/km from the 80km/hr speed zone on the outskirts of town.

COMMERCIAL WASTE - 240L MGB HIRE						
Event bin hire per 240L MGB (includes hire / collection / waste disposal)	Per MGB	Y	I	$	16.00	$ 20.00
Bin Hire (waste charges not included)	Per MGB	Y	I	$	5.70	$ 6.80
Drop off / collection fee out of town limits	Per MGB	Y	I	$	10.25	$ $2.00 per kilometre out of town limits

Accordingly, Council's Infrastructure & Operations Department advise that the waste bin charges for this event are as follows calculated in accordance with Council's Revenue Policy for 2023-2024:

Fees and Charges	***Total Charge***
12 x 240L MGB bins @ $20/bin	$240
40km each way to Gooloogong At $2/km	$160
	$400

It has been a practice of Council in the past to provide a 50% donation of bin charges, with the most recent annual donation for this event being $120 for 50% of the total charges for the Gooloogong Esky Ball held on 17 June 2023 (Resolution 97/23). As the request is similar to previous years, it is recommended that Council approve the request for a donation of the charges for the Esky Ball event on 15 June 2024.

BUDGETARY IMPLICATIONS

-$1,635.05 is the current balance in the 2023-2024 Budget for Section 356 Donations

ATTACHMENTS

1. Donation Application form - 4 June 2024 ⇩

Cowra Shire Council
Private Bag 342
Cowra NSW 2794

Phone: 02 6340 2000
Fax: 02 6340 2011
council@cowra.nsw.gov.au
www.cowracouncil.com.au

Received Date:
Time:
Registration Date:
Document №
Officer Initial:
Disposal:..... years

Application for Financial Assistance/Donation

Applicant Information

Sporting team/Organisation responsible for activity:			
Contact Name/ Sporting Applicant:	Goolooginc Esky Ball Committee.		
Mailing address:			
Phone: (Home) 0437192599		(Business)	
Email: chris-marr1977@hotmail.com.au		Fax:	
Signature:		Date:	/ /
		4.6.24	

Organisation Details

Organisation responsible for the event/activity: Esky Ball Committee	
~~President~~/Secretary Contact Details: Ann-Marie McArdle	
Organisation Type (please circle): Non Profit / Charity / Incorporated / Business /other:	
Do membership fees apply ?	~~YES~~ NO
If yes, annual membership/fees	$

Event Details

Description of the event/project/request/person for which assistance is sought
Fundraiser for Upkeep of Loc Cabin Hall
Date/s of the proposed event/project 15th June 2024
Venue where will the event/project take place? Goolooginc Loc Cabin Hall.

Financial Details

Amount of assistance being sought:	$ Cost of Bins for the Night
Total Estimated cost of the total event/project	$
How are funds to be raised? Ticket Sales / Sponsorship	
Funds available at present to go towards event	$
Will the event/project support charities	YES NO
If YES, value of support	$
Previous / Other Assistance:	
Has Council previously assisted you/your organisation?	YES ~~NO~~
If so what was the amount of the assistance from Council?	$ Cost of Bin Hire
When was it provided? 10+ Years.	
Have you applied for funding from other organisations?	YES NO
If YES, how much has been sought	$

[All questions on Page 1 to be completed]

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

Community development projects – projects that meet an identified community need, have been developed in consultation with the community and encourage participation in the development of the project.

Festivals and special events which enhance community spirit.

Support for a locally based voluntary community service or program where the majority of its income is fundraising.

Local Community, charity and not for profit activities or events/functions that may be conducted outside the shire, but provide a benefit to the shire's residents

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

Community, charity and not for profit organisations' use of Council owned and controlled facilities including halls, sporting grounds and other venues.

Request Details – Please complete either A or B below

A. **Sporting applications** – Please select relevant sporting category below

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

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

Attachments required for sporting applications:
- Supporting letter from local organisation body
- Supporting letter from State/Australian Supporting body
- Please attach any other information to support your application to Council

[End of Sporting Application]

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

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

Objective 1: To provide benefit to the residents of Cowra Shire Council.
Community use and promotion of the local heritage hall is great. Social interaction is also beneficial to local residents.

Objective 2: To conduct quality cultural, sporting and community service programs or events which cannot attract sufficient funds from other sources. [Please indicate why you are running the event]
A sustained event for locals is important - this demographic of local farmers and people in their 20-40's is important for mental health.

Objective 3: To provide access and usage of community resources, services and facilities, and equity of access for special needs groups
Access to the local community hall is accessible for all groups

Objective 4: To encourage and enable broad community participation in cultural/ community service programs.
A local gee-ogging event encourages local to attend and participate in this social event.

6.4 Donation – Erambie Allblacks Rugby League Football Team

File Number: D24/551

Author: Graham Apthorpe, Acting Director - Corporate Services

RECOMMENDATION

That Council provide a donation of $7,500.00 to Erambie Allblacks Rugby League Football Club to assist with the cost to compete in the 2024 Annual NSW Aboriginal Rugby League Knockout to be held at Hereford St Sporting Fields, Bathurst on October 4-7, 2024.

INTRODUCTION

Mr Phil Ingram on behalf of the Erambie Allblacks Rugby League Football Club has requested support from Council for several teams to compete in the 2024 Annual NSW Aboriginal Rugby League Knockout which is to be held at Hereford St Sporting Fields, Bathurst on October 4-7, 2024. Mr Ingram has provided a letter detailing how Council's support assisted with their participation in 2023. While that letter indicated they would be requesting $5,000 for each team in 2024, their additional teams for this competition has since resulted in a request for a total of $7,500.

BACKGROUND

The NSW Koori Knockout is an annual rugby league carnival that brings together Aboriginal and Torres Strait Islander communities from across New South Wales. The Erambie Allblacks has a very proud history of being the oldest Indigenous Rugby League Team in Australia, being established in 1922. This year, they will be fielding an increased number of teams being three junior boys' teams (U13, U15 U17), a junior U17's girls' team, a women's team and a men's team.

Last year, The Erambie Allblacks fielded three teams being under 15 boys, under 17 boys and a men's team. The donation provided by Council went towards the total costs of approximately $15,000 to $20,000 for team uniforms, supporters apparel, travel, meals and accommodation expenses for players and their families.

Financial Consideration

The Club is seeking a donation of $7,500 to assist in covering the increased costs associated with attending and competing at this year's competition with extra teams. Mr Ingram has advised that the balance will be provided by other sponsors.

Eligibility

The request meets the Community/Event applications eligibility of Clause 9.4 Council's Donations Policy as follows:-

- Local Community, charity and not for profit activities or events/functions that may be conducted outside the shire, but provide a benefit to the shire residents.

Council has supported the Erambie Allblacks Rugby League Football Club in prior years to attend the NSW Koori Rugby League Knockout Carnival with donations of:

$5,000.00 in FY2023
$5,000.00 in FY2022
$3,000.00 in FY2019

$3,000.00 in FY2020

For their increased presence this year it is recommended that Council provide a donation of $7,500.

BUDGETARY IMPLICATIONS

-$217.78 is the current balance in the 2023-2024 Budget for Section 356 Donations

Council will need to consider an increase in the S356 budget in the Fourth Quarter QBRS to accommodate such a donation**.**

ATTACHMENTS

1. Donation Application ⇩
2. Erambie Allblacks Rugby League Football Club Letter of support - 29 May 2024 ⇩
3. Erambie Allblacks Rugby League Football Club Letter with 2023 results - Undated ⇩

Cowra Council

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

Application for Financial Assistance/Donation

Applicant Information

Local Sporting Team/Organisation

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

Contact Name/ Sporting Applicant: ERAMBIE ALLBLACKS (PHILLIP INGRAM)

Mailing address: COWRA

Phone: (Home) (Business)

Email:

Signature: Date: 6 / 6 / 24

Organisation Details

Organisation responsible for the event/activity: ERAMBIE ALLBLACKS

President/Secretary Contact Details: Phillip Ingram - President

Organisation Type (please circle): Non Profit / Charity / Incorporated / Business /other:

Do membership fees apply ? ☐ YES ☒ NO

If yes, annual membership/fees $ N/A

Event Details

Description of the event/project/request/person for which assistance is sought

2024 Annual NSW Aboriginal Rugby League Knockout 47 ata 202

Date/s of the proposed event/project Bathurst, NSW

Venue where will the event/project take place?

Financial Details

Amount of assistance being sought: $ 7500

Total Estimated cost of the total event/project $ 20000

How are funds to be raised? donations and sponsorships

Funds available at present to go towards event $ 750

Will the event/project support charities ☐ YES ☒ NO

If YES, value of support $

Previous / Other Assistance:

Has Council previously assisted you/your organisation? ☒ YES ☐ NO

If so what was the amount of the assistance from Council? $

When was it provided?

Have you applied for funding from other organisations? ☐ YES ☐ NO

If YES, how much has been sought $

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

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

Request Details – Please complete either A or B below

A. Sporting applications – Please select relevant sporting category below

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

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

Attachments required for sporting applications:
- Supporting letter from local organisation body
- Supporting letter from State/Australian Supporting body
- Please attach any other information to support your application to Council

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

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

Objective 1: To provide benefit to the residents of Cowra Shire Council.
Taking the teams to Bathurst especially the juniors and womens team will be of great benefit to the Erambie Allblacks family.

Objective 2: To conduct quality cultural, sporting and community service programs or events which cannot attract sufficient funds from other sources. [Please indicate why you are running the event]
Sponsorship is required as most of the players wouldn't be able to afford to attend if they were required to contribute personally.

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

Objective 4: To encourage and enable broad community participation in cultural/ community service programs. Council's sponsorship will help young Aboriginal League player develop and experience competition away from Cowra.

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

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

ERAMBIE ALLBLACKS Est. 1922
ERAMBIE, NSW 2794

29 May 2024

Financial Assistance/Donations
NSW ABORIGINAL RUGBY LEAGUE KNOCKOUT - BATHURST

Erambie Allblacks is seeking sponsorship funds from local businesses to ensure we can support junior, Women's and Men's teams to compete in the 2024 Annual NSW Aboriginal Rugby League Knockout. The team will be a memorial team this year acknowledging the late Les Coe for his contributions to our community.

The Erambie Allblacks is an important historical team which represents a small Wiradjuri community located on the outskirts of Cowra. The Allblacks played their first game against the Cowra Pioneers in 1922 and is known as the first Indigenous team in Australia. Today, the Erambie Allblacks play in the annual Koori rugby league carnivals.

This year the NSW Aboriginal Rugby League Knockout competition will be played at Bathurst NSW on the 4th – 7th October 2024. We will be fielding 4 junior teams (U15, U17 boys and girls). We are also fielding women's and men's teams. Each team will consist of 25 players and trainers and coaches. Parents and family members also travel with the juniors for support and supervision.

This will require considerable funds to ensure the success of this venture and we are asking Council to consider increasing last year's contribution from $5,000 to 7,500 to assist in taking the extra teams including the Women's teams.

We will display and promote the Council's name on our jersey's, shorts, and supporter's apparel. We thank you for your consideration and support.

Yours sincerely

Phil Ingram
President – Erambie Allblacks

Email:
Mobile

ERAMBIE ALLBLACKS Est. 1922
ERAMBIE, NSW 2794

To whom it may concern,

Erambie Allblacks would like to thank you for your support with our 2023 NSW Aboriginal Rugby League Knockout venture. Your support ensured we were able to field two junior teams u15 and u17 boys teams. Both teams successfully made it through the first round of the knockout carnival. We also fielded the Erambie Allblacks mens teams. The cost associated with fielding these three teams this year was approximately $30,000 which included team uniforms, supporters apparel, travel, meals and accommodation expenses. All teams and their families travelled to Tuggarah on the Central Coast for the event, which is seen as a modern day corroboree and is the biggest Aboriginal sporting event of the year.

The Erambie Allblacks is an important historical team which represents a small Wiradjuri community located on the outskirts of Cowra. The Allblacks played their first game against the Cowra Pioneers in 1922 and is known as the first Indigenous team in Australia. Today, the Erambie Allblacks play in the annual Koori rugby league carnivals.

Next year we hope to field three junior boys teams (U13, U15 U17), a junior U17's girls team, a women's team and a men's team in the annual NSW Aboriginal Rugby League Knockout competition at Bathurst, NSW. Each team will consist of 25 players and extended family members who travel with the juniors for support and supervision. This will require considerable funds to ensure the success of this venture. We also aim to promote the benefits of community engagement at various events throughout the year leading up to the knockout.

We are seeking approximately $5,000 for each team for next year. Your donation will ensure we continue the legacy of Erambie Allblacks, at the most important sporting event on the Aboriginal representative sporting calendar. We thank you for your consideration and support.

Yours sincerely

Phil Ingram
President – Erambie Allblacks

Email:
Mobile

6.5 Audit, Risk & Improvement Committee - Appointment of Independent Members

File Number: D24/864

Author: Graham Apthorpe, Acting Director - Corporate Services

RECOMMENDATION

1. **That Mr Geoff Twomey, currently an Independent Member on Council's Audit, Risk & Improvement Committee, continue his appointment as Independent Member to complete his term of four years on 17 October 2026**
2. **That Mr Shannon Buckley be appointed as the third Independent Member on Council's Audit Risk and Improvement Committee effective from 1 July 2024 for a period of three years.**

INTRODUCTION

In accordance with the Council's Audit, Risk & Improvement Committee (ARIC) Terms of Reference adopted on 22 April 2024, a new Independent Member is to be appointed by a Council resolution. In addition, the endorsement of the continuing appointment of the second current member, Mr Geoff Twomey, is considered appropriate.

BACKGROUND

Cowra Council is required to have an Audit Risk and Improvement Committee with three independent members, one of whom is to be Chair. The current members are Mr Ron Gillard and Mr Geoff Twomey. Following the NSW Auditor General's requirement to adopt the ARIC Terms of Reference it was also necessary to appoint a Chair for the Committee and Council appointed Mr Gillard on 22 April 2024. While the Terms of reference imply that an existing member continue in that role, it is considered appropriate to reconfirm Mr Twomey's four-year term as an Independent Member which commenced on 17 October 2022.

Council invited expressions of interest for a third member closing on 30 May 2024. Thirteen EOI were received from applicants with varying backgrounds and involvement in ARICs. After a review of all applications by the General Manager, Acting Director of Corporate Services and Chair Mr Gillard, only one applicant Mr Shannon Buckley was recommended for interview. The interview was undertaken by Mr Gillard and the Acting Director via video call with a follow up telephone call by Mr Gillard. It is now recommended that Mr Shannon Buckley be appointed as Council's third independent member. The reason for the three-year term is the requirement to stagger the periods of engagement for independent members.

Copies of all EOIs are available for viewing by contacting the Acting Director and a copy of Mr Buckley's submission has been provided separately to councillors.

BUDGETARY IMPLICATIONS

Included in Council's LTFP 2024/25

ATTACHMENTS

Nil

6.6 2024/25 Loan Borrowing

File Number: D24/1045

Author: Graham Apthorpe, Acting Director - Corporate Services

RECOMMENDATION

1. **That Council note the approval received from NSW Treasury Corporation (TCorp) for the amount of $450,000 to fund the Waste Facility – Admin Amenities.**
2. **That the Mayor and General Manager be authorised to sign and affix the seal to any contract documentation associated with the funding.**

INTRODUCTION

Council has received advice from New South Wales Treasury Corporation (TCorp) that a loan facility of $450,000 for Cowra Shire Council has been approved.

BACKGROUND

TCorp is the central financing agency for the New South Wales public sector. Councils that are in a strong financial position are eligible to borrow funds from TCorp at interest rates below those generally offered by commercial lending institutions.

TCorp have agreed to provide loan funding in the amount of $450,000 as detailed in the 2023/24 budget for the Construction of Staff Amenities Building and Administration Offices at Council's Materials Recycling Facility. TCorp now require the loan agreement to be signed under Council's seal and accordingly the recommendation is presented to Council for approval.

ATTACHMENTS

Nil

7 DIRECTOR-INFRASTRUCTURE & OPERATIONS

7.1 Pistol Club Building Damage

File Number: D24/1041

Author: Dirk Wymer, Director-Infrastructure & Operations

RECOMMENDATION

1. **That Council not make an insurance claim for the building damage to the Pistol Club due to the insurance excess being $20,000.**

2. **That Council make a settlement offer to the Cowra Pistol Club for the building repairs to the value of $21,465.40 excluding GST.**

INTRODUCTION

Within the Bellevue Hill Crown Reserve, Cowra Pistol Club has a licensed area of approximately 2.6 hectares on the eastern end of Lot 7 DP 1173223; including club house and pistol range. The club house building and pistol range facilities are insured by Cowra Council.

In the medium to long term Cowra Pistol Club are pursuing funding to assist with upgrade to the facilities and amenities within the licence area.

Given this background, this report presents options for the repair of the damages to the Cowra Pistol Club 50 metre shooting range weather cover.

BACKGROUND

Cowra Pistol Cub received storm damage to the 50 metre shooting bays overhead weather cover and observation area which occurred during a storm and high winds on late Wednesday 4 October 2023. An inspection has not revealed any other damages.

The roofing of the overhead structure was blown off and the supporting wall collapsed. The entire structure is not repairable and the rubble and the roofing that had blown around the lot have been removed from site. Portions of the shooting bays are deemed not safe for use and have been cordoned off.

The Loss Adjustor used by Council's insurer has a quotation for the replacement of the overhead weather cover of $21,465.40 (ex GST) provided by Johns Lyng Regional Builders for the purposes of assessing the insurance claim and organising the replacement works.

In this instance it is recommended that Council not pay excess and claim insurance and provide a cash settlement to the Cowra Pistol Club for the quoted price as follows:

1. Claim insurance, policy excess is $20,000
2. Council settle with the Pistol Club the sum of $21,465.40 (excluding GST)

BUDGETARY IMPLICATIONS

A budget of $20,000 will be required for insurance excess.

A budget of $21,465.40 for payment to the Cowra Pistol Club.

ATTACHMENTS

Nil

7.2 Review of Liquid Trade Waste Regulation Policy

File Number: D24/1042

Author: Dirk Wymer, Director-Infrastructure & Operations

RECOMMENDATION

That Council adopt the updated Liquid Trade Waste Regulation Policy as presented.

INTRODUCTION

In 2021 NSW Department of Planning, Industry and Environment issued an updated version of the 'Liquid Trade Waste Management Guidelines' which were prepared to enable councils to undertake best-practice regulation of sewerage and liquid trade waste in regional NSW. The guidelines include an updated 'Model Policy' for regional NSW Councils to adopt, the Liquid Trade Waste Policy.

It is proposed that the 'Model Policy' as provided in the guidelines is adopted by Council in full without amendment. The management of liquid trade waste is regulated by Department of Climate Change, Energy, the Environment and Water (DCCEEW) and concurrence from DCCEEW is required for many aspects of the 'Model Policy'. Because of the regulatory nature of the 'Model Policy', advertising in accordance with Council's Community Engagement Strategy is not recommended.

When Council has:

- suitably experienced staff;
- adopted the model Trade Waste Policy provided by Department of Climate Change, Energy, the Environment and Water (DCCEEW);

an application will be made for Council delegation to approve Concurrence Category B without reference to DCCEEW.

BACKGROUND

Liquid trade waste is any discharge to a sewerage system other than sewage of domestic nature, such as wastewater from a handwash basin, shower, bath, toilet, or domestic laundry.

Sewerage systems are designed to safely collect, transfer, and treat wastewater that is mostly of domestic origin. However, sewerage systems may also accept liquid trade waste discharges provided they are planned and controlled within acceptable limits.

Councils must implement best practice in administering, regulating, monitoring, and pricing sewerage and liquid trade waste.

In 2021 NSW Department of Planning, Industry and Environment issued an updated version of the 'Liquid Trade Waste Management Guidelines' which were *prepared to enable councils to undertake best-practice regulation of sewerage and liquid trade waste in regional NSW.*

The benefits of adopting best-practice sewerage and liquid trade waste regulation include:

- *improved sewerage system performance, i.e. reduced frequency of sewage odour complaints, reduced frequency of sewer chokes, and protection of sewerage infrastructure, worker health and safety, and the environment*

- *being able to meet council's due diligence obligations and achieve improved environmental outcomes, such as improved compliance with sewage treatment works licences and more options for water recycling and reuse of biosolids*
- *full cost recovery by the introduction of commercial pricing of sewerage and liquid trade waste and removal of cross-subsidies*
- *reduced annual sewerage bills, as the improved sewerage system performance will free up system capacity. This will enable council to service population growth and new commercial development without needing to augment the existing sewerage infrastructure*
- *a more efficient approval process, together with recognition by industry of the economic benefits of consistently complying with their conditions of approval*
- *compliance with the Best Practice Management Guidelines, which also ensures compliance with the National Sewage Quality Management Framework*

These guidelines set out a process for approving the liquid trade waste discharges to the sewerage system in situations where council has been given notice that it may assume concurrence to its approval. These guidelines also:

- *encourage councils with significant experience in liquid trade waste regulation to apply for authorisation to assume concurrence for medium-risk liquid trade waste and human waste tankered to the sewerage system*
- *provide detailed information to assist councils in their approval of the above liquid trade waste discharges*
- *provide practical advice on the assessment and approval of liquid trade waste applications, the preparation of a liquid trade waste policy, and regulation of liquid trade waste discharges*

Council has 'assumed concurrence' and can approve 'low risk' trade waste discharges without reference to Department of Climate Change, Energy, the Environment and Water (DCCEEW); for example (non-comprehensive list):

Table A1. List of liquid trade waste discharges with assumed concurrence[38]

Commercial retail food preparation activities	Other commercial activities
Bakery (retail)	Animal wash (pound, stables, racecourse, kennels, mobile animal wash)
Bed and Breakfast (<10 persons)	Beautician
Bistro	Boiler blowdown
Boarding house/hostel kitchen	Car detailing
Butcher shop (retail)	Cooling tower
Café/coffee shop/coffee lounge	Craft activities (pottery, ceramics, cutting and polishing of gemstones or making of jewellery)
Canteen	Dental surgery
Cafeteria	Dental technician
Chicken/poultry shop (fresh chicken/game, retail barbeque/roast chicken)	Dry-cleaning (separator water, boiler)
Club (kitchen wastes)	Florist
Commercial kitchen/caterer	Funeral parlour/morgue
Community hall/civic centre/function centre (kitchen waste)	Hairdressing
Day care centre	Jewellery shop
Delicatessen	Laboratory (pathology/analytical)
Doughnut shops	Laundry or laundromat (coin operated)
Fast food outlets (McDonalds, KFC, Burger King, Hungry Jack, Pizza Hut, Red Rooster, etc.)	Lawnmower repairs
Fish shop (retail—fresh and/or cooked)	Mechanical repairs/workshop
Fruit and vegetable shop (retail)	Medical centre/doctor surgery/physiotherapy—plaster of paris casts, laboratory
Hotel	Mobile cleaning units
Ice cream parlour	Nursing home (other than food-related activities)
Juice bar	Optical service
Mixed business	Pet shop (retail)
Mobile food van	Photographic tray work/manual development
Motel	Plants retail (no nursery or open space)

Over the last 3 years Council has had a changeover of staff in the Assets and Technical Services area which has prevented Council obtaining 'assumed concurrence' for 'medium risk' trade waste discharges; these applications are currently assessed by Council and referred to the DCCEEW for review.

Table 13. Discharges in Concurrence Classification B

Activity	Maximum daily discharge volume (kL)
Auto-dismantler	20
Bus/coach depot with an existing refuelling point and/or a dump point	20
Bakery (wholesale)—bread only	20
Boutique or artisan food (for example, honey processing, confectionary, jams, pickles, juices, cheese)	1 (not to exceed 5 kL/week)
Butcher (wholesale)	20
Construction equipment, agricultural equipment and equipment hire maintenance and cleaning	20
Cooling towers over 500 L/h (non-industrial)	20
Educational facilities—tertiary institution (TAFE, university, etc.)	No limit
Engine reconditioning	5
Fish co-op	20
Hospital	No limit
Laboratory—tertiary Institution, except animal health or agricultural research, PC2 and PC3 laboratories	5
Microbrewery	5 (not to exceed 10 kL/week)
Oyster processing—shucking	20
Panel beating	20
Photographic—graphic arts	5
Radiator repair	5
Screen printing	20
Service station covered forecourt/other refuelling points (existing only)	5
Shopping complex	No limit
Truck washing—truck platforms/flatbed/garbage truck	20

Pre-treatment requirements and recommended conditions of approval for Concurrence Classification B discharges are listed in Table 16.

Council's current staff are now suitably experienced and in a short period Council will be able to apply for assumed concurrence category B.

The discharge of Liquid Trade Waste is regulated by DCCEEW. To ensure Council compliance with DCCEEW regulatory requirements they have provided a 'Model Policy' for adoption by Councils.

It should be noted this policy is not prepared by Council staff but is adopted from the Model Policy provided by DCCEEW.

The model policy was updated with the updated guidelines in 2021. The amendments between the previous model policy and the version recommended for adoption have been provided in the attachments.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

1. Overview of Changes between 2009 and 2021 Trade Waste Guidelines ⇩
2. Draft Liquid Trade Waste Regulation Policy ⇩

Schedule of Amendments: Trade Waste Guidelines 2009 / Trade Waste Guidelines 2021

Name of the publication	Liquid Trade Waste **Regulation** Guidelines, April 2009	Liquid Trade Waste **Management** Guidelines, 2021
What is Liquid Trade Waste (LTW)	LTW excludes common use (non-commercial) kitchen and laundry facilities in caravan parks	LTW excludes wastewater from common laundry facilities in caravan parks (discharges from common kitchen facilities in caravan parks are liquid trade waste)
Word use for businesses not required to apply for approval	List of **exempt** businesses	List of **deemed approved** businesses
List of the businesses not required to apply for approval	*Removed*: community hall (minimal hot food), funeral parlour, sandwich shop, salad bar, juice bar, coffee shop (no hot food prepared). *Included*: physiotherapy (plaster casts only), crafts, ceramic, pottery etc (including hobby clubs) flows up to 1000 L/day, cooling tower < 500 L/h.	
Updated acceptance limits for some parameters	• Fluoride 20 mg/L • Sulphite (as SO3) 15mg/L • Benzene 0.04 mg/L • Phenolic compounds (except pentachlorophenol) 5 mg/L • Petroleum hydrocarbons (non-flammable) 30 mg/L Maximum concentration: • Arsenic: 1 mg/L • Mercury: 1 mg/L • Nickel 3 mg/L • Zinc 5 mg/L Allowed daily mass limit (g/d) • Cadmium 6 g/d • Chromium 15 g/d • Lead 6 g/d • Molybdenum 30 g/d • Nickel 15 g/d • Selenium 15 g/d • Silver 6 g/d • Zinc 15 g/d	• Fluoride 30 mg/L • Sulphite (as SO3) removed • Benzene < 0.001 mg/L • Phenolic compounds non-halogenated: 1 mg/L • Total recoverable hydrocarbons: 30 mg/L • C6-C9 (flammable): 5 mg/L • PFAS: nil Maximum concentration: • Arsenic: 0.5 mg/L • Mercury: 0.01 mg/L • Nickel 1 mg/L • Zinc 1 mg/L Allowed daily mass limit (g/d) • Cadmium 5 g/d • Chromium 10 g/d • Lead 5 g/d • Molybdenum 15 g/d • Nickel 5 g/d • Selenium 5 g/d • Silver 5 g/d • Zinc 5 g/d
Updated list of prohibited substances		Includes PFAS, disposable products including wet wipes, cleaning wipes, colostomy bags, cat litter and other products marketed as flushable

Name of the publication	Liquid Trade Waste **Regulation** Guidelines, April 2009	Liquid Trade Waste **Management** Guidelines, 2021
Updated list of restricted substances	• Stormwater discharges from open areas, • food waste disposal units • devices that macerate or pulverise, • use of additives in pre-treatment	• Discharge of contaminated stormwater from open areas, • discharge of contaminated groundwater, • landfill leachate, • discharge from float tanks, • discharge from service station forecourt and other refuelling points, • Discharge from liquefaction and/or pulverisation of solid waste by physical or chemical processes, Discharge of disposable waste products including those marked as flushable • Discharge from solid food waste processing units (digesters/composters, etc.) • use of additives in pre-treatment
Concurrence A		Distinction between commercial and non-commercial vehicle washing
Concurrence B	No recommended approval conditions	Recommended approval conditions
Concurrence B	No description of activities	Includes description of activities
Concurrence B	No volume limits	Includes maximum daily discharge volume limits (table 13)
Concurrence B	Boutique food businesses, microbreweries, bakery wholesale, butcher wholesale, engine reconditioning, fish co-op were all concurrence C	Removed medical centre with x ray Boutique food businesses, microbreweries, bakery wholesale, butcher wholesale, engine reconditioning, fish co-op are concurrence B but subject to maximum daily/weekly discharge limits
Concurrence C		Now includes a note that some small-scale operations (indicated with*) may be considered classification B e.g food processing
Concurrence S		Updated and expanded to include “Management of other transported liquid waste”
Updated grease arrestor sizing	Method using seats/bed	Method using fixture rate
Trade waste fees and charges		Chapter expanded to include more guidance on e.g. charging for deemed approved businesses, multi activity premises etc
Appendix E		Approval conditions reworded/expanded with some no longer required to be included as standard approval

Name of the publication	Liquid Trade Waste **Regulation** Guidelines, April 2009	Liquid Trade Waste **Management** Guidelines, 2021
		condition e.g. pH condition now limited to certain discharges, no longer including expected average daily discharge and maximum instantaneous discharge
Appendix F	Table with minimum treatment requirements for liquid trade waste includes business activity, characteristics of the waste, minimum pre-treatment required	Table removed

COUNCIL POLICY

Liquid Trade Waste Regulation Policy

Draft

Liquid Trade Waste Regulation Policy

Commencement Date	24/06/2024
Council Department	Assets and Technical Services
Contact Officer	Manager-Assets and Technical Services
Revision Required	When and if the NSW Liquid Trade Waste Guidelines and Model Policy are updated

Policy Review

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

Revision History

Version	Council Meeting Date	Resolution No.	Responsible Officer
1	27 October 2008	290/2008	Director – Environmental Services
2			Manager – Assets & Technical Services

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Policy Statement

This policy sets out how **Cowra** Council will regulate liquid trade waste discharges to its sewerage system in accordance with the NSW Framework for Regulation of Liquid Trade Waste.

Sewerage systems are generally designed to cater for liquid waste from domestic sources that are essentially of predictable strength and quality. Council **may** accept liquid trade waste into its sewerage system as a **service** to businesses and industry.

Liquid trade wastes may exert much greater demands on sewerage systems than domestic sewage and, if uncontrolled, can pose serious problems to public health, worker safety, Council's sewerage system and the environment.

This Policy is consistent with the *Liquid Trade Waste Management Guidelines 2021* developed by the Water Utilities branch of the NSW Department of Planning and Environment (https://www.industry.nsw.gov.au/__data/assets/pdf_file/0010/147088/trade-waste-management-guidelines.pdf)

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1 Introduction

This Policy has been developed to ensure the proper control of liquid trade waste and hence protection of public health, worker safety, the environment, and Council's sewerage system. The policy also promotes waste minimisation, water conservation, water recycling and biosolids reuse.

In addition, the approval, monitoring and enforcement processes for liquid trade wastes discharged to Council's sewerage system and the levying of commercial sewerage and liquid trade waste fees and charges are described in this document. The procedure for liquid trade waste approval is governed by Chapter 7 of the Local Government Act.

Under section 68 of the *Local Government Act 1993* (Act), a person wishing to discharge liquid trade waste to the sewerage system must obtain prior approval from Council. Discharge of liquid waste other than domestic sewage without prior approval is an offence under section 626 of the Act.

1.1 What is liquid trade waste?

Liquid trade waste is defined in the Local Government (General) Regulation 2021 as below:

Liquid trade waste means all liquid waste other than sewage of a domestic nature.

Liquid trade waste discharges to the sewerage system include liquid wastes from:

- industrial premises
- business/commercial premises (e.g. beautician, florist, hairdresser, hotel, motel, restaurant, butcher, supermarket, etc.)
- community/public premises (including clubs, school, college, university, hospital and nursing home)
- any commercial activities carried out at residential premises
- saleyards, racecourses and stables and kennels that are not associated with domestic households
- tankered human waste, ship-to-shore waste from marina pump-out facilities, portable toilet waste and established sites for the discharge of pan contents from mobile homes/caravans
- any other waste tankered to the sewerage facilities, e.g. commercial or industrial waste from un-sewered areas.

Liquid trade waste excludes:

- toilet, hand wash basin (used for personal hygiene only), shower and bath wastes derived from all the premises and activities mentioned above
- wastewater from residential toilets, kitchens, bathrooms or laundries (i.e. domestic sewage)
- wastewater from common laundry facilities in caravan parks (Note that discharges from common kitchen facilities in caravan parks are liquid trade waste)
- residential pool backwash.

1.2 Objectives

The objectives of this policy are:

- to protect public and workers health and safety and the environment
- to protect council's assets from damage
- to minimise adverse impacts on the sewage treatment processes
- to assist Council meeting regulatory and licence compliance
- to promote water conservation, waste minimization, cleaner production, effluent recycling and biosolids reuse
- to provide an environmentally responsible liquid trade waste service to the non-residential sector
- to ensure commercial provision of services and full cost recovery through appropriate sewerage and liquid trade waste fees and charges.

2 Structure of the Policy

This policy comprises three parts:

- Part 1 specifies the circumstances in which a person is exempt from the necessity to apply for an approval to discharge liquid trade waste to Council's sewerage system
- Part 2 specifies the criteria which Council will take into consideration in determining whether to give or refuse a liquid trade waste approval
- Part 3 specifies the application procedure and approval process, liquid trade waste discharge categories and applicable fees and charges, the NSW Framework for Regulation of Liquid Trade Waste, alignment with the *National Framework for Wastewater Source Management* and other relevant information

2.1 Part 1 – Exemptions

The list of discharges exempts from obtaining of Council's approval is provided in Appendix B. These discharges are known as 'Deemed to be approved'. Each such discharger must meet the standard requirements specified in Appendix B.

2.2 Part 2 - Criteria for approval to discharge liquid trade waste into council's sewerage system

2.2.1 Factors for consideration

Council's decision to accept liquid waste into its sewerage system will be based on the discharger satisfying Council's requirements. Therefore, when determining an application to discharge liquid waste to the sewerage system, Council will consider the following factors:

- The potential impacts of the proposed discharge on Council's ability to meet the objectives outlined in s. 1.2 of this document.

- The adequacy of the pre-treatment process(es) to treat the liquid trade waste to a level acceptable for discharge to the sewerage system, including proposed contingency measures in an event of the pre-treatment system failure
- The capability of the sewerage system (reticulation and treatment components) to accept the quantity and quality of the proposed liquid waste
- The adequacy of chemical storage and handling facilities, and the proposed safeguards for prevention of spills and leaks entering to the sewerage system
- The adequacy of the proposed due diligence program and contingency plan, where required.
- Proposed management of prohibited substances and other liquid waste not planned to be discharged to the sewerage system and safeguards to avoid any accidental discharge
- The potential for stormwater entering the sewerage system and adequacy of proposed stormwater controls
- The potential for growth of the community

2.2.2 Discharge quality

Council's acceptance limits for liquid trade waste discharges are set out in Table 1. These limits are consistent with the acceptance limits specified in the *Liquid Trade Waste Management Guidelines*, 2021 by the Department of Planning and Environment.

Table 1: Acceptance limits for liquid trade waste into the sewerage system

Parameter	Limits
Flow Rate	The maximum daily and instantaneous rate of discharge (kL/h or L/s) is determined based on the available capacity of the sewer. Large discharges are required to provide a balancing tank to even out the load on the sewage treatment works.
BOD_5	Normally approved at 300 mg/L. Concentrations up to 600 mg/L may be accepted.
Suspended solids	Normally approved at 300 mg/L. Concentrations up to 600 mg/L may be accepted.
COD	Normally, not to exceed BOD_5 by more than three times. This ratio is given as a guide only to prevent the discharge of non-biodegradable waste.
Total Dissolved Solids	Up to 4000 mg/L may be accepted. The acceptance limit may be reduced depending on available effluent disposal options and may be subjected to a mass load limit.
Temperature	Less than 38°C.
pH	Within the range 7.0 to 9.0.
Oil and Grease	100 mg/L if the volume of the discharge does not exceed 10% of the design capacity of the treatment works and 50 mg/L if the volume is greater than 10%.

Detergents	All detergents are to be biodegradable. A limit on the concentration of 50 mg/L (as MBAS) may be imposed on large liquid trade wastes discharges.
Colour	Colour must be biodegradable. No visible colour when diluted to the equivalent dilution afforded by domestic sewage flow. Specific limits may be imposed on industrial discharges where colour has a potential to interfere with sewage treatment processes and the effluent management.
Radioactive Substances	If expected to be present (e.g. Iodine 131 from ablation), acceptance requirements will be set on a case-by-case assessment.

Acceptance limits for inorganic and organic compounds		**Maximum concentration (mg/L)**
Inorganic compounds	Ammonia (as N)	50
	Boron	5
	Bromine	5
	Chlorine	10
	Cyanide	1
	Fluoride	30
	Nitrogen (total Kjeldahl)	100
	Phosphorus (total)	20
	Sulphate (as SO_4)	500
	Sulphide (as S)	1
Organic compounds	Benzene	< 0.001
	Toluene	0.5
	Ethylbenzene	1
	Xylene	1
	Formaldehyde	30
	Phenolic compounds non-halogenated	1
	Petroleum Hydrocarbons[1] • C_6-C_9 (flammable) • Total Recoverable Hydrocarbons (TRH)	 5 30
	Pesticides general (except organochlorine and organophosphorus)	0.1

[1] Always ask a laboratory to carry out a silica gel clean up, if other than petroleum products are expected to be present in a liquid trade waste sample, e.g. animal fats, plant oil, soil, etc.

	Polynuclear Aromatic Hydrocarbons (PAH)	5

Acceptance limits for metals	Maximum concentration (mg/L)	Allowed daily mass limit (g/d)
Aluminium	100	-
Arsenic	0.5	2
Cadmium	1	5
Chromium[2]	3	10
Cobalt	5	15
Copper	5	15
Iron	100	-
Lead	1	5
Manganese	10	30
Mercury	0.01	0.05
Molybdenum	5	15
Nickel	1	5
Selenium	1	5
Silver	2	5
Tin	5	15
Zinc	1	5
Total heavy metals excluding aluminium, iron and manganese	Less than 30 mg/L and subject to total mass loading requirements	

Notes:

1. *Acceptance limits for substances not listed in above Tables will be determined on a case by case basis.*
2. *The quality of liquid trade waste from some low risk commercial activities in Classification A and B will exceed acceptance limits listed in above Table. As a higher level of pre-treatment is not cost-effective, such waste is acceptable if the discharger installs, maintains and properly operates the required on-site pre-treatment. Similarly, septic and pan waste may exceed some acceptance limits.*

[2] Where hexavalent chromium (Cr^{6+}) is present in the process water, pre-treatment will be required to reduce it to the trivalent state (Cr^{3+}), prior to discharge into the sewer

2.2.3 Prohibited or restricted substances and waste

Substances prohibited from being discharged into the sewerage system unless they are specifically approved under section 68 of the Act are listed in Table 2 . In addition, s 2.2.3.1 lists the discharges either prohibited or restricted. Refer to Appendix C for detailed description of substances and discharges either prohibited or restricted.

Table 2 Waste Prohibited from discharge to the sewerage system

- Organochlorine weedicides, fungicides, pesticides, herbicides and substances of a similar nature and/or wastes arising from the preparation of these substances
- organophosphorus pesticides and/or waste arising from the preparation of these substances
- per- and poly-fluoroalkyl substances (PFAS)
- any substances liable to produce noxious or poisonous vapours in the sewerage system
- organic solvents and mineral oil#
- any flammable or explosive substance#
- discharges from 'Bulk Fuel Depots'
- discharges from chemicals and/or oil storage areas
- natural or synthetic resins, plastic monomers, synthetic adhesives, rubber and plastic emulsions
- roof, rain, surface, seepage or ground water, unless specifically permitted (clause 137A of the Local Government (General) Regulation 2021)
- solid matter#
- disposable products including wet wipes, cleaning wipes, colostomy bags, cat litter and other products marketed as flushable
- any substance assessed as not suitable to be discharged into the sewerage system
- liquid waste that contains pollutants at concentrations which inhibit the sewage treatment process
- any other substances listed in a relevant regulation

In excess of the approved limit

2.2.3.1 Other substances/discharges either prohibited or restricted

- Stormwater from open areas
- Contaminated groundwater
- Landfill leachate
- Discharge from float tanks
- Discharge from new service station forecourts and other refuelling points
- Discharge of liquid waste arising from liquefaction and/or pulverisation of solid waste by physical or chemical processes (e.g. garbage grinders/in-sinkerators, macerators, alkaline hydrolysis).
- Discharge from solid food waste processing units (digesters/composters, etc.)
- Use of additives in pre-treatment systems

For further details on limitations and restrictions applicable to above discharges, refer to Appendix C of this policy, Chapter 3 of the *NSW Liquid Trade Waste Management Guidelines, 2021*

2.3 Part 3 – Matters relating to liquid trade waste approvals

2.3.1 Application procedures and approval process

Council's written approval is required prior to commence discharging liquid trade waste to its sewerage system, under s.68 of the Local Government Act 1993. Application forms are available from Council.

The applicant must lodge a trade waste application providing all requested information.

A trade waste application is not required to discharge liquid trade waste from 'Deemed to be approved' activities listed in Appendix B

2.3.2 Who can lodge an application

The applicant must be either the owner or the occupier of the premises. If the applicant is not the owner of the premises, the owner's consent to the application is required.

2.3.3 Council's process in determination of applications

Council may request an applicant to provide further information to enable it to determine the application.

2.3.4 Approval of applications

Where an application is approved, Council will notify the applicant including any conditions of the approval and reasons for such conditions. The duration of the approval will be as stated in the approval.

An applicant may make a minor amendment or withdraw an application before it is processed by Council. An applicant may also apply to Council to renew or extend an approval, in accordance with section 107 of the Local Government Act.

2.3.5 Refusal

If an application is refused, Council will notify the applicant of the grounds for refusal.

Under section 100 of the Act the applicant may request the review of council's determination. Under section 176 of the Act, the applicant dissatisfied with Council's determination may appeal to the Land and Environment Court within 12 months.

2.3.6 Change of approval holder

An approval to discharge liquid trade waste to Council's sewerage system is not transferable. A new application must be lodged, and a new approval must be obtained if there is a change of the approval holder. Council must be notified of change of ownership and/or occupier in all cases, whether a new approval is required or not, to allow updating of records.

2.3.7 Validity of an existing approval

A new approval is required where there is a change of:

- approval holder (either owner or occupier can be an approval holder)
- activity generating the waste
- the quantity or the nature of liquid trade waste
- approval conditions.

2.3.8 Modification and revocation of approvals

Council reserves the right to modify or revoke an approval to discharge liquid trade waste to the sewerage system under the circumstances described in s.108 of the *Local Government Act 1993*:

2.3.9 Concurrence

If Council supports an application and has a notice stating that concurrence of the Secretary, NSW Department of Planning and Environment can be assumed for the liquid trade waste relevant to the application, Council will approve the application. Otherwise, Council will seek concurrence to its approval.

For concurrence purposes, liquid trade waste discharges are divided into four classifications.

- Concurrence Classification A – liquid trade waste for which Council has been authorised to assume concurrence to the approval subject to certain requirements
- Concurrence Classification B – liquid trade waste for which Council may apply for authorisation to assume concurrence to the approval subject to certain requirements
- Concurrence Classification S – the acceptance of septic tank, pan waste and ship-to-shore pump-out etc. Council may apply for authorisation to assume concurrence to the approval subject to certain conditions
- Concurrence Classification C – all other liquid trade waste that do not fall within Concurrence Classification A, B or S, and therefore require Council to forward the application for concurrence.

Refer to Appendix E which lists type of discharges that Council have assumed concurrence (i.e. that Council can approve without seeking concurrence from the Department).

3 Sewerage and liquid trade waste fees and charges

Council provides sewerage and liquid trade waste services on a commercial basis to non-residential dischargers, with full cost recovery through sewerage and liquid trade waste fees and charges. Council implements sound pricing for non-residential sewerage and liquid trade waste services to ensure that dischargers bear a fair share of the cost of providing sewerage services and to facilitate appropriate pre-treatment, waste minimisation and water conservation

The current sewerage and liquid trade waste fees and charges are provided on Council's website https://www.cowracouncil.com.au/

Council's liquid trade waste fees and charges may include:

- general fees and charges (application fee, annual liquid trade waste fee, inspection and/or re-inspection fees and renewal fee)

- category specific charges (trade waste usage charges for Charging Category 2 discharges, excess mass charges for Charging Category 3 discharges, charges for Charging Category 2S discharges and non-compliance charges)
- other charges related to the nature of waste (eg. charges for the discharge of stormwater from large areas)

Detailed description of the liquid trade waste fees and charges and the methodology of calculating them are provided in Appendix D.

3.1 Liquid trade waste charging categories

For charging purposes there are 4 liquid trade waste charging categories:

- Category 1 – discharges requiring minimal pre-treatment, or prescribed pre-treatment but low impact on the sewerage system. These dischargers will only pay an annual fee. If pre-treatment equipment is not provided or maintained, non-compliance charges will be applied.
- Category 2 – discharges with prescribed pre-treatment[3] and other activities listed under this charging category in Appendix D. These dischargers will pay trade waste usage charge and annual trade waste fee. If pre-treatment equipment is not provided or not maintained, then such dischargers will be required to pay non-compliance usage charge.
- Category 2S – transporters who tanker human waste to council's STWs, owners/operators of ship-to-shore pump out facilities and owners/operators of 'dump points' directly connected to sewer
- Category 3 – large (>20 kL/d) and industrial discharges (excluding shopping centres and institutions). Such dischargers will pay excess mass charges. If the discharge fails to comply with council's acceptance limits, dischargers will be required to pay non-compliance excess mass charges and pH charges

Note that these charging categories are different to four classifications that have been established for concurrence purposes (i.e. Classification A, B, C and S). The relationship between Concurrence Classifications and Charging Categories are shown in Figure 1 in Appendix D.

3.2 Non-compliance liquid trade waste charges

In order to encourage compliance, council may apply non-compliance trade waste charges. Refer to Appendix D for further details of non-compliance charges for different charging categories.

Council will continue applying non-compliance charges until the discharge meets council's approved quality (or the liquid trade waste policy) limits, within the timeframe determined by Council for remedying the problem. If the discharger fails to rectify the problem within an agreed timeframe, the discharger may be required to cease discharging liquid trade waste into Council's sewerage system. Council may also consider issuing penalty infringement notice to a non-compliant discharger or may prosecute the discharger

[3] Excludes activities in Category 1.

3.3 Other applicable liquid trade waste charges

Additional fees and charges may be levied by council if wastewater is discharged to council's sewerage system from the following equipment and or processes, with council's approval.

- Food waste disposal units (ie. garbage grinders/insinkerators) [4]
- Solid food waste processing unit
- Discharge of stormwater to the sewerage system from large open areas or large quantities of groundwater

Refer to Appendix D for further details.

3.4 Charges for premises with multiple liquid trade waste streams

Examples of premises with multiple waste streams include:

- shopping centres
- commercial strata units
- institutions, e.g. hospitals, tertiary educational facilities and correctional centres
- other premises with multiple waste streams,

Refer to Appendix D and *Trade Waste Management Guidelines 2021* for further details.

3.5 Summary of category specific fees and charges

The summary of fees and charges are indicated in Table 3 below:

Table 3 Summary of fees and charges

Fee/Charge	Category 1	Category 2	Category 3	Category 2S
Application fee	Yes[5]	Yes	Yes	Yes
Annual non-residential sewerage bill with appropriate sewer usage charge/kL	Yes	Yes	Yes	No
Annual liquid trade waste fee	Yes[6]	Yes	Yes	Variable[7]
Re-inspection fee (when required)	Yes	Yes	Yes	Optional[8]
Trade waste usage charge/kL	No	Yes	No	No
Human waste disposal charge/kL	No	No	No	Yes
Excess mass charges/kg	No	No	Yes	No
Non-compliance trade waste usage charge/kL	Yes[9]	Yes[10]	No	No
Non-compliance excess mass/kg and pH charges/kL (if required)	No	No	Yes	No

4 For existing installations only. New installations are not permitted.
5 Not applicable for discharges listed as Deemed to be Approved
6 May not be applicable for discharges listed as 'Deemed to be Approved'.
7 Refer to Appendix D for guidance on applying annual fees to Category 2S discharges.
8 Applicable if re-inspection of facilities is required, e.g. ship-to-shore pump-out facility.
9 Non-compliance trade waste usage charge, if the discharger fails to install or properly maintain appropriate pre-treatment equipment. Refer to council's Management Plan

Note: Refer to Appendix D for other applicable charges not included in this Table.

Responsibility for payment of fees and charges

Property (land) owners are responsible for the payment of fees and charges for water supply, sewerage and liquid trade waste services. This includes property owners of marinas, caravan parks, etc.

Where another party (lessee) leases premises, any reimbursement of the lessor (property owner) for such fees and charges is a matter for the lessor and the lessee.

In relation to tankered human waste, transporters who collect and discharge waste at the STW are responsible for the payment. A waste transporter who tankers liquid trade waste to the STW may pay only the liquid trade waste fees and charges as non-residential sewerage fees are not applicable.

Note that a liquid trade waste discharger (except for tankered waste) pays both the non-residential sewerage charges and liquid trade waste fees and charges.

4 Liquid trade waste service agreement

In addition to its approval under the Local Government Act, Council may require certain dischargers, including those who wish to discharge liquid trade waste in large volumes (discharge >20 kL/d) or industrial waste (Concurrence Classification C discharges) or some Classification S discharges into its sewerage system to execute a liquid trade waste services agreement. The agreement will set out the conditions associated with the discharge and execution of the agreement will be a condition of the approval issued by Council.

5 Enforcement of approvals and agreements

If the discharge is not approved or fails to comply with the approval conditions, the discharger is subject to prosecution and imposition of fines under the *Local Government Act 1993* (under s. 626 and s. 627).

Above offences are also prescribed as penalty notice offences under the Act and Council may issue a penalty infringement notice (i.e. on the spot fine) to such discharger (Refer to Schedule 12 of the Local Government (General) Regulation 2021).

In addition to fines, council may recover costs of damages and fines incurred by council as a result of an unauthorised liquid waste discharge. Temporally suspension or cease the discharge may also be required.

Note that sections 628 and 634 to 639 also list other offences related to water, sewerage and stormwater drainage.

Polluting of any waters by a discharger of liquid trade waste who does not have a Council approval or who fails to comply with the conditions of the approval is also an offence under section 120 (1) of the *Protection of the Environment Operations Act 1997*. In addition, under section 222 of this Act, Council may issue a penalty infringement notice to such a discharger.

6 Prevention of waste of water

Water must be used efficiently and must be recycled where practicable. It is an offence under section 637 of the *Local Government Act 1993* and its Regulation (refer to Appendix G) to waste or misuse water.

Dilution of liquid trade waste with water from any non-process source including Council's water supply, bore water, groundwater, stormwater as a means of reducing pollutant concentration is therefore strictly prohibited.

7 Effluent improvement plans

Where the quality of liquid trade waste discharged does not meet Council's requirements, the applicant may be required to submit an Effluent Improvement Plan setting out how Council's requirements will be met. The proposed plan must detail the methods/actions proposed to achieve the discharge limits and a timetable for implementation of the proposed actions. Such actions may include more intensive monitoring, improvements to work practices and/or pre-treatment facilities to improve the effluent quality and reliability.

8 Due diligence programs and contingency plans

A discharger may be required to submit a due diligence program and a contingency plan for some liquid trade waste discharges (generally in Concurrence classification C, Charging Category 3) where it is considered that the discharge may pose a potential threat to the sewerage system. If required, a due diligence program and contingency plan must be submitted to Council within the time specified in the liquid trade waste approval.

Appendix A - Glossary

Authorised assumed concurrence—councils with significant experience in liquid trade waste regulation are encouraged to apply to the Secretary, Department of Planning and Environment seeking to obtain concurrence for council's approval for Classification B and Classification S discharges. If granted, Council will no longer need to forward such applications to the department for concurrence, provided that council complies with the conditions outlined in the notice of concurrence.

Automatic assumed concurrence—council has been granted assumed concurrence for approval for Classification A discharges, provided that council complies with conditions outlined in the notice of concurrence. Such applications may be approved by council without forwarding the application to the department for concurrence.

Biochemical Oxygen Demand (BOD_5) —the amount of oxygen utilised by micro-organisms in the process of decomposition of organic material in wastewater over a period of five days at 20°C. In practical terms, BOD is a measure of biodegradable organic content of the waste.

Biosolids—primarily organic solids produced by sewage processing. Until such solids are suitable for beneficial use, they are defined as wastewater solids or sewage sludge.

Blackwater—wastewater containing human excrement (i.e. faeces, urine).

Bunding—secondary containment provided for storage areas, particularly for materials with the propensity to cause environmental damage.

Chemical Oxygen Demand (COD) —a measure of oxygen required to oxidise organic and inorganic matter in wastewater by a strong chemical oxidant. Wastewaters containing high levels of readily oxidised compounds have a high COD.

Chemical toilet—toilets in which wastes are deposited into a holding tank containing deodorizing or other chemicals. Stored wastes must be pumped out periodically.

Commercial retail discharge: commercial discharges can be described as wastes that are discharged from businesses dealing directly with the public.

Commercial caterer—a commercial caterer is typically a stand-alone operation and prepares food for consumption off-site. These types of businesses typically cater to wedding functions, conferences, parties, etc. This definition does not apply to a food processing factory supplying pre-prepared meals to a third party.

Council—for the purpose of this document, "council" refers to a local government body (including Local Water Utility) which provides water supply and sewerage services in regional NSW

Contingency plan—a set of procedures for responding to an incident that will affect the quality of liquid trade waste discharged to the sewerage system. The plan also encompasses procedures to protect the environment from accidental and unauthorised discharges of liquid trade waste, leaks and spillages from stored products and chemicals.

Concurrence—under s. 90(1) of the *Local Government Act 1993* and cl. 28 of the Local Government (General) Regulation 2021, council must obtain the written concurrence of the Secretary of the Department of Planning and Environment prior to approving the discharge of liquid trade waste to council's sewerage system. The department's Water Utilities Branch provides concurrence on behalf of the Secretary.

Due Diligence Program—a plan that identifies potential health and safety, environmental or other hazards (e.g. spills, accidents or leaks) and appropriate corrective actions aimed at minimising or preventing the hazards.

Effluent—the liquid discharged following a wastewater treatment process.

Effluent Improvement Plan (EIP)—the document required to be submitted by a discharger who fails to meet the acceptance limits set down in council's approval conditions and/or liquid trade waste agreement. The document sets out measures taken by a discharger in order to meet the acceptance limits within the agreed timeframe.

Fast food outlet —a food retailing business featuring a very limited menu, precooked or quickly prepared food, and take-away operations. Premises of this nature include KFC, McDonalds, Red Rooster, Pizza Hut, Hungry Jack's, Burger King, etc.

Galley waste —liquid waste from a kitchen or a food preparation area of a vessel; not including solid wastes.

Greywater—wastewater from showers, baths, spas, hand basins, laundry tubs, washing machines, dishwashers or kitchen sinks.

Heavy Metals —metals of high atomic weight which in high concentrations can exert a toxic effect and may accumulate in the environment and the food chain. Examples include mercury, chromium, cadmium, arsenic, nickel, lead and zinc.

Housekeeping—a general term, which covers all waste minimisation activities connected within the premises as part of its operation.

Industrial Discharges—industrial liquid trade waste is defined as liquid waste generated by industrial or manufacturing processes. Examples are provided in Trade Waste Management Guidelines 2021.

Liquid Trade Waste—all liquid waste other than sewage of a domestic nature discharged to the sewerage system.

Mandatory Concurrence—for the liquid waste in Classification C, councils need to obtain concurrence for approval of each discharge. The Water Utilities Branch of the Department of Planning and Environment provides concurrence on behalf of the department's Secretary.

Methylene Blue Active Substances (MBAS) —anionic surfactants. Their presence and concentration are detected by measuring colour change in a standard solution of methylene blue dye.

Minimal Pre-treatment—for the purpose of this document this means sink strainers, basket arrestors for sink and floor waste, plaster arrestors and fixed or removable screens.

Mixed Business—a general store that sells a variety of goods and may also prepare some food.

Open Area—any unroofed process, storage, washing or transport area where rainwater potentially can be contaminated.

Pan—any moveable receptacle kept in a closet and used for the reception of human waste.

PFAS—group of manufactured chemicals, containing a component with multiple fluorine atoms, with many specialty applications. Examples are perfluoro octane sulfonate (PFOS) and perfluorooctanoic acid (PFOA). They are used in a range of products, such as textiles, leather, cosmetics, non-stick coatings in cookware, food packaging, and in some types of fire-fighting foam. These chemicals take a long time to break down in humans and the

environment and their persistence and bioaccumulation potential pose concerns for the environment and for human health.

Pit latrines/long-drop toilet/pit toilet —a type of toilet that collects faeces and urine directly into a tank or a hole in the ground

Portable Toilet—toilet in which wastes are deposited into a holding tank used on construction sites, caravans, motor homes, boats, trains and at outdoor gatherings. If chemicals are used to control odours, it is referred to as a chemical toilet.

pH—a measure of acidity or alkalinity of an aqueous solution, expressed as the logarithm of the reciprocal of the hydrogen ion (H^+) activity in moles per litre at a given temperature; pH 7 is neutral, below 7 is acidic and above 7 is alkaline.

Premises—has the same meaning as defined in the Local Government Act Dictionary and includes any of the following:

- a building of any description or any part of it and the appurtenances to it
- land, whether built on or not
- a shed or other structure
- a tent
- a swimming pool
- a ship or vessel of any description (including a houseboat)
- a van.

Prescribed Pre-treatment Equipment—standard non-complex equipment used for pre-treatment of liquid trade waste, e.g. a grease arrestor, an oil arrestor/separator, solids arrestor, cooling pit.

Regional NSW—the areas of the state that are not serviced by the Sydney Water Corporation or the Hunter Water Corporation.

Regulation—Local Government (General) Regulation 2021 under the *Local Government Act 1993*.

Secretary—the head of the Department of Planning and Environment**.**

Septage—material pumped out from a septic tank during desludging; contains partly decomposed scum, sludge and liquid.

Septic Tank—wastewater treatment device that provides a preliminary form of treatment for wastewater. It provides sedimentation of settleable solids, flotation of oils and fats, and anaerobic digestion of sludge.

Septic Tank Effluent—the liquid discharged from a septic tank after treatment.

Sewage Management Facility—a human waste storage facility or a waste treatment device intended to process sewage and includes a drain connected to such a facility or device.

Sewage of a Domestic Nature—human faecal matter and urine and wastewater associated with ordinary kitchen, laundry and ablution activities of a household, but does not include waste in or from a sewage management facility.

Sewerage System—the network of sewage collection, transportation, treatment and by-products (effluent and biosolids) management facilities.

Sewage treatment works—this is the facility designed to treat sewage. The level of treatment will vary based on the expected quality of the effluent.

Ship-to-Shore Pump-out—liquid waste from a vessel that may be considered for disposal to the sewerage system. This includes on-board toilet wastes, galley wastes and dry dock cleaning waste from maintenance activities.

Sludge—the solids that are removed from wastewater by treatment.

Stormwater Run-off—run-off resulting from rainfall.

Surfactants—the key active ingredient of detergents, soaps, emulsifiers, wetting agents and penetrants. Anionic surfactants react with a chemical called methylene blue to form a blue-chloroform-soluble complex. The intensity of colour is proportional to concentration.

Suspended Solids (SS) —the insoluble solid matter suspended in wastewater that can be separated by laboratory filtration and is retained on a filter.

Total Dissolved Solids (TDS) —total amount of dissolved material in the water.

Total Recoverable Hydrocarbons (TRH)—Both biological and petroleum hydrocarbons which have been extracted (recovered) from a sample. TRH are equivalent to the previously reported Total Petroleum Hydrocarbons (TPH). TRH is reported in fractions with Carbon chain (C_6 – C_{40}). TRH with carbon chain C_6 – C_{10} are flammable.

Waste Minimisation—procedures and processes implemented by industry and business to modify, change, alter or substitute work practices and products that will result in a reduction in the volume and/or strength of waste discharged to sewer

Appendix B – Deemed to be Approved Activities

The list of discharges exempts from obtaining of Council's approval (ie considered as Deemed to be approved) is shown in Table B1. Each such discharger must meet standard requirements specified in this Table.

Table B 1 Discharges deemed to be approved

Activity generating waste	Requirements
Beautician	Solvents not to be discharged to sewer
Bed and Breakfast (not more than 10 persons including proprietor)	Sink strainers in food preparation areas Housekeeping practices (see Note 4)
Cooling tower <500L/h	No chromium-based products to be discharged to the sewer
Crafts ceramic, pottery, etc. (including hobby clubs) • flows <200 L/d	Nil
• flows 200-1,000 L/d	Plaster arrestor required
Day care centre (no hot food prepared)	Sink strainers in food preparation areas Housekeeping practices (see Note 4) Nappies, wet wipes are not to be flushed into the toilet
Delicatessen (no hot food prepared)	Sink strainers in food preparation areas Housekeeping practices (see Note 4)
Dental technician	Plaster arrestor required
Dental mobile (no amalgam waste)	Nil
Dog/cat grooming/animal wash only	Dry basket arrestor for floor waste outlets and sink strainer required (see Note 3) Animal litter and any disposable waste products must not be discharged to sewer Organophosphorus pesticides are prohibited to be discharged to sewer
Florist	Dry basket arrestor for floor waste outlet and sink strainer required Herbicides/pesticides are not permitted to be discharged to sewer
Fruit and vegetable – retail	Dry basket arrestor for floor waste outlet and sink strainer required (see Notes 3 and 5)

Hairdressing	Dry basket arrestor for floor waste outlet and sink strainer, hair trap
Jewellery shop • miniplater	Miniplater vessel to contain no more than 1.5 L of precious metal solution
• ultrasonic washing	Nil
• precious stone cutting	If: < 1000 L/d plaster arrestor required > 1000 L/d general purpose pit required
*Medical centre/doctor surgery/physiotherapy *(Only if plaster cast are made onsite)	Plaster arrestor required, if plaster of paris casts are used
Mixed business (minimal hot food)	Dry basket arrestor for floor waste outlet and sink strainer required (see Note 3) Housekeeping practices (see Note 4)
Mobile cleaning units • carpet cleaning	20-micron filtration system fitted to a mobile unit
• garbage bin washing	Dry basket arrestor for floor waste outlet required. Discharge via grease arrestor (if available)
Motel (no hot food prepared and no laundry facility)	Dry basket arrestor for floor waste outlet and sink strainer required (see Note 3) Housekeeping practices (see Note 4)
Nut shop	Dry basket arrestor for floor waste outlet and sink strainer required (see Note 3)
Optical service - retail	Solids settlement tank/pit required
Pet shop – retail	Dry basket arrestor for floor waste outlet and sink strainer required (see Note 2) Animal litter and any disposable waste products must not be discharged to sewer Organophosphorus pesticides are prohibited to be discharged to sewer
Pizza reheating for home delivery	Housekeeping practices (see Note 4)
Venetian blind cleaning	Nil (see Note 2)

Notes:

1. Where "required" is used, it means as required by council.
2. If activity is conducted outdoors, the work area is to be roofed and bunded to prevent stormwater ingress into the sewerage system.

3. Dry basket arrestors must be provided for all floor waste outlets.
4. Food preparation activities need to comply with sound housekeeping practices including:
   (a) floor must be dry swept before washing
   (b) pre-wiping of all utensils, plates, bowls etc. to the scrap bin before washing up
5. Use of a food waste disposal unit (garbage grinder) and/or a food waste processing unit (food waste digester, composter etc) is not permitted.

Appendix C - Prohibited or restricted substances and wastes from discharge to sewer

This Appendix provides additional information regarding substances and waste either prohibited or restricted from being discharged to sewer (as indicated in Table 2 of this Policy).

C1 Stormwater from open areas

The ingress of stormwater into the sewerage system can cause operational problems and result in sewer overflows, as the sewerage system does not have the capacity for such flows. Under clause 137A of the Regulation, the discharge of roof, rain, surface, seepage or groundwater to a sewerage system is prohibited unless specifically approved.

However, it may not be practical or feasible to totally prevent stormwater contamination and ingress into a sewerage system from some non-residential premises.

The discharge of limited quantities of stormwater (generally, 10 mm of rain) from sealed areas can be considered when roofing cannot be provided due to safety or other important considerations. In such instances, the applicant should take measures to minimise the contamination of stormwater and the volume of stormwater entering the sewerage system (e.g. first flush systems, flow separation, bunding, on-site detention, etc.). The discharge from unsealed areas is not permitted.

Refer to Liquid Trade Waste Management Guidelines 2021 for further information

C2 Contaminated groundwater

Similar to stormwater, discharge of groundwater or seepage water to a sewerage system is prohibited under clause 137A of the Regulation. Accordingly, groundwater extracted during construction activities (e.g. building/road construction activities, vacuum excavation, mining/exploration works, etc.) is not permitted to be discharged to Council's sewerage system directly or indirectly.

However, groundwater previously contaminated by human activities (e.g. service station remediation sites) may be considered for discharge to the sewerage system. Limited quantities of groundwater from remediation projects may be accepted under controlled conditions after appropriate pre-treatment for a limited period.

C3 Discharge of landfill leachate

The discharge of leachate from municipal waste landfills to the sewerage system may be considered under controlled conditions, if there is no other viable option of managing this waste and the discharge is within the Council's acceptance limits.

The proponent when seeking approval to discharge leachate to sewer needs to demonstrate that a sound stormwater management plan has been developed and implemented. The plan needs to address:

- segregation of potentially contaminated areas from uncontaminated areas
- prevention of surface runoff entering leachate collection ponds/dams and to Council sewerage system.
- appropriate pre-treatment to meet Council's acceptance limits

Only the excess leachate after on-site management within the premise will be considered for sewer discharge, if it meets Council's acceptance criteria. On-site pre-treatment to reduce ammonia levels (and other substances, e.g. PFAS) may also be required.

C4 Discharge from float tanks

Float tanks, often referred to as floatation pods, iso-pods (isolation tank), sensory deprivation systems, or REST tanks (restricted environmental stimulation therapy tanks) are typically small, enclosed pods containing about 1,000 litres of water. This water usually contains large quantities of Epsom salts (300 - 700 kg of magnesium sulphate), resulting in total dissolved solids concentration up to 700,000 mg/L.

Discharge of such water to sewer is not permitted due to potential adverse impacts associated with the high salt content on the sewer infrastructure and treatment processes. It is also not appropriate to dispose of such waste to septic tanks or on-site soak wells.

If wastewater is proposed to be transported away for off-site management, the operator of such facilities must provide details of liquid waste transporters and written verification from the receival facilities acknowledging and agreeing to receive such wastewater.

C5 Discharge from Service station forecourts and other refuelling points

C5.1 New premises

The discharge of wastewater from service station forecourts and other refuelling points (e.g. at bus depot, etc.) is not permitted.

Refer to NSW EPA Practice Note, titled *Managing Run-off from Service Station Forecourts*, June 2019, for options for managing such wastewater.

C5.2 Existing premises

The discharge from existing service stations and other refuelling areas may be permitted, provided appropriate pre-treatment and discharge control requirements are adhered to. Further information is provided in Chapter 3 and Appendix F of the Liquid Trade Waste Management Guidelines 2021.

If a refuelling area is refurbished, then the discharge from this area must be disconnected from the sewerage system.

C6 Discharges from liquefaction and/or pulverisation of solid waste by physical or chemical processes

The wastewater arising from liquefaction or pulverisation of solid waste by physical (e.g. pulping, macerating) or chemical means (e.g. dissolving solid waste in highly acidic or alkaline solutions) is not permitted to be discharged to the sewerage system.

Accordingly, discharges from the following devices/processes are not permitted.

- **Macerators** or similar devices that pulverising of solid waste. Solid waste includes, but not limited to sanitary napkin, placenta, surgical waste, disposable nappy, mache bedpan/urine containers, food waste, disposable products and animal waste (dog/cat faeces, cat litter).

- **Food waste disposal units,** also known as in-sink food waste disposers or garbage grinders in commercial premises. Discharges from existing installations in hospitals and nursing homes may be permitted, provided that wastewater is discharged through an adequately sized grease arrestor (additional charges will be applied).

  If the kitchen is refurbished, the food waste disposal unit must be removed.

- **Alkaline hydrolysis waste,** process where a human or animal tissue is broken down using alkaline solutions at elevated temperatures and pH. The process may be used in animal care facilities, veterinary premises, animal research laboratories, funeral parlours etc. The generated wastewater is of a high strength and may exhibit high loadings on the sewerage system. Accordingly, the wastewater generated by this process is **not** permitted to be discharged to the sewerage system.

C6.1 Discharge from Solid Food Waste Processing Units (digesters/ composters, etc.)

Discharge from a solid food waste processing unit (digesters/composters, etc) to a Council's sewerage system is a Concurrence Classification C discharge (ie. Charging Category 3), hence Council needs to obtain concurrence to its approval from the department for individual applications.

The quality of wastewater from this equipment depends on the type of solid waste feed into it and the effectiveness of the on-site pre-treatment, hence frequent sampling will be required for monitoring and charging purposes. Sampling needs to be undertaken by either a council officer or an independent party acceptable to council.

Appropriate on-site pre-treatment needs to be provided prior to combining with any other liquid waste stream that discharges to the Council's sewerage system.

Each application will be assessed on a case by case basis.

C7 Use of additives in pre-treatment systems

The use of bacterial, enzyme and/or odour controlling agents in pre-treatment equipment (eg. in grease arrestors) is prohibited unless specifically approved by Council with the department's concurrence.

C8 Discharge of disposable products marketed as flushable

Any disposable solid products including those marketed as "flushable" (eg. wet wipes, cleaning wipes, cat litter, etc.) is not permitted to flush down the sewerage system.

Contrary to manufacturers' claims, flushable wet wipes do not breakdown in the sewerage system similarly to a toilet paper and may cause blockages within the premises or in the Council's sewerage system and may cause raw sewage overflow to the environment.

Appendix D - Non–residential sewerage and liquid trade waste fees and charges

This Appendix provides information on Council's charging criteria for liquid trade waste customers. Some guidance is also provided on the applicable non-residential sewerage charges.

The sound pricing for non-residential sewerage and liquid trade waste services is to ensure that liquid trade waste dischargers pay a fair share of the cost of sewerage services provided by Council. Appropriate pricing is essential to provide relevant signals to non-residential and liquid trade waste customers to use water and sewerage system efficiently.

D1 Non-residential sewerage pricing

A non-residential sewerage bills is based on a cost-reflective two-part tariff with an annual access charge and a uniform sewer usage charge per kL. The total discharged volume to the sewerage system can be either measured (by a flow meter) or estimated using the customer's total water consumption multiplied by a sewer discharge factor.

The sewerage bill for a non-residential customer is calculated as follows:

$$B = SDF \times \left(AC + C \times UC\right)$$

Where: B = Annual non-residential sewerage bill ($)
C = Customer's water annual consumption (kL)
AC = Annual non-residential sewerage access charge as shown below ($)
SDF = Sewer discharge factor
UC = Sewer usage charge ($/kL)

Access charge

The sewerage access charge is proportional to the square of the size of the water supply service connection.

$$AC = \left(AC_{20} \times \frac{D^2}{400}\right)$$

Where: AC_{20} = Annual non-residential sewerage access charge for 20 mm water service connection ($)
D = Water supply service connection size (mm)

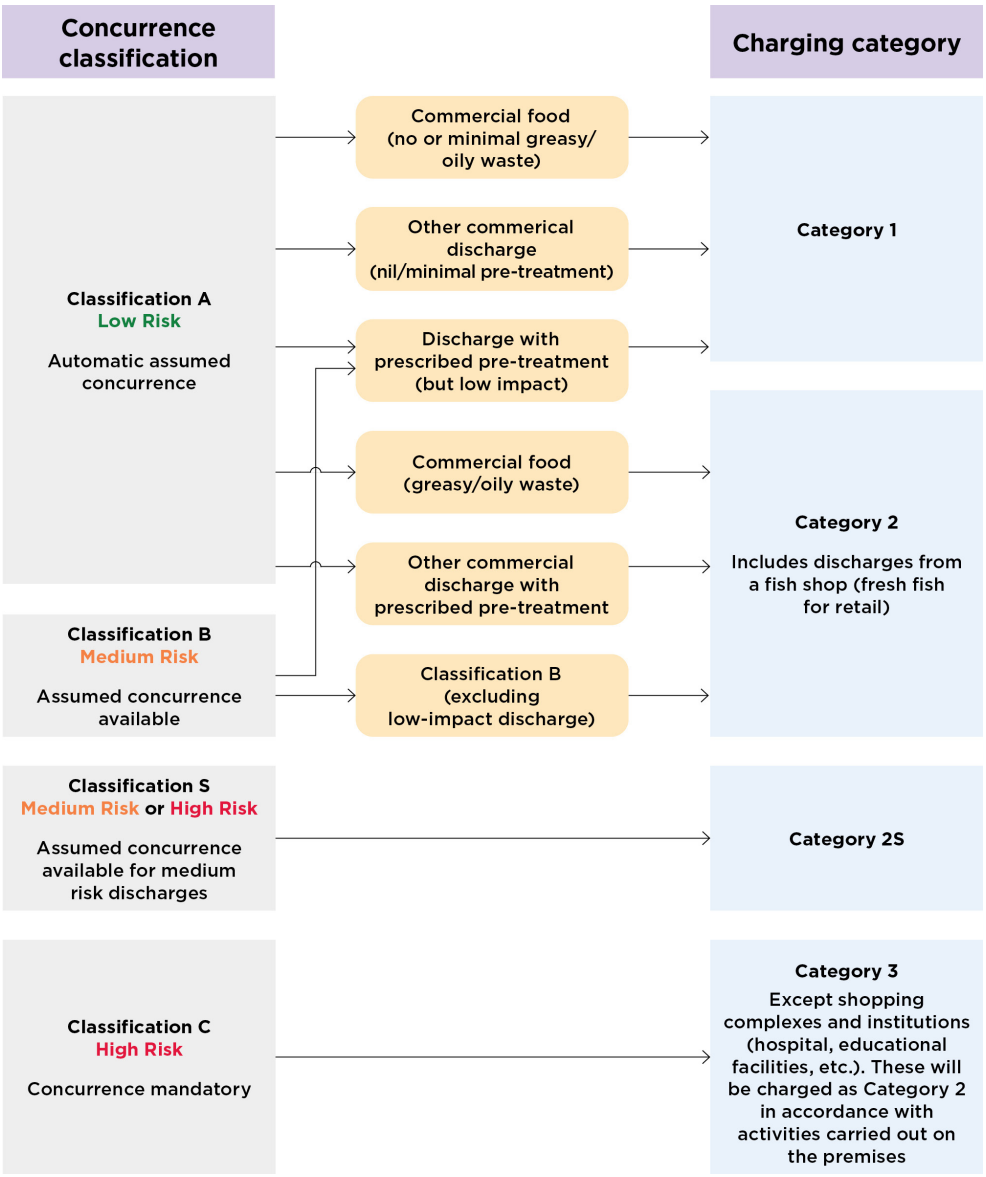
Sewer Usage charge

The sewer usage charge ($/kL) is applied for the total volume of wastewater discharged to the sewerage system.

D2 Liquid Trade Waste fees and charges

This section describes varies fees and charges associated with liquid trade waste and fees and charges applicable to charging categories. Figure 1 shows the relationship between concurrance classifications and charging categories.

Figure 1 Charging categories for liquid trade waste



In summary, Classification A discharges fall into Charging Category 1 or Category 2. Classification B discharges fall into Charging Category 2, except for a few discharges with low impact on the sewerage system which fall into Category 1. Classification S discharges fall into Charging Category 2S and Classification C discharges fall into Charging Category 3.

D2.1 Description of various trade waste fees and charges

Followings sections describe various trade waste fees and charges and the methodology of calculating them.

D2.1.1 Application fee

The application fee recovers the costs of administration and technical services provided by Council in processing a liquid trade waste application. This fee varies for different charging categories to reflect the complexity of processing the application.

D2.1.2 Annual trade waste fee

The purpose of this fee is to recover the costs incurred by council for ongoing administration and scheduled inspections, in order to ensure that the discharge complies with the approval conditions.

As part of an inspection, Council may undertake monitoring which may include, but is not limited to, flow measurement and the sampling. In general, cost of one inspection is included in the annual fee, in particular for Category 1 and 2 discharges.

Annual liquid trade waste fee varies for different charging categories in order to reflect the complexity of their inspection and administration requirements. In particular, for Category 3 discharges, Council may opt to set the annual fee on a case by case basis to reflect the complexity of monitoring requirements and the extent of inspection.

Refer to section D8.4 with regard to annual fees applicable to premises with **multiple activities**.

Council may require a discharger to pay for monitoring (quantity and quality) based on full cost recovery.

D2.1.3 Inspection fee/re-inspection fee

Cost of one inspection is usually included in annual liquid trade waste fee for charging categories 1 and 2.

However, it may be required to conduct un-planned inspections or re-inspections of a premise (e.g. non-compliance with approved conditions, investigating an accident, etc.). Also, more frequent inspections may be necessary for large and industrial discharges.

Where **more than one inspection** is undertaken in a financial year and/or the cost of inspections is not included in the annual fee, the cost may be recovered from the discharger as the re-inspection fee.

Council may recover the cost of sample analysis from the discharger, in addition to the re-inspection fee.

D2.1.4 Renewal fee

Council may apply a renewal fee if an existing approval needs to be renewed or modified.

D2.1.5 Category specific charges

The following sections describe the charging categories and relevant fees and charges. If a discharge is not listed, council will determine (with the consultation of the department) the relevant charging category, based on the quality and the quantity of discharge.

D3 Category 1 discharger

This charging category includes:

- Classification A discharges (both commercial retail non-oily/greasy food preparation and other commercial discharges, listed below)
- Classifications B discharges identified as low risk.

Some of the above discharges may require prescribed pre-treatment to be installed however, the treated effluent is considered to have a low impact on the sewerage system.

Classification A discharges – commercial retail food preparation activities that do not generate or generate minimal oily/greasy waste: bakery (only bread baked on-site), bistro (sandwiches, coffee only), boarding/hostel < 10 persons, café/coffee shop/coffee lounge (no hot food), canteen/cafeteria (no hot food), community hall/civic centre (minimal food), day care centre (minimal hot food), delicatessen (minimal or no hot food), fruit and vegetable shop, hotel/motel (minimal hot food), ice cream parlour (take away only), juice bar, mobile food van (no hot food), mixed business (minimal hot food), nightclub (no hot food), nut shop, pie shop (re-heating only), pizza no cooking/reheating (pizza heated and sold for consumption off-site), potato peeling (small operation), sandwich shop/salad bar/snack bar (no hot food), take away food outlet (no hot food), school canteen with minimal hot food.

Classification A discharges from other commercial activities: animal wash, beautician/tanning booths/hairdressing, crafts ≤ 1,000 L/d, dental surgery/dental technician (plaster casts), dry cleaning, florist, funeral parlour, jewellery shop, medical centre/physiotherapy (plaster casts), mobile cleaning units, morgue, optical service, pet shop, plants retail (no nursery), non-residential swimming pool/hydrotherapy, veterinary.

Classification A or B discharges with prescribed pre-treatment and low impact on the sewerage system: boiler blowdown, cooling tower, industrial boilers, laboratory (analytical/pathology/tertiary institution), laundry/laundromat, primary and secondary school[10], vehicle washing/detailing (excluding truck washing).

D3.1 Category 1 discharger - Liquid trade waste charges

D3.1.1 "Deemed to be approved" discharges

For a discharger in "Deemed to be approved discharges" (refer to Appendix B), following charges will be no fee (no inspection) will be applicable.

D3.1.2 Category 1 discharger, other than "deemed to be approved"

Category 1 discharger who installs recommended appropriate pre-treatment equipment and maintains them regularly will be required to pay **only** the annual fee nominated for Category 1.

Liquid trade waste bill for Category 1 discharger (TW_1)

$TW_1 = A_1$

A_1 = Annual liquid trade waste fee ($) for Category 1

[10] If significant hot food preparation is carried out, Category 2 charges may be levied by council.

D4 Category 2 discharger

Category 2 liquid trade waste dischargers are those discharging waste generated by an activity listed below:

Classification A discharges – commercial retail food preparation/serving activities that generate oily/greasy waste: bakery (pies, sausage rolls, quiches, cakes, pastries with creams or custards), bistro, boarding house/hostel kitchen (exceeding 10 persons), butcher, café/coffee shop/coffee lounge (with hot food), cafeteria/ canteen (with hot food), chicken/poultry shop –fresh/roast, retail BBQ/charcoal chicken, day care centre with hot food, club, civic centre/community hall[11], commercial kitchen/caterer, delicatessen with hot food, fast food outlet, fish shop (retail and cooking on-site), function centre, hotel, ice cream parlour, mixed business (hot food), mobile food van (base), motel, nightclub, nursing home, patisserie, pizza cooking, restaurant, sandwich shop/salad bar/snack bar (with hot food), supermarket, take away food outlet with hot food, school canteen with hot food.

Classification A discharges – other commercial discharges: car detailing, craft activities > 1000 L/d, lawnmower repairs, mechanical workshop, stone working, surfboard manufacture (wet process only).

Classification B discharges: auto dismantler, bus/coach depot, bakery (wholesale), butcher (wholesale) construction equipment maintenance and cleaning, boutique or artisan foods, engine reconditioning, equipment hire, maintenance and cleaning, fish co-op, graphic arts, hospital, micro-brewery, oyster processing – shucking, panel beating, radiator repairer, screen printing, service station forecourt, shopping complex, truck washing (platforms/flat beds) and truck washing (external).

D4.1 Category 2 discharger - Liquid trade waste charges

Category 2 discharger who installs appropriate pre-treatment equipment and maintains them will pay annual fee nominated for Category 2 plus the trade waste usage charge.

Liquid trade waste bill for Category 2 discharger (TW_2),

$$TW_2 = A_2 + Q_{TW}\, x\, C_2$$

A_2 = Annual liquid trade waste fee ($) for Category 2

Q_{TW} = Total liquid trade waste discharge volume (kL)

C_2 = Trade waste usage charge ($/kL)

The liquid trade waste discharge volume is generally estimated by applying a Trade Waste Discharge Factor (TWDF) to the total water consumption unless a discharge meter is installed.

[11] If the type and size of kitchen fixtures installed enable catering for large functions.

D5 Category 2S discharger

Category 2S dischargers include:

- **transporters who tanker human waste** to council's STWs - septic tank waste (effluent and septage), ablution block waste (blackwater and greywater), portable toilet waste, sludge from on-site aerated wastewater treatment systems (AWTS) for **single households,** waste from pit toilets**,** night soil.
- **ship-to-shore pump out facility owners/operators** - toilet waste and/or grey water
- **owners/operators of 'dump points'** directly connected to the sewer for disposal toilet waste and/or grey water from a bus or a recreation vehicle (RV), e.g. caravan, motor home.

D5.1 Category 2S discharger - Liquid trade waste charges

D5.1.1 Transported human waste

The transporters of human waste will be required to pay waste disposal charge ($/kL).

Liquid trade waste bill for Category 2S waste transporter (TW_{TW}),

$$TW_{TW} = A_{TW} + Q_{TW} \, x \, C_{TW}$$

A_{TW} = Annual fee ($) for transported waste

Q_{TW} = Transported human waste volume (kL)

C_{TW} = Charging rate ($/kL) for the transported waste (may vary based on the type of waste transported)

***Note**: Charging rate C_{TW} can be varied for different type of waste, i.e. septic waste, ablution block waste, sludge from AWTS, pit toilets etc. Refer to Council's annual Management Plan.*

D5.1.2 Ship-to-shore waste pump-out facility

The owner/operator of a ship-to-shore waste receival facility will be required to pay an annual fee and waste disposal charge based on the discharge volume ($/kL), if practical to estimate the discharge volume. If the discharge volume cannot be established, council may negotiate the waste disposal charge based on the expected discharge volume.

Liquid trade waste bill for ship-to-shore pump out facility owner (TW_{STS}),

$$TW_{STS} = A_{STS} + Q_{TW} \, x \, C_{STS}$$

A_{STS} = Annual fee ($)

Q_{TW} = Discharge volume (kL) (measured or negotiated)

C_{STS} = Charging rate ($/kL)

***Note:** The above charges are applicable to owners/operators of ship-to-shore pump out facility discharging such waste directly to council's sewerage system and **not** to individual or commercial boat owners using the facility. This policy does not provide information on how to charge individual boat owners using a facility to dispose of their wastewater.*

D5.1.3 Waste dump points

Dump points are often located in public places (roadside), hence the monitoring of discharge volumes is not practical. Accordingly, only an annual fee is applied for stand-alone dump points.

Liquid trade waste bill for dump point operator (TW_{DP}) (if applicable),

$TW_{DP} = A_{DP}$

A_{DP} = Annual fee for dump point ($)

D6 Category 3 discharger

Category 3 liquid trade waste dischargers are those conducting an activity which is of an industrial nature and/or which results in the discharge of large volumes of liquid trade waste to the sewerage system. Any Category 1 or 2 discharger whose volume exceeds the limits shown below becomes a Category 3 discharger (excluding shopping centres and institutions):

Classification A discharge > 20 kL/d

Classification B discharge – as shown in Chapter 5 of the Guidelines.

Classification C discharges include: abattoir, acid pickling, adhesive/latex manufacture, agricultural and veterinary drugs, anodising, bitumen and tar, bottle washing, brewery, cardboard and carton manufacture, carpet manufacture, caustic degreasing, chemicals manufacture and repackaging, contaminated site treatment, cooling towers, cosmetics/perfumes manufacture, cyanide hardening, dairy processing* (milk/cheese/yoghurt/ice cream, etc.), detergent/soaps manufacture, drum washing, egg processing, electroplating, extrusion and moulding (plastic/metal), feather washing, fellmonger, felt manufacture, fertilisers manufacture, fibreglass manufacture, filter cleaning, foundry, food processing* (cereals/cannery/condiments/confectionary/edible oils/fats/essence/flavours/fish/fruit juice/gelatine/honey/meat/pickles/smallgoods/tea and coffee/vinegar/yeast manufacture, etc.), food waste processing unit (digester/composter), fruit and vegetable processing, flour milling, galvanising, glass manufacture, glue manufacturer, ink manufacture, laboratories (excluding those in Category 1 & 2), liquid wastewater treatment facility (grease trap receival depot and other pump-out waste depot), metal finishing, metal processing (refining/rumbling/non-cyanide heat treatment/phosphating/photo engraving/printed circuit etching/sheet metal fabrication etc.), mirrors manufacture, oil recycling (petrochemical) and refinery, paint stripping, paint manufacture, paper manufacture, pet food processing, plants nursery (open areas), pharmaceuticals manufacture, plaster manufacture, powder coating, potato processing, poultry processing, printing (newspaper, lithographic), saleyards, sandblasting, seafood processing, slipway, soft drink/cordial manufacture, starch manufacture, sugar refinery, tanker washing, tannery, timber processing (joinery and furniture/plywood/hardwood), textile manufacture (wool dyeing/spinning/scouring), tip leachate, transport depot/ terminal, truck washing (internal), waxes and polishes, water treatment backwash, wholesale meat processing, winery, distillery, wine/spirit bottling.

* Excluding small boutique, craft or artisan food industries not exceeding the discharge volume shown in the *Liquid Trade Waste Management Guidelines, 2021*.

D6.1 Category 3 discharger - Liquid trade waste charges

D6.1.1 Excess mass charges

Category 3 discharger will be required to pay the annual liquid trade waste fee plus excess mass charges.

Liquid trade waste bill for Category 3 discharger (TW_3),

$TW_3 = A_3 + EMC$

A_3 = Annual liquid trade waste fee ($)**

EMC = Excess mass charges ($)

Note: **Annual fee may vary for different business activities, depending on the complexity and time taken for inspection.

How excess mass charges are calculated

Excess mass charges will be applicable for substances discharged in excess of the 'Deemed Concentrations' in domestic sewage. For the purpose of excess mass charge calculation, the deemed concentrations of substances in domestic sewage are listed in Table D1.

Table D1 Deemed concentration of substances in domestic sewage

Substance	Concentration (mg/L)
Biochemical Oxygen Demand (BOD_5)	300
Suspended Solids	300
Total Oil and Grease	50
Ammonia (as Nitrogen)	35
Total Kjeldahl Nitrogen	50
Total Phosphorus	10
Total Dissolved Solids	1000
Sulphate (SO_4)	50[#]

[#] The concentration in the potable water supply to be used if it is higher than 50 mg/L.

NB. Substances not listed above are deemed not to be present in domestic sewage.

For excess mass charge calculation, equation (1) below will be applied for all parameters including for BOD_5 up to 600 mg/L (but excluding COD and pH).

$$\text{EMC (\$)} = \frac{(S - D) \times Q_{TW} \times U}{1{,}000} \qquad (1)$$

Where: S = Concentration (mg/L) of substance in sample

D = Concentration (mg/L) of substance deemed to be present in domestic sewage

Q_{TW} = Volume (kL) of liquid trade waste discharged to the sewerage system

U = Unit charging rate ($/kg) for the substance (note that this rate varies from substance to substance. Refer to council's annual Management Plan for charging rates for various substances)

D6.1.2 Excess mass charges for BOD

BOD up to 600 mg/L

Equation (1) applies for BOD_5 up to 600 mg/L. Note that there are no excess mass charges if the BOD does not exceed 300 mg/L (deemed concentration of BOD in domestic sewage).

Excess mass charges for BOD exceeding 600mg/L

If council approves the acceptance limits for BOD_5 higher than 600mg/L, an exponential type equation will be used for calculation of the charging rate U_e ($/kg) as shown in equation (2). This provides a strong incentive for dischargers to reduce the strength of waste. Note that equation (5) will be used where the discharger has failed to meet their approved BOD limit on more than two instances in a financial year.

U_e is the excess mass charging rate U_e ($/kg) for BOD is calculated as:

$$Ue = 2C \times \frac{(\text{Actual BOD} - 300\text{mg/L})}{600\text{mg/L}} \times 1.05^{\frac{(\text{Actual BOD} - 600\text{mg/L})}{600\text{mg/L}}} \quad (2)$$

Where: C = Charging rate ($/kg) for BOD_5 600mg/L

Actual BOD = Concentration of BOD_5 as measured in a sample

D7 Non-compliance liquid trade waste charges

Non-compliance charges for Category 1 and 2 dischargers

If the discharger has not installed or maintained appropriate pre-treatment equipment, the following non-compliance trade waste usage charges will be applied for the relevant billing period:

D7.1 Category 1 discharger - non-compliance charges

The trade waste usage charge ($/kL) as per Council's Management Plan will be applied.

D7.2 Category 2 discharger – non-compliance charges

For Category 2 discharger, a non-compliance charge will be in excess of 8 times trade waste usage charge as outlined in the Council's Management Plan

Dischargers who have an undersized grease arrestor and improved the effluent quality by other means (e.g. increased pump-outs, installing additional pre-treatment equipment, etc.) will pay a trade waste usage charges in accordance with a Category 2 discharger.

Dischargers who cannot install a grease arrestor or those who have an arrestor with capacity significantly less than the required size and are unable to improve the effluent quality by means described above will have to pay non-compliance trade waste usage charges as per Category 2 non-compliance charge above.

D7.3 Non-compliance charges for Category 3 discharger

If a discharger in charging Category 3 fails to comply with the acceptance limits specified in council's approval conditions, following non-compliance charges will be applicable.

D7.3.1 Non-compliance pH charge

If the pH of the waste discharge by Category 3 discharger is outside the approved range, equation (3) is used for the calculation of non-compliance pH charges. This equation provides an incentive for dischargers to install and properly maintain a pH correction system, so their waste remains within the approved pH limits.

Charging rate for pH, if outside the approved range =

$$K \times \left|\text{actual pH} - \text{approved pH}\right|^{\#} \times 2^{\left|\text{actual pH} - \text{approved pH}\right|^{\#}} \quad (3)$$

[#] Absolute value to be used.

K = pH coefficient in $

***Example 4**:*

Council has approved the pH range 7.0 to 9.0 for a large discharger. pH coefficient (K) listed in council's Management Plan is $0.45

***Case 1**: pH measured 6.0*

Charging rate for pH ($/kL) = 0.45 x $\left|6 - 7\right|^{\#} \times 2^{\left|6-7\right|^{\#}}$ = $0.90/kL

***Case 2**: pH measured 11.0*

Charging rate for pH ($/kL) = 0.45 x $\left|11 - 9\right|^{\#} \times 2^{\left|11-9\right|^{\#}}$ = $3.60/kL

[#] *Absolute value to be used.*

D7.3.2 Non-compliance excess mass charges

Equation (4) shall apply for non-compliance excess mass charges for various substances, except for BOD_5 where equation (5) shall apply to calculate the charging rate.

$$\text{Non} - \text{compliance Excess Mass Charges (\$)} = \frac{(S - A) \times Q \times 2U}{1000} + \frac{(S - D) \times Q \times U}{1000} \quad (4)$$

Where: S = Concentration (mg/L) of a substance in sample

A = Approved maximum concentration (mg/L) of pollutant as specified in council's approval (or liquid trade waste policy)

Q = Volume (kL) of liquid trade waste discharged for the period of non-compliance

U = Excess mass charging rate ($/kg) for the substance, as shown in council's annual Management Plan

D = Concentration (mg/L) of the substance deemed to be present in domestic sewage

D7.3.3 Non-compliance excess mass charges for BOD

The non-compliance excess mass charging rate (U_n) for BOD_5 is calculated by using equation (5):

U_n is the BOD_5 non-compliance excess mass charging rate in ($/kL).

$$U_n = 2C \times \frac{(A - 300mg/L)}{600mg/L} \times 1.05^{\frac{(A - 600mg/L)}{600mg/L}} + 4C \times \frac{(Actual\ BOD - A)}{600\ mg/L} \times 1.05^{\frac{(Actual\ BOD - A)}{600mg/L}} \quad (5)$$

D8 Other applicable liquid trade waste charges

D8.1 Garbage grinders - Food waste disposal charge[12]

Additional charges will apply for a food waste disposal unit (in-sink food waste disposers/garbage grinders) in an **existing** hospital, nursing home or other eligible facility where council has permitted such installation.

These charges are in addition to category specific liquid trade waste fees and charges (e.g. Category 2 charges plus U_{Fl}).as shown below:

Food waste disposal charge ($) = B x U_F

Where: B = Number of beds in hospital or nursing home.

U_F = Annual charging rate ($/bed) for a food waste disposal unit at a hospital or nursing home.

D8.2 Solid food waste processing unit

Discharge of waste from a solid food waste processing unit (digester/composter) is classified as Concurrence Classification C and is in charging Category 3.

Excess mass charges for all parameters in excess of the deemed concentrations in domestic sewage and non-compliance charges, above the council's acceptance limits, will be applicable to the waste stream from such equipment (refer s. D6.1.for further information).

In addition, the discharger needs to bear the cost of frequent sampling as the quality of wastewater dependent on the solid waste input to the processing unit and the effectiveness of the on-site pre-treatment equipment.

D8.3 Discharge of stormwater from large open areas or large quantities of groundwater to the sewerage system

The discharge of roof, rain, surface, seepage or ground water to the sewerage system is prohibited under clause 137A of the Local Government (General) Regulation 2021 and this policy. Consideration will be given to the acceptance of limited quantities of contaminated stormwater (first flush stormwater) based on a case-by-case assessment.

If stormwater run-off from a large areas or groundwater is approved for discharge to sewer for a Category 3 discharger (e.g. saleyards), a volume based charge similar to the non-compliance usage charging rate ($/kL) for Category 2 will be applied (e.g. 5 to 10 times of Usage charging rate listed in council's Management Plan. Excess mass charges may be also applied to such discharges

D8.4 Charges for premises with multiple liquid trade waste streams

[12] For existing installations of garbage grinders only. New installations are not permitted.

Examples of premises with multiple waste streams include:

- shopping centres
- commercial strata units
- institutions, e.g. hospitals, tertiary educational facilities and correctional centres
- other premises with multiple waste streams, e.g. premises comprising food cooking/serving activities and "Boutique/artisan food" businesses. For example, a liquid trade waste application may include a restaurant or a hotel, a microbrewery, a chocolate making and/or a cheese making shops, all located on the same site.

D8.4.1 Shopping centre

The trade waste annual fees will be based on whether liquid trade waste dischargers are using individual pre-treatment equipment or sharing pre-treatment equipment. The time spent on inspecting premises with multiple activities may vary significantly, thus the inspection cost may vary and affect the over cost of the annual fees.

If liquid trade waste dischargers are using individual pre-treatment equipment, Council will issue an itemized bill to centre management detailing each discharger in accordance with the charging category.

If liquid trade waste dischargers are sharing pre-treatment equipment then a bill to the centre management as per management plan for Category 2 will be issued, which covers up to four waste streams.

Council will apply trade waste usage charge based on the estimated trade waste discharge volume.

D8.4.2 Commercial strata title units

Councils will issue individual liquid trade waste bills to each owner of the strata title unit

D8.4.3 Hospitals, tertiary educational facilities and correctional centres

Council will generally issue a liquid trade waste bill to the management of the above premises.

Council will charge a Category 2 annual fee for hospitals and educational facilities.

Council will apply trade waste usage charge based on the estimated trade waste discharge volume.

If food preparation activities are carried out by an outside contractor, e.g. take away food outlets in the educational facilities. Council may issue a separate liquid trade waste bill to such individual shops, where practical. It may require an individual water meter or a check meter to be installed at the relevant service line.

D8.4.4 Other premises with multiple waste streams

There are some premises where various "boutique type" businesses are located on the same site as restaurants, café, etc. For example, a premise may include a restaurant, a microbrewery, a chocolate making shop and a cheese making business, all owned by the same owner. When a liquid trade waste application includes a few different activities on the same site, council will assess the application and determine the relevant charging categories and applicable fees and charges.

Appendix E – List of discharges Council may approve

E1 Classification A

Discharges from activities that Council can process without seeking Department concurrence, subject to complying with certain requirements.

Food preparation/serving, generating liquid waste, up to 16 kL/day	Other Activities generating liquid waste, up to 5 kL/day
Bakery (retail)	Animal wash (pound, stables, racecourse, kennels, mobile animal wash)
Bed and Breakfast (<10 persons)	Beautician
Bistro	Boiler blowdown
Boarding house/hostel kitchen	Car detailing
Butcher (retail)	Cooling towers
Café/coffee shop/coffee lounge	Craft activities (pottery, ceramics, cutting and polishing of gemstones or making of jewellery)
Canteen	Dental surgery
Cafeteria	Dental technician
Chicken/poultry shop (fresh chicken/game, retail, barbeque/roast chicken)	Dry-cleaning (separator water, boiler)
Club (kitchen wastes)	Florist
Commercial kitchen/caterer	Funeral parlour/morgue
Community hall/civic centre/function centre (kitchen waste)	Hairdressing
Day care centre	Jewellery shop
Delicatessen	Laboratory (pathology/analytical)
Doughnut shops	Laundry or laundromat (coin operated)
Fast food outlets (McDonalds, KFC, Burger King, Hungry Jack, Pizza Hut, Red Rooster, etc.)	Lawnmower repairs
Fish shop (retail—fresh and/or cooked)	Mechanical repairs/workshop
Fruit and vegetable shop (retail)	Medical centre/doctor surgery/physiotherapy— plaster of paris casts, laboratory
Hotel	Mobile cleaning units
Ice-cream parlour	Nursing home (other than food-related activities)
Juice bar	Optical services

Food preparation/serving, generating liquid waste, up to 16 kL/day	Other Activities generating liquid waste, up to 5 kL/day
Mixed business	Per shop (retail)
Mobile food van	Photographic tray work/manual development
Motel	Plants retail (no nursery or open space)
Nightclub	School (other than kitchen waste)
Nursing home kitchen	Stone working
Nut shop	Surfboard manufacturing (wet process only)
Patisserie	Swimming pools/spas/hydrotherapy pools
Pie shop	Vehicle (car) washing (by hand/wand, automatic car wash/bus wash/external truck wash or underbody/engine degrease only)
Pizza shop	Venetian blind cleaning
Restaurant	Veterinary surgery
Salad bar	
Sandwich shop	
School – canteen, home science	
Snack bar	
Supermarket (with butcher/bakery/delicatessen/seafood or roasted chicken)	
Take away food shop	

E2 Classification B

Discharges from activities that Council can process without seeking Department concurrence, subject to complying with certain requirements.

Activity	Maximum daily discharge volume (kL)
Auto-dismantler	20
Bus/coach depot with an existing refuelling point and/or a dump point	20
Bakery (wholesale)—bread only	20
Boutique or artisan food (for example, honey processing, confectionary, jams, pickles, juices, cheese)	1 (not to exceed 5 kL/week)

Activity	Maximum daily discharge volume (kL)
Butcher (wholesale)	20
Construction equipment, agricultural equipment and equipment hire maintenance and cleaning	20
Cooling towers over 500 L/h (non-industrial)	20
Educational facilities—tertiary institution (TAFE, university, etc.)	No limit
Engine reconditioning	5
Fish co-op	20
Hospital	No limit
Laboratory—tertiary Institution, except animal health or agricultural research, PC2 and PC3 laboratories	5
Microbrewery	5 (not to exceed 10 kL/week)
Oyster processing—shucking	20
Panel beating	20
Photographic—graphic arts	5
Radiator repair	5
Screen printing	20
Service station covered forecourt/other refuelling points (existing only)	5
Shopping complex	No limit
Truck washing—truck platforms/flatbed/garbage truck	Optical services

E3 Classification S

Discharges from activities that Council can process without seeking Department concurrence, subject to complying with certain requirements.

Activity	Maximum daily discharge volume (kL)
Tankered human waste (septic tank waste, ablution block waste, portable toilet waste, sludge from on-site aerated wastewater treatment for single households)	20
Dump point waste (bus, RV, caravan or motorhome)	No limit
Ship-to shore pump out facility waste	No limit

Appendix F – Legislative provisions

Provisions in the Local Government (General) Regulation 2021 in regard to acceptance of liquid trade waste into the sewerage system

Clause 25 Matters to accompany applications relating to discharge into sewers

An application for approval to discharge trade waste into a sewer under the control of a Council or that connects with such a sewer must be accompanied by the information required by Table 1 of the Liquid Trade Waste Management Guidelines[#].

Clause 28 Approval to discharge waste into sewers: concurrence required

A council must not grant an approval under section 68 of the Act to discharge trade waste (whether treated or not) into a sewer of the council unless the Director-General[*] of the Department of Trade and Investment, Regional Infrastructure and Services (or that Director-General's nominee) has concurred with the approval.

Note: Section 90 (2) of the Act permits any person or authority whose concurrence is required before an approval may be granted to give the council notice that the concurrence may be assumed (with such qualifications or conditions as are specified in the notice).

Clause 32 Disposal of trade waste

(1) An approval to dispose of trade waste into a sewer of the council is subject to such conditions (if any) as the council specifies in the approval.

(2) In imposing any such conditions, the council is to have regard to the matter set out in Table 5 of the Liquid Trade Waste Management Guidelines[#].

Clause 159 Prevention of waste and misuse of water

The owner, occupier or manager of premises to which water is supplied by the council must:

(a) prevent waste of water by taking prompt action to repair leaking taps, pipes or fittings located on the premises

(b) take any other action that is reasonable to prevent waste and misuse of water.

137A Substances prohibited from being discharged into public sewers

(1) For the purposes of section 638 of the Act (Discharge of prohibited matter into sewer or drain), roof, rain, surface, seepage or ground water is prescribed as prohibited matter.

(2) This clause does not apply in relation to:

(a) a discharge that is specifically approved under section 68 of the Act, or

(b) a discharge into a public drain or a gutter of a council, or

(c) a discharge in an area of operations within the meaning of the *Sydney Water Act 1994* or the *Hunter Water Act 1991* .

143 Inspection of pipes and drains and measurement of water and sewage

(1) The council may, at any reasonable time:

(a) inspect any service pipe connected to a water main, and

(b) inspect any drain connected to a sewer main, and

[*] In accordance with the *Government Sector Employment Act 2013*, this is the Secretary of the NSW Department of Planning and Environment.

(c) install meters or other devices for measuring the quantity of water supplied to, or the quality and quantity of sewage discharged from, premises, and

(d) measure the quantity of water supplied to, or the quality and quantity of sewage discharged from, premises, and

(e) inspect any pre-treatment devices connected to the council's sewerage system.

(2) The occupier of the relevant premises must provide to the council such information as it requires to enable it to estimate the quantity of water actually supplied to, or the quality and quantity of sewage actually discharged from, the premises.

(3) In this clause,
"pre-treatment device" means any device used to reduce or eliminate contaminants in trade waste, or to alter the waste's nature, before it is discharged into a sewer.

SCHEDULE 12 – Penalty notice offences

Column 1	Column 2
Offence under *Local Government Act 1993*	Penalty
Section 626 (3)-carry out without prior approval of council an activity specified in item 4 of Part C (Management of waste) of the Table to section 68	$330
Section 627 (3)-having obtained the council's approval to the carrying out of an activity specified in item 4 of Part C (Management of waste) of the Table to section 68, carry out the activity otherwise than in accordance with the terms of that approval	$330

[#] "Liquid Trade Waste Management Guidelines" means the Guidelines of that name produced by the Department of Energy, Utilities and Sustainability in March 2005, as in force from time to time. The 2005 Guidelines have now been superseded by *Liquid Trade Waste Management Guidelines, 2021*.

7.3 Review of 2014 Pedestrian and Cycling Plan

File Number: D24/1044

Author: Dirk Wymer, Director-Infrastructure & Operations

RECOMMENDATION

1. **That Council endorses the draft 2024 Review of Pedestrian and Cycling Plan for the purpose of public exhibition for a minimum of twenty eight (28) days in accordance with the Community Engagement Strategy.**
2. **That following the public exhibition the Director – Infrastructure & Operations provide a further report to Council for the formal adoption of the draft 2024 Review of Pedestrian and Cycling Plan considering any submissions made.**

INTRODUCTION

Council's Pedestrian and Cycleway Plan was adopted in 2014. The following tables indicates the projects that have been completed since the adoption of the plan, or identified in another masterplan document; in Cowra and in the Villages.

Project No.	Cowra Project Description
C1	Upgrade the Cowra CBD in accordance with the CBD Masterplan Plan and ensure all pedestrian and bicycle facilities comply with relevant design standards.
C2	Construct a shared path network connecting both sides of the Lachlan River; included in Lachlan River Master Plan.
C3	Provide a shared zone environment at Railway Lane from Brisbane Street to Darling Street
C4	Construct a concrete footpath or shared path on Railway Lane from Darling Street to Fitzroy Street.
C5	Construct a concrete shared path from the Lachlan River to the Erambie Mission (on Legh Street, Lachlan Valley Way and Edgell Park Cowra from Waratah Street to the Cowra Bridge).
C6	Stencil / line-mark arterial roads and collector roads
C7	Construct a concrete footpath or shared path across the Cowra to Eugowra Railway, connecting Brisbane Street to Brisbane Avenue.
C8	Construct a concrete footpath on Mulyan Street from Victor Street to Logan Street.
C10	Construct a concrete shared path network to the west and south-west of Cowra High School (on Pridham Street, Redfern Street, Evans Street and Victor Street).
C12	Erect pedestrian fencing and new pedestrian crossings at the roundabout intersection at Vaux and Brisbane Streets.
C13	Erect warning signage and trial gap free surface on the Darbys Falls Bridge Cowra (timber decked structure) to allow cyclists to safely cross the bridge. Replacement

Project No.	Cowra Project Description
	concrete bridge has shoulder width suitable for cyclists both directions
C15	Extend the shared path network at the Cowra Peace Precinct by utilising part of the road carriageway on Sakura Avenue.
C16	Construct a child safety awareness training facility at Europa Park.
	This pathway provides a pedestrian link from Mulyan Public School through Wellington Street to the surrounding residential areas. The project was identified as being eligible for grant funding under the 2020/2021 Walking and Cycling Program (Transport for New South Wales).

Additionally, Project C9 Evans Street to Redfern Street shared pathway is currently under construction.

Projects that have been completed in the villages include:

Project No.	Village Project Description
G1	Gooloogong School to commercial precinct footpath link
G2	Main Street pedestrian improvements
WY2	Construct a bitumen sealed shared path on First Avenue Wyangala from the tennis court park to the Wyangala Country Club.

BACKGROUND

2024 Review of Pedestrian and Cycling Plan (PACP)

It is 10 years since the adoption of the 2014 plan and Council has implemented many of the recommended improvements to the walking and cycling network.

The Review of the Pedestrian and Cycling Plan 2024 has been prepared and forms the basis of a 10-yearly review of walking and cycling conditions in the Cowra Shire.

An updated program of improvements has been investigated, mapped and prioritised to guide Council's investment in new walking and cycling facilities over the next 10-year period. Given there are limited funds available to undertake this work, the Plan proposes targeted improvements or 'interventions' that are assessed to have the greatest benefits and user support.

The structure of the 2024 Review of the PACP is as follows:

Section 1	The scope of the Cowra Shire Pedestrian and Cycling Plan is to provide Cowra Shire Council with a local-level understanding of: • The existing pedestrian and cycling network across the Cowra Shire. • The key issues of concern and interest with regard to existing pedestrian and cycling activities, safety and demographics. • Recommendations of potential improvements to the existing pedestrian and cycling network infrastructure, catering for various user groups. • Suggested behavioural change strategies to encourage an increase in active transport in Cowra Shire.

Section 2	Updates the information provided on the 'Study Area' (Cowra LGA) Figure 1 is an extract of the Cowra Local Strategic Planning Statement which shows the location of the Cowra Local Government Area in the context of the Central West Region of New South Wales.
Section 3	A brief summary of key points from existing strategies and policies is provided. These documents have been used as reference points throughout the project to ensure the Cowra Shire Pedestrian and Cycling Plan remains focused on the strategic directions and addresses key deficiencies within the network in a manner that is consistent with the wider network.
Section 4	The 2014 Plan provides the current strategic framework for improvements to walking and cycling facilities throughout the LGA. It has now been 10 years since the adoption of the 2014 Plan and Council has managed to implement many of the recommended improvements to the walking and cycling network. The Cowra Pedestrian and Cycling Plan 2024 is a 10 yearly review of walking and cycling conditions in the Cowra Shire. Given the extensive nature of community consultation completed as part of the 2014 Plan, Council does not propose a similar engagement as part of the 2024 review process. Instead, the review has considered the findings of community consultation undertaken by Council with a number of other recent strategic projects completed by Council including the Local Strategic Planning Statement and the Village Action Plan 2020. The recommended improvements have also been identified through consultation with the Access Committee under Section 355 of the Local Government Act (1993) and Traffic Committee of Council.
Section 5	Audits the existing facilities through the 'Local Context'; demonstrated through the audit mapping.
Section 6	Identifies the methodology of PACP Network Planning which is: *There are a number of different path users within the community, each of which has varying expectations, characteristics and skills that need to be provided for.* *There are certain areas of the Cowra Shire that generate significantly more pedestrian and bicycle activity than other areas. Identifying activity generators is particularly important to consider in the Cowra Shire Pedestrian and Cycling Plan.* *In Cowra, the aim is to connect primary activity areas, secondary attractors and residential areas via an integrated network of footpaths, on-road cycling lanes and shared paths.* *The key activity areas and active transport networks have been identified in the suite of maps that have been developed in support of this plan.*
Section 7	Proposes the Improvement Plans through mapping

Section 8 provides the project prioritisation matrix and the initial draft project prioritisation matrix is as follows.

Project No.				Does it fill a network gap?	Has it been identified in consultation?	Has it been identified by an audit?	Will it benefit more than one user type?	Will it be suitable for all users?	Is it located in a high activity area?	Does it improve pedestrian and cyclist visibility?	Is it in a hazard area?	Does it improve road safety awareness behaviour?	Will it reduce speed?	Would it be peer supported?	Is it practical?	Is it a cost effective solution?	Total
Place	**Project Description**	**From**	**To**														
General Projects																	
Project # 1	Investigate the requirements for the establishment of a Mountain Bike Track for Cowra										N/A						
Project # 2	Review subdivision design standards to ensure that all new arterial and collector roads are constsructed with a bicyle route facility on at least one side of the road										N/A						
Project # 3	Review subdivision design standards to ensure compliance with relevant pedestrian and cycling design standards										N/A						
Project # 4	Investigate the feasibility of using the Cowra to Eugowra railway reserve for a shared path installation			2	3	2	4	5	3	2	3	3	3	4	4	2	40
Project # 5	Public a tourism / directional map showing Mountain Bike (MTB) trails located in the Wyangala and Mt McDonald area										N/A						
Project # 6	Continue to investigate with Cabonne Shire Council the merits of providing a cycling route between Cowra and Canowindra / Eugowra			2	3	2	3	3	4	4	4	4	3	3	2	1	38
Project # 7	Undertaken a comprehensive audit of all kerb ramps in Cowra, Gooloogong, Woodstock and Wyangala to identify where new ramps are required or where improvements are required to existing ramps.										N/A						
Project # 8	Review the existing kerbside environments at Mulyan Public School and Cowra Public School to determine where safety improvements can be made to 'kiss and drop areas' and general crossing locations										N/A						
Cowra Projects																	
Project # 1	Lachlan Valley Way / Edgell Park shared path installation	Edgell Park (existing path)	Low Level Bridge Road	5	5	5	5	5	5	4	4	4	3	5	5	4	59
Project # 2	Lachlan Street on-road path installation	River Park	Cowra Van Parrk	5	5	5	4	5	5	5	4	4	3	4	5	4	58
Project # 3	Lynch Street shared path installation	Short Street	Europa Park	5	4	5	5	4	5	5	4	4	3	4	3	4	55
Project # 4	Sculpture Park path installation	Sculpture Park	Ssakura Avenue	4	4	4	5	4	5	5	4	4	4	4	4	4	55
Project # 5	Yarrabilly Drive pedestrian path installation	Binni Creek Rroad	Sakura Avenue	4	4	4	4	4	5	5	4	4	4	4	4	4	54

Project No.				Does it fill a network gap?	Has it been identified in consultation?	Has it been identified by an audit?	Will it benefit more than one user type?	Will it be suitable for all users?	Is it located in a high activity area?	Does it improve pedestrian and cyclist visibility?	Is it in a hazard area?	Does it improve road safety awareness behaviour?	Will it reduce speed?	Would it be peer supported?	Is it practical?	Is it a cost effective solution?	Total
Place	**Project Description**	**From**	**To**														
Project # 6	Low Level Bridge Rd on-road footpath	Redfern Street	Boorowa Road	4	4	4	4	3	5	5	4	4	4	4	3	4	52
Project # 7	Weroona pedestrian path link	Wahroonga / Comerford St	Flint Street	4	3	4	4	4	5	5	3	4	4	4	4	4	52
Project # 8	West Cowra pedestrian path links	Various	Various	5	4	4	3	4	4	4	3	4	3	4	4	3	49
Project # 9	Mees Street pedestrian path installation	Lyall Street	Legh Street	4	4	4	3	4	4	4	3	3	3	4	4	4	48
Project # 10	Bourke Street pedestrian path installation	Nangar Street	Victor Street	4	4	4	3	4	3	3	2	3	3	4	4	4	45
Project # 11	Lachlan River pedestrian / cycling bridge	Edgell Park	River Park	4	4	4	4	4	4	3	2	3	3	4	2	2	43
Project # 12	Neila Street pedestrian path installation	Taragala Street	Brisbane Street	4	3	4	3	3	3	3	3	4	3	3	4	3	43
Project # 13	Brisbane Ave / Whitby St pedestrian path installation	Courallie Street	Darling Avenue	4	3	4	3	3	3	3	3	3	3	3	4	3	43
Project # 14	Cowra Van Park pedestrian path installation	River Park	Low Level Bridge Road	3	3	4	4	3	4	3	3	3	3	3	4	3	43
Project # 15	Macassar Street pedestrian path installation	Redfern Street	Scenic Drive	4	3	4	4	3	4	3	3	3	3	3	3	3	43
Project # 16	Macquarie Street pedestrian path installation	Liverpool Street	Macassar Street	4	3	4	4	3	4	3	3	3	3	3	3	3	42
Project # 17	Acacia Cct pedestrian path installation	Evans Street	Evans Street	3	3	4	3	3	2	3	2	3	3	2	3	3	37
Project # 18	London Drive pedestrian path installation	Evans Street	Tokyo Place	3	3	4	3	3	2	3	2	3	3	2	3	3	37
Project # 19	Amaroo Avenue shared path instsallation	Binni Creek Road	Existing shared path	3	2	3	3	3	2	3	2	3	3	2	3	3	34
Project # 20	Canowindra Road / Doncaster Drive shared path installation	Evans Street	Binni Creek Road	2	2	1	3	3	2	3	1	2	2	1	2	1	25
Project # 21	Karinya Street pedestrian path installation	Binni Creek Road	Existing shared path	2	2	2	2	3	1	2	1	2	2	2	2	2	25
Project # 22	Binni Creek Road shared path installation	Evans Street	Farm Road	2	2	2	2	2	1	2	1	2	2	1	2	2	23
Project # 23	Vaux Street pedestrian refuge installation	Vaux Street	Vaux Street	0	1	3	3	2	2	3	1	2	1	2	2	1	23
Project # 24	Keswick Street pedestrian path installation	Redfern Street	Macquarie Street	2	2	2	2	2	1	1	1	2	2	2	2	1	22
Project # 25	Brisbane Lane pedestrian path installation	Brisbane Lane	Saje Court	1	2	2	2	2	2	1	1	2	2	2	2	1	22

Project No.				Does it fill a network gap?	Has it been identified in consultation?	Has it been identified by an audit?	Will it benefit more than one user type?	Will it be suitable for all users?	Is it located in a high activity area?	Does it improve pedestrian and cyclist visibility?	Is it in a hazard area?	Does it improve road safety awareness behaviour?	Will it reduce speed?	Would it be peer supported?	Is it practical?	Is it a cost effective solution?	Total
Place	**Project Description**	**From**	**To**														
Project # 26	Binni Creek Road pedestrian path installation	Binni Creek Road	Cowra Skate Park	2	2	2	2	2	2	1	1	1	1	2	2	2	22
Project # 27	Pitt Street pedestrian path installation	Pitt Street	Netball Courts	2	2	2	2	2	2	1	1	1	1	2	2	2	22
Project # 28	Binni Creek Road pedestrian path installation	Amaroo Avenue	Dowell Street	2	2	2	2	2	2	1	1	1	1	2	2	2	22
Project # 29	Young Road pedestrian path installation	Lyall Street	Waratah Street	2	1	2	2	2	2	1	1	1	1	2	2	2	21
Project # 30	Taragala Street shared path installation	Vaux Street	Brougham Street	2	1	2	2	2	2	1	1	1	1	2	2	2	21
Project # 31	Farm Road shared path installation	Binni Creek Road	Cowra POW Camp	0	1	1	2	2	1	1	1	1	1	1	2	1	14
Project # 32	Lachlan Valley Way road shoulder widening	Noonbinna Road	Grenfell Road	0	1	0	1	1	1	1	1	1	1	1	1	0	10
Woodstock Projects																	
Project # 1	Woodstock Soldiers Memorial Park path link	Purcell Drive	Noyeau Street	5	5	5	5	5	5	4	4	4	3	5	4	3	57
Project # 2	Carrington Street pedestrian path installation	Parkes Street	Waugoola Street	4	5	5	4	4	4	4	3	4	3	5	4	4	54
Project # 3	Waugoola Street pedestrian path installation	Carrington Street	Rankin Street	4	5	5	4	4	4	4	3	4	3	5	4	4	54
Gooloogong Projects																	
Project # 1	Log Cabin pedestrian path link on Main Street	Main Street	Main Street	4	5	5	4	4	4	4	3	4	3	5	4	4	54
Project # 2	Racecourse and Showground path link	King Street	Nelligan Lane	3	4	4	4	3	3	4	3	4	3	4	4	3	46
Project # 3	Main Street pedestrian path installation	East Street	Bank Street	3	4	3	4	3	3	4	3	4	3	3	4	3	44
Project # 4	Road stencilling - Forbes, Cowra and East Streets	As described	As described	1	4	2	2	2	3	4	2	4	4	3	4	4	39
Wyangala Projects																	
Project # 1	Wyangala Public School path link	First Avenue	Wyangala Public School	4	4	4	3	4	3	3	3	3	3	4	4	3	45
Project # 2	Dissipator Park shared path link	Trout Farm Road	Dissipator Park	3	3	2	3	3	4	3	4	3	3	4	3	2	40

The comments received on the first draft have been addressed as follows:

Comments Received	**Amended Text**
Executive summary stated "most people walk to work or school".	Many people in Cowra Shire walk to work or school and to other local destinations such as local shops, cafés, clubs, post office and town / village swimming pool. Others walk or run on a regular basis for fun and fitness.
Suggest adding a section on the benefits for tourism in the executive summary	High quality walking and cycling infrastructure also attracts local tourism, with many visitors preferring to explore local attractions on foot or by bike, contributing to the local economy through spending on accommodation, food and attractions.
Highlight more of the themes of the "NSW Guide to Walkable Public Space", specifically being inclusive of people of all abilities being able to "walk" the town. Expand the user type of "Young Children" as a network to "Young Families" and have this consider a broader scope of pram compatibility, walking in groups, need for pedestrian islands etc	Page 12 includes further explanation on the ten principles in the Guideline, as well as additional commentary regarding the quality of open space in Cowra, the need for continued investment in these areas including the need for consideration of the Guideline as part of future planning processes. Section 6 Network Planning (page 35) states: There are a number of different path users within the community, each of which has varying expectations, characteristics and skills that need to be provided for. The needs of different user types are discussed including: • Access Impaired (page 36) • Children and Young Families (page 37)
Cowra has one of the highest rates of jaywalkers. I'm not sure if you recall this, I think it came from a Transport for NSW briefing. But it would be good to highlight the need for road safety considering our place of connecting highways.	Under 'Safety' on Page 38 of the Strategy document: In Cowra, there is an increased need for a focus on safety when planning for walking and cycling within our community. Geographically, Cowra lies in the heart of the Central West and is at the junction of three main highway systems. This creates competing interests between road users travelling through the Township and those using the local walking and cycling network.
The strategy to have more of a focus on enhancing signage in order to encourage walking and cycling e.g. signposts to tourist locations with cycle paths or amount of time to walk/cycle. As well as consistent signage to all the wonderful things we are trying to direct people to! For discussion today	Signage and Linemarking is discussed in Section 6 Network Planning (page 42)

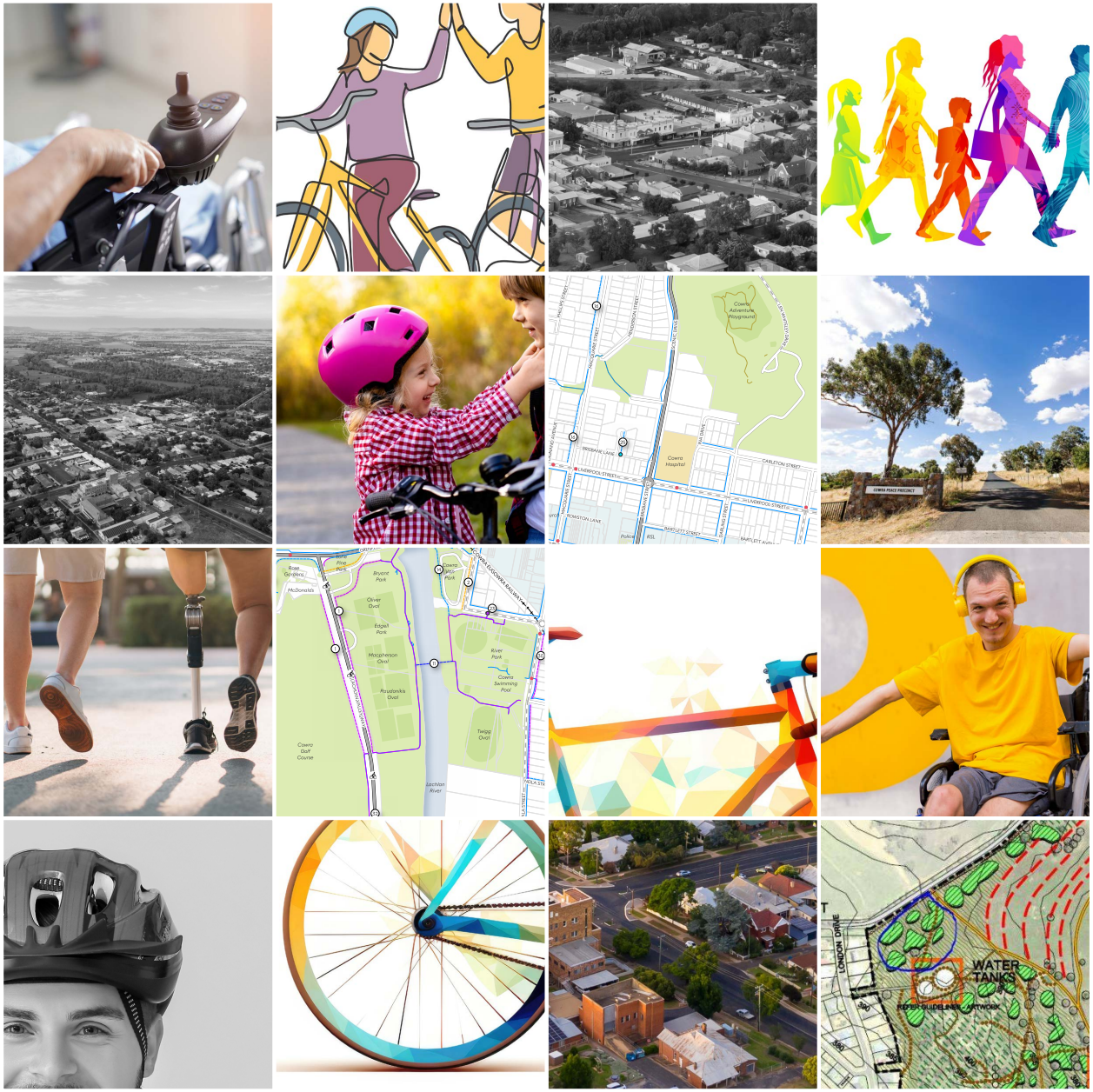
BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

1. 2024 Review of Pedestrian and Cycling Plan ⇩

Cowra Council



COWRA

Pedestrian + Cycling Plan

2024

DOCUMENT CONTROL

PROJECT REPORT DETAILS	
Document Title	Cowra Pedestrian & Cycling Plan 2024
Responsibility	Cowra Infrastructure & Operations
Date of Adoption	
Council Resolution	

DOCUMENT STATUS	
Revision	D
Status	Draft
Date	June 2024

EXECUTIVE SUMMARY

Through the Cowra Shire Community Strategic Plan and the Cowra Local Strategic Planning Statement, Council is committed to supporting healthy living and sustainable active transport for all members of the community. The focus is to make pedestrian and cycling activities a safe, healthy and attractive travel option for our community.

Many people in Cowra Shire walk to work or school and to other local destinations such as local shops, cafés, clubs, post office and town / village swimming pool. Others walk or run on a regular basis for fun and fitness.

High quality walking and cycling infrastructure also attracts local tourism, with many visitors preferring to explore local attractions on foot or by bike, contributing to the local economy through spending on accommodation, food and attractions.

Through strategic planning, it is possible to increase walking and cycling activity within our community by ensuring facilities are properly identified, located, designed and prioritised. Strategic planning also provides opportunity for involvement from the community to ensure walking and cycling improvements meet their needs and aspirations, including the needs of people with a disability.

The Cowra Shire Pedestrian and Cycling Plan 2014 provides the current strategic framework for improvements to walking and cycling facilities throughout the LGA. The 2014 plan:

- Focuses on the Cowra Township as the main centre of activity in the Shire and also includes a framework for Gooloogong, Woodstock and Wyangala (which are main villages in the Cowra Shire requiring improvements to walking and cycling conditions).
- Was the culmination of extensive research and community engagement, where input was sough from a wide range of transport professions, educators, medical practitioners, community groups and organisations as well as pedestrian and cycling enthusiasts.
- Identified a range of infrastructure improvements and social initiatives aimed at enhancing pedestrian and cycling safety throughout the Shire.

It has now been 10 years since the adoption of the 2014 plan and Council has managed to implement many of the recommended improvements to the walking and cycling network.

The Cowra Pedestrian and Cycling Plan 2024 has been prepared and forms the basis of a 10 yearly review of walking and cycling conditions in the Cowra Shire. An updated program of improvements has been investigated, mapped and prioritised to guide Council's investment in new walking and cycling facilities over the next 10 year period.

Given there are limited funds available to undertake this work, the Plan proposes targeted improvements or 'interventions' that are assessed to have the greatest benefits and user support.

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01 PROJECT INTRODUCTION

Scope

The scope of the Cowra Shire Pedestrian and Cycling Plan is to provide Cowra Shire Council with a local-level understanding of:

- The existing pedestrian and cycling network across the Cowra Shire.
- The key issues of concern and interest with regard to existing pedestrian and cycling activities, safety and demographics.
- Recommendations of potential improvements to the existing pedestrian and cycling network infrastructure, catering for various user groups.
- Suggested behavioural change strategies to encourage an increase in active transport in Cowra Shire.

Objectives

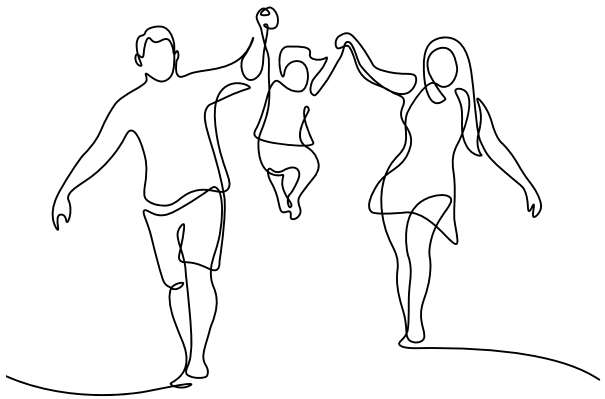
The Cowra Shire Pedestrian and Cycling Plan provides the framework for the development and coordination of pedestrian and cyclist facilities in the Cowra Shire. The specific objectives of the Cowra Shire Pedestrian & Cycling Plan are to:

- Establish a vision for cycling and walking on formed paths in the Cowra Shire.
- Identify the needs of all types of pedestrians and cyclists, including people with a disability, seniors, children, commuters, fitness and tourists.
- Facilitate improvements in the level of pedestrian / cyclist access and priority, particularly in areas of high concentrations of these groups.
- Improve the pedestrian and cycling network through the provision of on-road and off-road facilities that fill gaps in the network, address safety concerns, caters for high demand areas and raises community awareness and participation.
- Identify opportunities for the provision of end-of-trip facilities such as bicycle racks, water points, seating, toilets, maps, user guides and route signage.
- Complement the existing and proposed networks located in adjoining local government areas and land administered by other government agencies.
- Identify strategies that raise awareness of the merits of active transport within Cowra Shire.
- Ensure pedestrian and cycling facilities are employed in a consistent and appropriate manner.
- Propose prioritised measures, with associated costs, which can be realistically implemented over a 10 year period.

Vision

The vision is that Cowra will be recognised as a bicycle and pedestrian friendly Shire, with quality formed footpaths and cycleway facilities which provide safe, convenient and enjoyable experiences.

02 THE STUDY AREA



The Region

The Cowra Shire is a part of the Central West region of New South Wales, which is geographical heart of New South Wales. According to Regional Development Australia, the Central West region is home to over 181,000 people within the 11 local government areas (LGAs) of Bathurst, Blayney, Cabonne, Cowra, Forbes, Lachlan, Lithgow, Oberon, Orange, Parkes and Weddin. It covers an area of 63,000 square kilometres starting at the temperate, elevated Central Tablelands on the western side of the Blue Mountains and extends almost 500km to the semi-arid Central West plains.

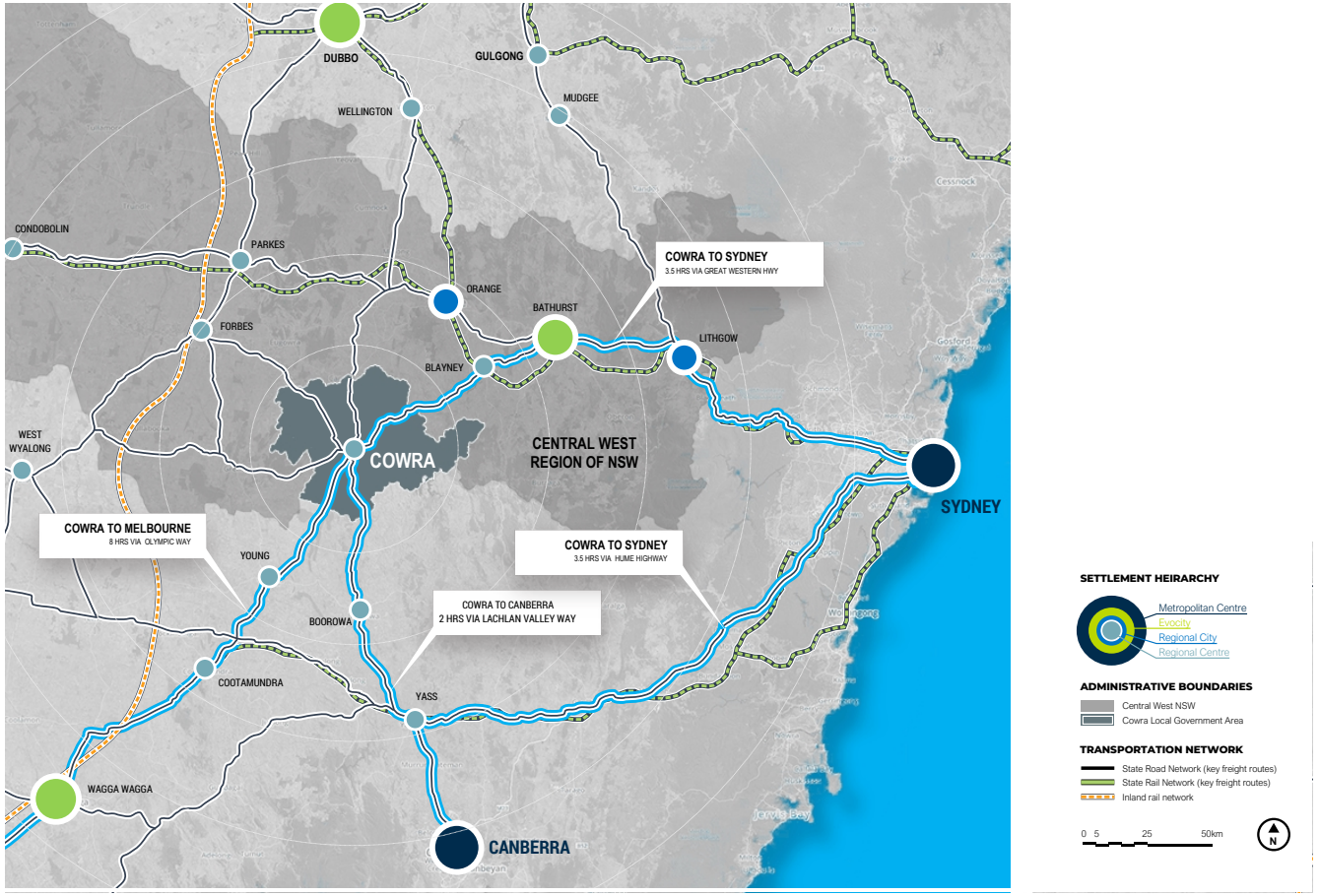
The wider region is referred to as the Central West and Orana Region and includes the Local Government Areas of Bogan, Coonamble, Dubbo, Gilgandra, Mid-Western, Narromine, Oberon, Warren and Warrumbungle. Including these areas, more than 290,000 people live in the region. According to NSW Department of Planning, the population of the wider region is expected to grow to around 325,000 people by 2041, with the mainstay of growth to occur in Bathurst, Dubbo, Orange, Cowra, Forbes, Lithgow, Mudgee and Parkes. Each centre has its own catchment, drawing people from the surrounding communities for employment, services and social networks. Generally, the regions population is dispersed across many settlements, which creates travel patterns that are dispersed and varied.

The region has strong east to west road and rail connections across the Blue Mountains to Sydney, through the Lower Hunter Valley to Newcastle, and to the Western region through Dubbo and Parkes. There are also strong north to south links to the New England, Southern and Murray-Murrumbidgee regions by road along the Mitchell, Newell and Olympic Highways.

According to the Central West Regional Transport Plan, economic growth and transport connections to major centres and services are key priorities for the majority of people in the region. Poor access to transport contributes to social disadvantage and accessibility issues associated with long distances and limited public transport options.

Figure 1 is an extract of the Cowra Local Strategic Planning Statement which shows the location of the Cowra Local Government Area in the context of the Central West Region of New South Wales.

Figure 1 - Central West Region Map



The Cowra Shire

Location

Cowra Shire covers an expansive area of 280,960 hectares and is located in the fertile Lachlan Valley of Central West NSW.

Cowra Township is the primary area for residential, business, community and civic activity, as well as passive and active public recreation.

The surrounding rural areas are as much a part of Cowra as the township itself. Aside from an expansive agricultural district, there are eight village settlements including Woodstock, Gooloogong, Wyangala, Darbys Falls, Morongla, Noonbinna, Billimari and Wattamondara. The neighbouring settlements of Koorawatha and Canowindra are also contributors to the social and economic fabric of the Shire.

Together, the village settlements in the Cowra Shire are an integral part of our local identity and provide important opportunities for alternative housing and lifestyle choices. Each village actively works to support the social well-being of their respective surrounding farming districts.

The location of the Cowra Local Government Area and local towns and villages are shown in the Figure 2.

Figure 2 - Cowra Shire LGA Map

Population

According to the 2021 census data, the Cowra Shire has an estimated resident population of approximately 12,759 people. The population of the Cowra Urban Area is 8,229 people, with the balance of people living throughout the agricultural areas of the Shire, or in one of the eight village settlements.

The Cowra Shire community is predominately an adult population with approximately 79% of all persons aged over 18 years. The average age of the Cowra population is 47 years (which has increased from 45 at the last census) and is 9 years above the Australian average (2021 ABS Census).

Similar to many other areas in the Central West region, the demographic structure of Cowra Shire is expected to become significantly older. People older than 65 will make up a quarter of the region's population by 2041. Cowra is one of 5 LGA's that is expected to have the highest proportion of its population (>30%) over the age of 65. Drivers of this change include increased life expectancy, outward migration of younger people and increased in-migration of retirees and other older people seeking a change in lifestyle.

The projected ageing of the population in Cowra Shire means that, over time, disability access and safety issues related to older road users will have a greater impact.

Access to support services and a long-term focus on improving active transport and mobility options are important issues to cater to the needs of existing and future residents.

Community Profile

The Cowra Local Strategic Planning Statement presented profile of the key demographic statistics for the Cowra Shire including household, economic and land-use statistics. These information is recycled and shown in Figure 3 as follows.

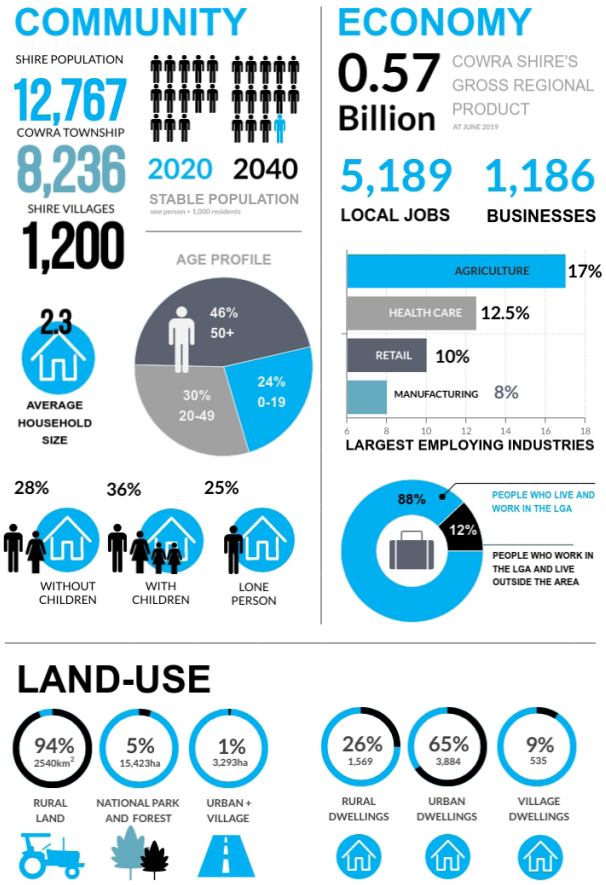
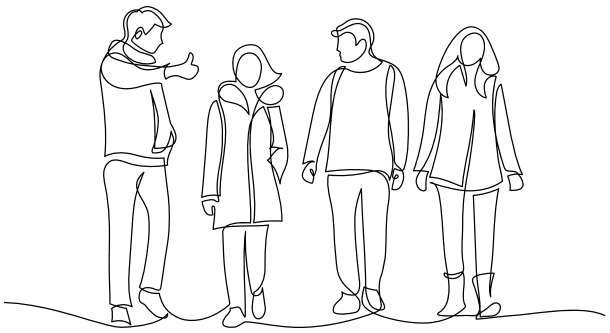


Figure 3 - Cowra Community Profile

03 STRATEGIC CONTEXT



STATE POLICY
REGIONAL POLICY
LOCAL POLICY

Future Transport Strategy 2056

The strategy sets the strategic directions for Transport to achieve world-leading mobility for customers, communities, businesses and our people. It's part of a suite of government strategies, policies and plans that integrate and guide land use and transport planning across NSW.

Key outcomes of the Strategy include:

- Transport is seamless, interactive and personalised.
- Transport enhances liveability, amenity and economic success.
- Transport enables economic activity.
- Transport occurs safely across a high performing and efficient network.
- Transport is not limited by age, ability or personal circumstances.
- Transport is affordable and supports emissions reductions

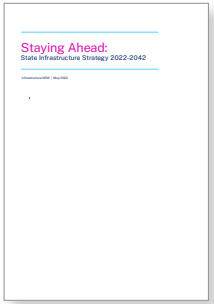
In the Cowra Shire context there are strategies dealing with safer speed settings on regional roads, improving freight efficiency and road freight corridors as well as the upgrading of road infrastructure.

STATE POLICY
REGIONAL POLICY
LOCAL POLICY

NSW Active Transport Strategy

The TfNSW Active Transport Strategy draws on the Future Transport Strategy and its vision for walking, bike riding and personal mobility. The Strategy provides a plan to guide planning, investment and priority actions for active transport across NSW. The strategy focuses on:

- 15-minute local neighbourhoods.
- Continuous and connected cycling networks.
- Improving the safety and comfort in walking and riding.
- Children's independent mobility.
- Supporting multi-modal journeys by integrating active and public transport.
- Enabling first and last mile freight delivery via active transport.
- Promoting walking and cycling behaviour change.
- Supporting emerging technology choices.
- Enhancing visitor and tourism experiences.



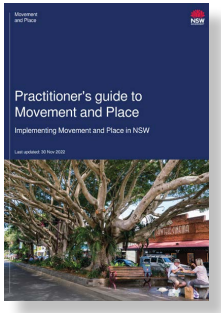
STATE POLICY
REGIONAL POLICY
LOCAL POLICY

NSW State Infrastructure Strategy 2022 - 2042

The 2022 SIS sets out Infrastructure NSW's advice on the infrastructure needs and priorities of the State for the next 20 years, and beyond. The strategy assesses infrastructure problems and solutions, and provides recommendations to best grow the State's economy, enhance productivity and improve living standards for our NSW community. It is updated every five years.

The 2022 State Infrastructure Strategy is framed around 9 objectives. For each of the 9 objectives, the Strategy outlines key challenges and opportunities faced by NSW, a set of strategic directions to inform priorities, and Infrastructure NSW's recommendations to the NSW Government.

One of the 9 themes is to 'Integrate infrastructure, land use and service planning'. In the context of this project, relevant strategic direction is to be given through the coordination of infrastructure, land use and service planning to meet future housing, employment, industry and community needs.

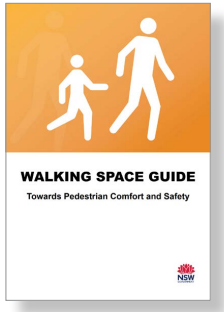


STATE POLICY
REGIONAL POLICY
LOCAL POLICY

Practitioners guide to Movement and Place

This guide provides a common structure for place-based transport and urban planning across NSW. It explains how built environment practitioners can apply a Movement and Place approach to projects and plans. The guide outlines:

- A collaborative method for practitioners, stakeholders, and the community to work together
- A shared responsibility and a shared language to support collaboration across disciplines, agencies, and levels of government
- A process for implementing this approach across a range of decisions and project types, at various scales, and throughout the life cycle of a plan, project, or asset
- Criteria for measuring and evaluating the alignment of movement and place in existing contexts and when comparing future options.



STATE POLICY
REGIONAL POLICY
LOCAL POLICY

Walking Space Guide

Walking is good for both physical and mental health. It also creates opportunities for social connections that improve community resilience. The Walking Space Guide is based on research into Australian walking comfort norms. It sets standards that will ensure that a comfortable amount of walking space is provided on streets which will encourage people to walk.

The standards are set at levels that ensure enough space is provided for everyone including:

- People with a disability
- Older people whose mobility may be impacted as a result of ageing.
- People who sustain temporary injury that limits their mobility.
- Families with young children and people using prams.
- People walking dogs.

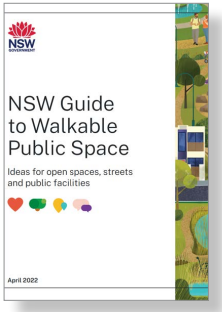
STATE POLICY
REGIONAL POLICY
LOCAL POLICY

Cycleway Design Toolbox

The aim of the Cycleway Design Toolbox (the Toolbox) is to provide guidance for practitioners on how to design for cycling and micromobility in the context of New South Wales and Greater Sydney.

This Toolbox provides practitioners with a range of design tools, being a comprehensive suite of best practice designs across a range of typical on- and off-road environments that can be tailored to their specific environment. It can be used to justify the planning, design and delivery of high-quality cycling infrastructure by demonstrating the positive impact on level of service for people cycling.

The toolbox encourages the design of new cycleways based on six design principles; safe, direct, connected, attractive, comfortable and adaptable.



STATE POLICY
REGIONAL POLICY
LOCAL POLICY

NSW Guide to Walkable Public Space

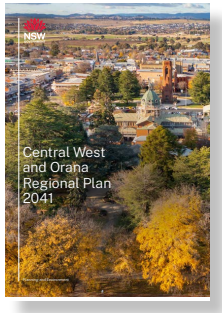
Public spaces include open spaces such as parks and plazas, streets, and public facilities such as libraries. Walkable access to public spaces enables people to connect with each other, to lead healthy lifestyles, and to enliven our local communities. This 'walking' accessibility is inclusive of people of all abilities, and is also an important way to connect with Country.

The NSW Guide to Walkable Public Space outlines why walkable public spaces are needed. It includes ideas and opportunities for how they can be created, and methods for trialling and evaluating improvements. There are 10 principles for what makes public spaces walkable, and a range of case studies that demonstrate the value of walkable public spaces in enhancing people's everyday life experiences.

The ten principles are summarised as follows:

- They connect people to each other
- They prioritise people over cars
- They are vibrant and activated
- They showcase unique local character
- They are comfortable, green and shady
- They enable a healthy lifestyle
- They connect people to places
- They feel safe day and night
- They are inclusive for everyone
- They are attractive and well maintained

Cowra Shire is enriched by it's beautifully maintained, publicly accessible and connected networks of public open space. Key precincts such as the Lachlan River Precinct have been master-planned and continue to be the focus of new investment from Cowra Council. Further improvements to our open space networks are to be a focus of Council's planning, including consideration of the ten principles under the NSW Guide to Walkable Public Space.



STATE POLICY
REGIONAL POLICY
LOCAL POLICY

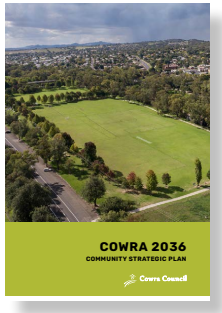
The Vision for the Region

The Cowra Shire forms part of the Central West and Orana Region of NSW and adjoins the local government areas of Cabonne (north), Blayney (north-east), Weddin (west)

The Cowra Shire is a significant contributor to the State economy, driven by agriculture, manufacturing, engineering and general urban services.

The Central West and Orana Regional Plan 2041 provides the NSW Government's vision for land-uses in the region. While not specifically targeting transport planning, the Far West Regional Plan 2041 aims for strong and connected communities and supports the expansion of transport networks and improved connections between centres and other regions to bolster business and industry growth.

Other recent regional planning work such as the NSW 2040 Economic Blueprint, Transport for NSW Future Transport 2056, NSW Services and Infrastructure Plan, regional economic development strategies and regional water strategies have been incorporated into the regional plan..



STATE POLICY
REGIONAL POLICY
LOCAL POLICY

Cowra Community Strategy Plan

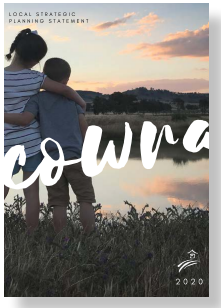
The Cowra Community Strategic Plan (CSP) creates the following long-term vision for the Cowra Shire:

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

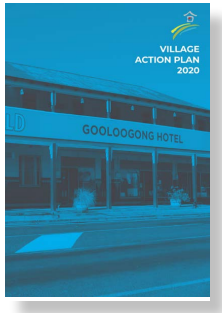
Seven Directions have been agreed upon to achieve the community's aspirations and vision for Cowra Shire, as follows:

- Health and Well-Being
- Education, Training and Research
- Lifestyle
- Governance
- Business and Industry
- Transport and Infrastructure
- Natural Resource Management.

Council takes an integrated approach to the implementation of the priorities and aspirations of the community as identified in the Community Strategic Plan. Supporting documents transform the communities priorities and aspirations identified in the plan into clearly defined strategies and actions.



STATE POLICY
REGIONAL POLICY
LOCAL POLICY



STATE POLICY
REGIONAL POLICY
LOCAL POLICY

In the context of active transport , the following strategic objectives are contained in the CSP and carried through into the 4 year delivery plan:

- T5 - Develop an integrated transport system that addresses local and regional needs in relation to road and rail.
- T5.1 - Maintain and develop footpaths and walkways to ensure the safe and efficient movement of users, including persons living with disabilities and develop pedestrian and cycling linkages in the Shire.
- T5.1.a - Review and update the Pedestrian Cycleway Plan
- T5.1.b - Seek funding for projects identified in the Pedestrian and Cycleway Plan.

Cowra Local Strategic Planning Statement

The Cowra Local Strategic Planning Statement (the Cowra LSPS) sets out the long term vision for land-use planning in the Council area. The LSPS is essentially a high-level based strategic plan for the whole of the Cowra Shire.

To achieve the vision, a total of 9 Planning Priorities have been identified. For each Planning Priority, Council has identified a number of actions and the means by which Council will monitor progress and report back to the community.

The Cowra LSPS aligns with the key goals and priorities identified in the Central West and Orana Regional Plan 2036, and the Council's own priorities in the Cowra Community Strategic Plan as well as other important planning documents and strategies of Council. Transport is identified as a key element across the Planning Priorities.

Village Action Plan

The LSPS provides the basis for strategic planning across the whole Shire and includes some broader level planning priorities for the Shire's villages. However, the LSPS is not an appropriate planning tool for the Council to identify and respond to specific or localised issues that may be relevant to the Shire's eight villages. For this reason, Council has taken the opportunity to prepare a Village Action Plan, in parallel to the LSPS.

The Village Action Plan plays an important role in supporting local residents to identify priorities and to plan and shape activities, projects and programmes to promote a sustainable village renewal, a vibrant and cohesive community, and to deliver long-term benefits and investment to the whole community.

This Village Action Plan is a working document that will help local communities work with Council and other service providers to respond to local needs and priorities as well as identifying potential funding opportunities.

The actions listed for each of the villages in the following sections are grouped into a number of 'themes', being:

- Open space, recreation and the environment
- Social and community
- Infrastructure and services
- Planning and development

Each of the matters raised by the community during the workshops has been included and, where relevant, a recommended planning response provided with indicative time-frames identified for follow up action by Council.

The Village Action Plan provides an appropriate platform for village residents to raise issues with Council that affect walking and cycling conditions in their respective villages.

04 PROJECT APPROACH

Cowra Pedestrian + Cycling Plan 2014

The Cowra Pedestrian and Cycling Plan 2014 (the 2014 Plan) was the first strategic plan introduced to the Cowra community with a specific focus on planning for pedestrian and cycling activity throughout the Shire.

Focusing on Cowra, Gooloogong, Woodstock and Wyangala (as the main centres of activity in the Shire), the 2014 Plan aimed to build an understanding of the elements that will make a good pedestrian and cycling network in the local context. More specifically, the 2014 plan aimed to develop an understanding of the following:

- The types of existing / potential pedestrians and cyclists and their needs.
- The condition of the existing pedestrian and cycling network (including existing paths, gaps and barriers).
- Where pedestrians and cyclists are going and why.
- The traffic environment (speed and volume) that pedestrians and cyclists must deal with.
- The most appropriate design options that meet pedestrian and cyclists needs, including standard and innovative options.
- The views and aspirations of stakeholders.
- The key planning and engineering principles that underpin an effective and usable network.
- Mechanisms to program / fund improvements to the active transport network.

Importantly, the 2014 Plan was the culmination of extensive research and community engagement, where input was sough from a wide range of transport professions, educators, medical practitioners, community groups and organisations as well as pedestrian and cycling enthusiasts.

Much of the community feedback focused on improvements and new routes within Cowra and connecting the rural villages and rural localities. A large number of missing links in Cowra were identified together with access issues for people with a disability, seniors and school age children. A high proportion of responses related to the requirements for safety and support facilities such as visibility, signage, increased driver awareness, bicycle racks and water stations.

2024 Review Process

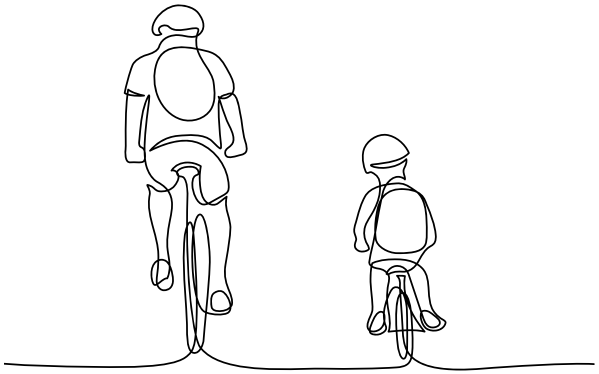
The 2014 Plan provides the current strategic framework for improvements to walking and cycling facilities throughout the LGA. It has now been 10 years since the adoption of the 2014 Plan and Council has managed to implement many of the recommended improvements to the walking and cycling network.

The Cowra Pedestrian and Cycling Plan 2024 has been prepared and forms the basis of a 10 yearly review of walking and cycling conditions in the Cowra Shire.

Given the extensive nature of community consultation completed as part of the 2014 Plan, Council does not propose a similar engagement as part of the 2024 review process. Instead, the review has considered the findings of community consultation undertaken by Council with a number of other recent strategic projects completed by Council including the Local Strategic Planning Statement and the Village Action Plan 2020. The recommended improvements have also been identified through consultation with the Access Committee and Traffic Committee of Council under Section 355 of the Local Government Act 1993.

The Cowra Pedestrian and Cycling Plan 2024 will be placed on public exhibition in accordance with the Cowra Community Participation Plan 2020 and feedback incorporated into the final plan as necessary.

05 LOCAL CONTEXT



Cowra

Community Profile

The Cowra Local Strategic Planning Statement includes the following profile for Cowra Shire

Cowra prides itself on being a picturesque, and well maintained township. Driven by Council and supported by the community, the presentation of our public spaces sets

Cowra apart from other towns and centres in the Central West. Our sporting facilities are on par with the best in the region, and the Peace Precinct is the jewel in Cowra's crown, providing wonderful passive recreation opportunities and a gateway to the area's diverse First Nation and European history.

Cowra is a successful and thriving place to do business with its CBD undergoing a major transformation with significant enhancements to the road and footpath environment.

On-going improvements and investment into the CBD are priorities for Council, and the community, to ensure that Cowra can continue to compete in the regional economy.

Cowra is a strong player in terms of regional tourism. The Cowra Japanese Garden and the Cowra Prisoner of War Camp are draw-cards for thousands of visitors annually. The Cowra Wine Show, Sakura Matsuri Festival, Christmas Street Festival, and the Festival of International Understanding are featured events on the social and cultural calendar.

Population

According to the 2021 census data, the Cowra Shire has an estimated resident population of approximately 12,759 people. The population of the Cowra Urban Area is 8,229 people, with the balance of people living throughout the agricultural areas of the Shire, or in one of the eight village settlements.

The Cowra Shire community is predominately an adult population with approximately 79% of all persons aged over 18 years. The average age of the Cowra population is 47 years (which has increased from 45 at the last census) and is 9 years above the Australian average (2021 ABS Census).

Similar to many other areas in the Central West region, the demographic structure of Cowra Shire is expected to become significantly older. People older than 65 will make up a quarter of the region's population by 2041. Cowra is one of 5 LGA's that is expected to have the highest proportion of its population (>30%) over the age of 65. Drivers of this change include increased life expectancy, outward migration of younger people and increased in-migration of retirees and other older people seeking a change in lifestyle.

The projected ageing of the population in Cowra means that, over time, disability access and safety issues related to older road users will have a greater impact.

Access to support services and a long-term focus on improving active transport and mobility options are important issues to cater to the needs of existing and future residents.

Cowra (cont.)

Recreation Areas

There are a number of recreation areas in the Cowra that are visited by tourists and locals seeking recreational, sporting and other outdoor activities. The Cowra Peace Precinct, Lachlan River Precinct, Cowra Rose Gardens, Cowra War Cemetery and Garden, and Europa Park are the most popular destinations for recreational users and tourists.

The Cowra Peace Precinct has been the subject of recent significant investments in path infrastructure, which has improved walking and cycling conditions and opportunities for residents in Cowra.

A number of other open spaces and recreational areas have formal walking and cycling paths. The connections between parks and the wider pedestrian and cycleways network is not comprehensive and there are opportunities to improve links between key attractors.

Employment Areas

The mainstay of the Cowra Shire economy continues to be agriculture, with more people employed in this sector than any other industry type (2022 ABS Census). This lends itself to travel patterns that are dispersed across the Shire.

The majority of other employment opportunities tend to be available in Cowra Township. There are four key employment precincts within Cowra, which includes the Cowra Central Business District (CBD), the West Cowra Industrial Precinct, Redfern Street and the Industrial Precinct north-west of Cowra. Outside these areas, employment is generated at isolated facilities such as the Cowra Health Centre, TAFE, schools and aged care facilities.

The Cowra CBD is the main shopping precinct for the Cowra Shire. The CBD is currently dominated by motor vehicles and parking for vehicles. Main road traffic presents a number of challenges for pedestrians in the CBD, particularly those wishing to cross Kendal Street (Cowra CBD Traffic Management and Redevelopment Master Plan 2012). The CBD is reasonably well connected to the other parts of town with footpaths.

Key roads within the Cowra Township have been marked with on-road cycling stencils which aim to encourage cycling and improve safety conditions for cycling between key attractors within the Township. End-of-trip facilities (bicycle racks) have been installed throughout the Cowra CBD and at other key destinations throughout the Township.

The industrial estate and trade centres of Cowra are dominated by manufacturing and service industries, with the majority of employees currently choosing to drive to work. The pedestrian and cycleways network to industrial areas and more isolated employment generators is patchy.

Tourism is a growing industry sector, with visitors attracted to the Shire and for its food and wine, recreation opportunities, attractive setting, events, and to catch up with friends.

Transport

The Cowra community is considered to have high car dependency for both work and leisure. Analysis of the car ownership of the households in Cowra Shire in 2021 shows that 86.1% of the households owned at least one car, while 5.9% did not. Overall, 33.3% of the households owned one car; 33.2% owned two cars; and 19.7% owned three cars or more.

The dominance of vehicle dependency is reflected in the method of travel to work with 71% of people in Cowra Shire using a vehicle - a statistic that has remained largely unchanged since the last census.

Only a small proportion of the community use alternative methods to travel to work, with walking being the most preferred with almost 5% of people walking to work (2021 ABS Census). This dependency on motor vehicles is largely the result of limited public transport coverage and the large distances between origins and destinations.

Sharp increases in fuel costs over recent years continues to have an influence on travel patterns and consumer choice. In Cowra Shire it would appear that it has given rise to an increased popularity of smaller, more fuel-efficient vehicles.

Crash data from 2018 to 2022 for the Cowra Shire was obtained from Transport for New South Wales. When compared with the data presented in the Cowra Pedestrian and Cycling Plan 2014, there has been a slight reduction in the number of crashes recorded in the Cowra Shire. Crashes involving cars and pedestrians / cyclists are most likely to occur in Cowra Township, and where incidents were recorded injuries were always recorded.

Walking and Cycling

Conditions at Cowra are ideal for walking and cycling transport. Over 90% of the town population lives within easy walking or cycling distance of the Cowra CBD, schools and workplaces. Many of the streets in Cowra are quite wide and have lower traffic volumes than in larger regional centres, which makes walking and cycling safer and more convenient transport options.

The parks in Cowra, particularly the Cowra Peace Precinct and the parks in the Lachlan River Precinct, offer ideal conditions for residents and tourists seeking active transport activities.

Cowra (cont.)

Cowra Audit Findings

An audit of existing pedestrian and cycling conditions across the Cowra Shire was undertaken as part of the original Cowra Shire Pedestrian and Cycling Plan 2014. The audit was undertaken by means of a desktop review of local data as well as drive-through, and walk-through surveys of the study area.

The initial audits were completed with the aim of identifying gaps in the network as well as the barriers to people using the networks.

It has now been ten years since the initial audits were completed. Council has now compiled a more comprehensive inventory of walking and cycling infrastructure / assets in the Shire.

Using the 2014 audit as a starting basis, an updated review of walking and cycling conditions in Cowra has been completed. The review incorporates a more comprehensive inventory of walking and cycling infrastructure / assets in the Township and also accounts for the various improvements to the walking and cycling network which have been completed following the recommendations of the 2014 plan.

Figures 4 to 12 show the findings of the updated audit. A description of the key updated audit findings for Cowra is included as follows.

Cycleways and shared paths

A number of key connector roads in Cowra Township have on-road cycling lanes which are line marked and allow for improved cycling conditions on local roads. There are also a number of locations within Cowra township where shared paths have been installed including the Cowra Peace Precinct, Lachlan River Precinct and Pridham Street.

The audit map shows key roads and networks within Cowra where cycling is known to be occurring but there are no dedicated cycling facilities - either on-road cycling lanes or shared paths. In particular, the routes along Grenfell Road, Canowindra Road, Binni Creek Road, Lachlan Valley Way, Sydney Road and Young Road and were noted for their lack of continuous cycleway paths or shared paths.

Footpaths

The map shows a relatively connected Township with footpath infrastructure linking key areas and attractors including the Cowra CBD, Cowra Peace Precinct, Lachlan River Precinct and many of the town's key community facilities, recreation areas and service districts.

The audit map shows key roads and links where dedicated footpath facilities are not provided. The audit shows that there are opportunities to improve links between West Cowra and other key attractors closer to the centre of town, and opportunities to fill gaps in the network within the CBD, Cowra Peace Precinct and parts of north Cowra.

Kerb ramps

There are a number of kerb ramps that need to be provided or need replacing due to poor alignment, grade or condition. The use of roll top kerbs without kerb ramps was observed to create problems for some pedestrians, especially people using wheelchairs on formed footpaths that cross roll top kerbs. Council's Access Committee has identified a potential solution to the lack of a kerb ramp in Busby Lane adjacent to the Coles entrance to be implemented when grant or Council funding allows.

School zones / safety around schools

Transport for NSW website information describes the 'Safety Around Schools' program area: State and local government agencies manage road safety issues around schools. School principals must approve any request to contact an agency. School communities also play a role in keeping children safe around schools. Some safety programs need active participation by community members.

Schools in Cowra are generally provided with constructed footpaths. Shared path installations have improve the connectivity of the pedestrian network in the vicinity of the Cowra High School.

Council's Traffic Committee has identified improvement projects for implementation when grant or Council funding allows:

- Vaux St pedestrian refuge
- Mulyan Primary kiss and drop zones are planned in Brisbane Street
- Cowra Primary improvements to pedestrian crossing in Brisbane Street

Obstacles

No street furniture, signs or other structures were observed to present major obstacles or hazards to pedestrians on constructed footpaths. Low overhanging tree branches and bushes were observed as obstacles on some constructed footpaths, especially along residential streets in the more established areas of Cowra and near the Cowra CBD.

Trip hazards

Footpath cracking and sections of broken paving were observed on some footpaths in the Cowra CBD. Some residential streets also showed signs of footpath deterioration or damage, such as cracks and raised concrete edges.

Excessive cross-fall

An area where cross-fall presents a problem is on Brisbane Street and Macquarie Street. The purple lines on the map show problem areas.

Road crossings

Recent improvements to the Cowra main street environment (completed by Council in accordance with the CBD masterplan) have generally improve crossing conditions for pedestrians in the Cowra CBD. The pedestrian crossings near the roundabout intersection of Vaux and Brisbane Streets are difficult to cross by pedestrians. The time provided for pedestrians to cross roads at traffic lights may be too short to allow all pedestrians to safely cross the road. There is

minimal use of kerb extensions and blisters to reduce effective road carriageway width and provide more effective road crossing points.

Waterway crossings

The Low Level Bridge over the Lachlan River is too narrow to accommodate existing pedestrian and motor vehicle movements and has wide gaps in the timber deck that presents an obstacle to cyclists wishing to use this route. The Bridge over the Waugoola Creek has been upgraded and is no longer an obstacle for cyclists that regularly use this route.

Railway crossings

No major issues observed.

Lighting

The Cowra Bridge underpass area is regularly used by pedestrians at night and is poorly lit.

Tactile indicators

Not all intersections and grade changes in the Cowra CBD are provided with tactile indicators.

Bicycle parking facilities

The audit map shows the locations where bicycle parking facilities have been installed in Cowra. The installation of additional facilities are key attractors would encourage cycling activity in Cowra.

Line marking and signage

The shared paths at the Cowra Peace Precinct and Lachlan River Precinct are generally line marked and have adequate signage installed.

Project

Cowra Pedestrian Access + Mobility Plan 2024

Figure Reference

Figure 4 - Cowra Grid Network Reference Map

Map Location

Cowra Township

Sheet Ref

N/A

Map Scale

0 100 200 300 400 500 m

North

Project

Cowra Pedestrian Access + Mobility Plan 2024

Figure Reference

Figure 5 - Cowra - Existing Facilities Audit Map

Map Location

Cowra Township

Sheet Ref

Sheet 01 of 08

Map Legend

- 40km Speed Zones
- Existing Bus Shelters
- Existing Pedestrian Refuge
- Exsiting Traffic Light Locations
- Existing Pedestian Crossings
- Identified Network Gaps
- Existing Shared Paths
- Existing Walkways
- Existing Footpaths
- Existing Footpaths - Gravel
- Railway
- Primary Road / Cycling Network
- Local Road Network
- Laneways
- Key Walking and Cycling Routes
- Landuse - General Industrial
- Landuse - General Commercial
- Landuse - Recreation Facilities
- Landuse - Community Facilities
- Landuse - General Village
- Waterways
- Crown Land

Map Scale

0 100 200 300 400 500 m

North

Project

Cowra Pedestrian Access + Mobility Plan 2024

Figure Reference

Figure 6 - Cowra - Existing Facilities Audit Map

Map Location

Cowra Township

Sheet Ref

Sheet 02 of 08

Map Legend

- 40km Speed Zones
- Existing Bus Shelters
- Existing Pedestrian Refuge
- Exsiting Traffic Light Locations
- Existing Pedestian Crossings
- Identified Network Gaps
- Existing Shared Paths
- Existing Walkways
- Existing Footpaths
- Existing Footpaths - Gravel
- Railway
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- Landuse - General Commercial
- Landuse - Recreation Facilities
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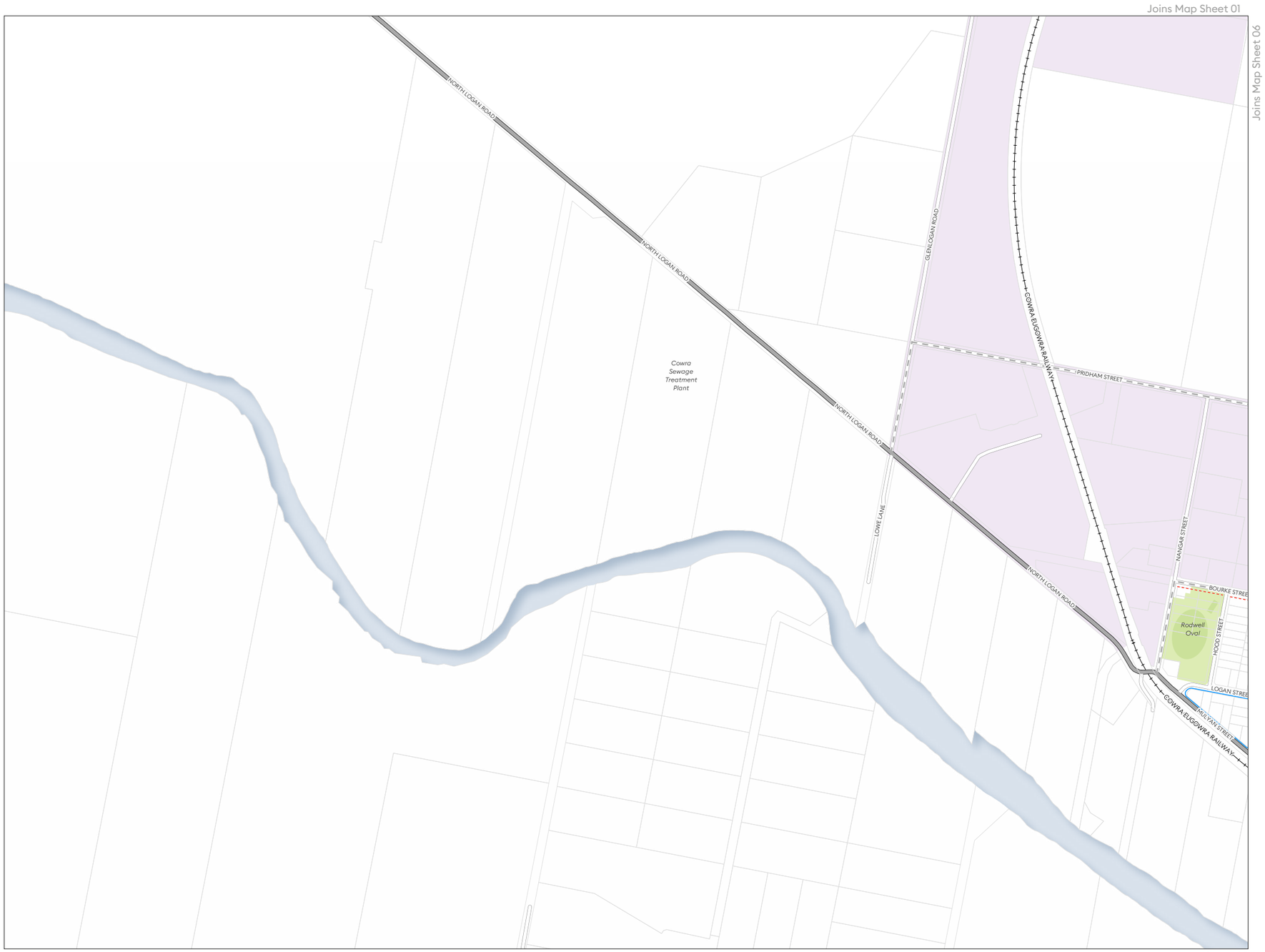
- Landuse - General Village
- Waterways
- Crown Land

Map Scale

0 100 200 300 400 500 m

North



Project

Cowra Pedestrian Access + Mobility Plan 2024

Figure Reference

Figure 7 - Cowra - Existing Facilities Audit Map

Map Location

Cowra Township

Sheet Ref

Sheet 03 of 08

Map Legend

- 40km Speed Zones
- Existing Bus Shelters
- Existing Pedestrian Refuge
- Exsiting Traffic Light Locations
- Existing Pedestian Crossings
- Identified Network Gaps
- Existing Shared Paths
- Existing Walkways
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- Laneways
- Key Walking and Cycling Routes
- Landuse - General Industrial
- Landuse - General Commercial
- Landuse - Recreation Facilities
- Landuse - Community Facilities
- Landuse - General Village
- Waterways
- Crown Land

Map Scale

0 100 200 300 400 500 m

North

Project

Cowra Pedestrian Access + Mobility Plan 2024

Figure Reference

Figure 8 - Cowra - Existing Facilities Audit Map

Map Location

Cowra Township

Sheet Ref

Sheet 04 of 08

Map Legend

- 40km Speed Zones
- Existing Bus Shelters
- Existing Pedestrian Refuge
- Exsiting Traffic Light Locations
- Existing Pedestian Crossings
- Identified Network Gaps
- Existing Shared Paths
- Existing Walkways
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- Local Road Network
- Laneways
- Key Walking and Cycling Routes
- Landuse - General Industrial
- Landuse - General Commercial
- Landuse - Recreation Facilities
- Landuse - Community Facilities
- Landuse - General Village
- Waterways
- Crown Land

Map Scale

0 100 200 300 400 500 m

North

Project

Cowra Pedestrian Access + Mobility Plan 2024

Figure Reference

Figure 9 - Cowra - Existing Facilities Audit Map

Map Location

Cowra Township

Sheet Ref

Sheet 05 of 08

Map Legend

- 40km Speed Zones
- Existing Bus Shelters
- Existing Pedestrian Refuge
- Exsiting Traffic Light Locations
- Existing Pedestian Crossings
- Identified Network Gaps
- Existing Shared Paths
- Existing Walkways
- Existing Footpaths
- Existing Footpaths - Gravel
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- Local Road Network
- Laneways
- Key Walking and Cycling Routes
- Landuse - General Industrial
- Landuse - General Commercial
- Landuse - Recreation Facilities
- Landuse - Community Facilities
- Landuse - General Village
- Waterways
- Crown Land

Map Scale

0 100 200 300 400 500 m

North

Project

Cowra Pedestrian Access + Mobility Plan 2024

Figure Reference

Figure 10 - Cowra - Existing Facilities Audit Map

Map Location

Cowra Township

Sheet Ref

Sheet 06 of 08

Map Legend

- 40km Speed Zones
- Existing Bus Shelters
- Existing Pedestrian Refuge
- Exsiting Traffic Light Locations
- Existing Pedestian Crossings
- Identified Network Gaps
- Existing Shared Paths
- Existing Walkways
- Existing Footpaths
- Existing Footpaths - Gravel
- Railway
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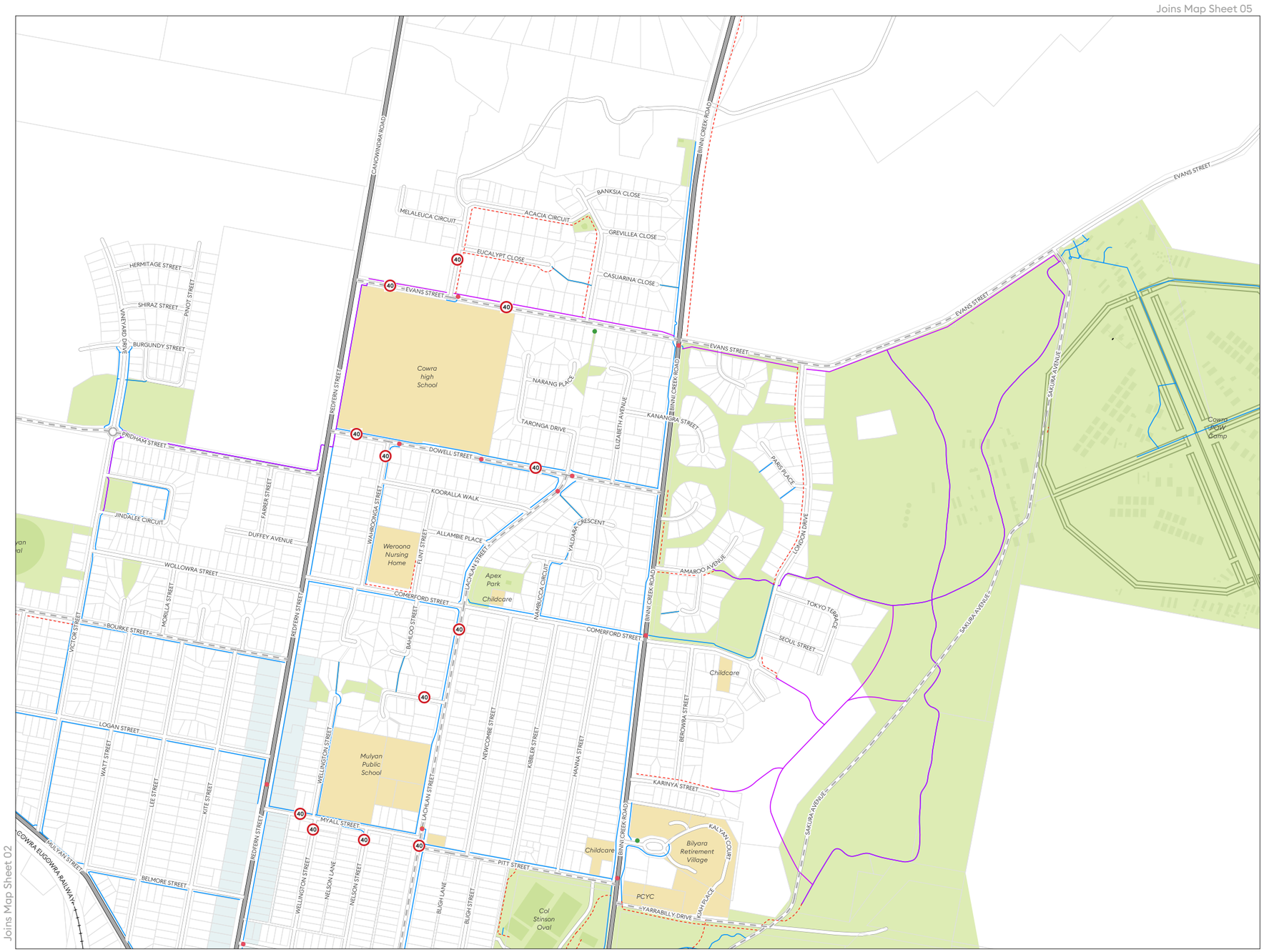
- Local Road Network
- Laneways
- Key Walking and Cycling Routes
- Landuse - General Industrial
- Landuse - General Commercial
- Landuse - Recreation Facilities
- Landuse - Community Facilities
- Landuse - General Village
- Waterways
- Crown Land

Map Scale

0 100 200 300 400 500 m

North



Project

Cowra Pedestrian Access + Mobility Plan 2024

Figure Reference

Figure 11 - Cowra - Existing Facilities Audit Map

Map Location

Cowra Township

Sheet Ref

Sheet 07 of 08

Map Legend

- 40km Speed Zones
- Existing Bus Shelters
- Existing Pedestrian Refuge
- Exsiting Traffic Light Locations
- Existing Pedestian Crossings
- Identified Network Gaps
- Existing Shared Paths
- Existing Walkways
- Existing Footpaths
- Existing Footpaths - Gravel
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- Key Walking and Cycling Routes
- Landuse - General Industrial
- Landuse - General Commercial
- Landuse - Recreation Facilities
- Landuse - Community Facilities
- Landuse - General Village
- Waterways
- Crown Land

Map Scale

0 100 200 300 400 500 m

North

Project

Cowra Pedestrian Access + Mobility Plan 2024

Figure Reference

Figure 12 - Cowra - Existing Facilities Audit Map

Map Location

Cowra Township

Sheet Ref

Sheet 08 of 08

Map Legend

- 40km Speed Zones
- Existing Bus Shelters
- Existing Pedestrian Refuge
- Exsiting Traffic Light Locations
- Existing Pedestian Crossings
- Identified Network Gaps
- Existing Shared Paths
- Existing Walkways
- Existing Footpaths
- Existing Footpaths - Gravel
- Railway
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- Local Road Network
- Laneways
- Key Walking and Cycling Routes
- Landuse - General Industrial
- Landuse - General Commercial
- Landuse - Recreation Facilities
- Landuse - Community Facilities
- Landuse - General Village
- Waterways
- Crown Land

Map Scale

0 100 200 300 400 500 m

North

Gooloogong

Village Profile

The Cowra Local Strategic Planning Statement includes the following profile for Gooloogong:

Gooloogong is one of the Shire's more substantial village settlements; located 38km north-west of Cowra nestled on the banks of the Lachlan River, set against a backdrop of the Conimbla National Park and rich with heritage-listed buildings and places.

Historic flooding in the area caused the original village to relocate to higher ground, resulting in there being two distinct settlements – a unique characteristic of the Village.

The Gooloogong Public School, Gooloogong Post Office and Shop, the Gooloogong Hotel, Gooloogong Memorial Hall and Gooloogong Public School continue to service the needs of the local community including the surrounding farming district.

The hub of the village is the Gooloogong Log Cabin Hall, a truly unique and iconic building that is used extensively for events, functions, markets and social interactions generally.

The Gooloogong Memorial Park and Caravan Park are highly valued recreational assets for local residents and are key attractions for tourists and visitors to the village. The potential for population growth and sustained economic development within the village is bolstered by its proximity Moxey Farms - a large scale dairy operation and employer in the region.

Walking and Cycling in Gooloogong

Like the majority of the villages in Cowra Shire, Gooloogong has a smaller and more dispersed population than Cowra, which generally equates to less pedestrian and cycling trips and therefore a lesser demand for walking and cycling facilities and enabling infrastructure. Notwithstanding, Gooloogong continues to provide commercial, education, employment and community facilities, and is one of the Shire's villages requiring improved pedestrian and cycling conditions.

Gooloogong has some formalised footpaths, but there are generally no formal shared paths or bicycle paths. A concrete / gravel path connects Main Street to the nearby Lachlan River.

Within the village, the local road network is characterised by sealed roads and wide verges which contribute significantly to village identity. Wider road reservations and lower traffic volumes also allow many residents to walk or cycle on the actual road carriageway or along the grassed verge.

Cycling along rural roads is particularly popular, via a number of well-established routes known to local cyclists including the Lachlan Valley which connects Gooloogong to the Cowra Township. Touring cyclists who also ride in other regions comment favourably on the good riding conditions in Cowra Shire, including the low traffic volumes, beautiful countryside, quality road surfaces and the 'loop' rides available along many rural roads.

Key attractors for walking and cycling activity in Goologong include the Gooloogong Pub, Memorial Park, Log Cabin Hall, Gooloogong Public School and the nearby Lachlan River.

Gooloogong Audit Findings

An audit of existing pedestrian and cycling conditions across the Cowra Shire, including Gooloogong, was undertaken as part of the original Cowra Shire Pedestrian and Cycling Plan 2014. The audit was undertaken by means of a desktop review of local data as well as drive-through, and walk-through surveys of the study area.

The initial audits were completed with the aim of identifying gaps in the network as well as the barriers to people using the networks.

It has now been ten years since the initial audits were completed. Council has now compiled a more comprehensive inventory of walking and cycling infrastructure / assets in the Shire.

Using the 2014 audit as a starting basis, an updated review of walking and cycling conditions in Gooloogong has been completed. The review incorporates a comprehensive inventory of walking and cycling infrastructure / assets in the Village and also accounts for the various improvements to the walking and cycling network which have been completed following the recommendations of the 2014 plan.

Figure 13 show the findings of the updated audit. A description of the key updated audit findings for Gooloogong is included as follows.

Footpaths

The audit map shows the location of existing footpath infrastructure, which is predominantly focused along King Street and Main Street.

Kerb lay-backs

The audit shows that some of the existing footpaths in the village are not constructed with kerb lay-backs, or have kerb lay-backs which needs to be reconstructed / repaired.

School zones

There is an existing footpath construction linking the Gooloogong Public School to Main Street.

Cycleways

There are no on-road cycling lanes or off-road cycleways in Gooloogong that would benefit children and other people that cycle local roads.

Project

Cowra Pedestrian Access + Mobility Plan 2024

Figure Reference

Figure 13 - Gooloogong - Existing Facilities Audit Map

Map Location

Gooloogong Village

Sheet Ref

Sheet 01 of 01

Map Legend

- 40km Speed Zones
- Existing Bus Shelters
- Existing Pedestrian Refuge
- Exsiting Traffic Light Locations
- Existing Pedestian Crossings
- Identified Network Gaps
- Existing Shared Paths
- Existing Walkways
- Existing Footpaths
- Existing Footpaths - Gravel
- Railway
- Primary Road / Cycling Network
- Local Road Network
- Laneways
- Key Walking and Cycling Routes
- Landuse - General Industrial
- Landuse - General Commercial
- Landuse - Recreation Facilities
- Landuse - Community Facilities
- Landuse - General Village
- Waterways
- Crown Land

Map Scale

0 100 200 300 m

North

Woodstock

Village Profile

The Cowra Local Strategic Planning Statement includes the following profile for Woodstock:

Woodstock is also one of the Shire's more substantial village settlements, located 23km north-east of Cowra it is set amongst a landscape of rolling hills and productive agricultural land. In the early days Woodstock was a thriving gold mining settlement and much of this history is still an important part of the fabric of the village, with many buildings captured by heritage listing.

Today, there remains a healthy range of commercial, community and recreation facilities that serve the day to day needs of village residents and the wider surrounding farming district. The Royal Hotel is an iconic building and commands a presence on the main entry into the village. The former Woodstock Bank Building, opposite, serves to remind of a time when life at Woodstock was a little busier.

\Other key facilities include the Woodstock Post Office, the Woodstock Bowling Sport and Recreation Club, JJ Dresser & Co Stock and Station Agent, Woodstock Primary School, Woodstock Police Station, Woodstock Soldiers Memorial Hall, Country Women's Association Hall, and a number of Churches.

The Woodstock Soldiers Memorial Park, Woodstock Showground, Woodstock Park Speedway, Lions Park, Jenny Kerr Park, Woodstock Swimming Pool are all valued by village residents.

Walking and Cycling in Woodstock

Like the majority of the villages in Cowra Shire, Woodstock has a smaller and more dispersed population than Cowra, which generally equates to less pedestrian and cycling trips and therefore a lesser demand for walking and cycling facilities and enabling infrastructure. Notwithstanding, Woodstock continues to provide commercial, education, employment and community facilities, and is one of the Shire's villages requiring improved pedestrian and cycling conditions.

Woodstock has some formalised footpaths, but there are generally no formal shared paths or bicycle paths.

Within the village, the local road network is characterised by sealed roads and wide verges which contribute significantly to village identity. Wider road reservations and lower traffic volumes also allow many residents to walk or cycle on the actual road carriageway or along the grassed verge.

Cycling along rural roads is particularly popular, via a number of well-established routes known to local cyclists including the Mid Western Highway which connects Woodstock to the Cowra Township. Touring cyclists who also ride in other regions comment favourably on the good riding conditions in Cowra Shire, including the low traffic volumes, beautiful countryside, quality road surfaces and the 'loop' rides available along many rural roads.

Key attractors for walking and cycling activity in Woodstock including the Soldiers Memorial Park, Showground, School and Pub.

Woodstock Audit Findings

An audit of existing pedestrian and cycling conditions across the Cowra Shire, including Woodstock, was undertaken as part of the original Cowra Shire Pedestrian and Cycling Plan 2014. The audit was undertaken by means of a desktop review of local data as well as drive-through, and walk-through surveys of the study area.

The initial audits were completed with the aim of identifying gaps in the network as well as the barriers to people using the networks.

It has now been ten years since the initial audits were completed. Council has now compiled a more comprehensive inventory of walking and cycling infrastructure / assets in the Shire.

Using the 2014 audit as a starting basis, an updated review of walking and cycling conditions in Woodstock has been completed. The review incorporates a comprehensive inventory of walking and cycling infrastructure / assets in the Village and also accounts for the various improvements to the walking and cycling network which have been completed following the recommendations of the 2014 plan.

Figure 14 show the findings of the updated audit. A description of the key updated audit findings for Gooloogong is included as follows.

Footpaths

The audit map shows the location of existing footpath infrastructure, which is focused along First Avenue.

Kerb lay-backs

The audit shows that some of the existing footpaths in the village are not constructed with kerb lay-backs, or have kerb lay-backs which needs to be reconstructed / repaired.

School zones

Wyangala Public School has now closed.

Cycleways

There are no on-road cycling lanes or off-road cycleways in Wyangala that would benefit children and other people that cycle local road routes.

Hazards

Without constructed footpaths, the topography in Wyangala presents a number of trip hazards. Constructing footpaths in areas with excessive grade affects compliance with accessibility in Wyangala.

Lighting

The new alignment of Trout Farm Road through Wyangala has resulting in more through traffic in the village.

Waterway crossings

The new bridge currently has horizontal gaps in the concrete deck that may present a hazard for cyclists. With the opening of the new bridge, road traffic route across the Wyangala Dam has ceased The remnants of a concrete footway bridge exist over the Creek at Wyangala Village. Consideration should be given to the removal / reuse of redundant bridge crossings.

Project

Cowra Pedestrian Access + Mobility Plan 2024

Figure Reference

Figure 14 - Woodstock - Existing Facilities Audit Map

Map Location

Woodstock Village

Sheet Ref

Sheet 01 of 01

Map Legend

- 40km Speed Zones
- Existing Bus Shelters
- Existing Pedestrian Refuge
- Exsiting Traffic Light Locations
- Existing Pedestian Crossings
- Identified Network Gaps
- Existing Shared Paths
- Existing Walkways
- Existing Footpaths
- Existing Footpaths - Gravel
- Railway
- Primary Road / Cycling Network
- Local Road Network
- Laneways
- Key Walking and Cycling Routes
- Landuse - General Industrial
- Landuse - General Commercial
- Landuse - Recreation Facilities
- Landuse - Community Facilities
- Landuse - General Village
- Waterways
- Crown Land

Map Scale

0 100 200 300 m

North

Wyangala

Village Profile

The Cowra Local Strategic Planning Statement includes the following profile for Wyangala:

Wyangala is a truly unique village settlement 38km southeast of Cowra near the junction of the Abercrombie and Lachlan Rivers. The village is distinguished by a beautiful setting dominated by granite outcrops and overlooked by the Wyangala Dam Wall, a marvellous sight in its own right.

Originally settled in the mid-1840's (known as Wyangala Flats), the construction of the original dam wall (1928 – 1935) and major upgrade (1961-1971) provided the impetus for the growth of the Village, which accommodated the many construction workers and their families. The Wyangala of today is a little less busy, however the character of the village remains intact and there are still a number of excellent commercial, community and recreational facilities that serve the needs of residents and tourists to the area.

The Wyangala Country Club is the hub of the social interaction within the village and offers golf, lawn bowls, tennis and a community transport service.

Wyangala Waters Holiday Park is a primary tourism attractor for the Cowra Shire generally, offering key opportunities for hiking, mountain biking, fishing, water skiing, boating, camping, caravanning and picnicking. Dissipater Park (at the base of the Dam Wall) contains wonderful open spaces and play areas with BBQ facilities, toilets, and picnic shelters.

Walking and Cycling in Wyangala

Like the majority of the villages in Cowra Shire, Wyangala has a smaller and more dispersed population than Cowra, which generally equates to less pedestrian and cycling trips and therefore a lesser demand for walking and cycling facilities and enabling infrastructure. Notwithstanding, Wyangala is large enough in terms of residential, civic, commercial and tourism activity that it requires improved pedestrian and cycling conditions.

Wyangala has one existing formalised footpath, which is focused along First Avenue and leads to the Country Club.. There are no formal shared paths or bicycle paths.

Within the village, wider road reservations and lower traffic volumes allow many residents to walk or cycle on the actual road carriageway or along the grassed verge.

Cycling along rural roads is particularly popular, via a number of well-established routes known to local cyclists including the Darbys Falls Road which connects Wyangala to the Cowra Township. Touring cyclists who also ride in other regions comment favourably on the good riding conditions in Cowra Shire, including the low traffic volumes, beautiful countryside, quality road surfaces and the 'loop' rides available along many rural roads.

Key attractors for walking and cycling activity in Wyangala include the Country Club, Dissipater Park and Reflections Holiday Park.

Woodstock Audit Findings

An audit of existing pedestrian and cycling conditions across the Cowra Shire, including Woodstock, was undertaken as part of the original Cowra Shire Pedestrian and Cycling Plan 2014. The audit was undertaken by means of a desktop review of local data as well as drive-through, and walk-through surveys of the study area.

The initial audits were completed with the aim of identifying gaps in the network as well as the barriers to people using the networks.

It has now been ten years since the initial audits were completed. Council has now compiled a more comprehensive inventory of walking and cycling infrastructure / assets in the Shire.

Using the 2014 audit as a starting basis, an updated review of walking and cycling conditions in Woodstock has been completed. The review incorporates a comprehensive inventory of walking and cycling infrastructure / assets in the Village and also accounts for the various improvements to the walking and cycling network which have been completed following the recommendations of the 2014 plan.

Figure 15 show the findings of the updated audit. A description of the key updated audit findings for Gooloogong is included as follows.

Footpaths

The audit map shows the location of existing footpath infrastructure, which is predominantly focused along Parkes Street and Rankin Street. A key gap in the network is the lack of a footpath linking the Swimming Pool / Bowling Club back to Parkes Street.

Kerb lay-backs

The audit shows that some of the existing footpaths in the village are not constructed with kerb lay-backs, or have kerb lay-backs which needs to be reconstructed / repaired.

School zones

There is an existing footpath construction linking the Woodstock Public School to other key attractors along Parkes Street and Rankin Street.

Cycleways

There are no on-road cycling lanes or off-road cycleways in Woodstock that would benefit children and other people that cycle local road routes.

Railway Crossings

The footpath crossing the Blayney to Demondrille Railway that links Woodstock CBD to Lions Park presents an obstacle to pedestrians and cyclists that regularly use this route.

Hazards

Footpath cracking and sections of broken and raised paving were observed on concrete footpaths.

Project

Cowra Pedestrian Access + Mobility Plan 2024

Figure Reference

Figure 15 - Wyangala - Existing Facilities Audit Map

Map Location

Wyangala Village

Sheet Ref

Sheet 01 of 01

Map Legend

- 40km Speed Zones
- Existing Bus Shelters
- Existing Pedestrian Refuge
- Exsiting Traffic Light Locations
- Existing Pedestian Crossings
- Identified Network Gaps
- Existing Shared Paths
- Existing Walkways
- Existing Footpaths
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- Key Walking and Cycling Routes
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- Landuse - Recreation Facilities
- Landuse - Community Facilities
- Landuse - General Village
- Waterways
- Crown Land

Map Scale

0 100 200 300 m

North

Other Villages & Rural Areas

Aside from Woodstock, Gooloogong and Wyangala, there are five other village settlements in the Cowra Shire including:

- Wattamondara
- Darbys Falls
- Billimari
- Noonbinna
- Morongla

The original audits that were undertaken of the rural areas and these villages revealed a relatively good network of sealed roads that interconnected the villages to many parts of the Cowra Shire. The actual road carriageway on village streets and grassed verges are being used by pedestrians and cyclists. Many of the road routes through villages are being used by road bike cyclists and cycling tours.

A detailed review of existing walking and cycling conditions in these villages is not proposed. Strategic need for improvements to infrastructure in these villages will be tracked through the Cowra Shire Village Action Plan.

06 NETWORK PLANNING

Identifying User Types

There are a number of different path users within the community, each of which has varying expectations, characteristics and skills that need to be provided for. An indication of the variety of users includes;

- Cyclists - Commuters, fitness, utility riders, students, children, recreation and tourists.
- Pedestrians – Commuters, students, utility, joggers, walkers, dog walkers, people pushing prams, elderly, families, people with a disability (visual, cognitive, hearing and mobility impaired).
- Other wheel vehicles – Wheelchairs, electric scooters, skate boarders, roller skates and scooters.

The footpath, bicycle and shared pathway network needs to take into consideration the needs of all potential users of formed paths.

A summary of the main user types is provided as follows:

Recreation and tourists

Recreational pedestrians and cyclists place a high value on enjoying the experience. They often travel in a group and are usually less constrained by time and vary widely in skill and experience. Popular recreation destinations include routes along rivers, natural corridors and reserves, as well as attractive road routes with low traffic volume and speed. They prefer good surfaces, minimal gradients (where possible), a high degree of safety and personal security, routes that are pleasant, attractive and interesting and circuitous routes with multiple route options. On-road lane or shared paths are suitable for recreational users.

Commuter

Commuters comprise adults and secondary students who use the footpath/cycling network mainly as a mode of transport for journeys to and from a workplace, school or TAFE. They prefer the fastest safe route between their origin and destination and are generally more skilled and experienced. On-road lanes and footpaths are suitable for commuters. Commuters value end of trip facilities, such as change rooms, showers, lockers and bicycle racks.

Fitness

Sports people use the road environment to access sporting events and for fitness and training purposes. They often travel in groups seeking long distances for training purposes which can take them onto busier roads. Fitness cyclists generally do not use off-road routes because of their higher speed and conflict with other users. Fitness pedestrians prefer shared paths but will use any path if necessary. They value quality end of trip facilities, such as cafés and seating areas.

Utility / shopping

Trips are generated for specific purposes, such as running errands, shopping, visiting friends, local destinations and points of interest. Local trips are often short length trips and can be unpredictable. Users may be constrained by time and vary widely in skill and experience. They prefer footpaths, shared paths, low volume roads, minimal gradients, a high degree of safety and personal security.

Secondary / tertiary school students

Older students have similar characteristics as commuters and utility / shopping users. On-road lanes or shared paths are suitable for older students.

Infants / preschool / primary school students

Infants, preschool and primary school aged pedestrians and cyclists have undeveloped cognitive skills, lack good peripheral vision, and have little knowledge of road traffic rules. They require adult supervision and/or off-road paths and facilities.

Cyclist Needs

There are a range of cyclists who need to access different parts of the Cowra Shire on their bicycles for recreational, educational, shopping, work or other purposes.

Cyclists are also considered 'at risk road users' due to the severe outcomes that can occur when a rider crashes their bike or when they come into conflict with motor vehicles. Most cyclists are very aware of their vulnerability on the road network and use safety lights, helmets, bells and high visibility gear when riding.

Cyclist's basic needs are a smooth, hazard-free riding surface and enough operating space to avoid conflict with other road users. The NSW National Cycling Participation Survey (2019) indicates that key needs of cyclists are safety, reduced motor vehicle speed, adequate separation from motor vehicles, off-road paths, signage and bicycle parking facilities.

State and local governments are committed to increasing the level of bicycle riding and safety. To achieve this, infrastructure must be appropriate to allow for the safety of bicycle riders, together with respect from other road users. A combination of infrastructure and behavioural education campaigns is needed to support safe cycling.

In Cowra Shire there are certain areas and links that attract higher levels of bicycle usage than in other areas. Due to the relative high costs in providing physical infrastructure that specifically caters to cyclists, these 'high use activity areas' will determine where improvements and upgrades are most needed.

Pedestrian Needs

Everyone is a pedestrian, be it walking 30 metres from the car to a place of work, walking to school or the shops, or running for fitness. Basic pedestrian needs are a smooth, hazard-free footpath surface, however the needs of cyclists can be more complicated.

Pedestrians account for 16% of the NSW road toll (2026 NSW Road Safety Action Plan). Pedestrians are considered 'at risk road users' due to the severe outcomes that can occur when they come into conflict with motor vehicles.

There is a strong desire within State and local governments for pedestrian safety across the entire road network. This is reflected in a range of road safety programs as well as the provision of 40km/h High Pedestrian Activity Areas, School Zones and 10km/h Shared Zones and other infrastructure treatments.

Pedestrian activity and movement is by its very nature difficult to plan for. Unlike motor vehicles that travel along designated road carriageways and generally follow the Australian Road Rules, the movement of pedestrians is composed of a range of random, individual movements.

Achieving separation between pedestrians and motor vehicles is an important road safety objective. To allow for this, separate footpaths and a reduction in vehicle speeds where pedestrians and motorists come into contact is important.

The footpath environment also accommodates a range of non-walking users, such as young cyclists, roller skaters, scooter and skate board riders, wheelchair and mobility scooters. When you add carers with prams and strollers, dog walkers, joggers, vehicles negotiating driveways as well as workers accessing street trees and utility services, footpaths can become a very busy part of the road environment. It is important to note that footpaths are often shared by many different users.

The needs of pedestrians should therefore be considered as part of the footpath 'environment' rather than a series of separate walking paths required for one particular user. It follows that pedestrian needs are better assessed by considering areas of 'high pedestrian activity' rather than 'pedestrian routes'.

Access Impaired Needs

Disability is an issue that affects a significant proportion of the population. The 2018 ABS Survey of Disability, Ageing and Carers reported that 17.7% of Australians had a long-term disability that restricted their everyday activities.

Planning for the transport needs of disabled persons presents its own unique challenges, with a person in a wheelchair requiring different assistance to negotiate the active transport network than a person who is sight impaired. Navigation to end of trip facilities, such as parking facilities, water points and toilets also requires special consideration.

Motorized scooter usage is a growth industry and there is a need to review current and future innovations in these mobility devices to ensure infrastructure improvements are aligned with technology.

A key focus of the Cowra Pedestrian and Cycling Plan 2024 is to provide mobility and access facilities for disabled and older persons in our community, particularly in high activity areas such as commercial precincts, health care facilities, public buildings and parklands.

Aged Access Needs

Age is related to a variety of characteristics and skills that influence the risk of traffic injury. These age-related characteristics can also affect the way in which people of different ages interact with the movement network.

A significant number of people aged 65 and older limit their walking because of fear of falling whilst walking over rough or uneven surfaces, steps or stairs. The main needs of aged persons are for level walking surfaces that are free of hazards. Aged persons also appreciate end of trip facilities, such as seating, water points and toilets.

The following factors work together to increase the risk of older people:

- Deterioration in visual acuity may have a negative impact on an older person's ability to cross the road safely.
- Reduced mobility can render older people unable to react quickly in imminent danger to avoid a crash.
- Underlying health conditions or frailty can result in greater injury severity when a crash occurs.
- Reduced speed when crossing the road can be an issue at automated signals that do not allow sufficient time for slower pedestrians to cross safely.

The following measures have been adapted from the WHO Pedestrian Safety Manual 2013 and can be implemented to improve the safety, comfort and amenity of elderly pedestrians:

- Increase the time allocated to pedestrians at signalized pedestrian crossings.
- Install high-visibility crossings and advance stop bars.
- Repair broken kerbs and pedestrian ramps.
- Replace missing and / or upgrade existing signs.
- Install pedestrian refuge islands or, preferably, raised medians.
- Narrow roadways with traffic-calming techniques.
- Raise public awareness about the safety needs of elderly pedestrians.
- Reduce legal speed limits to where necessary.
- Strengthen enforcement of laws on speed limits, and drink–driving.

Needs of Children and Young Families

Children

Children are highly vulnerable road users. Preschool, infant and primary school aged children need their parents or other adult supervision when they utilise the pedestrian and cycle network, but they also need our confidence to explore their environment and learn how to do things independently.

Children can use the same facilities as adults however they are still at risk from traffic for many reasons. Preschool, infant and primary school aged bike and scooter riders have undeveloped cognitive skills, lack good peripheral vision, and have little knowledge of road traffic rules. Although children may think they can handle the road network, Kidsafe NSW advises they are:

- Easily distracted and focus only on one aspect of what is happening.
- They are smaller and harder for drivers to see, and less predictable than other road users.
- Cannot accurately judge the speed and distance of moving vehicles.
- Cannot accurately predict the direction that sounds are coming from.
- Unable to cope with sudden changes in traffic conditions.
- Do not understand abstract ideas, such as road safety.
- They may lack the ability to distinguish between safe and unsafe crossing gaps and sites, putting them at risk as they cross the road.
- They may lack understanding of the dangers presented under different conditions, such as wet weather or darkness.

An extensive network of structured sporting activities is available for children in Cowra Shire that helps to keep them active and engaged. There are also a number of areas where children can go 'off-road' and explore the environment and practice skills on their own or with friends. Some of these areas have become obscured and there are inadequate cues to invite children and their parents / guardians to use these spaces as part of the active transport network.

Key objectives of the Cowra Pedestrian and Cycling Plan 2024 should be to highlight areas that provide opportunities for off-road play and to link these areas to residential neighbourhoods and the wider network.

Young Families

The footpath environment also needs to cater for the needs of young families. There are many benefits of walking and cycling as a young family including improved physical and mental health, family bonding (connecting, talking and sharing experiences) as well as social interaction and community engagement (including with other parents, neghbours etc).

Young families are more likely to choose walking and cycling as a preferred method of travel when networks are designed to include widened paths, compliant kerb ramps, kerb extensions and refuge islands for safe road crossings and quality of end-of-trip facilities

Network Planning

In Cowra, the aim is to connect primary activity areas, secondary attractors and residential areas via an integrated network of footpaths, on-road cycling lanes and shared paths.

The key activity areas and active transport networks have been identified in the suite of maps that have been developed in support of this plan.

Generally, the active transport network is proposed to be enhanced by:

- Building upon the existing infrastructure and where practical, utilises the highly developed existing road and footpath network.
- Linking primary activity areas with high quality, high-priority routes which will generally provide the most direct means of travelling between the key attractors and generators.
- Providing feeder links and connections to primary routes which may also provide indirect means of travelling to key activity areas and generators.

Network Planning Principles

Pedestrians and cyclists move around the public domain in different ways to motor vehicles. Key elements underpinning an efficient and usable network can be best summed up in the following principles.

Coherence

Coherence can be characterised by the completeness of the network or the completeness of connecting routes. A cohesive network should be continuous and it should be clear to the user where the path leads. Sign-posting and line-marking should indicate major destinations as well as the 'serious transport intent' of sections of road routes. The quality of network facilities should be consistent throughout the length of the route regardless of whether the facility uses a separate or shared road profile. End of trip facilities, such as seating, watering stations, toilets, change room facilities, bicycle racks and storage facilities should also be integrated into the cohesive network.

Safety

Perceived and actual safety is very important to pedestrians and cyclists. Pedestrians of all ages and genders need to feel that it is safe to walk, whenever they choose to do so. Route safety and security is important to pedestrians, who desire well-lit pathways and open-to-viewer routes. Road crossings present the greatest danger to pedestrians. Therefore, safe crossing locations need to be provided at regular intervals along major streets or where there are key desire lines to cross major streets. Pedestrians will rarely walk along an indirect route to access safe crossing points, so frequent crossing points must be provided.

Cyclists travel faster than pedestrians and therefore are less concerned about personal security. However, cyclists are still slower and smaller than motor cars and trucks, making them less likely to be seen. When they do come into conflict, cyclists have little protection in a collision. On-road paths and off-road paths reduce the risk of collision with motor vehicles, but still endanger cyclists at squeeze points and intersections with roads. They can also involve potential conflict with pedestrians where the off-road facility is a shared path. The general principles of predictability and clear priority remain important for off-road paths, including directional segregation and high visibility for all users.

In Cowra, there is an increased need for a focus on safety when planning for walking and cycling within our community. Geographically, Cowra lies in the heart of the Central West and is at the junction of three main highway systems. This creates competing interests between road users travelling through the Township and those using the local walking and cycling network.

Directness

Pedestrians and cyclists do not like to travel out of their way to reach a destination. This is a natural response to avoid the extra effort involved in walking or riding extra distances. Paths serving desire lines between activity areas need to be direct and legible in order to provide for and encourage walking and riding trips. Wherever possible, barriers should be overcome, with slight deviations or additional safe crossing points. A careful balance must be found between providing a direct route and also one free of delays, excessive energy expenditure, or safety concerns.

Amenity

People are more likely to walk or cycle in an attractive environment because it is enjoyable. Areas with high volumes of vehicular traffic, excessive noise and poor pavements may discourage walking and cycling. Urban areas should be maintained at a human scale that provides an attractive and safe environment. Pedestrian and cycling facilities should be designed to fit into the surrounding environment so that the enjoyment of the experience is enhanced. The route should be scenic, quiet, and free of heavy traffic and traffic travelling at high speeds. The best walking and cycling environments are often found along quiet rural roads, in urban parklands or residential areas that have been traffic calmed.

Suitability for all users

Quality environments must be available to all who choose to use them. Paths and facilities must have appropriate gradients and be continuous and free of obstructions such as signage, street furniture and overhanging tree branches. The needs of hearing and vision-impaired users should be considered at primary attractors, especially where user safety is an issue.

Identifying Activity Generators

There are certain areas of the Cowra Shire that generate significantly more pedestrian and bicycle activity than other areas.

Identifying activity generators is particularly important to consider in the Cowra Shire Pedestrian and Cycling Plan.

The different activity generators have been divided into four main groups as follows:

Primary Activity Area

The primary activity areas in Cowra Shire are considered to be the Cowra Central Business District and Redfern Street Cowra.

Throughout the day, pedestrians and cyclists are attracted to these areas from surrounding areas. They are therefore important trip destinations and attractors for commuters, shoppers and tourists. To a lesser extent they also attract recreation and sport cyclists seeking short term services such as banking or cafés.

Due to the high levels of activity occurring within these areas, safety, amenity and suitability for all users are important design goals.

End of trip facilities, particularly toilets, water points, seating and bicycle parking facilities should also be provided in primary activity areas.

Secondary Activity Generators

These include shops, schools, popular sporting and recreational facilities, clubs, hospitals and community facilities such as the larger congregation churches that are not centrally located within primary activity areas. Again, the secondary activity generators in Cowra Shire are considered to be located in Cowra Township.

These land-uses are busy places at certain times of the day or week. Safety and end of trip facilities are important design goals for secondary activity generators.

Primary Routes

These are routes from residential areas to the primary activity areas and secondary activity generators.

They are collector level routes, which do not reach every property but instead form a network of routes that are accessible to a significant catchment of population.

These routes take account of the existing street network and topographical constraints, aiming to provide a direct and convenient route to the major trip generators.

Hazard Areas

Through the analysis of crash data and consultation undertaken, there are a number of areas / routes that have been noted from accident reports or from road users as being potentially dangerous or particularly stressful places for pedestrian and cyclists, including:

- Cowra CBD.
- Cowra Low Level Bridge.
- School zones.
- Lachlan Valley Way, from Noonbinna East Road to Cowra Township.

The audit maps and the improvement maps in this plan have mapped the key activity generators in Cowra, Gooloogong, Woodstock and Wyangala respectively.

Identifying Appropriate Paths

The selection of the appropriate path type treatment depends on a combination of factors, including the level of demand for the path, the conditions present in the surrounding environment (traffic speed and volume), the availability of space in which to provide the path, and whether path usage is for exclusive pedestrian or cycle use or shared use. The overall goal is to install facilities that are safe, practical and that respond to local conditions. A number of different path treatments can be applied, which are covered in this section:

Footpaths

Footpaths are suitable for a wide range of pedestrian situations. Footpaths are required to be designed and built to meet minimum dimension requirements. Design elements of footpaths include width, gradient, pavement materials that are slip resistant, type of kerb and adequate setback distance of the footpath from the roadway.

The Austroads Guide to Traffic Engineering Practice Part 13 – Pedestrians states that the general minimum footpath width of 1.2m is adequate for most road and street situations except in commercial and shopping environments.

Shared paths

Shared use paths are a type of off-road facility that are generally wider than footpaths (minimum 2.4m) and allow common use of the facility by both cyclists and pedestrians.

According to the AUSTROADS Guide, a shared use path may be appropriate where demand exists for both a pedestrian path and a bicycle path but where the intensity of use is not expected to be sufficiently great to provide separate facilities. Shared paths are a popular response to connecting attractors and as paths in large parklands.

In some situations shared paths may cause friction between pedestrians and cyclists. Displaying highly visible signs and rules applying to the proper use of share paths are important considerations when planning these paths.

Shared streets

Shared local streets are safer streets with 'design speeds' of no more than 40km/h that enable more people of all ages and abilities to cycle.

Exclusive off-road cycle paths

According to the AUSTROADS Guide, exclusive bicycle paths are most appropriate when there is a significant cycling demand and very few pedestrians desire to use the path or a separate footpath is provided, and there is very limited motor vehicle access across the path.

On-road cycle paths

Paths can either be on-road, which are essentially 'bicycle lanes' alongside motor vehicle traffic on a roadway within the road corridor, or off-road paths, which are separated from the road corridor. They include physically separated bicycle lanes, visually separated footpaths and bicycle lanes and wide sealed road shoulder paths. Where feasible, facilities should comply with current standards and also taking into account local conditions.

Design Considerations

As this is a strategic document, detailed design issues have not been reproduced in a comprehensive manner.

The design of pedestrian and cycling infrastructure must consider a number of important guidelines and standards including (but not limited to):

- Austroads Guide to Road Design Part 6A: Paths for Walking and Cycling
- Guide to Traffic Management Part 8: Local Street Management, 2020
- Guide to Traffic Management Part 13: Safe System Approach to Transport Management, 2020
- Austroads Guide to Traffic Engineering Practice Part 13: Pedestrians
- Austroads Guide to Traffic Engineering Practice Part 14: Bicycles
- Australian Standard 1428 suite of Australian Standards.

Where feasible, the design of new pedestrian and cycling infrastructure should also take into account local conditions.

The overall topography of Cowra Shire has a mix of flat, undulating and steep landscapes. Elements of the urban areas have steep streets making provision of footpaths and bicycle routes important for general mobility, particularly in wet weather. This however may make it difficult to install facilities according to Australian Standards, particularly kerb ramps. The overall goal is to install facilities that are safe, practical and that fit a solution to the topography and nature of the facility.

A broad overview of relevant design considerations when planning new pedestrian and cycling facilities is included as follows.

Pavement Surfaces

There are a variety of pavement materials commonly used as part of the construction of new active transport infrastructure. These are described as follows.

Concrete and Asphalt

This provides a hard surface and is generally functionally appropriate. This material is ideal where footpaths are on a gradient and exposed to water, as the texture of these surface materials are slip resistant. Most footpaths in Snowy Monaro Shire are of these construction types. Some main street beautification works use a combination of asphalt, concrete and brick paver to provide variety and interest.

Pavers and Bricks

For aesthetic reasons and to add interest and variety, pavers and brick paving are often used. Pavers have been used extensively in commercial areas and at tourist destinations. When used for pedestrian paths, glazed surfaces should be avoided as they are slippery when wet. Stone path surfaces should also be avoided as they can fail flatness tests. Pavers are ideal for sight impaired pedestrians as a guidance using different pavement colours, however overuse of colours can also be confusing.

Spray seal emulsion

Generally less hard wearing than concrete, asphalt or pavers. It is often used as a cheaper option in low trafficked areas where drainage is not an issue. It may also be considered where a new path is being trialled to determine its longer-term material type.

Loose surface material

These materials such as exposed aggregate, gravel, soil, sand, grass and tanbark should be avoided along heavily used routes. They can be very difficult to walk on and make it difficult for people in wheelchairs. However, gravel surfaces may be suitable for fitness walkers, runners and mountain bike riders.

Ideally loose surface paths should be free of obstructions and therefore should not include steps, stairways or obstacles that affect safety.

Lighting

Night time outdoor lighting has most often been designed for the vehicle driver, rather than for pedestrians and cyclists.

Where footpaths, bicycle lanes and shared pathways carry a substantial number of pedestrians and cyclists during periods of darkness, consideration should be given to the provision of path lighting. Lighting will increase both actual and perceived safety along the network and should be targeted along key pedestrian routes and activity zones (Austroads, 2009).

The main objectives of pedestrian lighting are to ensure adequate lighting is provided to identify pedestrian routes and signage, illuminate pedestrians to other road users and to achieve facial recognition of another pedestrian at a reasonable distance.

The main objective of cycleways lighting is to ensure adequate lighting is provided so that cyclists, travelling at reasonable speed are able to avoid potholes and any other traffic hazards.

Generally provision for public lighting for bicycles may occur where:

- Paths for cycling associated with promenades or a centre for night-time activity.
- Paths for cycling used for commuting by workers or students.

Lighting should be placed along key routes, key crossing points, intersections and places where people congregate. Direction and height of illumination, background land illumination levels are key considerations that should be addressed within the design.

Signage and Line Marking

Signage and or markings should be provided throughout the entire network to guide pedestrians and cyclists use of the bicycle and shared path network.

Signage and / or markings should include both directional and informative information and be designed to be easily identifiable and consistent across both on-road and off-road networks. They will inform users of the direction and distance to key destinations, provide warning of changing conditions (e.g. intersection) and of approaching hazards and provide clear travel pattern advice, which is particularly important at intersections.

Signage and / or markings should be provided as new on-road bicycle and shared pathways are constructed and should be progressively retro-fitted across the existing network.

The use of a green surface for bicycle lanes which draws motorists' attention to the presence of bicycles is recommended at busy or higher-speed locations and areas where the road layout is complex.

Technical advice on signage and marking treatments is provided in:

- Austroads Guide to Road Design Part 6A: Pedestrians and Cyclists Paths, 2009.
- NSW RTA bicycle Guideline (Section 9 – Signage and network information).

Many people who have impaired vision have some residual vision and some are able to read print signage. It is necessary, therefore, to provide alternatives to ensure effective communication. These may include tactile symbols, verbal announcements or one-on-one assistance for locating a specific location.

Tactile and Braille Signage - Tactile signs consist of raised shapes, for example the raised shape of a woman on a toilet door. As not all people with vision impairment read Braille, it is important to provide both Braille and tactile signage. Braille uses raised writing in the form of a cell of dots which is read by touch. Different combinations of raised dots within a cell signify different letters, abbreviations and words.

Font / Writing Style - A sign's readability is highly affected by its font and print case. Though there are currently no standards for print type, Blind Citizens Australia currently recommends the use of Sans Serif font types.

Symbols - Simple lettering, distinctive logos and symbols can help convey information effectively where print may be difficult to use e.g. male and female.

End of Trip Facilities

Public amenities can be important mid-way or end of trip resources for pedestrians and cyclists. They include a range of supporting infrastructure such as bicycle parking, seating / rest stops, water points, toilets, shade and signage.

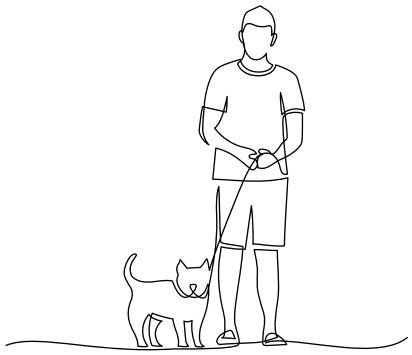
Exercise equipment is also being used / provided in some parks to facilitate more intensive fitness training. These facilities are the 'outdoor' equivalent of a gym, and may include weights and resistance benches, step-up and pull-up devices and the like.

Landscape Design

Landscape works which are poorly planned and designed can have negative impact on pathway use. It is important that landscaping is designed, constructed and managed to:

- Provide clear sightlines.
- Promote good visibility.
- Provide safe side clearances.
- Prevents intrusion into pedestrian / cycling operating space.
- Manages tree root damage to pathways.
- Provide passive surveillance and promotes an open easy – supervised environment.
- Manage weeds, especially catheads.

07 PROPOSED IMPROVEMENT PLANS



Improvement Plans

The proposed locations for pedestrian and cycling improvements are presented in this section. These projects have been identified through one or more of the following:

- An updated audit of existing pedestrian and cycling conditions in Cowra Shire.
- Original consultation completed as part of the Cowra and Pedestrian Cycling Plan 2014.
- Consultation completed as part of the Cowra Local Strategic Planning Statement or Village Action Plan.
- Consultation with the Cowra Council Access Committee.
- Consultation with the Cowra Council Traffic Committee.

The Proposed Improvement Plans are presented in a series of maps, as necessary, for each location and typically include the following detail:

- Public Roads (sealed, unsealed, tracks-in-use).
- Railway Infrastructure.
- Primary Activity Generators.
- Secondary Activity Generators.
- Other key land-uses and / or landmarks.
- Existing and proposed footpath locations.
- Existing and proposed shared path locations.
- Existing and proposed on-road cycling locations
- Existing and proposed end of trip facilities.

Guiding Principles

Focusing efforts in areas of highest importance

Effective and useful planning relies on focusing effort and resources in areas that it is most needed. Cowra Shire Council has limited funds for improvements and these funds need to be carefully directed towards achieving optimal outcomes. The plan needs to focus efforts on areas with high levels of pedestrian and cyclist activity as well as the desire lines of high potential and demand. Consideration should also be given to locations which may merit a review of road conditions based on a poor safety record.

Focusing on potential pedestrian and cyclists

It is important to consider existing pedestrians and cyclists, however, the biggest advantage in terms of increasing patronage is to target people who currently are not active pedestrians or cyclists, but who are likely to become so if conditions improve. The plan needs to consider ways to promote behaviour-changes that encourages new users.

Developing effective infrastructure to improve conditions

The plan aims to develop innovative infrastructure interventions, based on the NSW guidelines and other applicable guidelines and standards.

Setting achievable targets

Funds are limited and there is a need to focus on specific actions that are achievable by Council. There is no sense in developing a plan that proposes excessive expenditure beyond the means of the community. It is better to set targets that can be realistically achieved over the intended 4-10 year implementation period. Should extra funding become available and targets are met earlier, it is a relatively simple task of reviewing the plan to set more goals and targets.

Project

Cowra Pedestrian Access + Mobility Plan 2024

Figure Reference

Figure 16 - Cowra Grid Network Reference Map

Map Location

Cowra Township

Sheet Ref

N/A

Map Scale

0 100 200 300 400 500 m

North

Project

Cowra Pedestrian Access + Mobility Plan 2024

Figure Reference

Figure 17 - Cowra - Proposed Improvement Plan

Map Location

Cowra Township

Sheet Ref

Sheet 01 of 08

Map Legend

- 40km Speed Zones
- Existing Bus Shelters
- Existing Pedestrian Refuge
- Exsiting Traffic Light Locations
- Existing Pedestian Crossings
- Kerb Ramp Installtion / Upgrade
- Proposed Pedestrian Refuge
- Existing Shared Paths
- Proposed Shared Paths
- Existing Footpaths
- Footpaths - Proposed
- Existing Walkways
- Existing Footpaths - Gravel
- Railway
- Primary Road / Cycling Network
- Local Road Network
- Laneways
- Key Walking and Cycling Routes
- Onroad Cycle Stencils
- Walking Track - Signposted
- Landuse - General Industrial
- Landuse - General Commercial
- Landuse - Recreation Facilities
- Landuse - Community Facilities
- Landuse - General Village
- Waterways
- Crown Land

Map Scale

0 100 200 300 400 500 m

North

Project

Cowra Pedestrian Access + Mobility Plan 2024

Figure Reference

Figure 18 - Cowra - Proposed Improvement Plan

Map Location

Cowra Township

Sheet Ref

Sheet 02 of 08

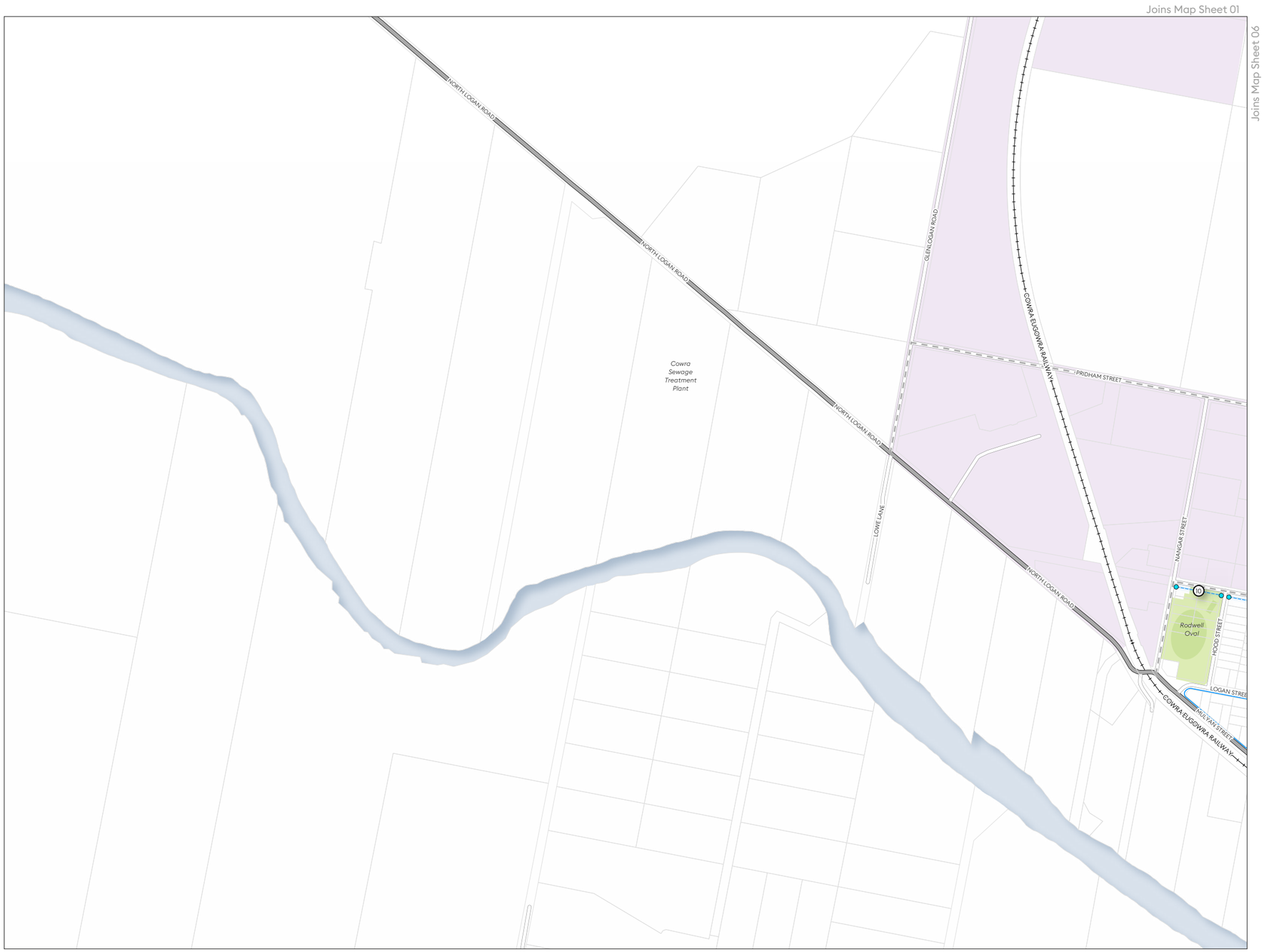
Map Legend

- 40km Speed Zones
- Existing Bus Shelters
- Existing Pedestrian Refuge
- Exsiting Traffic Light Locations
- Existing Pedestian Crossings
- Kerb Ramp Installtion / Upgrade
- Proposed Pedestrian Refuge
- Existing Shared Paths
- Proposed Shared Paths
- Existing Footpaths
- Footpaths - Proposed
- Existing Walkways
- Existing Footpaths - Gravel
- Railway
- Primary Road / Cycling Network
- Local Road Network
- Laneways
- Key Walking and Cycling Routes
- Onroad Cycle Stencils
- Walking Track - Signposted
- Landuse - General Industrial
- Landuse - General Commercial
- Landuse - Recreation Facilities
- Landuse - Community Facilities
- Landuse - General Village
- Waterways
- Crown Land

Map Scale

0 100 200 300 400 500 m

North



Project

Cowra Pedestrian Access + Mobility Plan 2024

Figure Reference

Figure 19 - Cowra - Proposed Improvement Plan

Map Location

Cowra Township

Sheet Ref

Sheet 03 of 08

Map Legend

- 40km Speed Zones
- Existing Bus Shelters
- Existing Pedestrian Refuge
- Exsiting Traffic Light Locations
- Existing Pedestian Crossings
- Kerb Ramp Installtion / Upgrade
- Proposed Pedestrian Refuge
- Existing Shared Paths
- Proposed Shared Paths
- Existing Footpaths
- Footpaths - Proposed
- Existing Walkways
- Existing Footpaths - Gravel
- Railway
- Primary Road / Cycling Network
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- Laneways
- Key Walking and Cycling Routes
- Onroad Cycle Stencils
- Walking Track - Signposted
- Landuse - General Industrial
- Landuse - General Commercial
- Landuse - Recreation Facilities
- Landuse - Community Facilities
- Landuse - General Village
- Waterways
- Crown Land

Map Scale

0 100 200 300 400 500 m

North

Project

Cowra Pedestrian Access + Mobility Plan 2024

Figure Reference

Figure 20 - Cowra - Proposed Improvement Plan

Map Location

Cowra Township

Sheet Ref

Sheet 04 of 08

Map Legend

- 40km Speed Zones
- Existing Bus Shelters
- Existing Pedestrian Refuge
- Exsiting Traffic Light Locations
- Existing Pedestian Crossings
- Kerb Ramp Installtion / Upgrade
- Proposed Pedestrian Refuge
- Existing Shared Paths
- Proposed Shared Paths
- Existing Footpaths
- Footpaths - Proposed
- Existing Walkways
- Existing Footpaths - Gravel
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- Local Road Network
- Laneways
- Key Walking and Cycling Routes
- Onroad Cycle Stencils
- Walking Track - Signposted
- Landuse - General Industrial
- Landuse - General Commercial
- Landuse - Recreation Facilities
- Landuse - Community Facilities
- Landuse - General Village
- Waterways
- Crown Land

Map Scale

0 100 200 300 400 500 m

North

Project

Cowra Pedestrian Access + Mobility Plan 2024

Figure Reference

Figure 21 - Cowra - Proposed Improvement Plan

Map Location

Cowra Township

Sheet Ref

Sheet 05 of 08

Map Legend

- 40km Speed Zones
- Existing Bus Shelters
- Existing Pedestrian Refuge
- Exsiting Traffic Light Locations
- Existing Pedestian Crossings
- Kerb Ramp Installtion / Upgrade
- Proposed Pedestrian Refuge
- Existing Shared Paths
- Proposed Shared Paths
- Existing Footpaths
- Footpaths - Proposed
- Existing Walkways
- Existing Footpaths - Gravel
- Railway
- Primary Road / Cycling Network
- Local Road Network
- Laneways
- Key Walking and Cycling Routes
- Onroad Cycle Stencils
- Walking Track - Signposted
- Landuse - General Industrial
- Landuse - General Commercial
- Landuse - Recreation Facilities
- Landuse - Community Facilities
- Landuse - General Village
- Waterways
- Crown Land

Map Scale

0 100 200 300 400 500 m

North

Project

Cowra Pedestrian Access + Mobility Plan 2024

Figure Reference

Figure 22 - Cowra - Proposed Improvement Plan

Map Location

Cowra Township

Sheet Ref

Sheet 06 of 08

Map Legend

- 40km Speed Zones
- Existing Bus Shelters
- Existing Pedestrian Refuge
- Exsiting Traffic Light Locations
- Existing Pedestian Crossings
- Kerb Ramp Installtion / Upgrade
- Proposed Pedestrian Refuge
- Existing Shared Paths
- Proposed Shared Paths
- Existing Footpaths
- Footpaths - Proposed
- Existing Walkways
- Existing Footpaths - Gravel
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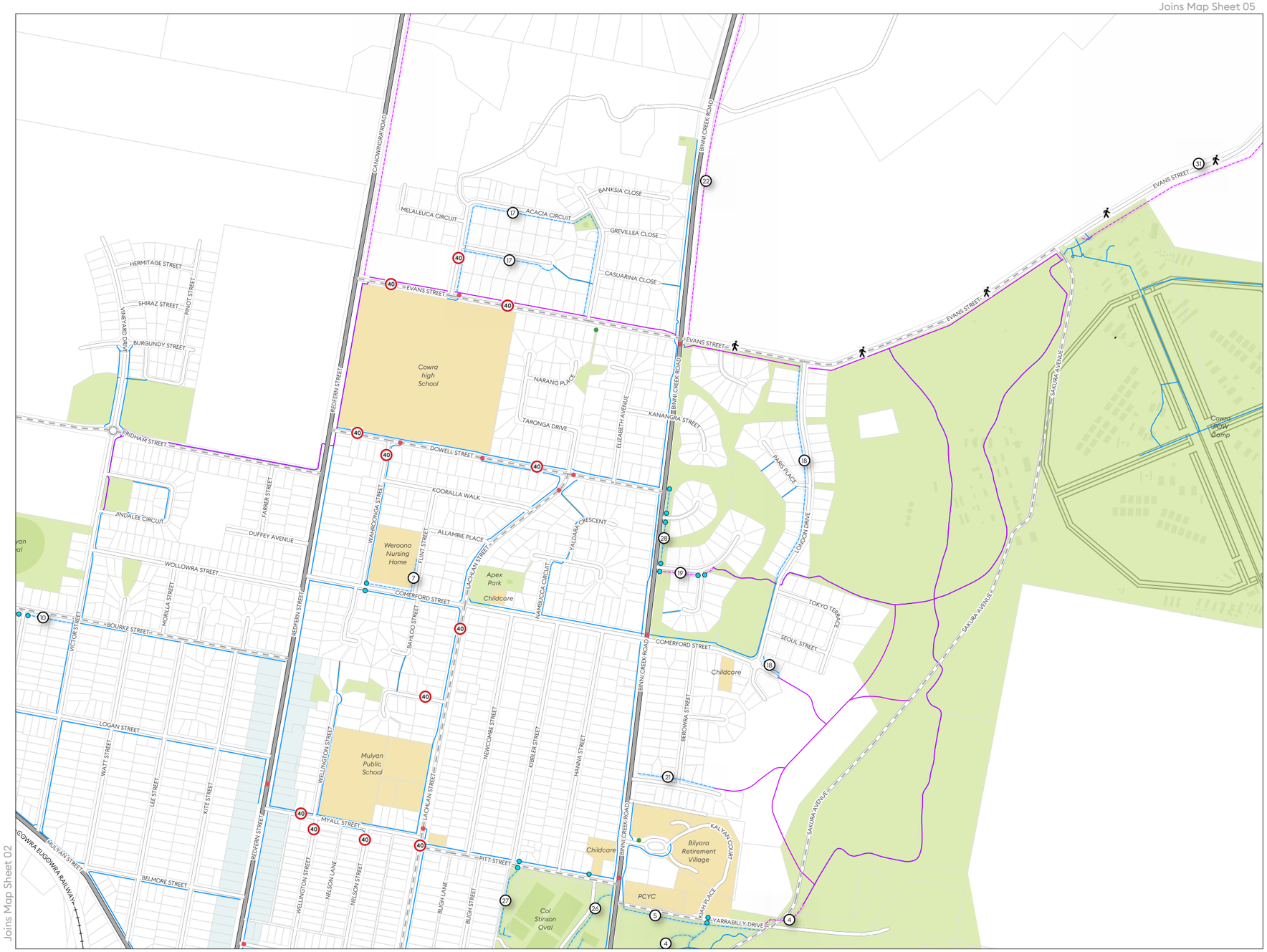
- Primary Road / Cycling Network
- Local Road Network
- Laneways
- Key Walking and Cycling Routes
- Onroad Cycle Stencils
- Walking Track - Signposted
- Landuse - General Industrial
- Landuse - General Commercial
- Landuse - Recreation Facilities
- Landuse - Community Facilities
- Landuse - General Village
- Waterways
- Crown Land

Map Scale

0 100 200 300 400 500 m

North



Project

Cowra Pedestrian Access + Mobility Plan 2024

Figure Reference

Figure 23 - Cowra - Proposed Improvement Plan

Map Location

Cowra Township

Sheet Ref

Sheet 07 of 08

Map Legend

- 40km Speed Zones
- Existing Bus Shelters
- Existing Pedestrian Refuge
- Exsiting Traffic Light Locations
- Existing Pedestian Crossings
- Kerb Ramp Installtion / Upgrade
- Proposed Pedestrian Refuge
- Existing Shared Paths
- Proposed Shared Paths
- Existing Footpaths
- Footpaths - Proposed
- Existing Walkways
- Existing Footpaths - Gravel
- Railway
- Primary Road / Cycling Network
- Local Road Network
- Laneways
- Key Walking and Cycling Routes
- Onroad Cycle Stencils
- Walking Track - Signposted
- Landuse - General Industrial
- Landuse - General Commercial
- Landuse - Recreation Facilities
- Landuse - Community Facilities
- Landuse - General Village
- Waterways
- Crown Land

Map Scale

0 100 200 300 400 500 m

North

Project

Cowra Pedestrian Access + Mobility Plan 2024

Figure Reference

Figure 24 - Cowra - Proposed Improvement Plan

Map Location

Cowra Township

Sheet Ref

Sheet 08 of 08

Map Legend

- 40km Speed Zones
- Existing Bus Shelters
- Existing Pedestrian Refuge
- Exsiting Traffic Light Locations
- Existing Pedestian Crossings
- Kerb Ramp Installtion / Upgrade
- Proposed Pedestrian Refuge
- Existing Shared Paths
- Proposed Shared Paths
- Existing Footpaths
- Footpaths - Proposed
- Existing Walkways
- Existing Footpaths - Gravel
- Railway
- Primary Road / Cycling Network
- Local Road Network
- Laneways
- Key Walking and Cycling Routes
- Onroad Cycle Stencils
- Walking Track - Signposted
- Landuse - General Industrial
- Landuse - General Commercial
- Landuse - Recreation Facilities
- Landuse - Community Facilities
- Landuse - General Village
- Waterways
- Crown Land

Map Scale

0 100 200 300 400 500 m

North

Project

Cowra Pedestrian Access + Mobility Plan 2024

Figure Reference

Figure 25 - Gooloogong - Proposed Improvement Plan

Map Location

Gooloogong Village

Sheet Ref

Sheet 01 of 01

Map Legend

- 40km Speed Zones
- Existing Bus Shelters
- Existing Pedestrian Refuge
- Exsiting Traffic Light Locations
- Existing Pedestian Crossings
- Kerb Ramp Installtion / Upgrade
- Proposed Pedestrian Refuge
- Existing Shared Paths
- Proposed Shared Paths
- Existing Footpaths
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- Onroad Cycle Stencils
- Walking Track - Signposted
- Landuse - General Industrial
- Landuse - General Commercial
- Landuse - Recreation Facilities
- Landuse - Community Facilities
- Landuse - General Village
- Waterways
- Crown Land

Map Scale

0 100 200 300 m

North

Project

Cowra Pedestrian Access + Mobility Plan 2024

Figure Reference

Figure 26 - Woodstock - Proposed Improvement Plan

Map Location

Woodstock Village

Sheet Ref

Sheet 01 of 01

Map Legend

- 40km Speed Zones
- Existing Bus Shelters
- Existing Pedestrian Refuge
- Exsiting Traffic Light Locations
- Existing Pedestian Crossings
- Kerb Ramp Installtion / Upgrade
- Proposed Pedestrian Refuge
- Existing Shared Paths
- Proposed Shared Paths
- Existing Footpaths
- Footpaths - Proposed
- Existing Walkways
- Existing Footpaths - Gravel
- Railway
- Primary Road / Cycling Network
- Local Road Network
- Laneways
- Key Walking and Cycling Routes
- Onroad Cycle Stencils
- Walking Track - Signposted
- Landuse - General Industrial
- Landuse - General Commercial
- Landuse - Recreation Facilities
- Landuse - Community Facilities
- Landuse - General Village
- Waterways
- Crown Land

Map Scale

0 100 200 300 m

North

Project

Cowra Pedestrian Access + Mobility Plan 2024

Figure Reference

Figure 27 - Wyangala - Proposed Improvement Plan

Map Location

Wyangala Village

Sheet Ref

Sheet 01 of 01

Map Legend

- 40km Speed Zones
- Existing Bus Shelters
- Existing Pedestrian Refuge
- Exsiting Traffic Light Locations
- Existing Pedestian Crossings
- Kerb Ramp Installtion / Upgrade
- Proposed Pedestrian Refuge
- Existing Shared Paths
- Proposed Shared Paths
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- Local Road Network
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- Key Walking and Cycling Routes
- Onroad Cycle Stencils
- Walking Track - Signposted
- Landuse - General Industrial
- Landuse - General Commercial
- Landuse - Recreation Facilities
- Landuse - Community Facilities
- Landuse - General Village
- Waterways
- Crown Land

Map Scale

0 100 200 300 m

North

08 PRIORITIES + ACTIONS

The facilities and treatments required to create a cohesive, safe and compliant system provides the basis for the proposed improvements in Cowra Shire. A criterion was developed to prioritise the projects and this reflect the importance in the pedestrian and cycling outcomes. The criteria questions included:

- Does it fill a gap in the network?
- Has it been identified in consultation?
- Has it been identified by an audit?
- Will it benefit more than one user type?
- Will it be suitable for all users?
- Is it located in a high activity area?
- Does it improve pedestrian/cyclist visibility?
- Is it in a hazard area?
- Does it improve road safety awareness behaviour?
- Will it reduce speed?
- Would it be peer supported?
- Is it practical in the context of Cowra Shire?
- Is it a cost-effective solution?

Each of the questions is scored out of a total of either 5 or 10 points.

Given the limited resources available to Cowra Shire Council to undertake the proposed improvements, the scoring of each project is divided into High, Medium and Low priority.

Category	Score	Description
High	45-65	Highest priority for implementation Key criteria for consideration include whether the proposed facility: + Addresses an identified and significant safety issue + Significantly improves pedestrian access and mobility or is part of a broader connection that significantly improves pedestrian access and mobility + Connects a diverse number of residential areas, key attractors and public transport facilities + Responds to existing/demonstrated high pedestrian demand + Facilitates significant growth in pedestrian volumes in the future

Medium	25-45	Medium priority for implementation Key criteria for consideration include whether the proposed facility: + Addresses an identified and moderate safety issue + Moderately improves pedestrian access and mobility or is part of a broader connection that moderately improves pedestrian access and mobility + Connects a variety of residential areas, key attractors and/or public transport facilities + Responds to existing/demonstrated moderate + Pedestrian demand + Facilitates moderate growth in pedestrian volumes in the future

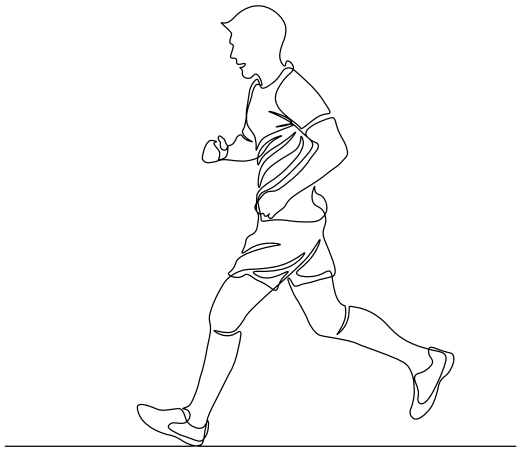
Low	0-25	Low priority for implementation Key criteria for consideration include whether the proposed facility: + Addresses an identified safety concern + Improves pedestrian access and mobility + Connects residential areas, attractors and/or public transport facilities + Responds to existing/demonstrated minor pedestrian demand

Project No.				Does it fill a network gap?	Has it been identified in consultation?	Has it been identified by an audit?	Will it benefit more than one user type?	Will it be suitable for all users?	Is it located in a high activity area?	Does it improve pedestrian and cyclist visibility?	Is it in a hazard area?	Does it improve road safety awareness behaviour?	Will it reduce speed?	Would it be peer supported?	Is it practical?	Is it a cost effective solution?	Total
Place	**Project Description**	**From**	**To**														
General Projects																	
Project # 1	Investigate the requirements for the establishment of a Mountain Bike Track for Cowra										N/A						
Project # 2	Review subdivision design standards to ensure that all new arterial and collector roads are constsructed with a bicyle route facility on at least one side of the road										N/A						
Project # 3	Review subdivision design standards to ensure compliance with relevant pedestrian and cycling design standards										N/A						
Project # 4	Investigate the feasibility of using the Cowra to Eugowra railway reserve for a shared path installation			2	3	2	4	5	3	2	3	3	3	4	4	2	40
Project # 5	Public a tourism / directional map showing Mountain Bike (MTB) trails located in the Wyangala and Mt McDonald area										N/A						
Project # 6	Continue to investigate with Cabonne Shire Council the merits of providing a cycling route between Cowra and Canowindra / Eugowra			2	3	2	3	3	4	4	4	4	3	3	2	1	38
Project # 7	Undertaken a comprehensive audit of all kerb ramps in Cowra, Gooloogong, Woodstock and Wyangala to identify where new ramps are required or where improvements are required to existing ramps.										N/A						
Project # 8	Review the existing kerbside environments at Mulyan Public School and Cowra Public School to determine where safety improvements can be made to 'kiss and drop areas' and general crossing locations										N/A						
Cowra Projects																	
Project # 1	Lachlan Valley Way / Edgell Park shared path installation	Edgell Park (existing path)	Low Level Bridge Road	5	5	5	5	5	5	4	4	4	3	5	5	4	59
Project # 2	Lachlan Street on-road path installation	River Park	Cowra Van Parrk	5	5	5	4	5	5	5	4	4	3	4	5	4	58
Project # 3	Lynch Street shared path installation	Short Street	Europa Park	5	4	5	5	4	5	5	4	4	3	4	3	4	55
Project # 4	Sculpture Park path installation	Sculpture Park	Ssakura Avenue	4	4	4	5	4	5	5	4	4	4	4	4	4	55
Project # 5	Yarrabilly Drive pedestrian path installation	Binni Creek Rroad	Sakura Avenue	4	4	4	4	4	5	5	4	4	4	4	4	4	54

Project No.				Does it fill a network gap?	Has it been identified in consultation?	Has it been identified by an audit?	Will it benefit more than one user type?	Will it be suitable for all users?	Is it located in a high activity area?	Does it improve pedestrian and cyclist visibility?	Is it in a hazard area?	Does it improve road safety awareness behaviour?	Will it reduce speed?	Would it be peer supported?	Is it practical?	Is it a cost effective solution?	Total
Place	**Project Description**	**From**	**To**														
Project # 6	Low Level Bridge Rd on-road footpath	Redfern Street	Boorowa Road	4	4	4	4	3	5	5	4	4	4	4	3	4	52
Project # 7	Weroona pedestrian path link	Wahroonga / Comerford St	Flint Street	4	3	4	4	4	5	5	3	4	4	4	4	4	52
Project # 8	West Cowra pedestrian path links	Various	Various	5	4	4	3	4	4	4	3	4	3	4	4	3	49
Project # 9	Mees Street pedestrian path installation	Lyall Street	Legh Street	4	4	4	3	4	4	4	3	3	3	4	4	4	48
Project # 10	Bourke Street pedestrian path installation	Nangar Street	Victor Street	4	4	4	3	4	3	3	2	3	3	4	4	4	45
Project # 11	Lachlan River pedestrian / cycling bridge	Edgell Park	River Park	4	4	4	4	4	4	3	2	3	3	4	2	2	43
Project # 12	Neila Street pedestrian path installation	Taragala Street	Brisbane Street	4	3	4	3	3	3	3	3	4	3	3	4	3	43
Project # 13	Brisbane Ave / Whitby St pedestrian path installation	Courallie Street	Darling Avenue	4	3	4	3	3	3	3	3	3	3	3	4	3	43
Project # 14	Cowra Van Park pedestrian path installation	River Park	Low Level Bridge Road	3	3	4	4	3	4	3	3	3	3	3	4	3	43
Project # 15	Macassar Street pedestrian path installation	Redfern Street	Scenic Drive	4	3	4	4	3	4	3	3	3	3	3	3	3	43
Project # 16	Macquarie Street pedestrian path installation	Liverpool Street	Macassar Street	4	3	4	4	3	4	3	3	3	3	3	3	3	42
Project # 17	Acacia Cct pedestrian path installation	Evans Street	Evans Street	3	3	4	3	3	2	3	2	3	3	2	3	3	37
Project # 18	London Drive pedestrian path installation	Evans Street	Tokyo Place	3	3	4	3	3	2	3	2	3	3	2	3	3	37
Project # 19	Amaroo Avenue shared path instsallation	Binni Creek Road	Existing shared path	3	2	3	3	3	2	3	2	3	3	2	3	3	34
Project # 20	Canowindra Road / Doncaster Drive shared path installation	Evans Street	Binni Creek Road	2	2	1	3	3	2	3	1	2	2	1	2	1	25
Project # 21	Karinya Street pedestrian path installation	Binni Creek Road	Existing shared path	2	2	2	2	3	1	2	1	2	2	2	2	2	25
Project # 22	Binni Creek Road shared path installation	Evans Street	Farm Road	2	2	2	2	2	1	2	1	2	2	1	2	2	23
Project # 23	Vaux Street pedestrian refuge installation	Vaux Street	Vaux Street	0	1	3	3	2	2	3	1	2	1	2	2	1	23
Project # 24	Keswick Street pedestrian path installation	Redfern Street	Macquarie Street	2	2	2	2	2	1	1	1	2	2	2	2	1	22
Project # 25	Brisbane Lane pedestrian path installation	Brisbane Lane	Saje Court	1	2	2	2	2	2	1	1	2	2	2	2	1	22

Project No.				Does it fill a network gap?	Has it been identified in consultation?	Has it been identified by an audit?	Will it benefit more than one user type?	Will it be suitable for all users?	Is it located in a high activity area?	Does it improve pedestrian and cyclist visibility?	Is it in a hazard area?	Does it improve road safety awareness behaviour?	Will it reduce speed?	Would it be peer supported?	Is it practical?	Is it a cost effective solution?	Total
Place	**Project Description**	**From**	**To**														
Project # 26	Binni Creek Road pedestrian path installation	Binni Creek Road	Cowra Skate Park	2	2	2	2	2	2	1	1	1	1	2	2	2	22
Project # 27	Pitt Street pedestrian path installation	Pitt Street	Netball Courts	2	2	2	2	2	2	1	1	1	1	2	2	2	22
Project # 28	Binni Creek Road pedestrian path installation	Amaroo Avenue	Dowell Street	2	2	2	2	2	2	1	1	1	1	2	2	2	22
Project # 29	Young Road pedestrian path installation	Lyall Street	Waratah Street	2	1	2	2	2	2	1	1	1	1	2	2	2	21
Project # 30	Taragala Street shared path installation	Vaux Street	Brougham Street	2	1	2	2	2	2	1	1	1	1	2	2	2	21
Project # 31	Farm Road shared path installation	Binni Creek Road	Cowra POW Camp	0	1	1	2	2	1	1	1	1	1	1	2	1	14
Project # 32	Lachlan Valley Way road shoulder widening	Noonbinna Road	Grenfell Road	0	1	0	1	1	1	1	1	1	1	1	1	0	10
Woodstock Projects																	
Project # 1	Woodstock Soldiers Memorial Park path link	Purcell Drive	Noyeau Street	5	5	5	5	5	5	4	4	4	3	5	4	3	57
Project # 2	Carrington Street pedestrian path installation	Parkes Street	Waugoola Street	4	5	5	4	4	4	4	3	4	3	5	4	4	54
Project # 3	Waugoola Street pedestrian path installation	Carrington Street	Rankin Street	4	5	5	4	4	4	4	3	4	3	5	4	4	54
Gooloogong Projects																	
Project # 1	Log Cabin pedestrian path link on Main Street	Main Street	Main Street	4	5	5	4	4	4	4	3	4	3	5	4	4	54
Project # 2	Racecourse and Showground path link	King Street	Nelligan Lane	3	4	4	4	3	3	4	3	4	3	4	4	3	46
Project # 3	Main Street pedestrian path installation	East Street	Bank Street	3	4	3	4	3	3	4	3	4	3	3	4	3	44
Project # 4	Road stencilling - Forbes, Cowra and East Streets	As described	As described	1	4	2	2	2	3	4	2	4	4	3	4	4	39
Wyangala Projects																	
Project # 1	Wyangala Public School path link	First Avenue	Wyangala Public School	4	4	4	3	4	3	3	3	3	3	4	4	3	45
Project # 2	Dissipator Park shared path link	Trout Farm Road	Dissipator Park	3	3	2	3	3	4	3	4	3	3	4	3	2	40

09 ONGOING ACTIONS



Supporting a Culture of Active Transport

Even a locally tailored evidence-based plan of action is not a guarantee of lasting results once completed and implemented. According to the WHO Pedestrian Safety Manual 2013, safe road-user behaviour and increasing user support depends on a number of factors, including:

- Knowledge and skills
- Leaders
- Community support
- Perception of vulnerability and risk
- Social acceptance to norms and change models
- Engineering measures
- Law enforcement

As this is a strategic document, detailed behaviour-change interventions and road safety programs have not been considered comprehensively. These issues need to be addressed over a longer period and with greater community input.

The following community awareness, education and activation strategies are suggested for further consideration by Cowra Shire Council and the wider local community over the life of the Cowra Pedestrian and Cycling Plan 2024.

Actions	Time frame
Create a cycling routes guide and / or way-finding map	1-5 years
Review active transport path signage and investigate opportunities for improvements	1-5 years
Encourage shared path etiquette, including signage and use of social media	1-5 years
Investigate community crowd funding models that ensure delivery of priority projects for Cowra Shire	1-5 years
Install bicycle parking facilities, and encourage the inclusion of change room facilities in new employment generating developments	5-10 years
Investigate / implement street tree plantings in appropriate locations along walking and cycling routes	5-10 years
Partner with the NSW government and community organisations to deliver skills development and road safety awareness initiatives	Ongoing

Maintaining the Active Transport Network

The development of a comprehensive maintenance program which identifies key tasks and frequency of works is an important part of a quality network.

Monitoring Progress

Implementing the priorities of the Cowra Pedestrian & Cycling Plan 2024 will require on-going review of progress and regular feedback to key stakeholders and the wider community. Council will monitor, review and report on its progress under the Cowra Pedestrian Cycling Plan 2024 using the existing Integrated Planning and Reporting (4-Year Delivery Program) Framework under the Local Government Act 1993 to ensure that its planning priorities are being achieved.

Funding Programs, Initiatives + Infrastructure

Council

Council has road maintenance and upgrade program which can be directed towards the expansion, maintenance and rehabilitation of the following pedestrians and cyclist facilities within the Shire:

- Footpaths
- Shared paths
- Pedestrian bridges
- Kerb lay-backs
- Median Refuges
- Pedestrian crossings
- Related infrastructure

Other internal sources of funding include:

- Significant upgrades to state and local owned road networks.
- Streetscaping and masterplanning programs and initiatives relating to key areas of the public domain.
- Section 7.11 contributions – collected from new development in the relevant areas. However, these contributions will not be able to fund all of the actions in this Plan;

State and Federal Government

Grant funding is available for a variety of community based and pedestrian/safety programs or projects from key government sources which include:

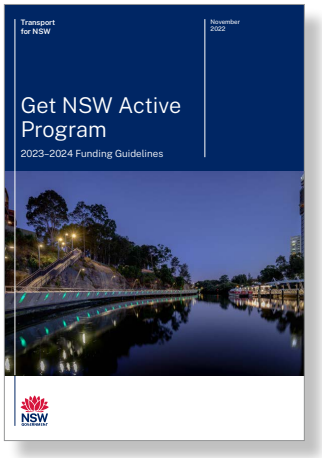
- Building Better Regions Fund (Federal)
- Get NSW Active Program (NSW)
- Regional Tourism Infrastructure Fund (NSW)
- Stronger Country Communities Fund (NSW)

Council will specifically target grant funding from the Federal and State governments in order to deliver the infrastructure outlined in this plan.

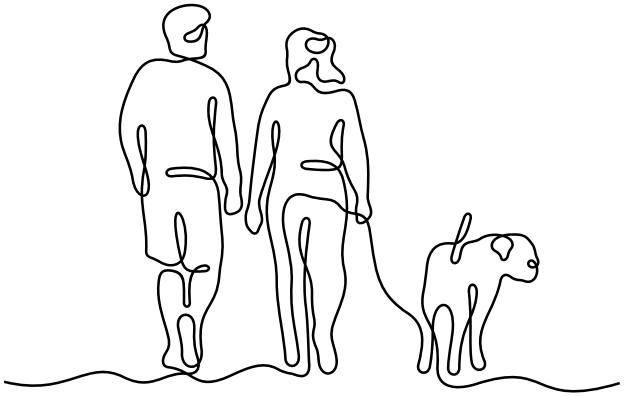
Grant funding for non-infrastructure solutions may also be available through other government departments.

Other sources

Outside of the typical government funding sources there may be opportunities for Council to partner with developers and / or relevant community groups to deliver new infrastructure that benefits walking and cycling in the Cowra Shire.



10 PROJECT SHEETS



A number of project sheets have been developed for some of the priority projects in Cowra, Gooloogong, Woodstock and Wyangala. These project sheets are presented Section 10 of the plan.

Cowra Project No. 1

Project Description

Inert Project Description

Project Benefit

Insert Project Benefit

Project Specifications

Shared path x 950m @ $430/lm

End of trip facilities (seating, signage and water points), estimated at $75,000

Drainage and footpath rehabilitation, estimated @ $7,500

Traffic control, estimated @ $3,500 for preparation / implementation of a Traffic Control Plan

Estimated Cost

$494,500

- 40km Speed Zones
- Existing Bus Shelters
- Existing Pedestrian Refuge
- Exsiting Traffic Light Locations
- Existing Pedestian Crossings
- Kerb Ramp Installtion / Upgrade
- Proposed Pedestrian Refuge
- Existing Shared Paths
- Proposed Shared Paths
- Existing Footpaths
- Footpaths - Proposed
- Existing Walkways
- Existing Footpaths - Gravel
- Railway
- Primary Road / Cycling Network
- Local Road Network
- Laneways
- Key Walking and Cycling Routes
- Onroad Cycle Stencils
- Walking Track - Signposted
- Landuse - General Industrial
- Landuse - General Commercial
- Landuse - Recreation Facilities
- Landuse - Community Facilities
- Landuse - General Village
- Waterways
- Crown Land

Site Photograph

Site Photograph

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8 LATE REPORTS

9 NOTICES OF MOTIONS

9.1 Notice of Motion - Recycling Rebate

File Number: D24/1059

I, Councillor Sharon D'Elboux, give notice that at the next Ordinary Meeting of Council to be held on 24 June 2024, I intend to move the following motion:

MOTION

1. **That Cowra Council provide a full and open written apology to the residents of Cowra LGA.**

2. **That a 50% discount be given to rate payers in the 2024/2025 financial year for recycling charges. This would appear on outgoing rate notices.**

RATIONALE

In November 2023 it was brought to the attention of Councillors that an operational decision was made at the Cowra MRF to prioritise the CDS sorting line over local shire-wide kerbside recycling for the period from January 2018 to May 2019.

The decision meant that 990 ton of inbound kerbside recycling material was diverted straight to landfill. This is the equivalent weight of 123 African elephants, 24 humpback whales or 30 Sherman tanks and 430 ton of potential recyclable material was not recovered according to staff calculations.

Cowra Council has recently publicly displayed and endorsed a Waste Management Strategy for our LGA. An essential part of that policy moving forward will be the cooperation and education from our community. We need everyone working together to reach our goals set out in the strategy and to meet targets identified by the NSW Government.

Apart from the poor environmental aspect of the operational decision, it is hard to go past the lack of transparency and accountability Council has to the Cowra Shire residents. Future confidence in Councils decision making processes is now in the spotlight, with a massive breach of community trust resulting from this matter. I think it would be fair to say this incident has potentially led to the high levels of incorrect recycling we continue to experience, when it appears to be commonly thought "why recycle when council puts it straight into landfill".

The current elected councillors have been assured this operational decision is no longer occurring and the correct procedures are now in place.

Council has sought legal advice on this matter. In addition, advice from the Environmental Protection Authority has also been sought.

When local government shows accountability it makes operations more transparent and it is easier for the public to understand how decisions are made. Transparency helps build trust. When residents have access to information about operations, whether it be mistakes or community benefits, they are more likely to trust that their best interests are being considered.

Transparent government encourages citizen engagement, leading to and supporting the residents to be involved, provide feedback which helps Council to create better policies and services that reflect the important needs of the community.

Overall transparency and accountability are vital for promoting good governance, fostering trust and ensuring that where ever possible we serve the best interest of the community we represent. Not one of us Councillors in this room likes having to make these hard decisions especially if they come associated with a large money value impacting the ongoing council budget, but this is where we are today.

The 50% reduction of recycling charges for the 2024/2025 financial year would go some way to making up for past errors. This action of acting in good faith could be considered in merit of "passing the pub test".

I commend this Notice of Motion to Council.

BUDGETARY IMPLICATIONS

The estimated cost of the discount is $350,000 which would be funded from the Waste Fund Reserve.

ATTACHMENTS

Nil

10 CONFIDENTIAL MATTERS

RECOMMENDATION

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

11 CONFIDENTIAL DIRECTOR-INFRASTRUCTURE & OPERATIONS

11.1 Tender for Dam Surveillance and Inspections (W1_2024)

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