AGENDA

Ordinary Council Meeting

Date: Monday, 23 June 2025

Time: 5.30 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

1.6 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 26 May 2025

MINUTES

Ordinary Council Meeting
Monday, 26 May 2025

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3.6 Development Application No. 10.2025.25.1, Lot 8 DP 739103, 25 Walker Street Cowra, retaining wall and boundary fence, lodged by Andys Design & Drafting. The property owner is M A & M F Lazarou. 7

3.7 Development Application No. 10.2016.11.4, Lot 17 DP 1179358, 9 Richards Drive Cowra, s4.55(1a) modification to aircraft hangar and pilot training school (continued use of mezzanine reconfigured from storage to office/meeting room and addition of flight simulator room) mod 3, lodged by Fly Oz Pty Limited. The property owner is Fly Oz Pty Limited. 10

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7.2 Development Application No. 10.2024.68.2, Lot 291 DP 45349 & Lot 292 DP 46474, 14 Short Street Cowra, Section 4.55(1A) modification to centre-based childcare facility (modified building footprint, carpark & detention basin) Mod 1 lodged by S D'souza. The property owner is the Department of Planning, Industry and Environment - Crown Lands. 22

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MINUTES OF COWRA COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE COWRA COUNCIL CHAMBERS, 116 KENDAL STREET, COWRA
ON MONDAY, 26 MAY 2025 AT 5.30 PM

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

IN ATTENDANCE: Mr Paul Devery (General Manager), Mrs Larissa Hackett (Director-Environmental Services), Mr Dirk Wymer (Director-Infrastructure & Operations), Mr Alan Dalton (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

Apology

RESOLUTION 85/25

Moved: Cr Cheryl Speechley
Seconded: Cr Tony Horton

That apologies from Cr Ruth Fagan, Cr Karren Cave and Cr Cheryl Downing be received and accepted.

CARRIED

1.4 Disclosures of Interest

Cr Nikki Kiss OAM declared a non-pecuniary interest in relation to item 3.10 Access Incentive Scheme Grant Funding Application - St Raphael's Catholic School as her child attends the school, and will leave the Chamber during consideration of this item.

Cr Nikki Kiss OAM declared a minor non-pecuniary interest in relation to item 5.3 Section 355 Committee Minutes - Cowra Youth Council as her son is a Cowra Youth Council Member, and will leave the Chamber during consideration of this item.

Cr Nikki Kiss OAM declared a non-pecuniary interest in relation to item 5.4 – Section 355 Committee Draft Minutes - Australian Chapter of the World Peace Bell Association due to her Lion's Club membership, and will remain in the Chamber during consideration of this item.

Cr Nikki Kiss OAM declared a non-pecuniary interest in relation to item 7.2, Development Application No. 10.2024.68.2, Lot 291 DP 45349 & Lot 292 DP 46474, 14 Short Street Cowra due to a her son being an employee of CECS (Cowra Early Childhood Services Cooperative Ltd), and will leave the Chamber during consideration of this item.

Cr Tony Horton declared a non-pecuniary interst in relation to item 3.10 Access Incentive Scheme Grant Funding Application - St Raphael's Catholic School as he has two children who attend the school, and will remain in the Chamber during consideration of this item.

Cr Tony Horton declared a pecuniary interest in relation to item 5.2 Local Government Remuneration Tribunal Report on Mayoral and Councillor Fees, and will remain in the Chamber during consideration of this item.

Cr Erin Watt declared a non-pecuniary interest in relation to item 3.7 and 7.1 due to a family member's involvement in the submission and due to personally owning a business that leases property adjacent to the site, and will leave the Chamber during consideration of this item.

1.5 Presentations

Nil

1.6 Public Forum

Nil

2 CONFIRMATION OF MINUTES

RESOLUTION 86/25

Moved: Cr Nikki Kiss OAM
Seconded: Cr Tony Horton

That the minutes of Ordinary Council Meeting held on 28 April 2025 be confirmed.

CARRIED

RESOLUTION 87/25

Moved: Cr Nikki Kiss OAM
Seconded: Cr Tony Horton

That the minutes of Extraordinary Council Meeting held on 12 May 2025 be confirmed with an amendment to Resolution 83/25 to include Cr Ruth Fagan as an apology.

CARRIED

3 GENERAL COMMITTEE RECOMMENDATIONS - MONDAY, 12 MAY 2025

GENERAL MANAGERS REPORT

3.1 Regional Drought Resilience Plan

RESOLUTION 88/25

Moved: Cr Nikki Kiss OAM
Seconded: Cr Erin Watt

1. **That Council note the completion of the Regional Drought Resilience plan incorporating the local government areas of Cowra, Orange,**

Blayney, Cabonne and Weddin.

2. **That Council note the selected actions to implement with additional funding secured.**

CARRIED

3.2 Draft Media and Social Media Policy

RESOLUTION 89/25

Moved: Cr Tony Horton
Seconded: Cr Peter Wright

1. **That Council adopt the draft Media and Social Media Policy and place it on public exhibition for a period of at least 28 days.**

2. **That during the public exhibition period the draft policy be provided to Council's Employee Consultative Group for comment.**

CARRIED

DIRECTOR-CORPORATE SERVICES REPORT

3.3 Audit, Risk & Improvement Committee - Appointment of Chairperson

RESOLUTION 90/25

Moved: Cr Nikki Kiss OAM
Seconded: Cr Erin Watt

That Council agree to appoint Mr Alan Pigott as Chairperson of Council's Audit, Risk and Improvement Committee for a four-year term, effective from 2 June 2025.

CARRIED

3.4 Investments and Financial Report

RESOLUTION 91/25

Moved: Cr Erin Watt
Seconded: Cr Nikki Kiss OAM

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

CARRIED

DIRECTOR-INFRASTRUCTURE & OPERATIONS REPORT

3.5 Draft Plan of Management for Bellevue Hill Crown Reserve 84154

RESOLUTION 92/25

Moved: Cr Erin Watt
Seconded: Cr Nikki Kiss OAM

1. **That Council acknowledges the Native Title manager's advice on the Plan of Management for Crown Reserve 84154 has been received and considered.**
2. **That Council adopts the Plan of Management for Crown Reserve 84154 which has been placed on public exhibition for a period of 28 days.**
3. **The General Manager be authorised to sign any necessary documentation to give notice to the Minister for Lands and Property in reference to the adopted Plan of Management for Crown Reserve 84154.**

CARRIED

DIRECTOR-ENVIRONMENTAL SERVICES REPORT

3.6 Development Application No. 10.2025.25.1, Lot 8 DP 739103, 25 Walker Street Cowra, retaining wall and boundary fence, lodged by Andys Design & Drafting. The property owner is M A & M F Lazarou.

RESOLUTION 93/25

Moved: Cr Tony Horton
Seconded: Cr Nikki Kiss OAM

1. **That Council notes that the reason for the decision is that the proposal largely complies with Section 4.15 of the Environmental Planning and Assessment Act 1979. The variation to Section E.5.6.2.a. of Part E of Council's Development Control Plan 2021 is sufficiently justified and the application was publicly notified and no submissions were received; and**

2. **That Council approves a variation to Section E.5.6.2.a. of Part E of Council's Development Control Plan 2021 for this development to allow a maximum boundary fence height of 2.7 metres; and**

3. **That Development Application No. 10.2025.25.1, for the construction of a retaining wall and boundary fence on Lot 8 DP 739103, 25 Walker Street Cowra be approved subject to the following conditions:**

GENERAL CONDITIONS

4. **Development is to be in accordance with approved plans.**

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

Plan No./ Supporting Document	Prepared by/Reference Details	Cowra Shire Council Reference
Site Plan Sheet 1 of 4	Andy's Design & Drafting 31/03/2025	Received 3 April 2025 Stamped No. DA 10.2025.25.1
Fence Plan Sheet 2 of 4	Andy's Design & Drafting 31/03/2025	Received 3 April 2025 Stamped No. DA 10.2025.25.1
Section Specifications Sheet 3 of 4	Andy's Design & Drafting 31/03/2025	Received 3 April 2025 Stamped No. DA 10.2025.25.1
Elevations Sheet 4 of 4	Andy's Design & Drafting 31/03/2025	Received 3 April 2025 Stamped No. DA 10.2025.25.1
Statement of Environmental Effects (Pro-Forma for Minor development)	Andy's Design & Drafting -	Received 30 April 2025 Stamped No. DA 10.2025.25.1(A)

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

5. 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).

CONDITIONS TO BE COMPLIED WITH PRIOR TO THE COMMENCEMENT OF WORKS

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

and applicable engineering standards in the case of building work and the applicable Council Engineering Standards in the case of subdivision works. This may entail alterations to the proposal so that it complies with these standards.

7. **It is the responsibility of the Applicant to ensure that the development complies with the Building Code of Australia and applicable engineering standards in the case of building work.**

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

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

10. **Prior to the construction of the retaining wall a 'peg-out' survey plan is to be submitted to the Principal Certifier which establishes the position of the property boundary and demonstrates that the development will be constructed entirely within the boundaries of the property.**

CONDITIONS TO BE COMPLIED WITH DURING CONSTRUCTION

11. **While building work is being carried out, any such work must not continue after each critical stage inspection unless the principal certifier is satisfied the work may proceed in accordance with this consent and the relevant construction certificate.**

12. **Any damage caused to footpaths, roadways, utility installations and the like by reason of construction operations shall be made good and repaired to a standard equivalent to that existing prior to commencement of construction. The full cost of restoration/repairs of property or services damaged during the works shall be met by the Applicant.**

13. **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.**

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

15. **All building rubbish and debris, including that which can be windblown, shall be contained on site in a suitable container for disposal at an approved Waste Landfill Depot. The container shall be erected on the**

building site prior to work commencing and shall be maintained for the term of the construction to the completion of the project. No building rubbish or debris shall be placed or permitted to be placed on any adjoining public reserve, footway or road. The waste container shall be regularly cleaned to ensure proper containment of the building wastes generated on the construction site.

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

16. The Applicant must not commence occupation or use of the retaining wall and fence until a Whole or Partial Occupation Certificate has been issued from the Principal Certifier appointed for the subject development.

ADVICE

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

CARRIED

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

Against: Nil

CARRIED 6/0

At 5:51 pm, Cr Erin Watt left the meeting.

3.7 Development Application No. 10.2016.11.4, Lot 17 DP 1179358, 9 Richards Drive Cowra, s4.55(1a) modification to aircraft hangar and pilot training school (continued use of mezzanine reconfigured from storage to office/meeting room and addition of flight simulator room) mod 3, lodged by Fly Oz Pty Limited. The property owner is Fly Oz Pty Limited.

RESOLUTION 94/25

Moved: Cr Nikki Kiss OAM
Seconded: Cr Tony Horton

That Council notes the recommendation from the General Committee and that the Development Application will be considered later in this meeting.

CARRIED

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

Against: Nil

CARRIED 5/0

At 5:52 pm, Cr Erin Watt returned to the meeting.

3.8 Planning Proposal PP 2023-884, Lot 2 DP 1028751, Lynch Street, Cowra, seeking to amend Cowra LEP 2012 by rezoning Lot 2 DP 1028751 from SP2 Infrastructure to E3 Productivity Support, lodged by John Sarlas

RESOLUTION 95/25

Moved: Cr Nikki Kiss OAM
Seconded: Cr Tony Horton

1. **That Council notes the Gateway Determination issued by NSW Planning, Housing and Infrastructure dated 18 March 2024 for PP 2023-884.**

2. **That Council notes the following additional reports and updates to PP 2023-884, prepared in response to the conditions of the Gateway Determination:**

   - **Preliminary Site Investigation, prepared by Envirowest Consulting Pty Ltd dated 20 August 2024.**
   - **Heritage Impact Statement, prepared by Edwards Heritage Consultants dated October 2024.**
   - **Supply and Demand Analysis for land in the E3 Productivity Zone, prepared by Council and appended to PP 2023-884 as Attachment A.**

3. **That Council notes the following responses received from Government Agencies as a result of the consultation required by Condition No. 2 of the Gateway Determination.**

   - **Department of Climate Change, Energy, the Environment and Water (Heritage NSW) dated 23 April 2024.**
   - **Transport for NSW, dated 3 June 2024 which also incorporates advice from UGL Regional Linx (the rail authority) and TAHE (the rail asset owner).**

4. **That Council notes PP 2023-884 as updated to comply with the requirements of the Gateway Determination.**

5. **That Council endorses PP 2023-884 for public exhibition in accordance with Section 3.34(2)(c) and Clause 4 of Schedule 1of the Environmental Planning and Assessment Act 1979 and the requirements of the Cowra Community Participation Plan 2024.**

6. **That, in the event no public submissions objecting to PP 2023-884 are received as a result of public exhibition, Environmental Services proceeds to finalise PP 2023-884 in accordance with the requirements of Section 3.36 of the Environmental Planning and Assessment Act 1979.**

CARRIED

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

Against: Nil

CARRIED 6/0

3.9 Section 355 Committee Draft Minutes - Natural Resource Management Advisory Committee meeting held Monday 17 March 2025

RESOLUTION 96/25

Moved: Cr Peter Wright
Seconded: Cr Erin Watt

1. **That Council note the draft minutes of the Natural Resource Management Advisory Committee meeting held on 17 March 2025.**

2. **That Council changes the committee name from Cowra Natural Resource Management Advisory Committee to the Environmental Sustainability Committee.**

3. **That a revised Instrument of Delegation together with an updated Natural Resource Management Plan be prepared and referred to Council's s355 committee for concurrence, then Council for consideration and adoption.**

CARRIED

At 5:58 pm, Cr Nikki Kiss OAM left the meeting.

3.10 Access Incentive Scheme Grant Funding Application - St Raphael's Catholic School

RESOLUTION 97/25

Moved: Cr Peter Wright
Seconded: Cr Paul Smith

That Council:

1. **Decline the request for the provision of $10,000 from the Access Incentive Scheme Grant fund to contribute towards the costs of installation of a glass sliding door and access ramp to the front office of the school.**
2. **Re-visit its guidelines regarding who can apply for an Access Incentive Scheme Grant.**

CARRIED

At 6:03 pm, Cr Nikki Kiss OAM returned to the meeting.

4 GENERAL MANAGER

4.1 CBD Committee

RESOLUTION 98/25

Moved: Cr Erin Watt
Seconded: Cr Tony Horton

1. **That Council note the draft minutes of the CBD committee meeting held on Wednesday 30 April 2025.**

2. **That Council note and endorse the finalised version of the Cowra CBD Place Vision and Activation Plan.**

CARRIED

5 DIRECTOR-CORPORATE SERVICES

5.1 Cowra Library Operating Hours

RESOLUTION 99/25

Moved: Cr Nikki Kiss OAM
Seconded: Cr Peter Wright

That Council:

1. **Note Central West Libraries' Cowra Library Extended Opening Hours Evaluation – April 2025 and its recommendation that the library revert to its standard opening hours.**
2. **Note that the Central West Libraries' report includes that:**
   - **(a) Attendance data reports little patronage during the trialled hours.**
   - **(b) Average staffing costs per visit during the additional opening hours were considerably higher than those for regular hours.**
   - **(c) While promoting the trial did not generate meaningful patronage during the target hours, wider awareness of the library was heightened resulting in greater attendance at regular programmed activities.**
3. **Note that Council discussed the report with the Central West Libraries Librarian during an in camera Information Meeting on 19 May 2025.**
4. **Agree to retain regular library opening hours, without amendment, and that Cowra Library continue to be promoted to the community at a less intensive but sustainable level.**

CARRIED

5.2 Local Government Remuneration Tribunal Report on Mayoral and Councillor Fees

RESOLUTION 100/25

Moved: Cr Nikki Kiss OAM
Seconded: Cr Peter Wright

1. **That Council note the Local Government Remuneration Tribunal's Annual Determination of 17 April 2025 which included awarding a 3 per cent increase to mayors and councillors in each category.**
2. **That Council adopt the maximum mayoral and councillor fees determined by the Local Government Remuneration Tribunal effective from 1 July 2025, being:**
   - **a. Councillor fee: $18,890.**
   - **b. Additional mayoral allowance: $40,530.**

CARRIED

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

5.3 Section 355 Committee Minutes - Cowra Youth Council

RESOLUTION 101/25

Moved: Cr Erin Watt
Seconded: Cr Tony Horton

That Council note the minutes of the Cowra Youth Council ordinary meeting held on 7 April, and draft minutes of the 5 May 2025 meeting.

CARRIED

At 6:33 pm, Cr Nikki Kiss OAM returned to the meeting.

5.4 Section 355 Committee Draft Minutes - Australian Chapter of the World Peace Bell Association

RESOLUTION 102/25

Moved: Cr Erin Watt
Seconded: Cr Paul Smith

That Council note the draft Minutes of the Australian Chapter of the World Peace Bell Association ordinary meeting held on 6 May 2025.

CARRIED

6 DIRECTOR-INFRASTRUCTURE & OPERATIONS

6.1 Section 355 Committee Minutes - Saleyards Committee

RESOLUTION 103/25

Moved: Cr Peter Wright
Seconded: Cr Paul Smith

That the minutes of the Saleyards Committee meeting held on 8 May 2025 be noted.

CARRIED

6.2 Crown Land Devolved to Council - Request for Categorisation and Council to Become Crown Land Manager

RESOLUTION 104/25

Moved: Cr Nikki Kiss OAM
Seconded: Cr Tony Horton

That Council request the Department of Planning, Housing and Infrastructure - Crown Lands to:

1. **categorise as 'General Community Use' the unnamed Cemetery Reserve 1020868 (Cowra) and unnamed Cemetery Reserve 1022868**

(Gooloogong) and

2. **appoint Cowra Shire Council as Council Crown Land Manager of unnamed Cemetery Reserve 1020868 (Cowra) and unnamed Cemetery Reserve 1022868 (Gooloogong).**

CARRIED

At 6:42 pm, Cr Erin Watt left the meeting.

7 DIRECTOR-ENVIRONMENTAL SERVICES

7.1 Development Application No. 10.2016.11.4, Lot 17 DP 1179358, 9 Richards Drive Cowra, s4.55(1a) modification to aircraft hangar and pilot training school (continued use of mezzanine reconfigured from storage to office/meeting room and addition of flight simulator room) mod 3, lodged by Fly Oz Pty Limited. The property owner is Fly Oz Pty Limited.

RESOLUTION 105/25

Moved: Cr Tony Horton
Seconded: Cr Nikki Kiss OAM

1. **That Council notes that the reason for the decision is that the proposal largely complies with Section 4.15 of the Environmental Planning and Assessment Act 1979. The variation to Section J.3.2.2 of Part J of Council's Development Control Plan 2021 is sufficiently justified and the application was publicly notified and no submissions were received; and**

2. **That Council approves a variation to Section J.3.2.2 of Part J of Council's Development Control Plan 2021 for this development to allow for a side setback of 970mm; and**

3. **That Section S4.55(1A) Modification No. 10.2016.11.4, for the modification to aircraft hangar and pilot training school (continued use of mezzanine reconfigured from storage to office/meeting room and addition of flight simulator room) mod 3 on Lot 17 DP1179358, 9 Richards 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
Site Plan Job No. 22/25 Drawing A001	**Vision Property Development Hub 6/2/2025**	**Received 20/3/2025 Stamped No. DA 10.2016.11.4**

Floor Plan Job No. 22/25 Drawing A101	Vision Property Development Hub 6/2/2025	Received 1/5/2025 Stamped No. DA 10.2016.11.4(A)
1st Floor Plan Job No. 22/25 Drawing A102	Vision Property Development Hub 6/2/2025	Received 1/5/2025 Stamped No. DA 10.2016.11.4(A)
Elevations (North & West) Job No. 22/25 Drawing A201	Vision Property Development Hub 6/2/2025	Received 20/3/2025 Stamped No. DA 10.2016.11.4
Elevations (South & East) Job No. 22/25 Drawing A202	Vision Property Development Hub 6/2/2025	Received 20/3/2025 Stamped No. DA 10.2016.11.4
Site Drainage Plan No. 15/075 - 501	A. H. Simpson & Co. Pty Ltd 7/10/16	Received 7 October 2016 Stamped No. 11/2016(A)
Modification description/additional information letter to Cowra Council's Manager – Planning Services	Vision Town Planning Consultants 25/10/16	Received 25 October 2016 Stamped No. 11/2016(A)
Statement of Environmental Effects	Active Planning Consultants February 2016	Received 16 February 2016 Stamped No. 11/2016
Mod DA Letter	Vision Property Development Hub 10/3/2025	Received 20/3/2025 Stamped No. DA 10.2016.11.4

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.

The approved plans and supporting documents endorsed with the Council stamp and authorised signature must be kept on site at all times while work is being undertaken.

2. **The applicant shall comply with all relevant prescribed conditions of development consent under Part 6, Division 8A of the Environmental Planning and Assessment Regulation 2000 (see attached Advisory Note).**

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

4. **The demolition works shall comply with the provisions of Australian Standard AS2601:1991 The Demolition of Structures and the Work Health and Safety Act 2011.**

5. **The applicant must connect the development to Council's reticulated sewerage system when it becomes available. The full cost of connection to the sewer is to be paid by the applicant.**

6. **The applicant is required to obtain a Certificate of Compliance pursuant to Division 5 of Part 2 of Chapter 6 of the Water Management Act 2000, certifying that all works, fees and charges required in connection with the provision of sewerage to the development have been undertaken and complied with in full. The certificate shall include all relevant works verified by appropriate inspections, fees and charges that are currently being applied at the time of connection to Council's reticulated sewer. The following applies at the time of connection:**

   a) **Separate reticulated sewer mains and services must be physically provided to the development in accordance with Cowra Shire Council Infrastructure and Operations Engineering Standards. All charges associated with the provision of sewerage are payable at the time of connection.**

   b) **All monetary contributions in relation to the augmentation of reticulated sewerage must be paid in full to Cowra Shire Council before the certificate will be issued.**

   c) **Necessary inspections must be arranged at least 48 hours in advance. Contact Cowra Infrastructure and Operations on (02) 6340 2070.**

7. **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.**

8. **All outdoor lighting shall comply with, where relevant, AS/NZ1158.3: 1999 Pedestrian Area (Category P) Lighting and AS4282: 1997 Control of the Obtrusive Effects of Outdoor Lighting.**

PRIOR TO THE ISSUE OF THE CONSTRUCTION CERTIFICATE

9. **Deleted.**

10. **Prior to the issue of a Construction Certificate, final design details of the proposed external materials and finishes, including schedules and a sample board of materials and colours shall be submitted for the**

approval of Council for approval by the Manager Planning Services. All finished external surfaces are to be pre-coated prior to construction so as not to be reflective.

PRIOR TO THE COMMENCEMENT OF BUILDING WORKS

11. The Applicant is to obtain a Construction Certificate from either Council or an Accredited Certifying Authority, 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.

12. 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 Certifying Authority'.

13. 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.

14. Prior to the commencement of work on the site, all erosion and sediment control measures shall be implemented and maintained prior to, during and after the construction phase of the development. The erosion and sediment control measures are to comply with Cowra Shire Council Development Control Plan 2014. An erosion control plan is not required to be submitted to Council.

15. 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.

15 a) Prior to the commencement of stormwater drainage works, the applicant is to consult with Cowra Infrastructure & Operations and confirm the dimensions of Pits C and D on Site Drainage Plan No. 15/075 – 501. Liaison with Cowra Infrastructure & Operations is also required with regard to the timing of the installation of the surface inlet pit in the terminal carpark.

DURING CONSTRUCTION

16. In accordance with Clause 109E(3)(d) of the Environmental Planning and Assessment Act 1979, where Council is nominated as the Principal Certifying Authority, the works must be inspected by Council at the times specified below:

After excavation for, and prior to the placement of, any footings;

(b) Prior to pouring any in-situ reinforced concrete building element;

(c) Prior to covering of the framework for any floor, wall, roof or other building element;

(d) Prior to covering waterproofing in any wet areas;

(e) Prior to covering any stormwater drainage connections; and

(f) After the building work has been completed and prior to any Occupation Certificate being issued in relation to the building.

Failure to obtain an inspection of the works at the times specified above may prevent an Occupation Certificate being issued for the development.

Note 1: Where Cowra Council is required to carry out inspections the principal contractor for the building site, or the owner-builder, must notify Council at least 48 hours before each required inspection needs to be carried out.

17. 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.

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

19. All 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.

20. **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.**

21. **Car parking facilities, including all internal parking and manoeuvring areas 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 and are to include all necessary line marking, directional arrows and signage to delineate parking spaces, traffic flow and traffic priority. All costs associated with the construction of the parking area shall be borne by the Applicant.**

22. **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.**

PRIOR TO OCCUPATION OR COMMENCEMENT OF USE

23. **Prior to the issue of an Occupation Certificate for Stage 1, the stormwater drainage facilities are to be completed in accordance with Cowra Council's Engineering Standards and Site Drainage Plan No. 15/075 – 501. All costs associated with the management of stormwater relating to the development shall be borne by the Applicant and at no cost to Council.**

24. **Prior to the issue of the Occupation Certificate the Applicant shall complete all car parking areas as shown on the On-site Car Parking Plan approved with this Notice of Consent. All costs associated with the sealing of the car parking areas shall be borne by the Applicant and at no cost to Council.**

25. **The Applicant must not commence occupation or use of the premises until an Occupation Certificate has been issued from the Principal Certifying Authority appointed for the subject development.**

26. **Prior to the issue of an Occupation Certificate the applicant is to construct fencing in accordance with the Part J Section 3.7 of the Cowra Shire Council Development Control Plan 2014 behind the building line to prevent access to aircraft taxiway across the land.**

27. **A Fire Safety Certificate shall be furnished to the Principle Certifying Authority for all the Essential Fire Safety Measures specified in the current fire safety schedule for the building, prior to issue of an Occupation Certificate. A copy of the Fire Safety Certificate must be submitted to Council by the PCA 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

28. **An Annual Fire Safety Statement 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.

    Note: 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.

29. **Prior to the issue of an Occupation Certificate for Stage 1, all landscape works shall be completed in accordance with the plans approved as part of this Notice of Consent.**

30. **Prior to the issue of the Occupation Certificate for each stage of the development, the Applicant must obtain consent from Council pursuant to Section 138 of the Roads Act 1993 for the construction of each driveway crossing to the development site from Airport Road in accordance with Cowra Infrastructure and Operations Engineering Standards. All costs associated with the construction of the access driveways shall be borne by the Applicant.**

ADVICE

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

CARRIED

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

Against: Nil

CARRIED 5/0

At 6:51 pm, Cr Erin Watt returned to the meeting.

At 6:51 pm, Cr Nikki Kiss OAM left the meeting.

7.2 Development Application No. 10.2024.68.2, Lot 291 DP 45349 & Lot 292 DP 46474, 14 Short Street Cowra, Section 4.55(1A) modification to centre-based childcare facility (modified building footprint, carpark & detention basin) Mod 1 lodged by S D'souza. The property owner is the Department of Planning, Industry and Environment - Crown Lands.

RESOLUTION 106/25

Moved: Cr Erin Watt
Seconded: Cr Tony Horton

1. **That Council notes that the reason for the decision is that the proposal largely complies with Section 4.15 of the Environmental Planning and Assessment Act 1979. The variation to Part N.2 of Council's Development Control Plan 2021 is sufficiently justified; and**

2. **That Modification Application No. 10.2024.68.2, for a Section 4.55(1A) modification to centre-based childcare facility (modified building footprint, carpark & detention basin) on Lot 291 DP 45349 & Lot 292 DP 46474, 14 Short Street Cowra be approved subject to the following conditions (new or amended conditions are highlighted):**

GENERAL CONDITIONS

1. **Development is to be in accordance with the 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
Cover Plan Drawing TP01	**HJL Architecture Pty Ltd 9/05/2025**	**Received 12 May 2025 Stamped No. 10.2024.68.2(A)**
Site Plan Drawing TP02	**HJL Architecture Pty Ltd 9/05/2025**	**Received 12 May 2025 Stamped No. 10.2024.68.2(A)**
Site Plan Parking & Drive Detail Drawing TP03	**HJL Architecture Pty Ltd 9/05/2025**	**Received 12 May 2025 Stamped No. 10.2024.68.2(A)**
Site Analysis Plan Drawing TP04	**HJL Architecture Pty Ltd 9/05/2025**	**Received 12 May 2025 Stamped No. 10.2024.68.2(A)**
Existing Site & Demolition Plan Drawing TP05	**HJL Architecture Pty Ltd 9/05/2025**	**Received 12 May 2025 Stamped No. 10.2024.68.2(A)**

Floor Plan Drawing TP06	HJL Architecture Pty Ltd 9/05/2025	Received 12 May 2025 Stamped No. 10.2024.68.2(A)
Roof Plan Drawing TP07	HJL Architecture Pty Ltd 9/05/2025	Received 12 May 2025 Stamped No. 10.2024.68.2(A)
Building Elevations Drawing TP08	HJL Architecture Pty Ltd 9/05/2025	Received 12 May 2025 Stamped No. 10.2024.68.2(A)
Boundary Elevations Drawing TP09	HJL Architecture Pty Ltd 9/05/2025	Received 12 May 2025 Stamped No. 10.2024.68.2(A)
Building Sections & Details Drawing TP10	HJL Architecture Pty Ltd 9/05/2025	Received 12 May 2025 Stamped No. 10.2024.68.2(A)
Building Details Drawing TP11	HJL Architecture Pty Ltd 9/05/2025	Received 12 May 2025 Stamped No. 10.2024.68.2(A)
3D Images Drawing TP12	HJL Architecture Pty Ltd 9/05/2025	Received 12 May 2025 Stamped No. 10.2024.68.2(A)
3D Images Drawing TP13	HJL Architecture Pty Ltd 9/05/2025	Received 12 May 2025 Stamped No. 10.2024.68.2(A)
Detailed contamination investigation Phase A of the proposed Early Childhood Precinct Rev 0 R43874c	Barnson Pty Ltd 9/05/2024	Received 13 August 2024 Stamped No. 10.2024.68.1
Detailed contamination investigation Phase B of the proposed Early Childhood Precinct Rev 0 R43874c1	Barnson Pty Ltd 4/07/2024	Received 13 August 2024 Stamped No. 10.2024.68.1
Stormwater Management Plan Ref: 24116 Rev B	Engineering Project Solutions April 2025	Received 15 May 2025 Stamped No. 10.2024.68.2(A)
Waste Management Plan Ref: 24191W Version F01	Sustainable Transport Surveys Pty Ltd 9 August 2024	Received 13 August 2024 Stamped No. 10.2024.68.1

Traffic Impact Assessment Report Ref: 24191T Version F02	Sustainable Transport Surveys Pty Ltd 28 April 2025	Received 8 May 2025 Stamped No. 10.2024.68.2
Statement of Environmental Effects Ref: 21235P	Ratio Consultants Pty Ltd 12 August 2024	Received 13 August 2024 Stamped No. 10.2024.68.1

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

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

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

4. Where the proposed building works necessitate the cutting-in of new stormwater outlets into the existing street kerb, the Applicant and plumbing/drainage contractor shall ensure that the following procedures are carried out:

   (i) A kerb adaptor suitable for the particular kerb profile and capable of withstanding vehicle loadings is to be utilised;

   (ii) The opening in the kerb is created by either a saw cut or bored hole only. Breaking out the kerb by impact methods is not permitted;

   (iii) The kerb adaptor is to be kept flush with the top and outside face of the kerb; and

   (iv) The fixing of the kerb adapter and filling in of side gaps is to be undertaken by the use of an epoxy resin. Mortar or concrete is not to be used.

5. Remediation of the site is to be carried out in accordance with the recommendations of the 'Detailed contamination investigation Phase B of the proposed Early Childhood Precinct' (Ref R4387c1) prepared by Barnson Pty Ltd and dated 4/07/2024.

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

7. Liquid trade waste material is not to be discharged into the sewerage system

without first obtaining the approval of Cowra Shire Council. An approval is needed if liquid trade waste is being discharged into the sewer. A liquid trade waste notification is required if it is produced, but not discharged into Council's sewer system.

8. The approved hours of operation are as follows:

- **6:30am to 7:00pm Monday to Friday**

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

9. Prior to the issue of a Construction Certificate, notice is to be provided to Council in accordance with Section 4.15 of State Environmental Planning Policy (Resilience and Hazards) 2021 which includes a validation assessment confirming that the site is suitable for the proposed childcare land use.

10. Prior to the issue of a Construction Certificate, the Applicant must demonstrate that the development complies with firefighting capabilities in accordance with AS 2419.1:2021, Fire Hydrant Installations, and Fire and Rescue NSW (FRNSW) guidelines. If required, prior to the issue of a Construction Certificate, a separate application is to be made to Council, with the appropriate fee being paid, for the provision of a 25mm water service to the development. All costs associated with the augmentation of water reticulation relating to the development shall be borne by the Applicant and at no cost to Council.

10a) Prior to the issue of a Construction Certificate, the Applicant is to submit to Council an updated Landowner's Consent from Crown Lands that references the proposed development as modified.

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

12. Pursuant to Section 7.12 (formerly Section 94A) of the Environmental Planning & Assessment Act 1979, the monetary contribution set out in the following table is to be paid to Council prior to the issue of a Construction Certificate. The contribution is current as at the date of this consent and is levied in accordance with the Cowra Section 94A Contributions Plan 2016 adopted on 26 April 2016. The contribution payable will be calculated in accordance with the contributions plan current at the time of payment, and will be adjusted at the time of payment in accordance with the Consumer Price Index (CPI) (All Groups Index for Sydney) published by the Australian Bureau of Statistic (ABS). Contribution amounts will be adjusted by Council each financial year.

Contribution Type	Proposed Cost of Development[1]	Levy Percentage	Total Contribution	Contribution Rate Remains Current Until
Section 94A Contribution[2]	$3,693,252.00	1%	$36,932.52	30 June 2025

Notes

[1] As shown on the Development Application/Construction Certificate Application/Complying Development Certificate Application

[2]Council's Section 94A Contributions Plan 2016 may be viewed during office hours at Council's Customer Service Centre, 116 Kendal Street Cowra, or on Council's website www.cowracouncil.com.au

13. 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 demolition and remediation of the existing access crossing and kerb and gutter from Short Street and the construction of a new access crossing to the development site from Short Street. Construction is to be in accordance with Cowra Shire Council's Engineering Standards.

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 and applicable Council Engineering Standards prior to any building and or subdivision works commencing. No building, engineering or excavation work is to be carried out in relation to this development until the necessary construction certificates have been obtained. It is the responsibility of the Applicant to ensure that the development complies with the Building Code of Australia and applicable engineering standards in the case of building work and the applicable Council Engineering Standards in the case of subdivision works. This may entail alterations to the proposal so that it complies with these standards.

15. It is the responsibility of the Applicant to ensure that the development complies with the Building Code of Australia and applicable engineering standards in the case of building work.

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

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

CONDITIONS TO BE COMPLIED WITH DURING CONSTRUCTION

18. While building work is being carried out, any such work must not continue after each critical stage inspection unless the principal certifier is satisfied the work may proceed in accordance with this consent and the relevant construction certificate.

19. Any alterations to the ground surface adjacent to the sewerage access chamber in the vicinity/or within the property will require application and payment to Council for alterations to the access chamber level to match the new ground surface level. Access chambers within driveways will

require provision of a trafficable lid at the applicant's cost.

20. **Any damage caused to footpaths, roadways, utility installations and the like by reason of construction operations shall be made good and repaired to a standard equivalent to that existing prior to commencement of construction. The full cost of restoration/repairs of property or services damaged during the works shall be met by the Applicant.**

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

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

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

24. **Deleted**

25. **Car parking facilities, including all internal parking and manoeuvring areas 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 and are to include all necessary line marking, directional arrows and signage to delineate parking spaces, traffic flow and traffic priority. All costs associated with the construction of the parking area shall be borne by the Applicant.**

26. **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.**

27. **The primary entrances and pathways to the building are to comply with the requirements of the Disability (Access to Premises – Buildings) Standards 2010 and Australian Standard 1428.1-2021 Design for Access and mobility.**

28. **All plumbing work shall be carried out by a licensed plumber and drainer and to the requirements of the Plumbing Code of Australia. The licensed plumber or drainer must submit a Notice of Works form to Council prior to the commencement of any plumbing and drainage works and a Certificate of Compliance at the completion of the works. The plumbing**

and drainage works must be inspected by Council at the time specified below:

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

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

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

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

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

29. 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.

30. Prior to issue of any Occupation Certificate, the Applicant shall construct the access crossing to the development site from Short Street and remediate the existing crossing in accordance with consent from the road's authority pursuant to Section 138 of the Roads Act 1993 for the carrying out of works in a road reserve. The driveway is to be constructed in accordance with the Section 138 Permit. All costs associated with the construction of the access driveway(s) shall be borne by the Applicant.

31. Prior to issue of the Occupation Certificate, the applicant shall connect to Council's Reticulated Water Supply System and to the satisfaction of the relevant service provider, being Cowra Shire Council.

32. Prior to issue of the Occupation Certificate, the applicant shall connect to Council's Reticulated Sewer Supply System and to the satisfaction of the relevant service provider, being Cowra Shire Council.

33. Prior to the issue of any Occupation Certificate, the Applicant shall replace kerb and gutter in the location of the existing Short Street crossover and reinstate a level footpath area. The kerb and gutter shall be constructed in accordance with Cowra Infrastructure and Operations Engineering Standards.

34. Prior to the issue of an Occupation Certificate, the Applicant shall construct a concrete footpath in Short Street for the full frontage of the development site. The footpath shall be constructed in accordance with Cowra Infrastructure and Operations Engineering Standards. Full engineering plans and details of the footpath are to be provided to Cowra Shire Council's Infrastructure and Operations Department for approval prior to the commencement of the work. The footpath in front of the allotment shall be made level with the profile of kerb and guttering.

35. Prior to the issue of any Occupation Certificate the Applicant shall

pave/seal and line-mark and provide concrete edging around all car parking areas in accordance with Cowra Council's Development Control Plan 2021 and Cowra Infrastructure and Operations Engineering Standards. All costs associated with the sealing of the car parking areas and construction of concrete edging shall be borne by the Applicant and at no cost to Council.

35a) Prior to the issue of any Occupation Certificate, stormwater infrastructure shall be constructed and comply with the approved Stormwater Management Plan submitted by Engineering Project Solutions including:

a) Stormwater runoff volumes and detention; and

b) Stormwater quality treatment measures; and

c) Erosion and sedimentation control measures.

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

37. A Fire Safety Certificate shall be furnished to the Principle Certifying Authority for all the Essential Fire Safety Measures specified in the current fire safety schedule for the building, prior to issue of an Occupation Certificate. A copy of the Fire Safety Certificate must be submitted to Council by the PCA 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

38. An Annual Fire Safety Statement 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.

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.

39. The Applicant is required to obtain a Certificate of Compliance pursuant to Section 64 of the Local Government Act 1993 certifying that all works, fees and charges required in connection with the provision of water and sewer supply to the development have been undertaken and complied with in full. The certificate shall include all relevant works verified by appropriate inspections, fees and charges that are currently being applied at the time of the issue of any Occupation Certificate.

Water reticulation mains and metered services and sewer reticulation mains must be physically provided to the development in accordance with Cowra Infrastructure and Operations Engineering Standards. Council will not issue any Occupation Certificate until a Compliance Certificate has

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

ADVICE

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

2. **If excavating, it is recommended you go to Before You Dig Australia at www.byda.com.au and lodge a free enquiry that helps keep people safe and protect underground infrastructure.**

CARRIED

In Favour: Crs Paul Smith, Tony Horton, Cheryl Speechley, Erin Watt and Peter Wright

Against: Nil

CARRIED 5/0

At 6:55 pm, Cr Nikki Kiss OAM returned to the meeting.

7.3 Draft Disability Inclusion Action Plan 2025

RESOLUTION 107/25

Moved: Cr Erin Watt
Seconded: Cr Nikki Kiss OAM

That the Draft Disability Inclusion Action Plan be placed on public exhibition for a period of at least 28 days, with the addition of Action 1.4 'Increase the visibility of people with a disability on Cowra Council publications, communication, website and social media.'

CARRIED

8 LATE REPORTS

8.1 Quarterly Budget Review Statement - Period Ending March 2025

RESOLUTION 108/25

Moved: Cr Erin Watt
Seconded: Cr Nikki Kiss OAM

That the Third Quarter Budget Review for 2024-25 showing a surplus of $3,929,000 be adopted.

CARRIED

9 CONFIDENTIAL MATTERS

RESOLUTION 109/25

Moved: Cr Nikki Kiss OAM
Seconded: Cr Tony Horton

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:

10 CONFIDENTIAL DIRECTOR-INFRASTRUCTURE & OPERATIONS

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

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.

10.2 Proposed Low Level Bridge Major Maintenance

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 GENERAL COMMITTEE RECOMMENDATIONS - TUESDAY, 10 JUNE 2025

File Number: D25/1090

Author: Alan Dalton, Director - Corporate Services

The Committee refers the following recommendations to Council:

GENERAL MANAGERS REPORT

3.1 Re-Adoption of Codes of Conduct and Code of Meeting Practice

RECOMMENDATION

That Council re-adopt the:

- **Code of Conduct for Councillors**
- **Code of Conduct for Council Staff**
- **Code of Conduct for Council Committee Members, Delegates of Council and Council Advisers**
- **Code of Meeting Practice**

3.2 Election Costs

RECOMMENDATION

That Council note the cost of the 2024 election and the 2024 by-election.

DIRECTOR-CORPORATE SERVICES REPORT

3.3 Donation - Woodstock and District Progress Association

RECOMMENDATION

That Council approve Woodstock and District Progress Association's request for a $1,147.50 donation as a refund of fees paid to Council concerning development of a primitive campground at Woodstock Showground.

3.4 Investments and Financial Report

RECOMMENDATION

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

DIRECTOR-ENVIRONMENTAL SERVICES REPORT

3.5 Development Application No. 10.2024.27.1, Lot 1 DP 801755, 2 Lachlan Street Cowra, demolition of existing buildings and construction of a service station with drive-through facility and internal seating, lodged by D Kane. The property is owned by Ultra Cowra Pty Ltd

RECOMMENDATION

That consideration of the matter be deferred until the Council Meeting to be held on 23 June 2025 to allow for correspondence on this matter to be provided to and considered by councillors.

3.6 Development Application No. 10.2020.124.3, Lot 15 DP 23837, 28 Hartley Street Cowra, s4.55(1A) modification to demolition of existing carport, construction of new dwelling, carport and 2 lot Strata Title subdivision (change to 4 lot Community Title subdivision) Mod 2 lodged by M B Kilzi. The property owner is M B Kilzi.

RECOMMENDATION

1. **That Council notes that the reason for the decision is that the proposal largely complies with Section 4.15 of the Environmental Planning and Assessment Act 1979. The application was not required to be publicly notified; and**

2. **That Section 4.55(1A) Modification Application No. 10.2020.124.3, for the modification to demolition of existing carport, construction of new dwelling, carport and 2 lot Strata Title subdivision (change to 4 lot Community Title subdivision) Mod 2 on Lot 15 DP 23837, 28 Hartley Street Cowra be approved subject to the following conditions (new or amended conditions are highlighted):**

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
Proposed Site Plan Sheet No. 1 of 8 Reference No. 19594 Issue B	CPC Land Development Consultants Pty Ltd 1 May 2025	Received 19 May 2025 Stamped No. DA 10.2020.124.3
Proposed Subdivision	CPC Land Development	Received

Plan Sheet No. 2 of 8 Reference No. 19594 Issue B	Consultants Pty Ltd 1 May 2025	19 May 2025 Stamped No. DA 10.2020.124.3
Sketch showing Proposed Subdivision Under the Provisions of the Community Land Development Act	Karl Lupis 4/03/2025	Received 19 May 2025 Stamped No. DA 10.2020.124.3
Proposed Floor Plan & Elevations (proposed dwelling) Sheet No. 3 of 8 Reference No. 19594	CPC Land Development Consultants Pty Ltd 12 June 2021	Received 17 August 2021 Stamped No. 124/2020(C)
Privacy Control Plan Sheet No. 4 of 8 Reference No. 19594	CPC Land Development Consultants Pty Ltd 12 June 2021	Received 17 August 2021 Stamped No. 124/2020(A)
Proposed Landscaping Plan Sheet No. 5 of 8 Reference No. 19594 Issue B	CPC Land Development Consultants Pty Ltd 1 May 2025	Received 19 May 2025 Stamped No. DA 10.2020.124.3
Landscaping Details Sheet No. 6 of 8 Reference No. 19594	CPC Land Development Consultants Pty Ltd 12 June 2021	Received 17 August 2021 Stamped No. 124/2020(C)
Preliminary Engineering Plan Sheet No. 7 of 8 Reference No. 19594	CPC Land Development Consultants Pty Ltd 12 June 2021	Received 17 August 2021 Stamped No. 124/2020(B)
Proposed Floor Plan & Elevations (carport) Sheet No. 8 of 8 Reference No. 19594	CPC Land Development Consultants Pty Ltd 12 June 2021	Received 17 August 2021 Stamped No. 124/2020(A)
Expected Shadows 21st June 9am Sheet No. 1 of 9 Reference No. 19594	CPC Land Development Consultants Pty Ltd 12 June 2021	Received 17 August 2021 Stamped No. 124/2020(B)
Expected Shadows 21st June 12 noon Sheet No. 2 of 9 Reference No. 19594	CPC Land Development Consultants Pty Ltd 12 June 2021	Received 17 August 2021 Stamped No. 124/2020(B)
Expected Shadows 21st June 3pm Sheet No. 3 of 9 Reference No. 19594	CPC Land Development Consultants Pty Ltd 12 June 2021	Received 17 August 2021 Stamped No. 124/2020(B)
Expected Shadows 22nd September 9am Sheet No. 4 of 9	CPC Land Development Consultants Pty Ltd 12 June 2021	Received 17 August 2021 Stamped

Reference No. 19594		No. 124/2020(B)
Expected Shadows 22nd September 12 noon Sheet No. 5 of 9 Reference No. 19594	CPC Land Development Consultants Pty Ltd 12 June 2021	Received 17 August 2021 Stamped No. 124/2020(B)
Expected Shadows 22nd September 3pm Sheet No. 6 of 9 Reference No. 19594	CPC Land Development Consultants Pty Ltd 12 June 2021	Received 17 August 2021 Stamped No. 124/2020(B)
Expected Shadows 22nd December 9am Sheet No. 7 of 9 Reference No. 19594	CPC Land Development Consultants Pty Ltd 12 June 2021	Received 17 August 2021 Stamped No. 124/2020(B)
Expected Shadows 22nd December 12 noon Sheet No. 8 of 9 Reference No. 19594	CPC Land Development Consultants Pty Ltd 12 June 2021	Received 17 August 2021 Stamped No. 124/2020(B)
Expected Shadows 22nd December 3pm Sheet No. 9 of 9 Reference No. 19594	CPC Land Development Consultants Pty Ltd 12 June 2021	Received 17 August 2021 Stamped No. 124/2020(B)
BASIX Certificate Certificate Number: 1227130S	CPC Land Development Consultants Issued: 28 July 2021	Received 29 July 2021 Stamped No. 124/2020(A)
Statement of Environmental Effects	CPC Land Development Consultants	Received 2 September 2021 Stamped No. 124/2020(D)

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 6, Division 8A of the Environmental Planning and Assessment Regulation 2000 (see attached Advisory Note).**

3. **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(s) to proposed lot 4.**

4. **Where the proposed building works necessitate the cutting-in of new stormwater outlets into the existing street kerb, the Applicant and plumbing/drainage contractor shall ensure that the following procedures are carried out:**

   (i) A kerb adaptor suitable for the particular kerb profile and capable of withstanding vehicle loadings is to be utilised;

   (ii) The opening in the kerb is created by either a saw cut or bored hole only. Breaking out the kerb by impact methods is not permitted;

(iii) The kerb adaptor is to be kept flush with the top and outside face of the kerb; and

(iv) The fixing of the kerb adapter and filling in of side gaps is to be undertaken by the use of an epoxy resin. Mortar or concrete is not to be used.

CONDITIONS TO BE COMPLIED WITH DURING DEMOLITION WORKS

5. The demolition works shall comply with the provisions of Australian Standard AS2601:2001 The Demolition of Structures and the Work Health and Safety Act 2011.

6. Demolition works are to be carried out so as not to cause damage to adjacent and adjoining properties. All damage arising from the removal of the building is to be made good and any necessary repairs and renovations are carried out within six months. Existing site to be left in a clear, clean condition with all existing plumbing and drainage lines terminated to the satisfaction of Council.

7. In the event of any damage being caused to the existing kerb, guttering, footpath, water mains, sewer mains or public roadway during demolition 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.

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

9. All loading, unloading and storage of goods, equipment, tools and materials, or the carrying out of 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.

10. 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.

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

11. Prior to the issue of a Construction Certificate, the Applicant must obtain consent from the roads authority pursuant to Section 138 of the Roads

Act 1993 for the carrying out of works in a road reserve associated with the access crossing to proposed lot 4.

CONDITIONS TO BE COMPLIED WITH PRIOR TO ISSUE OF THE SUBDIVISION WORKS CERTIFICATE

12. Deleted

CONDITIONS TO BE COMPLIED WITH PRIOR TO THE COMMENCEMENT OF CONSTRUCTION/ SUBDIVISION WORKS

13. Deleted

14. The Applicant is to obtain a Construction Certificate from either Council or an Accredited Certifier, certifying that the proposed dwelling and carports are in accordance with the Building Code of Australia and applicable Council Engineering Standards prior to any building works commencing. No building, engineering or excavation work is to be carried out in relation to this development until the necessary construction certificates have been obtained. It is the responsibility of the Applicant to ensure that the development complies with the Building Code of Australia and applicable engineering standards. 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 works, a 'Notice of Commencement of Building/Subdivision Works' and 'Appointment of Principal Certifier'.

16. 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 Q of Cowra Shire Council Development Control Plan 2014 at all times.

CONDITIONS TO BE COMPLIED WITH DURING CONSTRUCTION AND SUBDIVISION WORKS

17. In accordance with Clause 162A of the Environmental Planning and Assessment Regulation 2000, where Council is nominated as the Certifier, the works must be inspected by Council at the times specified below:

(a) After excavation for, and prior to the placement of, any footings;

(b) In the case of a swimming pool, as soon as practicable after the barrier (if one is required under the Swimming Pools Act 1992) has been erected;

(c) Prior to pouring any in-situ reinforced concrete building element;

(d) Prior to covering of the framework for any floor, wall, roof or other building element;

(e) Prior to covering waterproofing in any wet areas;

(f) Prior to covering any stormwater drainage connections; and

(g) After the building work has been completed and prior to any Occupation Certificate being issued in relation to the building.

Where Cowra Council is required to carry out inspections the principal contractor for the building site, or the owner-builder, must notify Council at least 48 hours before each required inspection needs to be carried out. Failure to obtain an inspection of the works at the times specified above may prevent an Occupation Certificate being issued for the development.

18. Any damage caused to footpaths, roadways, utility installations and the like by reason of construction operations shall be made good and repaired to a standard equivalent to that existing prior to commencement of construction. The full cost of restoration/repairs of property or services damaged during the works shall be met by the Applicant.

19. 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.

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

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

22. 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 plumbing work shall be carried out by a licensed plumber and drainer and to the requirements of the Plumbing Code of Australia. The licensed plumber or drainer must submit a Notice of Works form to Council prior to the commencement of any plumbing and drainage works and a Certificate of Compliance at the completion of the works. The plumbing and drainage works must be inspected by Council at the time specified below:

a) Internal Drainage: When all internal drainage work is installed and

prior to concealment. Pipes should be under water test.

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

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

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

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

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

24. Prior to the issue of a Whole Occupation Certificate, all landscape works shall be completed in accordance with the approved plans and maintained in good order at all times.

25. Prior to the issue of a Whole Occupation Certificate, the applicant must construct an access driveway to Lot 4 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. The driveway is to be constructed in accordance with Council's engineering standards. All costs associated with the construction of the access driveway(s) shall be borne by the Applicant.

CONDITIONS TO BE COMPLIED WITH PRIOR TO ISSUE OF THE SUBDIVISION CERTIFICATE

26. Prior to the issue of the Subdivision Certificate, the Applicant must construct the access driveways to Lots 2 & 3 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. The driveways are to be constructed in accordance with Council's engineering standards. All costs associated with the construction of the access driveway(s) shall be borne by the Applicant.

27. Prior to the issue of a Subdivision Certificate, the applicant must provide to Council a certificate from Essential Energy, or another energy provider, to the effect that:

a) suitable power supply is available to all lots in the subdivision, or

b) arrangements have been made for suitable power supply to be made to all lots in the subdivision.

28. Prior to the issue of the Subdivision Certificate, the applicant is to provide evidence to Council that arrangements have been made for:

a) **the installation of fibre-ready facilities (or equivalent) to all lots so as to enable fibre to be readily connected to any premises that is being or may be constructed on those lots. Demonstrate that the carrier has confirmed in writing that they are satisfied that the fibre ready facilities are fit for purpose, and**

b) **the provision of fixed-line telecommunications infrastructure in the fibre-ready facilities to all lots demonstrated through an agreement with a carrier.**

29. **The person acting on the consent shall include on the final plan of subdivision any and all necessary easements required over access, water, sewer, stormwater, electricity and telecommunications mains.**

29a) **The stormwater easements included on the final subdivision plan are to reflect the stormwater layout as constructed.**

30. **The person acting on the consent is to lodge with Cowra Shire Council a Subdivision Certificate Application together with the final subdivision plan and a minimum of four copies for signature. All necessary information to support the certificate release and the necessary fee is required to be included with the Subdivision Certificate Application.**

ADVICE

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

2. **The Applicant is required to obtain a Certificate of Compliance pursuant to Division 5 of Part 2 of Chapter 6 of the Water Management Act 2000 certifying that all works, fees and charges required in connection with the provision of water and sewerage to the development have been undertaken and complied with in full. The certificate shall include all relevant works verified by appropriate inspections, fees and charges that are currently being applied at the time of the issue of the Subdivision/Occupation Certificate (whichever occurs first).**

   Separate reticulated water and sewer mains and services must be physically provided to the development in accordance with Cowra Council Development Control Plan 2014 and Cowra Infrastructure and Operations Engineering Standards. Council will not issue the Subdivision/Occupation Certificate until the Compliance Certificate has been issued, verifying that all works have been satisfactorily completed.

   Necessary inspections must be arranged at least 48 hours in advance. Contact Cowra Infrastructure and Operations on (02) 6340 2070.

3.7 Development Application No. 10.2025.31.1, Lot 2 DP 808999, 2304 George Russell Drive Canowindra, plant nursery, lodged by J D Pearce. The property owner is M J & J D Pearce.

RECOMMENDATION

1. **That Council notes that the reason for the decision is that the proposal largely complies with Section 4.15 of the Environmental Planning and Assessment Act 1979. The variation to Section M.3.13 of Part M of Council's Development Control Plan 2021 is sufficiently justified and the application was publicly notified and no submissions were received; and**

2. **That Council approves a variation to Section M.3.13 of Part Part M of Council's Development Control Plan 2021 for this development to allow an unsealed carpark; and**

3. **That Development Application No. 10.2025.31.1, for a plant nursery on Lot 2 DP808999, 2304 George Russell Drive Canowindra be approved subject to the following conditions:**

GENERAL CONDITIONS

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

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

Plan No./ Supporting Document	Prepared by/Reference Details	Cowra Shire Council Reference
Site Plan	Applicant n.d.	Received 12 May 2025 Stamped No. 10.2025.31.1 (A)
Proposed car park plan for nursery	Applicant n.d.	Received 12 May 2025 Stamped No. 10.2025.31.1 (A)
Statement of Environmental Effects	Applicant n.d.	Received 16 April 2025 Stamped No. 10.2025.31.1

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

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

3. The approved hours of operation are as follows:

Monday – Friday: 4pm to 6pm

Saturday: 9am – 11am & 4pm – 6pm

4. The applicant shall provide on-site parking for a minimum of 10 car parking spaces in accordance with the submitted plans. No excavation is permitted during the construction of the carpark. Car parking and trafficable areas shall be designed and maintained in a manner that does not cause erosion or nuisance to adjoining properties.

CONDITIONS TO BE COMPLIED WITH DURING CONSTRUCTION

5. Any damage caused to footpaths, roadways, utility installations and the like by reason of construction operations shall be made good and repaired to a standard equivalent to that existing prior to commencement of construction. The full cost of restoration/repairs of property or services damaged during the works shall be met by the Applicant.

6. 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.

7. 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.

ADVICE

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

3.8 Development Application No. 10.2025.35.1, Lot 1 DP 776076, 42 Chardonnay Road Cowra, dwelling (caretakers residence), lodged by M Jackson. The property owner is M Jackson.

RECOMMENDATION

1. That Council notes that the reason for the decision is that the proposal

largely complies with Section 4.15 of the Environmental Planning and Assessment Act 1979. The variations to F.1.4 of Part F of Council's Development Control Plan 2021 is sufficiently justified and the application was publicly notified and no submissions were received; and

2. That Council approves a variation to F.1.4 of Part F of Council's Development Control Plan 2021 for this development to allow setbacks of under 150m; and

3. That Development Application No. 10.2025.35.1, for the construction of a dwelling (caretakers residence) on Lot 1 DP 776076, 42 Chardonnay Road Cowra be approved subject to the following conditions:

GENERAL CONDITIONS

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

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

Plan No./ Supporting Document	Prepared by/Reference Details	Cowra Shire Council Reference
Schedules Drawing A000	Vision Property Development Hub 3/12/2024 Job 244/24	Received 23 April 2025 Stamped No. DA 10.2025.35.1
Proposed Site Plan Drawing A001A	Vision Property Development Hub 3/12/2024 Job 244/24 Revision A	Received 23 April 2025 Stamped No. DA 10.2025.35.1
Proposed Floor Plan Drawing A101	Vision Property Development Hub 2/12/2024 Job 244/24	Received 23 April 2025 Stamped No. DA 10.2025.35.1
Proposed Elevations (North & South) Drawing A201	Vision Property Development Hub 28/03/2025 Job 244/24	Received 23 April 2025 Stamped No. DA 10.2025.35.1
Proposed Elevations (East & West) Drawing A202	Vision Property Development Hub 28/03/2025 Job 244/24	Received 23 April 2025 Stamped No. DA 10.2025.35.1
Statement of Environmental Effects	Vision Property Development Hub 31/03/2025 Version 1	Received 23 April 2025 Stamped No. DA 10.2025.35.1
BASIX Certificate No. 1792530S (or as revised)	Vision Town Planning Consultants Issued: 22 April 2025	Received 23 April 2025 Stamped No. DA 10.2025.35.1

In the event of any inconsistency between conditions of this development

consent and the plans/supporting documents referred to above, the conditions of this development consent prevail.

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

3. **The use of the dwelling is to be ancillary to the existing motel and cannot be used for accommodation by persons other than those required for the management and / or maintenance of the motel and property.**

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

4. **Prior to the issue of a Construction Certificate an effluent management report prepared by a geotechnical consultant is to be submitted to the Principal Certifier for approval. The report is to confirm that the existing on-site sewage management system remains adequate to service the completed development. The report is to identify any upgrade works that may be necessary to facilitate the operation of the system or in order to achieve compliance with relevant health and environmental guidelines and requirements.**

5. **Prior to the issue of a Construction Certificate a landscaping plan showing a landscape buffer to the south of the proposed development consistent with Appendix A of Part F of the Cowra Development Control Plan 2021 shall be submitted to the Principal Certifier for approval.**

6. **Prior to the issue of a Construction Certificate, plans showing compliance with the BASIX requirements shall be submitted to the Principal Certifier for approval.**

7. **Prior to the issue of a Construction Certificate, the Applicant must obtain consent from the roads authority pursuant to Section 138 of the Roads Act 1993 for the carrying out of works in a road reserve.**

8. **Pursuant to Section 7.12 (formerly Section 94A) of the Environmental Planning & Assessment Act 1979, the monetary contribution set out in the following table is to be paid to Council prior to the issue of a Construction Certificate. The contribution is current as at the date of this consent and is levied in accordance with the Cowra Section 94A Contributions Plan 2016 adopted on 26 April 2016. The contribution payable will be calculated in accordance with the contributions plan current at the time of payment, and will be adjusted at the time of payment in accordance with the Consumer Price Index (CPI) (All Groups Index for Sydney) published by the Australian Bureau of Statistic (ABS). Contribution amounts will be adjusted by Council each financial year.**

Contribution Type	Proposed Cost of Development[1]	Levy Percentage	Total Contribution	Contribution Rate Remains Current Until
Section 94A Contribution[2]	$403,709.43	1%	$4,037.09	30 June 2026
Notes [1] As shown on the Development Application/Construction Certificate				

Application/Complying Development Certificate Application
[2] Council's Section 94A Contributions Plan 2016 may be viewed during office hours at Council's Customer Service Centre, 116 Kendal Street Cowra, or on Council's website www.cowracouncil.com.au

CONDITIONS TO BE COMPLIED WITH PRIOR TO THE COMMENCEMENT OF WORKS

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

10. No building, engineering or excavation work is to be carried out in relation to this development until the necessary Certificates have been obtained. It is the responsibility of the Applicant to ensure that the development complies with the applicable Council Engineering Standards. This may entail alterations to the proposal so that it complies with these standards.

11. It is the responsibility of the Applicant to ensure that the development complies with the Building Code of Australia and applicable engineering standards in the case of building work.

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

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

CONDITIONS TO BE COMPLIED WITH DURING CONSTRUCTION

14. While building work is being carried out, any such work must not continue after each critical stage inspection unless the principal certifier is satisfied the work may proceed in accordance with this consent and the relevant construction certificate.

15. Any damage caused to footpaths, roadways, utility installations and the like by reason of construction operations shall be made good and repaired to a standard equivalent to that existing prior to commencement of construction. The full cost of restoration/repairs of property or services damaged during the works shall be met by the Applicant.

16. **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.**

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

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

19. **All roofed and paved areas are to be properly drained in accordance with the Plumbing Code of Australia and discharged three metres clear of any building/structure in a manner that does not cause soil erosion or nuisance to adjoining properties.**

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

21. **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 plumbing work shall be carried out by a licensed plumber and drainer and to the requirements of the Plumbing Code of Australia. The licensed plumber or drainer must submit a Notice of Works form to Council prior to the commencement of any plumbing and drainage works and a Certificate of Compliance at the completion of the works. The plumbing and drainage works must be inspected by Council at the time specified below:**

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

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

    (c) Water Supply: Hot and cold water supply pipework, when the

pipework is installed and prior to concealment. Pipes should be under pressure test.

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

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

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

23. Prior to the issue of an Occupation Certificate, any upgrade works to the on-site sewage management system required in accordance with condition 4 are to be completed.

24. Prior to the issue of a Whole Occupation Certificate, the Applicant shall seal the access crossing to the development site from Chardonnay Road in accordance with consent from the road's authority pursuant to Section 138 of the Roads Act 1993 for the carrying out of works in a road reserve. The driveway is to be constructed in accordance with the Section 138 Permit. All costs associated with the construction of the access driveway(s) shall be borne by the Applicant.

25. Prior to the issue of a Whole Occupation Certificate, the Applicant shall install the vegetation buffer in accordance with the approved plans and clauses b & c of Appendix A of Part F of Cowra Council Development Control Plan 2021.

ADVICE

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

4 GENERAL MANAGER

4.1 Draft Community Strategic Plan; Draft Delivery Program 2025-2026 to 2028-2029 and Operational Plan 2025-2026; Draft Long-Term Financial Plan 2025-2026 to 2034-2035; Draft Revenue Policy 2025-2026; Draft Workforce Management Strategy 2025-2029

File Number: D25/1023

Author: Paul Devery, General Manager

RECOMMENDATION

1. **That Council note the submissions received.**

2. **That Council adopt the:**
   - **Draft Community Strategic Plan**
   - **Draft Delivery Program 2025-2026 to 2028-2029 and Operational Plan 2025-2026;**
   - **Draft Long-Term Financial Plan 2025-2026 to 2034-2035;**
   - **Draft Revenue Policy 2025-2026**
   - **Draft Workforce Management Strategy 2025-2029**

INTRODUCTION

Councillors and staff have been working over recent months to develop the strategic planning documents for the 2025-2026 financial year and beyond.

Following each ordinary election Council is required to:
- Review and if required update the Community Strategic Plan with a focus of 10 years plus
- Develop and adopt a new four-year Delivery Program
- Develop and adopt an annual one-year Operational Plan
- Review the Workforce Management Strategy

At the Extraordinary meeting held on 12 May 2025, Council resolved to place on public exhibition the draft documents.

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 on social media and the council's e-newsletter.

At the close of the public exhibition period on 13 June 2025, three public submissions had been received.

Copies of the submissions are included at Attachment 1 together with a table summarising the issues raised and providing a Council response at Attachment 2.

The public submissions, along with further requests from councillors and staff were tabled and considered by councillors at the Information Meeting held on 16 June 2025. The Council's response to the issues raised, endorsed at the workshop, are included in the table of submissions.

Internal submissions
Councillors and staff have also reviewed the plans and suggested changes are included in Attachment 3.

I would note the changes endorsed have been made and incorporated into the documents attached for adoption.

COMMUNITY STRATEGIC PLAN

Each local government area is to have a Community Strategic Plan that has been developed and endorsed by the council. The Community Strategic Plan is to identify the main priorities and aspirations for the future of the local government area.

The Community Strategic Plan must cover a minimum timeframe of 10 years.

The Community Strategic Plan must establish strategic objectives together with strategies to achieve those objectives. It must address social, environmental, economic and civic leadership issues in an integrated manner.

Council must ensure the Community Strategic Plan is adequately informed by relevant information relating to social, environmental, economic and civic leadership issues. It must be based on the social justice principles of equity, access, participation and rights.

Following an ordinary election, the Council must review the Community Strategic Plan before 30 June of the year following the election.

Council has reviewed the existing Community Strategic Plan and following public exhibition the new version is now ready to be adopted (Attachment 4).

The Community Strategic Plan is based around eight strategic themes:

- Health and Wellbeing
- Innovation and Education
- Liveability and Housing
- Community Leadership and Engagement
- Business and Industry
- Transport and Infrastructure
- Environmental Sustainability
- Reconciliation and Inclusion

The Plan details the key strategic objectives being pursued under each of these themes, the key stakeholders that along with Council will be instrumental in achieving the objectives, the role of the Council ie provider, facilitator, advocate and; how progress will be measured.

INTEGRATED DELIVERY PROGRAM/OPERATIONAL PLAN

Each term of Council is required to develop a four-year Delivery Program that details the objectives for that period that will seek to advance the longer-term objectives outlined in the Community Strategic Plan.

Each year in the four-year term Council develops and publishes Operational Plan objectives that detail how the four-year Delivery Program objectives will be achieved.

To streamline this reporting the Delivery Program and Operational Plan are developed and presented as an integrated document. Whilst Council has the capacity to amend these plans as it sees fit, the general expectation is that the Delivery Program objectives remain constant for the term of Council and it is the annual Operational Plan objectives that may change from year to year.

A review of the 10-year Financial Plan and the development of the 2025/2026 Revenue Policy has also been undertaken.

FINANCES

Council's 2023/2024 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 revised Long-Term Financial Plan (LTFP) continues in that vein.

The major infrastructure projects under investigation and strategic planning include:

- West Cowra sewer network
- Aquatic centre redevelopment
- Depot redevelopment
- West Cowra drainage
- Integrated Water Cycle Management plan

It is also worth noting that there are a number of key infrastructure projects that are currently in various stages of planning for which no funding is provided in the LTFP and at this time in the absence of either additional revenue or decreased expenditure elsewhere there is currently no capacity to budget for them. They include:

- Civic Square improvements
- Art Gallery improvements
- Macquarie St redevelopment

In addition, it is important to note the numerous adopted plans and strategies detailing many projects that will require substantial grant funding to proceed.

DELIVERY PROGRAM/OPERATIONAL PLAN

The 2025/2026 Operational Plan objectives have been developed based principally upon projects, services and programs that are either in existence or have been raised in workshops council has held over recent months.

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

- Advocate to ensure the new Cowra hospital meets the needs of the community now and into the future
- Investigate options to attract medical professionals to Cowra
- Advocate for a Medicare Urgent Care clinic
- 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
- 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
- Deliver improvements to the Cowra pound facility
- Co-ordinate Youth Week activities
- Co-ordinate Senior's Week activities

Innovation and Education

- Support the Country Universities Centre in Cowra
- Maintain Cowra library and operate in accordance with Central West Libraries service level agreement arrangements
- Meet with local school representatives and advocate for their needs
- Support Cowra Agricultural Research station
- Advocate for ongoing NSW government funding of the Dolly Parton Imagination library
- Continue to lobby for the delivery of courses at Cowra TAFE and from other providers that meet community and business demands

Liveability and Housing

- Plan and deliver civic events and activities including the Festival of International Understanding, Australia Day, World Peace Day, Seniors Week, Youth Week and NAIDOC Week
- Continue to develop and foster the Cowra – Japan relationship
- Progress planned asset renewal of Cowra Aquatic Centre
- Promote use of council's parks, gardens and playgrounds
- Continue to provide and maintain high quality parks, gardens and sportsfields
- Support the Cowra Youth Council
- Deliver a program of high-quality exhibits at the Cowra Regional Art Gallery
- Continue the revitalisation of the Cowra Civic Centre by presenting and promoting a diverse program of high-quality events, workshops, activities and entertainment
- Continue to pursue funding to implement projects identified in adopted strategic plans
- Monitor and implement actions from the Cowra Housing strategy
- Finalise masterplans for major sporting precincts

- Support National Families Week
- Review Village Action plan

Community Leadership and Engagement

- Advocate for a 24-hour police station in Cowra
- Provide appropriate mechanisms for Council to consult, inform and engage with the community
- Maintain relationship with key bodies including LGNSW (Local Government New South Wales) and Central NSW Joint Organisation
- Support Council's Section 355 Committees including
- Provide support for the continued professional development of councillors

Business and Industry

- Support Cowra Tourism Corporation
- Support Cowra Business Chamber
- Review Memorandums of Association with Cowra Tourism and Cowra Business Chamber
- Implement actions from CBD Place, Vision and Activation plan
- 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
- Accept handover of the Wyangala water treatment plant
- Investigate options to improve pedestrian safety in the CBD area
- Complete design and consultation phases of the West Cowra sewer network augmentation project
- Undertake construction of identified stormwater mitigation measures in West Cowra

Environmental Sustainability

- Develop and adopt a MRF masterplan
- 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
- Commence review of flood data for Cowra and Gooloogong

Reconciliation and Inclusion

- Continue development of a Reconciliation Action Plan with the local Indigenous community
- Support and participate in NAIDOC Week
- Finalise review of the Disability Inclusion Action Plan
- Maintain the Access Incentive fund
- Develop a mobility map to promote Cowra Shire's public accessibility options

WORKFORCE MANAGEMENT STRATEGY

The Workforce Management Strategy is a four-year plan, addressing the human resources required to achieve the activities identified in the Delivery Program.

The relevant strategies contained in the Workforce Management Strategy should be reflected in the Delivery Program and Operational Plan and the costs associated with delivering the Workforce Management Strategy should be reflected in the Long-term Financial Plan.

Council is reliant on a talented, motivated and skills-based workforce to deliver a wide range of services and projects to the community. This plan places a focus on the future challenges and opportunities facing our council as it looks to continue to attract and retain the best staff it can to meet future needs.

The ongoing focus for this Strategy is on ensuring Cowra Council has the right people, with the right skills, doing the right jobs, at the right time. This requires having systems in place to attract, develop and support workers to support Council to succeed. The Strategy is included at Attachment 6.

CONCLUSION

Over the past four months councillors and staff have been working hard to review and refine priorities for inclusion in the suite of Integrated Planning and Reporting plans and strategies. 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 2025/2026 financial year.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

1. External Submissions ⇩
2. External Submissions - Worksheet ⇩
3. Internal Submissions - Worksheet ⇩
4. Delivery Program 2025-2026 to 2028-2029, Operational Plan 2025-2026, Long-Term Financial Plan 2025-2026 to 2034-2035 ⇩
5. Community Strategic Plan 2025 ⇩
6. Workforce Management Strategy 2025-2029 ⇩

From: Libby Ewing-Jarvie
Sent: Thursday, 22 May 2025 3:07 PM
To: Cowra Council <council@cowra.nsw.gov.au>
Subject: Feedback on various plans

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.

Hi Team,

I've just finished reviewing the various plans on public exhibition and really want to commend those involved in developing documents that show the great potential and promise for Cowra.
Thanks for always giving the opportunity to review and contribute. I don't have a great deal of feedback to offer, but what I do have, is noted below:

Strategic Plan

- The lay out of the strategic plan is one of the best I've seen – clear objectives and clear measures of success.
- Cowra Early Childhood Services will continue to connect into Council for support to advocate and facilitate outcomes for early childhood in our community.
- In the section Liveability and Housing, may I suggest that you include early childhood education and care providers as stakeholders in the realm of positioning Cowra as a family friendly Shire?
    - We are connected into several local bodies who support this specifically, and the work we do speaks directly to this.
    - We can offer thought leadership to Council in your defined role, to strengthen this strategic objective and its outcomes, if Council would like this.
- In the realm of Community Leadership and Engagement, I observe differing levels of governance, leadership, and planning when I talk with the community. It certainly creates a challenging dynamic for these groups of people when governance and lazy, and that is accepted by those around them as the benchmark for what's deemed to be ok.
    - If there is some sort of framework that Council can supply and promote, it could really help a lot of the stakeholders listed to step up and model great decision making processes and service delivery approaches. Is that something that could be added to the measures?

Workforce Management Plan

- Coming from a background that required a lot of creative workforce management strategies, supporting thousands of workers, I really believe in the document presented by Council – great job by those involved. It is honest, transparent and presents the challenges that exist, alongside the good stuff.

- One of the themes I noted in the document is the need to develop learning strategies that help pass down knowledge from a long-tenured workforce to those who are up and coming.
- I had briefly touched on this with Paul Devery in 2024, and wanted to re-introduce the idea of a Knowledge Management Systems (KMS) to house Council's documents and information – from Customer Service scripts and protocols to Crown Land plans, to building and development requirements, to rates info, and everything in between.
- The best KMS that I have come across, that's focused on Local Government specifically is a product called livepo - https://www.livepro.com/solutions/cx-departments/. I have worked with the tool directly, and with the organisation, and love the simplicity of this tool, and the effectiveness of how it improves the customer experience and the employee experience.
- It could really enhance the overall landscape for Cowra Council, from citizen satisfaction and data collection to knowledge sharing and succession planning.

livepro have not asked me to introduce them to you, but I do understand and appreciate the need for succession planning and sharing of information. If you are keen to be introduced, I can connect you into the right person/people.

I always enjoy my interactions with Council and value our partnership.

Cheers

Libby Ewing-Jarvie
General Manager
Cowra Early Childhood Services Cooperative Ltd

CECS
Cowra Early Childhood Services
Learning Through Play

From: Ronnie & Da'na
Sent: Monday, 9 June 2025 11:58 AM
To: Cowra Council <council@cowra.nsw.gov.au>
Cc:
Subject: DRAFT Operational Plan 2025-2026 - Public Exhibition Submission
Importance: High

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 General Manager – Paul Devery

I would like to bring to your attention the Water Pricing within the Revenue Policy stated it would increase by 4.2% "applied to the Water Access Charge".

However, the figures for Residential Access Charge (page 51) were on Public Exhibition significantly higher around 20% as per below workings, it seems a calculation error within the Revenue Policy.

This is also the same situation with the Vacant Properties – Water on Page 54.

VACANT PROPERTIES – WATER

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

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

WATER PRICING

PRICING

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

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

Residential Access Charge						
		4.20%	Revenue Policy			
Meter Size	2024-2025	2025-2026	2025-2026%			
20mm	$255.00	$265.71	$307.00	20.39%		
25mm	$397.00	$413.67	$478.00	20.40%		
32mm	$653.00	$680.43	$787.00	20.52%		
40mm	$1,020.00	$1,062.84	$1,229.00	20.49%		
50mm	$1,593.00	$1,659.91	$1,920.00	20.53%		

If you could review this matter would be greatly appreciated.

If you have any questions, please do not hesitate to contact me.

Kind Regards
Da'na Hojlund
COWRA NSW 2794

From: Jenny Friend
Sent: Friday, 13 June 2025 9:02 AM
To: Cowra Council
Cc: Erin Watt
Subject: feedback on 256 Civic Centre revenue policy.

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 Paul,

I am writing on behalf of Cowra Eisteddfod on the proposed revenue policy for the Civic Centre. There are a few details that we do dispute and would like to raise them with council.

We are so grateful that council has seen fit to include us on a line in the budget which means we no longer will have to lobby for a concession each year in order to keep running the eisteddfod. This also helps greatly in the planning of our costs and charges in our endeavour to keep our reputation as being one of the best eisteddfod nationally, and to make it affordable for anyone wanting to participate as either a competitor, audience member, or supporter.

The issues we wish to raise are as follows:

Kitchen use – this seems way out of proportion considering that we do not prepare food at all. We put hot water in cups, onto a tray with prepacked food for our volunteers.

Tarkett flooring – it is usual to pay for the laying and removal of the tarkett flooring as we have always done. A daily fee for hire seems quite excessive, and unnecessary.

Piano tuning – we don't pay for the service to a hire car prior to picking it up. The tuning should be part of the general maintenance for the equipment at the civic centre and therefore factored into the general maintenance costs.

These are the points raised by our members.

Thank you for considering these points in your discussion.

We look forward to hearing the outcome.

Kind regards

Jenny Friend
Cowra Eisteddfod

Submissions - 2025

Reference	Submitter	Issues Raised	Response
A. 2025/16662	L. Ewing-Jarvie	Strategic Plan • In the section Liveability and Housing, a suggestion to include early childhood education and care providers as stakeholders in the realm of positioning Cowra as a family friendly Shire	Agree. Change recommended.
		• In the section Community Leadership and Engagement, a suggestion to consider some form of governance framework council might promote with local community organisations.	Agree. We may for example be able to inquire of the NSW Department of Sport and Recreation whether they have governance/meeting training or resources for clubs/associations. There may be other resources we could point groups toward that can be investigated. Suggest modify Action C1.5.a in the Delivery Program/Operational Plan to read "Undertake workshops in grant writing and seek to provide resources on best practice governance procedures to community organisations."
		Workforce Management Plan • Introducing the idea of a Knowledge Management Systems (KMS) to house Council's documents and information	Not relevant to the IP&R consideration. Council has considerable investment in existing systems such as CM9/Authority/ELMO and is not considering changing them at this time. No change recommended.
B. 2025/18605	Da'na Hojlund	Pointing out apparent errors in the water pricing section of the revenue policy.	Agree. While the charges are shown correctly and were spoken to in the workshops in relation to moving away from the former mandatory

Submissions - 2025

Reference	Submitter	Issues Raised	Response
			75/25 split of usage v access charges, the opening sentence is incorrect. It is recommended the following paragraphs be included at the commencement of the water pricing section of the revenue policy: "A 20.5% increase has been applied to Residential Access Charge and Vacant Properties Access Charge. No increase has been applied to the Residential Usage Charge. Total income for the Residential category is forecast to increase by 5.35%. A 4.2% increase has been applied to Water Pricing for the Non-Residential, Non-Residential – Industrial, Residential Raw Water, Non-Residential Raw Water, Nurseries and Education tariffs."
C. 2025/19080	Jenny Friend (Cowra Eisteddfod)	Revenue Policy • Kitchen use – fees appear out of proportion for the Eisteddfod's typical use. • Tarkett flooring – daily fee for hire appears unnecessary. • Piano Tuning – tuning for each hire seems unnecessary and should be part of general maintenance cost.	Noted – total Eisteddfod fee will be equivalent to 2024-25. The Eisteddfod's hire fee for the Civic Centre is set at a special community rate given its widespread value to the community, which will be achieved by providing a concession delivered via its budget line in Council's Long Term Financial Plan that offsets the unadjusted price of hiring. The Eisteddfod's fee charged for 2025-26 will be equivalent to that charged in 2024-25 when the concession is applied. On the specific issues raised, although not affecting the amount to be paid by the Eisteddfod, for general users it is noted that:

Submissions - 2025

Reference	Submitter	Issues Raised	Response
			• Kitchen use – reflects general industry practice of a nominal charge for facility use. • Tarkett flooring – daily use wears the floor and affects replacement costs and therefore incurs a fee. • Piano tuning – is required before each use as movement / installation and other factors meaningfully affects the piano's performance. No change recommended.

Submissions - 2025

Reference	Submitter	Issues Raised	Response
A. 2025/17147	Cr N Kiss OAM	Suggested changes: Add new Operational plan objectives: • L1.1d Extend footpaths to Brougham Park picnic shelters.	This is likely to be achievable within existing resources (DIO seeking advice from staff) and therefore no change required to plan. Does not require a separate action.
		• L1.2d Provide a natural barrier on the eastern side of Lynne Sawyer's Playground Darbys Falls to deter children from running onto the Darbys Falls Rd.	If the Darbys Falls community is keen to do the plantings Council can do the required Native Title assessment on the Crown land to get approval and induct volunteers from whatever volunteer group is going to obtain the grant funding and do the planting. The expectation would be the community group does the watering to get the planting established.
		• H5.2b Install permanent seating on the Southern side of Kendal St between Brisbane St and Macquarie St.	A review of the seating in the main street could be included as part of existing objective B3.1.i and it is recommend that actioned be amended to include "footpath seating".
		LTFP: • Page 17. Suggest generalise contribution to Erambie All Blacks to include all local Indigenous Football teams.	Ongoing s.356 funding support for Erambie All Blacks is included in the LTFP as they regularly request (and Council provides) assistance to participate in the annual NSW Aboriginal Rugby League Knockout competition, unlike Gilari Bloodlines and Dinawan Connections. As these new teams develop they may request s.356 support to compete in the Knockout by applying to Council through the normal

Submissions - 2025

Reference	Submitter	Issues Raised	Response
			application process. Should they also come to regularly participate in the competition, a regular LTFP allocation can be established. No change recommended.
B.	Council staff	Given that the WHS role has been vacant for over 12 months, there is a significant amount of work to be done to bring our systems, policies and practices up to standard. To enable us to move towards a more proactive and compliant approach to workplace health and safety, Council's WHS Co-ordinator is requesting that the WHS budget be increased by an additional $45,000 for the 2025/26 financial year. This amount can be fully funded from the Statecover reserve. The additional funding would support necessary WHS initiatives including but not limited to: • Development and review of WHS policies, procedures and guidelines • Fire extinguisher inspections and fire safety audits • Purchase of additional defibrillators and first aid kits for improved coverage • Risk assessments and workplace inspections • Ergonomic equipment and workstation assessments as required • WHS/Incident management tools or software Once the new officer has had more time to assess the organisation's needs, we will be in a better position to provide a more accurate budget forecast for the 2026/27 financial year.	With a new officer in the role and the lack of a consistent strategic approach to WHS over recent years, this request, funded from the Statecover Reserve, is supported by manex and recommended to council.

Submissions - 2025

Reference	Submitter	Issues Raised	Response
	Council staff	Change Operational plan action T5.4a – Responsible officer should be General Manager (not DIO) Change Operational plan H3.10.a – Responsible officer should be Director Environmental Services (not DIO)	Recommended changes following discussions by manex team
	Council staff	New Operational plan action: C2.1.b – Conduct biennial community satisfaction survey	The funding is included in the LTFP and it is appropriate to include a matching action.


COWRA SHIRE COUNCIL
DELIVERY PROGRAM
2025-2026 TO 2028-2029
OPERATIONAL PLAN
2025-2026
LONG TERM FINANCIAL PLAN
2025-2026 TO 2034-2035
Council Meeting 23 June 2025
www.cowracouncil.com.au

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INTRODUCTION

MESSAGE FROM THE MAYOR AND GENERAL MANAGER

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

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

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

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

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

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

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

Cr Paul Smith
Mayor, Cowra Shire Council

Mr Paul Devery
General Manager, Cowra Shire Council

YOUR COUNCIL

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

Cheryl Downing
Tony Horton
Paul Smith
Erin Watt
Ruth Fagan
Nikki Kiss
Cheryl Speechley
Peter Wright

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

Karren Cave

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

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



VISION & VALUES

VISION

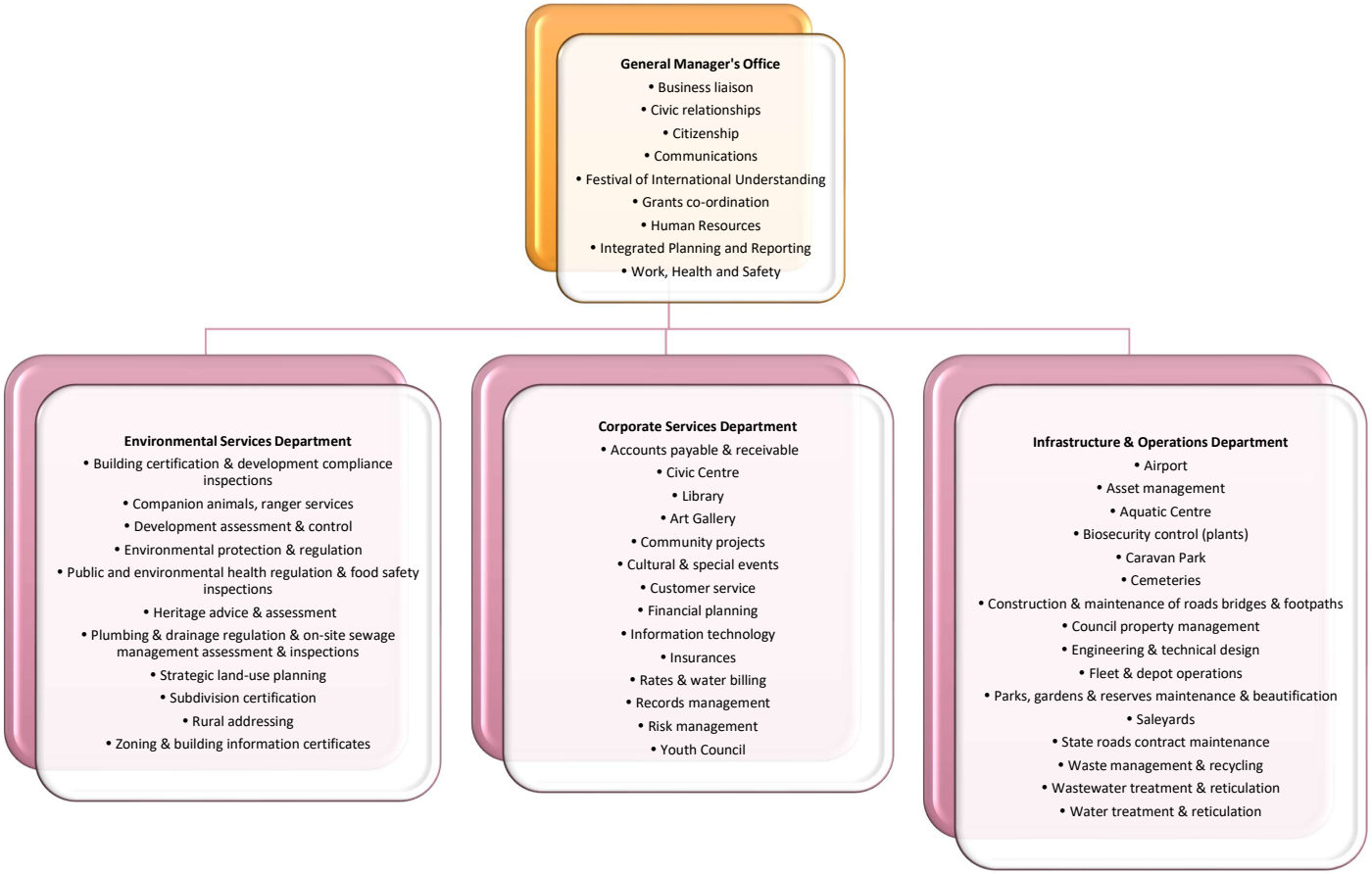
A leading, innovative and creative community, proud of our place in history, offering opportunity with the best of country living.

VALUES

In all our dealings we will….

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

COUNCIL'S ORGANISATION STRUCTURE



Delivery Program & Operational Plan

COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM & OPERATIONAL PLAN



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

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

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

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

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

MEASURING & REPORTING PROGRESS

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

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

KEY DIRECTIONS

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

STRATEGIC OBJECTIVES

Health & Wellbeing (Strategic Theme 1)
Our community needs local access to 'state of the art' health care services, including mental health services and facilities and we will advocate for these. We will also facilitate community access to recreational, social and sporting services and facilities that meet the needs of the community and support health, well-being and an active lifestyle.
Innovation & Education (Strategic Theme 2)
Supporting lifelong learning is critical to individual and societal health. We must work to make Cowra a centre of excellence for education, training and research.
Liveability & Housing (Strategic Theme 3)
We need to nurture and protect our sense of community spirit and ensure it is vibrant, resilient and embraces diversity and our unique culture. Our community must feel safe in our neighbourhoods and have clean, welcoming and attractive public places to enjoy our sporting, recreational and cultural facilities.
Community Leadership & Engagement (Strategic Theme 4)
Securing our long-term future and achieving our vision is about good governance, leadership and planning. Our community will be at the heart of our decision making and service delivery, and will enjoy a strong sense of connection with their Council.
Business & Industry (Strategic Theme 5)
We will work to strengthen and develop our economy, support tourism and adopt new technology to ensure the community and the Shire's long-term growth. We will acknowledge and foster agriculture and related businesses as the primary contributors to the local economy. We will respond to the needs of new and existing businesses, encourage innovation and high standards and develop ways to help businesses prosper.
Transport & Infrastructure (Strategic Theme 6)
To ensure our region is accessible, we need to be well connected not only via our own town and villages, but also to other regions, capital cities and states. It is essential that our community has access to the services and facilities that make our region 'liveable'.
Environmental Sustainability & Stewardship (Strategic Theme 7)
We will help our community appreciate the importance of the environment, and the importance of sustaining and improving it, so it is healthier, better protected and well managed to be able to respond to a changing climate and population. Improving and caring for our environment is important for the health and well-being of today's community and also for future generations. It is also vital for the viability of our natural resources such as our native flora, fauna, soils and waterways.
Reconciliation & Inclusion (Strategic Theme 8)
We value the diversity of our local community and support reconciliation by working consistently in partnership with our Indigenous community to protect, enhance and celebrate Wiradjuri culture, language and heritage.

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

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

Health & Well-Being (Strategic Theme 1)					
COMMUNITY STRATEGIC PLAN 2025-2036	**4 YEARS DELIVERY PROGRAM 2025-2026 to 2028-2029**	**1 YEAR OPERATIONAL PLAN 2025-2026**			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
	H3.5 Undertake improvements to and operate the Cowra pound facility.	H3.5.a	Undertake the following works: • Removal of trees in the yard area. • New chainlink exercise yard fencing. • New entry and driveway to pound. • Concreting to exercise area and dog runs and cattery extension. • Provision of 2 elevated isolation kennels • Cattery cages • Installation of new on-site sewage management system • Commencement of cattery extension • Shade cloth over exercise yards • New sump to exterior yards	Works completed within budget.	Director – Environmental Services
	H3.6 Provide opportunities for Council staff to participate in a range of health and well-being programs.	H3.6.a	Administer health programs for employees and adequately resource appropriate health and well-being initiatives.	Maintain Employee Assistance Program. Deliver annual skin clinics and annual flu vaccinations. Deliver other identified programs within available resources.	General Manager
	H3.7 Ensure work, health and safety of both Council staff and others in the workplace.	H3.7.a	Review and monitor work, health and safety issues in the workplace on an ongoing basis.	Maintain an effective relationship with StateCover Mutual Workers Compensation insurers to ensure all cases are managed effectively thus minimising Council's liability. Comply with all relevant legislation and subsidiary codes to provide a safe working environment and protection of the public and within reasonable budget limits provide resources necessary to meet requirements.	General Manager

Health & Well-Being (Strategic Theme 1)					
COMMUNITY STRATEGIC PLAN 2025-2036	**4 YEARS DELIVERY PROGRAM 2025-2026 to 2028-2029**	**1 YEAR OPERATIONAL PLAN 2025-2026**			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
				Ensure WHS provisions are considered for the purchase of goods and services for Council operations. Support Council's Work Health & Safety Committee.	
	H3.8 Inspect and enforce health standards through a regular food shop inspection program.	H3.8.a	Maintain a food shop inspection program that is proactive and educational and also responds appropriately to breaches of health standards.	All high-risk food premises in the shire inspected in accordance with regulatory requirements and necessary compliance action taken.	Director – Environmental Services
	H3.9 Develop, implement and promote a proactive Public Health inspection program – including barbers, beauty services and skin penetration premises.	H3.9.a	Implement, promote and maintain a public health inspection program that is educational and meets legislative standards.	Promote impending inspection program to affected premises. All barbers, beauty services and skin penetration premises are inspected on an annual basis.	Director – Environmental Services
	H3.10 Encourage smoke-free public areas.	H3.10.a	Implement signage in areas where smoking is prohibited under the NSW Smoke-free Environment Act 2000.	Signs installed.	Director – Environmental Services
H4. Partner with and seek advice from the local Wiradjuri community and Indigenous health care services to improve health outcomes.	H4.1 Liaise with local health and First Nations groups to increase awareness of health challenges.	H4.1.a	Meet with Cowra Local Aboriginal Land Council, Weigelli, Western NSW Health and local schools.	Meetings held and desired actions supported within resources.	General Manager
H5. Advocate for future aged care needs and support services to promote an active retirement.	H5.1 Coordinate and support programs for seniors.	H5.1.a	Organise events for Seniors Festival.	High levels of engagement with community organisations.	Director – Corporate Services
		H5.1.b	Support organisations and activities that promote an active retirement.	Support provided within available resources.	Director – Corporate Services

Health & Well-Being (Strategic Theme 1)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEARS DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	H5.2 Advocate for aged care needs.	H5.2.a	Liaise with aged care providers, other relevant providers and advocate for their needs and services.	Meetings held and advocacy undertaken if required.	General Manager

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

Innovation and Education (Strategic Theme 2)					
COMMUNITY STRATEGIC PLAN 2025-2036	**4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029**	**1 YEAR OPERATIONAL PLAN 2025-2026**			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
I4. Support innovation and research.	I4.1 Support the Cowra Agricultural Research Station.	I4.1.a	Liaise with the Research Station and support efforts to increase activity at the station.	Meet with research station representatives and provide support as required.	General Manager
I5. Build educational engagement, opportunities and outcomes for youth.	I5.1 Support the local school education sector.	I5.1.a	Meet with local school reps and advocate for needs as appropriate.	Meetings held and advocacy undertaken.	General Manager
		I5.1.b	Advocate for NSW Government funding of Dolly Parton Imagination Library beyond 2025/2026.	Advocacy undertaken.	General Manager

Liveability and Housing (Strategic Theme 3)					
COMMUNITY STRATEGIC PLAN 2025-2036	**4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029**	**1 YEAR OPERATIONAL PLAN 2025-2026**			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
L1. Position Cowra as a family-friendly Shire.	L1.1 Develop and maintain facilities to promote recreation and leisure activities for families in Cowra Shire.	L1.1.a	Promote the benefits of walking communities and cycling to residents and visitors.	Promotion undertaken.	Director –Corporate Services
		L1.1.b	Consider appropriate locations for signage directing residents and visitors to shared footpath and cycling routes.	Signs erected.	Director - Infrastructure & Operations
		L1.1.c	Promote use of Council's parks, gardens and playgrounds.	Promotion undertaken.	General Manager
	L1.2 Develop and implement a Play Strategy.	L1.2.a	Consult widely with community in developing a Play Strategy.	Play Strategy developed and adopted by Council.	Director – Infrastructure & Operations
		L1.2.b	In renewing playgrounds, consider provision of facilities accessible for all the community.	Consideration given and inclusive facilities incorporated in renewal works.	Director – Infrastructure & Operations
		L1.2.c	In renewing playgrounds, consider the advice of 'Shade in Playgrounds' (Kidsafe June 2021) to provide adequate shade.	Advice considered.	Director – Infrastructure & Operations
		L1.2.d	Provide a natural barrier on the eastern site of the Lynne Sawyers Park at Darbys Falls to deter children from running onto the road.	Undertake native title assessment and provide advice to volunteer group who will undertake the planting and establishment.	Director – Infrastructure & Operations

Liveability and Housing (Strategic Theme 3)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
	L1.3 Support National Families Week.	L1.3.a	Collaborate with community organisations to host a calendar of events for National Families Week.	Collaboration undertaken and events conducted.	Director – Corporate Services
		L1.3.b	Promote National Families Week.	Promotion undertaken.	General Manager
L2. Advocate for appropriate services – childcare, education, healthcare and support services to be available to meet a growing population.	L2.1 Understand and support needs of providers in the childcare, education, healthcare and support services sectors.	L2.1.a	Meet with providers and advocate for their needs as required.	Meetings held and advocacy undertaken.	General Manager
L3. Develop and provide programs to meet the needs of Cowra Shire's young people.	L3.1 Build capacity of Cowra's young people to participate in community life.	L3.1.a	Develop and implement education initiatives for young people in leadership and event management.	Education initiatives conducted.	Director – Corporate Services
	L3.2 Support the principles of Justice Reinvestment.	L3.2.a	Support CINC to progress the Justice reinvestment program.	Support provided where required.	General Manager
	L3.3 Continue to support the Cowra Youth Council.	L3.3.a	Facilitate Cowra Youth Council operations, projects and community participation.	Regular meetings held. Number of youth initiatives led by the CYC. Positive CYC community profile maintained.	Director – Corporate Services
		L3.3.b	Continue Youth Week activities.	Events conducted with good participation.	Director – Corporate Services
	L3.4 Build understanding of Cowra Shire's young people.	L3.4.a	Investigate opportunities to include Cowra's youth in the community survey.	Investigation undertaken and youth included if possible.	General Manager
2. Prepare, implement and maintain a strategic planning framework that reponds to	L4.1 Regularly review planning controls.	L4.1.a	Monitor changes in planning legislation and provide appropriate advice to Council.	Reports provided to Council as required.	Director – Environmental Services

Liveability and Housing (Strategic Theme 3)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
community needs including enabling appropriate housing development.					
		L4.1.b	Review and update Development Control Plan as required.	Plan updated and adopted.	Director – Environmental Services
		L4.1c	Undertake a comprehensive review of Council's Local Strategic Planning Statement.	Plan reviewed, updated and adopted.	Director – Environmental Services
	L4.2 Undertake regular reviews and report on the directions of the Cowra Housing Strategy.	L4.2.a	Support the local development sector by identifying and implementing improvements to planning processes and engagement processes; Work with developers though a master planning process for greenfield areas to provide a greater mix of lots, housing types and sizes; Support seniors housing developments in appropriate locations in proximity to services and facilities; Work with the NSW Government for Cowra LGA to be included in the Welcome Experience as a strategy to assist essential workers to relocate and settle in the region; Support housing projects that attract working-age people and their families to stay and/or relocate to Cowra; and	Support provided as required. Activities undertaken to advance strategy actions.	Director – Environmental Services

Liveability and Housing (Strategic Theme 3)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
			Support housing projects which are consistent with the vision and strategic objectives of the NSW Aboriginal Land Council Strategy on Aboriginal Housing.		
	L4.3 Facilitate ongoing community knowledge of planning policies and how to work with Council.	L4.3.a	Provide drop-in times for community questions. Provide briefing sessions for people interested in submitting development applications. Provide planning concierge service to assist public with lodgement of applications through the NSW Planning Portal.	Services promoted and provided.	Director – Environmental Services
L5. Continue to develop our leisure and cultural facilities and infrastructure and protect and enhance our natural environment.	L5.1 Undertake asset renewal of Cowra Aquatic Centre.	L5.1.a	Commence delivery of Aquatic Centre renewal project after 2025/2026 season.	Project delivered within planned timeframe and budget.	Director – Infrastructure & Operations
	L5.2 Deliver projects identified in adopted Sport and Recreation Plan.	L5.2.a	Finalise and commence implementation of masterplans for West Cowra Recreation Ground, River Park precinct, Edgell Park precinct and Mulyan Oval precinct.	Consultation undertaken and masterplans completed and adopted.	Director – Infrastructure & Operations
		L5.2.b	Seek grant funding for sportsfield masterplan projects.	Grant applications submitted to appropriate grant funding programs.	Director – Infrastructure & Operations

Liveability and Housing (Strategic Theme 3)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
	L5.3 Support and promote sporting and recreation groups across the Shire.	L5.3.a	Sport & Recreation Committee meets regularly and provides recommendations to Council as required.	Meetings held and regular reports provided to Council.	Director – Corporate Services
		L5.3.b	Conduct annual Sport & Recreation Network event.	Event conducted with good participation.	Director – Corporate Services
		L5.3.c	Within resources, conduct activities in partnership with clubs and other providers to increase participation in sport and recreation.	Biannual Cowra Families Into Sport days held.	Director – Corporate Services
	L5.4 Review masterplan and develop the Peace Precinct in accordance with the adopted masterplan.	L5.4.a	Seek funding and implement identified projects within the masterplan.	Grant applications submitted where appropriate.	General Manager
	L5.5 Review masterplan and develop the Lachlan River Precinct as a major focal point for passive recreation.	L5.5.a	Pursue funding and implement when adequate resources are available the following initiatives from the Lachlan River Precinct Masterplan: • The Col Newton Park improvements identified in the Masterplan.	Works completed as funds become available.	Director – Infrastructure & Operations
		L5.5.b	Commence review of the bridge pylon murals.	Review and consultation undertaken with progress reported to Council.	Director – Corporate Services
	L5.6 Provide recreation opportunities through the provision of attractive parks and gardens.	L5.6.a	Maintain parks and gardens to a high standard for all recreation users.	Parks maintained to current high standard.	Director – Infrastructure & Operations

Liveability and Housing (Strategic Theme 3)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
		L5.6.b	Review plantings in CBD and preferred tree species for parks and streets.	Review undertaken.	Director – Infrastructure & Operations
	L5.7 Support and provide good quality facilities to meet the needs of sporting and recreational clubs and users.	L5.7.a	Maintain council sporting fields, facilities and amenities.	Sportsfields, sports facilities and associated amenities maintained to current high standard.	Director – Infrastructure & Operations
		L.5.7.b	Support Cowra Showground Crown Land Manager in their efforts to maintain and improve the facility.	Provide annual contribution to Showground Trust. Lobby relevant Members of Parliament for funding to maintain and improve facility.	General Manager
	L5.8 Maintain and operate the Cowra Caravan Park to its current high standard.	L5.8.a	Complete Stage 3 upgrade works subject to funding.	Design works and scope of project finalised, including final cost estimate. Construct new internal roads, entry layby, visitor parking and dump point space.	Director – Infrastructure & Operations
		L5.8.b	Maintain and operate the Cowra Caravan Park to its current high standard.	Park maintained and positive feedback received.	Director Infrastructure & Operations
	L5.9 Upgrade the public amenities at Olympic Park.	L5.9.a	Seek grant funding to install accessible amenities facility in Olympic Park.	Funding applications submitted.	General Manager
	L5.10 Continue to maintain and develop the Cowra Regional Art Gallery.	L5.10.a	Develop, present and promote a diverse program of high-quality exhibitions, public events and workshop activities at the Cowra Regional Art Gallery.	Two-year forward exhibition program developed and implemented. Use established Council publications and media to promote.	Director – Corporate Services

Liveability and Housing (Strategic Theme 3)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
		L5.10.b	Advance redevelopment plans to shovel ready in order to pursue funding and community support for the Cowra Regional Art Gallery upgrade.	Plans finalised and adopted by Council. Funding applications lodged where applicable.	Director – Corporate Services
		L5.10.c	Consider implementation of a Gallery Foundation/Arts Trust to support the ongoing development of the Art Gallery and collection (including the Sculpture Park).	Report on options presented to Council for consideration.	Director – Corporate Services
	L5.11 Develop the Civic Square Cultural Precinct.	L5.11.a	Seek funding to continue to progress Civic Square masterplan design.	Funding applications lodged where applicable.	Director – Environmental Services
	L5.12 Maintain and improve the Cowra Civic Centre.	L5.12.a	Develop, present and promote a diverse program of high-quality events, workshops, activities and entertainment at the Cowra Civic Centre.	A schedule of both local and community events and commercial shows from non-Cowra artists is prepared. Growth in utilisation and attendance.	Director – Corporate Services
	L5.13 Facilitate the affordable use of the civic centre by the local community.	L5.13.a	Provide financial support to local community organisations, local businesses and local schools to partially offset the total cost of hiring the civic centre. This does not include state and commonwealth government agencies and organisations predominantly funded by them.	Specific purpose concessions are provided.	Director – Corporate Services

Liveability and Housing (Strategic Theme 3)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	L5.14 Maintain and improve facilities at the Cowra Library.	L5.14.a	Continue liaison with Central West Libraries (CWL) to maintain and operate the facility.	Funding pursued for identified improvements. Attend and participate in CWL meetings.	Director – Corporate Services
	L5.15 Develop the Cowra Sculpture Park as a major attraction within Cowra.	L5.15.a	Subject to funding, undertake works and develop the collection of sculptures in accordance with the masterplan.	Ongoing promotion of the sculpture park and the development of a program to increase the collection. A curatorial framework for the sculpture park is prepared for Council's endorsement.	Director – Corporate Services
	L5.16 Lobby the NSW Government to develop and invest in the Wyangala State Recreation Park.	L5.16.a	In conjunction with Cowra Tourism, lobby the relevant Ministers and local members to fund improvements for the Park.	Advocacy undertaken.	General Manager
	L5.17 Update and adopt a new Cultural Plan.	L5.17.a	Consultation undertaken to develop new Cultural Plan.	Plan adopted.	Director – Corporate Services
	L5.18 Develop our villages.	L5.18.a	Review Village Action Plan.	Consultation undertaken and revised plan adopted by Council.	Director – Environmental Services

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

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

Community Leadership and Engagement (Strategic Theme 4)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
C3. 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
		C3.1.b	Advocate for a 24-hour police station in Cowra.	Write to relevant members of parliament.	General Manager
	C3.2 Work closely with local members and other members of parliament to advance the objectives of Council.	C3.2.a	Meet regularly with local members and other members of parliament to advocate for the needs of the Cowra Shire community.	Meetings held and advocacy undertaken.	General Manager
	C3.3 Collaborate with other Councils to form strategic alliances on areas of common interest.	C3.3.a	Meetings with other Councils to discuss matters of common interest and report proposals to Council for consideration.	Meetings held and proposals reported to Council.	General Manager.
	C3.4 Seek to improve safety and security in the community.	C3.4.a	Support Cowra police and community organisation initiatives that promote community safety and security where feasible.	Support provided within available resources.	Director – Corporate Services
		C3.4.b	Support initiatives within the shire that aim at preventing domestic and family violence initiatives.	Support provided within available resources.	Director – Corporate Services
C4. Ensure Council remains financially sustainable and maximises external funding opportunities.	C4.1 Seek funding for projects and infrastructure included in Council's strategic plans.	C4.1.a	Seek funding to progress projects in adopted strategic plans.	Applications submitted for relevant programs.	General Manager
	C4.2 Undertake asset management planning to ensure that Council's infrastructure is	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

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

Community Leadership and Engagement (Strategic Theme 4)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
		C5.5.c	Support Cowra-Joetsu City reciprocal relationship.	Support provided as required.	General Manager
	C5.6 Support the World Peace Bell Committee to foster peace initiatives and maintain the profile of Australia's World Peace Bell.	C5.6.a	Advocate for the inclusion of World Peace Bell Ceremonies in key community events and conduct ceremonies where relevant.	World Peace Bell ceremonies conducted.	Director – Corporate Services
		C5.6.b	Conduct activities to celebrate the International Day of Peace, including the annual Youth Peace Forum.	Peace Day activities conducted with good participation.	Director – Corporate Services
C6. Recognise and grow the talent in our community.	C6.1 Maintain donations policy to support community development.	C6.1.a	Respond to requests for donations in accordance with the Policy. Promote the Policy with relevant community organisations.	Requests are processed in accordance with Policy and submitted to Council as received	Director – Corporate Services
C7. Support and encourage volunteering within the community.	C7.1 Increase awareness of volunteering activity, needs and opportunities in the community.	C7.1.a	Publicise links to State government volunteering websites.	Publicity undertaken.	General Manager
		C7.1.b	Recognise and celebrate volunteers through the Cowra Shire Australia Day Awards and National Volunteer Week.	Annual Australia Day Awards conducted. National Volunteer Week activities conducted.	Director – Corporate Services
		C7.1.c	List volunteer community groups on council website.	Maintain system on Council's website for local volunteer and community groups to self-register.	Director – Corporate Services
	C7.2 Continue to support the community through provision of	C7.2.a	Provide funding for projects that meet Community Strategic Plan objectives	Funding delivered and projects implemented.	General Manager

Community Leadership and Engagement (Strategic Theme 4)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	Community Strategic Plan funding.		through the Community Grants Scheme.		

Business & Industry (Strategic Theme 5)					
COMMUNITY STRATEGIC PLAN 2025-2036	**4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029**	**1 YEAR OPERATIONAL PLAN 2025-2026**			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
B1. Plan for and support business and industry growth, research and innovation.	B1.1 Ensure strategic planning for business and industry growth is current.	B1.1.a	Pursue objectives detailed in Cowra Regional Economic Development Strategy (REDS).	Demonstrated action to achieve objectives eg lobbying, grant submissions. Six-monthly report on the health of Cowra business and industry.	General Manager
		B1.1.b	Undertake business gap analysis of Cowra and present to CBD Committee and council.	Analysis undertaken and report presented to CBD Committee and council.	General Manager
B2. Add value and support to our existing businesses and industries.	B2.1 Support Cowra Business Chamber.	B2.1.a	Work with Cowra Business Chamber to support existing business.	Support provided within resources.	General Manager
	B2.2 Collaborate with Cowra Business Chamber, Biz HQ and NSW Business Chamber to provide educational events, encourage innovation and build business confidence.	B2.2.a	Plan and deliver Small Business Month activities.	Activities delivered.	General Manager
		B2.2.b	Facilitate delivery of retail merchandising training to upskill retailers on the importance of shop-front presentation and product mix and placement.	Training delivered.	General Manager
		B2.2.c	Promote the Service NSW Business Concierge service.	Service reviewed and promoted.	General Manager
B3. Support the development of an energetic CBD.	B3.1 Implement actions from CBD Place, Vision and Activation Plan.	B3.1.a	Install lights in suitable trees.	Lights installed.	Director – Infrastructure and Operations
		B3.1.b	Review cleaning and maintenance schedule for CBD.	Review undertaken and report presented to council if additional funding is required.	Director – Infrastructure and Operations

Business & Industry (Strategic Theme 5)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
		B3.1.c	Investigate the installation of free wi-fi access points in Squire Park.	Investigation undertaken and report presented to council on feasibility of implementation.	General Manager
		B3.1.d	Investigate the fixing of or placement of a town clock.	Investigation undertaken and reported to council.	General Manager
		B3.1.e	Review signage across the CBD area.	Review undertaken and reported to council.	Director – Infrastructure and Operations
		B3.1.f	Commence development of a masterplan for Macquarie Street.	Scope of masterplan endorsed by council and consultant engaged subject to funding.	Director – Infrastructure and Operations
		B3.1.g	Review operation of Squire Park facility/amenities.	Operation reviewed and recommendations reported to council.	Director – Infrastructure and Operations
		B3.1.h	Review council policies/fees relating to footpath trading and other legalities to support a vibrant shopping precinct.	Review footpath trading policy.	Director – Environmental Services
		B3.1.i	Audit accessibility to use taxi rank, pedestrian crossings, footpaths, public seating and public bus shelter/stop and night lighting.	Audit undertaken.	Director – Environmental Services
	B3.2 Support “Can Do Cowra” Committee.	B3.2.a	Provide support to the development of the “Can Do Cowra” Committee.	Support provided within available resources.	General Manager
	B3.3 Continue to support the Cowra Christmas Street Festival.	B3.3.a	Continue to support Cowra Tourism Corporation in delivering the event.	Support provided.	General Manager
		B3.3.b	Continue to provide prizes for the Cowra Ca$h card competition and Christmas lights competition.	Support provided.	General Manager

Business & Industry (Strategic Theme 5)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
B4. Develop local business capacity and increase local procurement.	B4.1 Monitor engagement of local businesses and suppliers in council procurement.	B4.1.a	Review regular procurement for materials and contracts to identify options for local procurement and communicate these opportunities to local providers.	Review undertaken, opportunities identified and local providers advised.	Director – Corporate Services
	B4.2 Promote procurement opportunities locally.	B4.2.a	Promote procurement opportunities to local businesses.	Promotion undertaken.	General Manager
		B4.2.b	Collaborate with Cowra Business Chamber and Cowra Tourism Corporation to promote procurement opportunities to their members.	Promotion undertaken.	General Manager
		B4.2.c	Promote NSW Government "Local procurement toolkit".	Promotion undertaken.	General Manager
	B4.3 Support local businesses to develop their capacity to engage in council procurement.	B4.3.a	Review Purchasing and Procurement policy, including a review of notice periods.	Review undertaken.	Director – Corporate Services
		B4.3.b	Undertake consultation with local businesses to understand barriers in doing business with council.	Consultation undertaken.	General Manager
		B4.3.c	Hold regular information sessions on tendering and procurement with local business.	Session held.	General Manager
B5. Advocate for improved digital connectivity for Cowra Shire.	B5.1 Facilitate the provision of information to the community on the range of technologies available.	B5.1.a	Convene relevant forums to present current technology options to the business community.	Forums conducted with good participation.	General Manager

Business & Industry (Strategic Theme 5)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	B5.2 Advocate for and support initiatives to improve digital connectivity.	B5.2.a	Lobby and pursue funding for improved NBN access for business.	Funding submissions lodged, advocacy undertaken.	General Manager
		B5.2.b	Work with village communities and advocate for improved connectivity.	Liaison and advocacy undertaken.	General Manager
		B5.2.c	Lobby mobile phone providers to extend coverage in the Shire.	Advocacy undertaken.	General Manager
B6 Identify and develop profitable and sustainable tourism opportunities for Cowra Shire.	B6.1 Review and monitor the Memorandum of Understanding (MOU) between Council and the Cowra Tourism Corporation (CTC).	B6.1.a	Ensure Council and Cowra Tourism Corporation meet obligations of the MOU between the parties.	Obligations met.	General Manager
	B6.2 Support Cowra Tourism in identifying new events and supporting existing events.	B6.2.a	Provide funding to Cowra Tourism for Events Officer.	Funding provided and a satisfactory number of events conducted.	General Manager
	B6.3 Provide resources and financial assistance to Cowra Tourism Corporation to effectively support and grow the Shire's tourism sector.	B6.3.a	Provide two representatives on Cowra Tourism Board. Provide annual contribution to Cowra Tourism.	Council representatives attend board meetings and report back to Council.	General Manager
	B6.4 Continue to be an RV-friendly council.	B6.4.a	Encourage the development of council approved primitive and free camping sites across the shire.	Potential sites considered and where feasible approval provided.	Director – Environmental Services

Transport & Infrastructure (Strategic Theme 6)					
COMMUNITY STRATEGIC PLAN 2025-2036	**4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029**	**1 YEAR OPERATIONAL PLAN 2025-2026**			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
T1. Construct a new mid-level bridge over the Lachlan River within the Cowra township.	T1.1 Project is adopted by Transport for NSW as a medium-term priority.	T1.1.a	Lobby Transport for NSW, local members and NSW Government to include the project in Transport for NSW planning documents.	Project endorsed for inclusion in Transport for NSW planning for the region.	General Manager
T2. Develop a Heavy Vehicle Bypass for Cowra's CBD.	T2.1 Project is adopted by Transport for NSW as a medium-term priority.	T2.1.a	Lobby Transport for NSW, local members and NSW Government to include the project in Transport for NSW planning documents.	Project endorsed for inclusion in Transport for NSW planning for the region.	General Manager
T3. Construct a swift and safe link connecting Central NSW to Metropolitan Sydney via the Blue Mountains.	T3.1 Project is adopted by Transport for NSW as a medium-term priority.	T3.1.a	Lobby Transport for NSW, local members and NSW Government to include the project in Transport for NSW planning documents.	Project endorsed for inclusion in Transport for NSW planning for the region.	General Manager
T4. Re-open the Blayney to Demondrille trail line to facilitate freight movement within and beyond the region.	T4.1 Project is adopted by Transport for NSW as a medium-term priority.	T4.1.a	Lobby Transport for NSW, local members and NSW Government to include the project in Transport for NSW planning documents.	Project endorsed for inclusion in Transport for NSW planning for the region.	General Manager
T5. Develop an integrated transport system that addresses local and regional needs in relation to cycleways and footpaths, road and rail.	T5.1 Maintain, improve and develop footpaths and walkways to ensure the safe and efficient movement of users, including persons living with disabilities, and develop pedestrian and cycling linkages in the shire.	T5.1.a	Seek funding for projects identified in the Pedestrian and Cycling plan.	Funding applications submitted for appropriate programs.	General Manager
		T5.1.b	Investigate options to improve pedestrian safety in the CBD area, particularly around pedestrian crossings.	Investigations undertaken and recommendations presented to council.	Director – Infrastructure & Operations
	T5.2 Maintain local and regional road networks to enable the safe and efficient movement of traffic at the lowest life-cycle cost.	T5.2.a	Complete the Roads to Recovery projects scheduled for 2025/2026.	Projects completed on time and on budget.	Director – Infrastructure & Operations

Transport & Infrastructure (Strategic Theme 6)					
COMMUNITY STRATEGIC PLAN 2025-2036	**4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029**	**1 YEAR OPERATIONAL PLAN 2025-2026**			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
	T5.3 Work with Transport for NSW to enable the safe and efficient movement of traffic on the state-owned road network within Cowra Shire.	T5.3.a	Work with Transport for NSW to agree on improvements required to State-owned road network.	Projects agreed to and delivered.	Director – Infrastructure & Operations
	T5.4 Improve awareness of and range of local and regional transport options.	T5.4.a	Liaise with Transport for NSW and local operator to promote the "Hail and Ride" service within Cowra.	Promotion undertaken.	General Manager
		T5.4.b	Liaise with Transport for NSW to improve public transport connectivity within and beyond the region.	Service gaps identified and advocacy undertaken.	General Manager
	T5.5 Improve local traffic conditions within the Cowra CBD.	T5.5.a	Monitor local traffic conditions and refer proposed changes to the Traffic Committee for consideration.	Regular reports provided to Traffic Committee and decisions implemented.	Director – Infrastructure & Operations
T6. Develop the Cowra Airport as a regional aviation precinct.	T6.1 Continue to develop the Cowra Airport.	T6.1.a	Finalise plans for the next stage of development in accordance with the Airport Masterplan.	Project scope, costing and funding finalised for delivery in accordance with the Airport Masterplan.	General Manager
		T6.1.b	Continue to maintain Cowra Airport as a certified aerodrome.	Certification maintained.	Director – Infrastructure & Operations
T7. Provide water, sewerage and stormwater infrastructure and services to meet community needs.	T7.1 Maintain and improve the Shire's water supply network to meet consumer demand and meet health requirements.	T7.1.a	Undertake Integrated Water Cycle Management (IWCM) strategy including review of Water and Sewer Strategic Business Plans.	IWCM finalised and adopted. Strategic Business Plans finalised and adopted.	Director Infrastructure & Operations
		T7.1.b	Drinking Water Management System (DWMS) implemented in accordance with Australian Drinking Water Guidelines (ADWG).	DWMS Annual Report provided to Council.	Director Infrastructure & Operations

Transport & Infrastructure (Strategic Theme 6)					
COMMUNITY STRATEGIC PLAN 2025-2036	**4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029**	**1 YEAR OPERATIONAL PLAN 2025-2026**			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
	T7.2 Discharge from wastewater treatment plants to meeting Environmental Protection Agency (EPA) licence conditions.	T7.2.a	Plant is operated to comply with EPA requirements at all times.	Nil compliance breaches.	Director Infrastructure & Operations
	T7.3 Undertake improvement works to West Cowra Drainage.	T7.3.a	Complete engineering plans of proposed stormwater drainage downstream of Lyall Street and commence stage one works.	Study completed and work commenced subject to available funding.	Director Infrastructure & Operations
T8. Ensure long-term security of Cowra's water supply.	T8.1 Monitor and maintain infrastructure that maximises water security for Cowra.	T8.1.a	Review the emergency supply agreement with Central Tablelands Water (CTW).	Agreement reviewed, updated and executed.	General Manager
		T8.1.b	Undertake maintenance of emergency pipelines connecting CTW and Billimari borefield to Cowra water treatment plant.	Maintenance undertaken.	Director – Infrastructure and Operations
T9. Deliver sewer to West Cowra.	T9.1 Continue planning for the completion of the West Cowra Sewer project.	T9.1.a	Finalise design and construction estimates for the airport connection, the showground pumping station and the small lot residential area of Ranken Street.	Consultation completed. Project scope and costing adopted ready for delivery.	Director Infrastructure & Operations
T10. Ensure that community assets and public infrastructure including roads, bridges and public buildings are well-maintained.	T10.1 Maintain local, regional and state roads and bridges.	T10.1.a	Bridge and road maintenance scheduled and completed as required.	Work completed within budget.	Director Infrastructure & Operations
	T10.2 Efficiently manage and maintain Council's buildings and special purpose facilities.	T10.2.a	Required building maintenance scheduled and completed.	Work completed within budget.	Director Infrastructure & Operations

Transport & Infrastructure (Strategic Theme 6)					
COMMUNITY STRATEGIC PLAN 2025-2036	**4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029**	**1 YEAR OPERATIONAL PLAN 2025-2026**			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
	T10.3 Maintain and manage Cowra Cemetery.	T10.3.a	Cemetery maintained to current high standard.	Maintenance undertaken.	Director Infrastructure & Operations
		T10.3.b	Investigate use of frames for the placement of wreaths at commemorative events.	Investigation undertaken and stands procured.	Director Infrastructure & Operations
		T10.3.c	Liaise with Office of Australian War Graves and Japanese Embassy to undertake improvements at the Japanese War cemetery.	Liaison undertaken and works completed.	Director Infrastructure & Operations
		T10.3.d	Install directional signage to Indonesian graves.	Signs installed.	Director Infrastructure & Operations
T11. Improve the transport corridor connecting the Hume, Mid-Western, Newell, Olympic and Mitchell Highways.	T11.1 Advocate for improvements to the corridor.	T11.1.a	Liaise with local members of parliament, Transport for NSW and other stakeholders to seek recognition of and improvements to the corridor.	Advocacy and liaison undertaken.	General Manager

Environmental Sustainability & Stewardship (Strategic Theme 7)					
COMMUNITY STRATEGIC PLAN 2025-2036	**4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029**	**1 YEAR OPERATIONAL PLAN 2025-2026**			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
E1. Aim to position Cowra Shire as a centre of environmental excellence.	E1.1 Maximise opportunities for the Cowra Material Recycling Facility (MRF) to participate in the circular economy.	E1.1.a	Continue partnership with Cleanaway as a regional processing facility for the Container Deposit Scheme.	CDS tonnages maintained or increasing.	Director – Infrastructure & Operations
		E1.1.b	Develop and adopt MRF masterplan to ensure operations are consistent with the adopted Waste and Resource Recovery Strategy.	Develop and adopt MRF masterplan. Investigate biogas collection from landfill as part of revised design. Develop a plan to mitigate landfill leachate risk. Implement revised design of landfill to improve efficiency.	Director – Infrastructure & Operations
		E1.1.c	Maintain and upgrade CDS and recycling processing area to allow for expanded intake.	Maintain and upgrade sorting process plan to improve efficiency.	Director – Infrastructure & Operations
E2. Reduce the emissions of Council operations in line with NSW Government targets for the local government sector.	E2.1 Implement Energy Efficiency projects included in the adopted Energy Efficiency and Renewable Energy Plan.	E2.1.a	Seek funding for projects identified in Energy Efficiency and Renewable Energy Plan.	Applications lodged.	Director - Infrastructure & Operations
		E2.1.b	Monitor emissions of council operations.	Develop system of regular measurement and reporting of council emissions across all operations.	Director – Infrastructure & Operations
E3. Take advantage of and support opportunities to grow new sustainable industries.	E3.1 Maximise opportunities for Council to participate in the circular economy.	E3.1.a	Investigate options for recycling and resource recovery.	Investigate increasing variety of accepted products by embracing opportunities to process problem waste. Investigate innovative methods to process recycling and problem waste.	Director – Infrastructure & Operations

Environmental Sustainability & Stewardship (Strategic Theme 7)					
COMMUNITY STRATEGIC PLAN 2025-2036	**4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029**	**1 YEAR OPERATIONAL PLAN 2025-2026**			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
				Investigate new markets for recycled materials.	
E4. Show leadership by taking action and promoting practices to encourage Cowra Shire to be an environmentally responsible community.	E4.1 Implement actions from adopted Waste Management Strategy to meet the objectives of the "NSW EPA Waste and Sustainable Materials Strategy 2041".	E4.1.a	Review Waste Collection services.	Review usage and viability of village transfer stations. Review waste and recycling options for non-serviced areas within Cowra LGA.	Director Infrastructure & Operations
		E4.1.b	Deliver and promote clean town, villages and streetscapes.	Improve waste disposal and recycling options in streetscapes. Deliver and promote town and village cleanliness.	Director Infrastructure & Operations
	E4.2 Investigate requirements and implement Food Organic and Garden Organics (FOGO) system.	E4.2.a	Complete annual bin audits: Engage bin auditor to provide information on the make-up of the Cowra waste streams and estimate potential FOGO diversion quantities.	Bin audit completed and reported to Council.	Director Infrastructure & Operations
		E4.2.b	Investigate options for general waste bin sizes and collection frequency. Report models used to manage FOGO at other Councils and investigate opportunities within the MRF and in collaboration with external suppliers to manage and treat FOGO.	Investigations completed and reported to Council.	Director Infrastructure & Operations
		E4.2.c	Prepare for NSW Government's implementation of commercial FOGO collection.	Promote mandatory requirements to business operators. Prepare for implementation of FOGO regulation from 1 July 2026.	Director Environmental Services

Environmental Sustainability & Stewardship (Strategic Theme 7)					
COMMUNITY STRATEGIC PLAN 2025-2036	**4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029**	**1 YEAR OPERATIONAL PLAN 2025-2026**			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
	E4.3 Work with the community to maximise recycling.	E4.3.a	Deliver recycling education program.	Promotion and education initiatives undertaken.	Director Infrastructure & Operations
		E4.3.b	Participate in annual Netwaste "Waste to Art" program.	Event conducted with good community participation.	Director Infrastructure & Operations
		E4.3.c	Seek to reduce recycling contamination.	Continue to provide and promote recycling education. Investigate introduction of waste vouchers for zero contamination. Assess impacts of CDS operations and agreements. Continue to investigate options for the diversion of waste from landfill. Improve site management and pollution mitigation.	Director – Infrastructure & Operations
	E4.4 Source road making materials in an environmentally responsible manner.	E4.4.a	Operate Council quarries in accordance with all regulatory and legislative requirements.	Quarries operated with nil compliance breaches.	Director Infrastructure & Operations
E5. Build partnerships with people who work with and care for the land to secure a healthier environment.	E5.1 Contribute to a healthier environment through the Natural Resource Management Committee, Netwaste and Council's biosecurity operations.	E5.1.a	NRM Committee works with stakeholder groups to raise awareness within the community and council of plans and programs that will benefit the environment.	Forums conducted where appropriate, information communicated to the public and recommendations provided to Council as appropriate.	Director – Environmental Services

Environmental Sustainability & Stewardship (Strategic Theme 7)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
		E5.1.b	Council continues to participate in Netwaste forums and initiatives.	Active participation.	Director – Infrastructure & Operations
		E5.1.c	Maintain a proactive and effective biosecurity operation.	Works undertaken in accordance with management plan.	Director – Infrastructure & Operations
E6. Build and promote Council's and the community's preparedness for, adaptability to and resilience to climate change and natural disaster impacts.	E6.1 Adopt and/or review plans to improve Council and community preparedness and response to climate change and natural disaster impacts.	E6.1.a	Local Emergency Management Committee (LEMC) continues to monitor and as required review plans for disaster preparedness and response.	LEMC meets regularly and plans are reviewed as required.	General Manager
		E6.1.b	Commence review of flood data for Cowra and Gooloogong townships.	Develop scope for review and seek funding for the work.	Director – Environmental Services

Reconciliation and Inclusion (Strategic Theme 8)					
COMMUNITY STRATEGIC PLAN 2025-2036	**4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029**	**1 YEAR OPERATIONAL PLAN 2025-2026**			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
R1. Foster reconciliation and connection with the local indigenous population. Respect, promote and protect Wiradjuri culture.	R1.1 Develop a Reconciliation Action Plan (RAP).	R1.1.a	Liaise with reconciliation Australia, local Wiradjuri community and wider community to progress development of Reconciliation Action Plan.	Demonstrated progress and meeting of milestones set by Reconciliation Australia.	General Manager
	R1.2 Respect and protect local culture.	R1.2.a	Review the First Nations Consultation Policy and First Nations Site Monitoring Procedures, and the list of those to be consulted.	Policy reviewed, updated and adopted.	Director – Environmental Services
		R1.2.b	Consult with the local Wiradjuri community on all development applications that have the potential to impact on Wiradjuri cultural heritage.	Undertake consultation in accordance with adopted First Nations Consultation Policy, Community Participation Plan and First nations Site Monitoring Procedures.	Director – Environmental Services
		R1.2.c	Liaise with the local Wiradjuri community and Cowra Local Aboriginal Land Council to discuss inclusion of Wiradjuri language in the singing of the National Anthem at Council events.	Liaison undertaken and if approved changes implemented.	General Manager
		R1.2.d	Liaise with local Wiradjuri community and Cowra Local Aboriginal Land Council to discuss inclusion of Wiradjuri language in the Acknowledgement of Country at Council events.	Liaison undertaken and if approved changes implemented.	General Manager
	R1.3 Celebrate local culture.	R1.3.a	Support and participate in NAIDOC Week and other days of significance to the local First Nations community.	Support provided.	Director – Corporate Services
		R1.3.b	Work with the local Wiradjuri community and the Cowra Local	Liaison undertaken and project progresses with approval from the local land council.	General Manager

Reconciliation and Inclusion (Strategic Theme 8)					
COMMUNITY STRATEGIC PLAN 2025-2036	**4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029**	**1 YEAR OPERATIONAL PLAN 2025-2026**			
Strategic Direction	**Program**	**Link**	**Action**	**Performance Measure**	**Responsibility**
			Aboriginal Land Council on the Interpretation Centre in line with the Peace Precinct Masterplan.		
R2. Show leadership and promote actions that ensure all members of the community have an equal opportunity to participate fully within the community.	R2.1 Be a responsible employer committed to the principles of equal employment opportunity.	R2.1.a	Continue to explore options to increase employment opportunities for those groups identified in the EEO Management Plan.	Employment of target groups increased.	General Manager
R3. Endeavour to continue to deliver and ensure all high movement areas, public buildings and appropriate Council resources and services are accessible for all the community.	R3.1 Review the Disability Inclusion Action Plan (DIAP).	R3.1.a	DIAP reviewed, adopted and commence implementation of recommendations.	Consultation undertaken and updated plan adopted by Council.	Director – Environmental Services
	R3.2 Develop facilities, programs and services that increase ease of access within our community.	R3.2.a	Maintain the Access Incentive Fund.	Fund maintained and opportunities publicised to relevant stakeholders.	Director – Environmental Services
		R3.2.b	Support co-location of adult change facility with inclusive playground.	Include consideration of adult change facility in planning for inclusive playground.	Director – Infrastructure & Operations
		R3.2.c	Subject to council approval, seek grant funding for modification of playgrounds to ensure equity in accessibility.	Council agreement sought and received and grant applications submitted.	Director – Infrastructure & Operations
		R3.2.d	Develop a mobility map to promote Cowra Shire's public accessibility options.	Map developed.	Director – Environmental Services

Reconciliation and Inclusion (Strategic Theme 8)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2025-2026			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
R4. Develop a community where people are welcomed from all walks of life and feel safe and secure.	R4.1 Improve how we welcome new residents to our community.	R4.1.a	Conduct welcome events for new residents.	Conduct one event per year.	General Manager

Revenue Policy

RATES & ANNUAL CHARGES 2025-2026

RATES & RATE PEGGING

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

ORDINARY RATES:

The ordinary rating structure for 2025-2026 is detailed below:

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

LAND CATEGORIES:

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

FARMLAND: (SECTION 515)

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

RESIDENTIAL: (SECTION 516)

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

Council has three sub-categories for Residential being:

(I) RESIDENTIAL – COWRA:

Land defined as being within the boundaries of the Cowra township.

(II) RESIDENTIAL – RURAL:

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

(III) RESIDENTIAL/VILLAGES AND OTHERS:

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

MINING: (SECTION 517)

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

BUSINESS: (SECTION 518)

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

WATER PRICING

PRICING

A 20.5% increase has been applied to the Residential Access Charge and Vacant Properties Access Charge. No increase has been applied to the Residential Usage Charge. Total income for the Residential category is forecast to increase by 5.35%.

A 4.2% increase has been applied to Water Pricing for the Non-Residential, Non-Residential – Industrial, Residential Raw Water, Non-Residential Raw Water, Nurseries and Education tariffs.

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

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

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

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

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

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

EDUCATION

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

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

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

WATER ACCESS CHARGE - REFUNDS

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

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

VACANT PROPERTIES – WATER

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

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

SEWERAGE SERVICE

Sewer charges to increase by 4.2%.

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

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

NON-RESIDENTIAL

Non-Residential Sewer Accounts will be charged on a user pays basis calculated on the total water consumption multiplied by a Sewerage Discharge Factor which identifies the percentage of water consumed that goes to the sewer. The following charges have been increased across the board by 4.2%. Non-Residential Sewer Charges are in addition to the Liquid Trade Waste charges set out on the Revenue Policy which are the specific Trade Wastes in the course of a business activity.

Non-Residential		2024-2025	2025-2026
Access Charge	Meter Size		
	20mm	855.00	891.00
	25mm	881.00	918.00
	32mm	907.00	945.00
	40mm	935.00	974.00
	50mm	962.00	1,002.00
	65mm	977.00	1,018.00
	80mm	992.00	1,034.00
	100mm	1,022.00	1,065.00
	150mm	1,052.00	1,096.00
Usage Charge		0.97	1.01

VACANT PROPERTIES - SEWER

An $891.00 Access Charge will be applied to all properties where sewer is available but not connected. This charge will be levied on the annual rate notice.

Vacant Properties		2024-2025	2025-2026
Access Charge		855.00	891.00

WASTE CHARGES

DOMESTIC WASTE MANAGEMENT CHARGE

The domestic waste management charge is a single charge with two components being the 'garbage service' and the 'recycling service'. It is proposed to increase all charges by 4.2%.

Council has a strong commitment to a recycling program for the shire, to reduce the amount of waste material going to landfill at its Materials Recycling Facility and to maximise the sale of recyclable products. As a component of Council's waste management charges, Council will levy under Section 496 of the Local Government Act 1993, a recycling charge of $147 for a fortnightly pickup service for a 240 litre recycling bin. That charge will be added to the garbage bin charge for each property depending upon whether they have a 240 litre $656 or a 120/140 litre $379 garbage bin service.

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

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

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

Domestic (Residential) Waste	2024-2025	2025-2026
1 x 240 litre garbage bin (weekly pick-up) and	630.00	656.00
1 x 240 litre recycling bin (fortnightly pick-up)	141.00	147.00
Total	**771.00**	**803.00**
1 x 120/140 litre garbage bin (weekly pick-up) and	364.00	379.00
1 x 240 litre recycling bin (fortnightly pick-up)	141.00	147.00
Total	**505.00**	**526.00**

In accordance with Section 496 and having regard to the criteria in Section 539 of the 1993 Local Government Act, Council has reviewed the Domestic Waste Management (DWM) Charges for Vacant Land and has decided to charge $0 for 2025-2026. The total revenue raised in 2025-2026 through Domestic Waste Management for vacant land will be $0.

COMMERCIAL WASTE MANAGEMENT CHARGE

Council will levy under Section 501 of the 1993 Local Government Act, a Waste Management Charge on commercial properties for which a waste service is provided. For 2025-2026 the following charges have been increased by 4.2%

Commercial Waste Management Charge	2024-2025	2025-2026
1 x 240 litre bin (1 pick-up per week)	630.00	656.00
1 x 120/140 litre bin (1 pick-up per week)	364.00	379.00

COMMERCIAL RECYCLING MANAGEMENT CHARGE

In addition to the above charge, Council will levy under Section 501 of the 1993 Local Government Act, a Commercial Recycling Management Charge which has been increased by 4.2%. A Commercial Recycling service will continue to be rolled out in 2025-2026 for all commercial properties wishing to utilise the service.

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

OTHER CHARGES AND REBATES

PENSIONER REBATES:

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

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

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

INTEREST – OVERDUE RATES & CHARGES

Interest will be calculated at 10.5% (10.5% last year) on a daily basis using the simple interest method. The rate of interest is the rate specified by the Minister and published in the Government Gazette.

PRIVATE WORKS RATE

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

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

PROPOSED BORROWINGS

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

The following loans are proposed for 2025-2026:

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

FEES AND CHARGES

Council's fees and charges for 2025-2026 are historically based on the functions undertaken by Council over the full range of its activities.

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

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

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

Pricing policies are adopted as follows:

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

The Revenue Policy (Fees and Charges) is included in the draft Operational Plan. The general approach where Council is permitted to charge its own fees, is to increase each year's fees by the rate peg determined by IPART for FY 26. This rate is 4.2%. These are shown as Code 1 charges. Other charges are set by statute or variations of that requirement.

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

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

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

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

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

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

Sales Yards Between 3.95% and 4.16%

Cemetery Between 4.11% and 4.18%

Sports field Hire Between 4% and 4.19%

Aerodrome Between 4.31% and 4.27%

2025/2026 REVENUE POLICY - FEES & CHARGES

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

Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
GENERAL ADMINISTRATION					
Miscellaneous Charges (including Interest on Overdue Rates)					
INTEREST ON OVERDUE RATES & CHARGES					
Accrual of interest on Rates and Charges (refer s566 Local Government Act 1993)		N	2	10.5%	**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**
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**

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

Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
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	$ 100.00	**$ 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	**$ 30.00**
Per hour of employee time after 20hrs	Per application /Per hour	N	2	$ 35.00	**$ 30.00**
ACCESS BY PERSONS OR CORPORATIONS REGARDING NON-PERSONAL AFFAIRS					
Application Fee - Includes the 1st hour of employee time	Per application	N	1	$ 35.00	**$ 30.00**
Processing charge after the first hour	Per hour	N	1	$ 35.00	**$ 30.00**
Internal Review of Refusal of Access	Per application	N	1	$ 45.00	**$ 45.00**
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	$ 190.00	**$ 198.00**

Code for Fees and Charges	
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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
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	$ 68.00	**$ 70.00**
Section 138 Application fee (when TCP is to be designed by Council)	Per application	N	1	$ 524.00	**$ 545.00**
Section 138 Application - additional urgent processing fee (where permit is required within two days from application	Per application	N	1	$ 119.00	**$ 124.00**
Section 138 Application - re-inspection fee	Per application	N	1	$ 83.00	**$ 86.00**
Section 138 Application for retrospective approval	Per application	N	1	$ 606.00	**$ 630.00**
RENT OF UNUSED PUBLIC ROADS					
Fees will vary depending on the size, value and use of the land. Licence maximum 5 years.					
Application Fee	Each	Y	1	$ 170.00	**$ 177.00**
Advertising fee	Each	Y	1	$ 140.00	**$ 145.00**
Notification fee	Each	Y	1	$ 140.00	**$ 145.00**
Annual rent fee	Per road	Y	1	Annual increase by Rate Pegging percentage	**Annual increase by Rate Pegging percentage**
Traffic Control Plan					
Prepare and Print Traffic Control Plan (TCP)	Each	Y	1	$ 324.00	**$ 337.00**
Roads - Public Events					
Road Event Permit (Roads Act 1993 - Div. 4, Cl 144)	Each	Y	1	$ 132.00	**$ 137.00**
Resident notification for road event	Each	Y	1	$ 459.00	**$ 477.00**
Road Closures					
Investigation and administration fee to process road closure applications	Per application	N	1	POA	**POA**
Survey, valuation and legal expenses	Per application	Y	1	At cost	**At cost**
Fees to other authorities and government departments	Per application	Y	1	At cost	**At cost**
Roads - Public Gates					
Application for approval	Per application	N	1	$ 177.00	**$ 184.00**
Annual Renewal	Each	N	1	$ 119.00	**$ 124.00**
Construction/Maintenance Bond	Each	N	1	$ 5,408.00	**$ 5,624.00**
CROWN RESERVES MANAGED BY COUNCIL					
Native Title assessment of proposed future act	Each	Y	1	$281.00 per hour (Minimum $1,000)	**$292.00 per hour (Minimum $1,000)**

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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	1	$ 319.00	**$ 332.00**
ENVIRONMENTAL SERVICES					
Approval Fees (Local Government Act)					
APPLICATION FEE FOR APPROVALS UNDER SECTION 68					
Solid Fuel Heating Appliance Approval Application fee	Per application	N	1	$ 317.50	**$ 330.00**
AMUSEMENT DEVICES (SHOWS, FAIRS, FUNCTIONS)					
All amusement devices	Per device	N	1	$ 59.50	**$ 62.00**
Inspection fee	Per inspection	N	1	$ 201.50	**$ 210.00**
INSTALL MOVEABLE DWELLING					
Install a manufactured home, moveable dwelling or associated structure in caravan park, manufactured home estate or the like and where existing development consent for such purpose is in place.	Per approval	N	1	$ 515.50	**$ 535.00**
Install a manufactured home, moveable dwelling or associated structure on land other than caravan park or manufactured home estate or the like.	Per approval	N	1	$ 1,202.50	**$ 1,250.00**
Modification to manufactured home, moveable dwelling or associated structure on land other than caravan park or manufactured home estate or the like	Per approval	N	1	50% of original fee	**50% of original fee**
Inspection fee	Per inspection	N	1	$ 201.50	**$ 210.00**
INSTALL TEMPORARY STRUCTURE					
Install a temporary structure on land	Per approval	N	1	$ 317.50	**$ 330.00**
Inspection fee	Per inspection	N	1	$ 201.50	**$ 210.00**
AWNINGS					
Expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road	Per approval	N	1	$ 317.50	**$ 330.00**
Annual approval fee for existing approval to expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road	Per approval	N	1	$ 68.00	**$ 71.00**
Inspection fee	Per inspection	N	1	$ 201.50	**$ 210.00**

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FOOTPATH DINING					
Engage in a trade or business on community land application fee e.g. footpath dining, display goods for sale, portable signage	Per application	N	I	$ 317.50	**$ 330.00**
Annual renewal fee for existing approval to engage in a trade or business on community land.	Per year	N	I	$ 68.00	**$ 71.00**
Inspection fee	Per inspection	N	I	$ 201.50	**$ 210.00**
WASTE STORAGE CONTAINER					
Place a waste storage container in a public place - application fee	Per application	N	I	$ 317.50	**$ 330.00**
BUSKING					
Play a musical instrument or sing on community land for fee or reward -application fee	Per application	N	I	$ 30.00	**$ 31.00**
CARAVAN PARK/MANUFACTURED HOME ESTATE APPROVAL FEES					
Minimum fee	Each	N	I	$ 201.95	**$ 210.00**
Application for Approval – per site	Per site	N	I	$ 12.50	**$ 13.00**
Renewal fee – per site	Per site	N	I	$ 7.50	**$ 8.00**
Annual Compliance Inspection – per site	Per site	N	I	$ 7.50	**$ 8.00**
Inspection other than annual inspection including reinspection for non compliance – per half hour or part thereof	Per $^{1}/_{2}$ hour of inspection	N	I	$ 201.50	**$ 210.00**
PLUMBING AND DRAINAGE					
Plumbing and Drainage Approval Permit - includes one inspection	Per approval	N	I	$ 317.50	**$ 330.00**
Plumbing and Drainage Approval Permit - minor alterations and repairs	Per approval	N	I	$ 68.00	**$ 71.00**
Inspection fee	Per inspection	N	I	$ 201.50	**$ 210.00**
ON-SITE SEWERAGE MANAGEMENT SYSTEMS					
Application to install new OSSM - includes one inspection	Per application	N	I	$ 317.50	**$ 330.00**
Alteration to Existing Approved On-Site Sewerage Management	Per application	N	I	$ 68.00	**$ 71.00**
Application for Approval to Operate Existing On-Site Sewerage Management	Per application	N	I	$ 68.00	**$ 71.00**
Registration of existing approved On-Site Sewerage Management	Per application	N	I	$ 68.00	**$ 71.00**
Inspection fee to verify compliance of existing system and/or additional inspections	Per inspection	N	I	$ 201.50	**$ 210.00**
ADDITIONAL INSPECTION FEE					
Additional inspection fee for compliance inspections relating to Section 68 approvals	Per inspection	N	I	$ 201.50	**$ 210.00**
MORTUARY/UNDERTAKERS					
Application to Operate a Mortuary/Undertakers Business	Per application	N	I	$ 317.50	**$ 330.00**
Inspection fee	Per inspection	N	I	$ 201.50	**$ 210.00**

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OTHER					
Other S68 Approval not listed	Per application	N	1	$ 317.50	**$ 330.00**
Modification of application for S68 Approval (other than moveable/transportable dwelling)	Per application	N	1	$ 55.00	**$ 57.00**
Inspection fee	Per inspection	N	1	$ 201.50	**$ 210.00**
Miscellaneous Environmental Service Fees					
SECTION 608 FEE FOR ADVICE/SERVICE					
Fee for Advice/Service	Per service	Y	1	$ 132.00	**$ 137.00**
Fee for Service (inspection required)	Per inspection	Y	1	$ 201.50	**$ 210.00**
File Retrieval/Inspection Fee	Per retrieval or inspection	Y	1	$ 35.00	**$ 36.00**
DRAINAGE DIAGRAMS					
Solicitor enquiries	Per property	N	1	$ 125.00	**$ 130.00**
Urgency fee	Per property	N	1	$ 50.00	**$ 75.00**
Reinspection fee (of works)	Per property	N	1	$ 50.00	**$ 75.00**
Reinspection fee (due to no access)	Per property	N	1	$ 125.00	**$ 130.00**
Copy of Drainage Diagram for building purposes	Per property	Y	1	$ 50.00	**$ 75.00**
RURAL ADDRESSING					
Rural Addressing Application including one plate	Each	Y	1	$ 132.00	**$ 137.00**
Rural Addressing additional plate	Each	Y	1	$ 50.00	**$ 52.00**
FOOD SERVICES					
Food Premises Annual Administration Fee (only where inspection of premises carried out)	Per annum	N	3	$ 85.00	**$ 88.00**
Inspection Fee (minimum charge half hour)	Per hour	N	3	$ 284.00	**$ 284.00**
Re-inspection	Per re-inspection	N	3	$ 142.00	**$ 147.00**
Improvement notice fee	Per notice	N	2	$ 330.00	**$ 330.00**
Mobile food premises annual registration and inspection fee	Per hour	N	3	$ 188.00	**$ 193.00**

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PUBLIC HEALTH ACT					
Compliance inspection fee for premises regulated under Public Health Act. E.g. skin penetration premises, cooling tower systems, hairdressers and barbers Skin Penetration Premises and Procedures are defined as places where any of the following procedures (whether medical or not) are undertaken: •Acupuncture •Tattoos •Body piercing •Hair removal (including waxing, electrolysis etc) •Micro-dermabrasion •Cuticle cutting •Razor scrapping •Semi-permanent makeup •Or any beauty treatment that involves the deliberate removal of the skin Such premises are regulated under the provisions of the Public Health Act 2010.	Per inspection	N	1	$ 201.50	$ **210.00**
Annual inspection of hairdresser premises	Per inspection	N	1	$ 98.00	$ **102.00**
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	$ 635.00	**TBA**
Improvement notice or prohibition order in any other case	Per notice / order	N	2	$ 295.00	**TBA**
Reinspection of premises subject to prohibition order	Per hour	N	2	$ 255.00	$ **255.00**
SWIMMING POOLS - ACT 1992					
Clause 22 - Exemption Application	Per application	Y	2	$ 250.00	$ **250.00**
Clause 22D - Application for Certificate of Compliance:					
• First inspection since person became the owner	Per inspection	Y	2	$ 150.00	$ **150.00**
• Subsequent inspections after the first inspection since the person became the owner	Per inspection	Y	2	$ 100.00	$ **100.00**
• First inspection since a certificate of compliance in relation to the premises ceased to be valid	Per inspection	Y	2	$ 150.00	$ **150.00**

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• Subsequent inspections since a certificate of compliance in relation to the premises ceased to be valid	Per inspection	Y	2	$ 100.00	**$ 100.00**
Registration of a swimming pool or spa	Per application	Y	2	$ 10.00	**$ 10.00**
Animals - Companion Animals Act					
ANIMAL REGISTRATION					
Dog - desexed by relevant age	Per animal	N	2	$ 78.00	**$ 80.00**
Dog - desexed by relevant age - owned by eligible pensioner	Per animal	N	2	$ 34.00	**$ 35.00**
Dog - desexed - sold by pound/shelter	Per animal	N	2	No Charge	**No Charge**
Dog - not desexed or desexed after relevant age	Per animal	N	2	$ 262.00	**$ 189.00**
Dog - not desexed due to medical condition, or owned by a recognised breeder	Per animal	N	2	$ 78.00	**$ 80.00**
Assistance animals, working dogs, and dogs in service of the State	Per animal	N	2	No Charge	**No Charge**
Cat - desexed or not desexed	Per animal	N	2	$ 68.00	**$ 70.00**
Cat - desexed or not desexed - owned by eligible pensioner	Per animal	N	2	$ 34.00	**$ 35.00**
Cat - desexed - sold by pound/shelter	Per animal	N	2	No Charge	**No Charge**
Registration late fee	Per animal	N	2	$ 22.00	**$ 23.00**
NOTE:					
• Dogs only need to be microchipped and registered if they have been purchased or born since 1 July 1999					
• Assistance Animals are required to be microchipped and registered but there is no registration fee					
• Working dogs are not required to be microchipped and registered but it is recommended for the protection of the dog					
• Greyhounds registered with the Greyhound Racing Authority Act 1985 are not required to be microchipped and registered but it is recommended for the protection of the dog					
ANNUAL PERMIT					
Cat not desexed by four months of age	Per animal	N	2	$ 96.00	**$ 99.00**
Dangerous dog	Per animal	N	2	$ 230.00	**$ 236.00**
Restricted dog	Per animal	N	2	$ 230.00	**$ 236.00**
Permit late fee	Per animal	N	2	$ 22.00	**$ 23.00**
OTHER					
Dangerous/Restricted Dog Sign	Per sign	Y	1	$ 30.00	**$ 31.00**
Dangerous/Restricted Dog Collar:					
• Small - 25mm x 450mm	Per collar	Y	1	$ 42.50	**$ 44.00**
• Medium - 40mm x 530mm	Per collar	Y	1	$ 48.00	**$ 50.00**
• Large - 50mm x 650mm	Per collar	Y	1	$ 54.15	**$ 56.00**
• X-Large - 50mm x 850mm	Per collar	Y	1	$ 61.50	**$ 64.00**
Compliance Certificate Dangerous/Restricted Dog Enclosure	Per animal	N	1	$ 156.50	**$ 163.00**

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

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Protection of the Environment - Operations Act 1997					
Administrative cost of prepare and giving clean up notice Clause 94	Per notice	N	2	$ 803.00	**$ 821.00**
Administrative cost of prepare and giving prevention notice Clause 100	Per notice	N	2	$ 803.00	**$ 821.00**
Administrative cost of prepare and giving noise control notice Clause 267A	Per notice	N	2	$ 803.00	**$ 821.00**
Building (Environmental Planning and Assessment)					
DEVELOPMENT APPLICATION FEES					
Development involving the erection of a building, the carrying out of work or the demolition of a work or a building based on estimated cost of development. Based on cost of works as determined under Clause 251 EPAR (2021).					
Minor work under $5000	Per application	N	2	$ 144.00	**$ 147.00**
$5,001–$50,000	Per application	N	2	$220, plus an additional $3 for each $1,000 (or part of $1,000) over $5,000	**$226, plus an additional $3 for each $1,000 (or part of $1,000) over $5,000**
$50,001–$250,000	Per application	N	2	$459 plus an additional $3.64 for each $1,000 (or part of $1,000) over $50,000	**$469 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	$1,510 plus an additional $2.34 for each $1,000 (or part of $1,000) over $250,000	**$1,544 plus an additional $2.34 for each $1,000 (or part of $1,000) over $250,000**

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$500,001–$1,000,000	Per application	N	2	$2,272 plus an additional $1.64 for each $1,000 (or part of $1,000) over $500,000	**$2,325 plus an additional $1.64 for each $1,000 (or part of $1,000) over $500,000**
$1,000,001–$10,000,000	Per application	N	2	$3,404 plus an additional $1.44 for each $1,000 (or part of $1,000) over $1,000,000	**$3,483 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	$20,667 plus an additional $1.19 for each $1,000 (or part of $1,000) over $10,000,000	**$21,146 plus an additional $1.19 for each $1,000 (or part of $1,000) over $10,000,000**
Outdoor Advertisement	Per application	N	2	$371 including one advertisement plus $93 for each additional advertisement	**$379 including one advertisement plus $93 for each additional advertisement**
Dwelling House $100,000 or less - maximum fee payable	Per application	N	2	$ 592.00	**$ 606.00**
Additional fee for a DA or modification application that is referred to a Design Review Panel for advice	Per application	N	2	$ 3,905.00	**$ 3,996.00**

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Development being change of use (**NOT** involving the erection of a building, **NOT** involving the carrying out of a work, **NOT** involving the subdivision of land or **NOT** involving the demolition of a building or work)	Per application	N	2	$ 371.00	$ **379.00**
SUBDIVISION FEES					
Subdivision of land involving opening of public road	Per application	N	2	$ 865.00	$ **885.00**
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	$ 430.00	$ **440.00**
Plus per each additional lot created	Per application	N	2	$ 53.00	$ **53.00**
Subdivision of land for Strata Title	Per application	N	2	$ 430.00	$ **440.00**
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	$ 227.00	$ **236.00**
Plus per each additional lot created	Per lot per application	N	1	$ 28.25	$ **29.50**
Signing of Plans of Consolidation & other plans not requiring Subdivision Certificate	Per plan	N	1	$ 227.00	$ **236.00**
COMPLIANCE CERTIFICATE FEES (INCLUDING SUBDIVISION)					
per inspection required determined by PCA					
1. Water	Per certificate / inspection	Y	1	$ 87.50	$ **91.00**
2. Sewer	Per certificate / inspection	Y	1	$ 87.50	$ **91.00**
3. Roads, kerb & gutter, Footpath	Per certificate / inspection	Y	1	$ 87.50	$ **91.00**
4. Access	Per certificate / inspection	Y	1	$ 87.50	$ **91.00**
5. Drainage	Per certificate / inspection	Y	1	$ 87.50	$ **91.00**

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FEES FOR ADVERTISING OF DEVELOPMENT					
Advertising Fee for Designated Development	Per application	N	2	$ 2,890.00	**$ 2,957.00**
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 $1,438	**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 $1,438	**At cost, to a maximum of $1,438**
Advertising Fee for Prohibited Development	Per application	N	2	$ 1,438.00	**$ 1,472.00**
Giving of notice for other development for which a community participation plan requires notice to be given	Per application	N	2	$ 1,438.00	**$ 1,472.00**
Giving of notice for nominated integrated development, threatened species development or Class 1 aquaculture development	Per application	N	2	$ 1,438.00	**$ 1,472.00**
Neighbour notification of Development where Advertising is not required	Per Application	N	3	$ 129.00	**$ 134.00**
ADDITIONAL FEES FOR APPROVALS REQUIRING REFERRAL					
Designated Development additional fee (in addition to DA fee and other applicable fees)	Per certificate / inspection	N	2	$ 1,198.00	**$ 1,226.00**
Additional fee for application requiring Concurrence Referral	Per concurrence	N	2	$ 183.00	**$ 187.00**
Concurrence fee payable to a Concurrence Authority	Per concurrence	N	2	$ 416.00	**$ 426.00**
Additional fee for application requiring Integrated Referral	Per integrated approval	N	2	$ 183.00	**$ 187.00**
Integrated Authority approval fee payable to Integrated Approval Authority	Per integrated approval	N	2	$ 416.00	**$ 426.00**
Additional fee for development application that is referred to design review panel for advice	Per referral	N	2	$ 3,905.00	**$ 3,996.00**
FEE FOR APPLICATION TO REVIEW DEVELOPMENT APPLICATION DETERMINATION UNDER Part 8 of EPAA					
Development involving the erection of a building, the carrying out of work or the demolition of a work or a building based on estimated cost of development. Based on cost of works as determined under Clause 251 of Environmental Planning and Assessment Regulation 2021.					

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
Up to $5,000	Per application	N	2	$ 71.00	**$ 73.00**
$5,001–$250,000	Per application	N	2	$111 plus an additional $1.50 for each $1,000 (or part of $1,000) over $5,000	**$114 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	$651 plus an additional $0.85 for each $1,000 (or part of $1,000) over $250,000	**$666 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	$927 plus an additional $0.50 for each $1,000 (or part of $1,000) over $500,000	**$948 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	$1,285 plus an additional $0.40 for each $1,000 (or part of $1,000) over $1,000,000	**$1,314 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	$6,167 plus an additional $0.27 for each $1,000 (or part of $1,000) over $10,000,000	**$6,310 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 DA fee paid	**50% of the original DA fee paid**
Review change of use application	Per application	N	2	50% of the original DA fee paid	**50% of the original DA fee paid**

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
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	$ 247.00	**$ 253.00**
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 $807	**$ 826.00**
REVIEW OF DECISION TO REJECT DEVELOPMENT APPLICATION					
If estimated cost of DA is less than $100,000	Per application	N	2	$ 71.00	**$ 73.00**
If estimated cost of DA is from $100,000 to $1,000,000	Per application	N	2	$ 195.00	**$ 199.00**
If estimated cost of DA is more than $1,000,000	Per application	N	2	$ 325.00	**$ 332.00**
FEE FOR APPLICATION TO MODIFY A CONSENT FOR LOCAL DEVELOPMENT					
Modification for Dwelling house <$100,000	Per application	N	2	$ 247.00	**$ 253.00**
Modifications involving minor error, misdescription or miscalculation 4.55(1)	Per application	N	2	$ 92.00	**$ 94.00**
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	$839 or 50% of the fee for the original development application fee, whichever is the lesser	**$858 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	$ 247.00	**$ 252.00**

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
Modification application under the Act, section 4.55(2) or 4.56(1) that does not, in the consent authority's opinion, involve minimal environmental impact, if the fee for the original application was 1 fee unit or more and the application relates to an original development application, other than an original development application specified in item 4.3 or 4.4, with an estimated cost of development of—					
Up to $5,000		N	2	$ 71.00	**$ 73.00**
$5,001–$250,000	Per application	N	2	$110 plus an additional $1.50 for each $1,000 (or part of $1,000) over $5,000	**$112 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	$651 plus an additional $0.85 for each $1,000 (or part of $1,000) over $250,000	**$666 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	$927 plus an additional $0.50 for each $1,000 (or part of $1,000) over $500,000	**$949 plus an additional $0.50 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	$1,285 plus an additional $0.40 for each $1,000 (or part of $1,000) over $1,000,000	**$1,314 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	$6,167 plus an additional $0.27 for each $1,000 (or part of $1,000) over $10,000,000	**$6,310 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	$ 866.00	**$ 886.00**
Plus an additional fee if the modification application is accompanied by statement of qualified designer	Per application	N	2	$ 990.00	**$ 1,012.00**
Plus an additional fee if the modification application is referred to design review panel for advice	Per application	N	2	$ 3,905.00	**$ 3,995.00**
Plus an additional fee for modification of consent for residential apartment buildings where Clause 102 EPAR 2021 applies	Per application	N	2	$ 988.00	**$ 1,012.00**
COMPLYING DEVELOPMENT CERTIFICATE (CDC) ASSESSMENT FEE					
Complying Development Certificate fee	Per certificate	Y	1	$188.50 plus equivalent CC fees	**$196.00 plus equivalent CC fees**
Administration Fee - Charged for assessment of the Complying Development Certificate (CDC) if it is withdrawn.	Per withdrawn certificate	Y	1	$ 130.15	**$ 135.00**
If the CDC is refused then all fees will be retained.					
COMPLYING DEVELOPMENT MODIFICATION FEE					
Complying Development Certificate Modification Fee	Per certificate	Y	1	50% of original fees	**50% of original fee**

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

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PLANNING PROPOSAL					
Pre-lodgement consultation	Per proposal	N	I	No Charge	**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	$ 4,000.00	$ **4,160.00**
Submission to gateway	Per application	N	I	$ 6,000.00	$ **6,240.00**
Exhibition through to finalisation	Per application	N	I	$ 5,000.00	$ **5,200.00**

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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	1	$ 8,000.00	**$ 8,320.00**
Submission to gateway	Per application	N	1	$ 16,000.00	**$ 16,640.00**
Exhibition through to finalisation	Per application	N	1	$ 11,000.00	**$ 11,440.00**
Complex Planning Proposal A complex planning proposal refers to any one or more of the following proposed LEP amendment types, including an amendment: - 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	1	$ 15,000.00	**$ 15,600.00**
Submission to gateway	Per application	N	1	$ 20,000.00	**$ 20,800.00**
Exhibition through to finalisation	Per application	N	1	$ 14,000.00	**$ 14,560.00**
PLANNING AGREEMENTS					
Negotiation and Assessment	Per application	N	1	$ 1,000.00	**$ 1,040.00**
Public consultation and notification	Per application	N	1	$ 1,000.00	**$ 1,040.00**
Council reporting, finalisation and registration	Per application	N	1	$ 1,000.00	**$ 1,040.00**
Legal costs to Council	Per application	N	1	At cost	**At cost**
DEVELOPMENT CONTROL PLANS					
Change of DCP map to amend the development potential of specific land - per application	Per application	N	1	$ 4,951.10	**$ 5,149.00**
Comprehensive DCP (current)	Per application	N	1	$ 586.00	**$ 609.00**
DCP extracts (per chapter)	Per application	N	1	$ 50.55	**$ 52.75**

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PLANNING CERTIFICATES					
Section 10.7(2) - certificate fee charged per assessment to a maximum of 5 adjoining parcels. Where there are more than 5 parcels in an assessment and/or the parcels are not adjoining, additional fees will be charged .	per assessment to a max of 5 adjoining parcels	N	2	$ 69.00	**$ 71.00**
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	$ 105.00	**$ 107.00**
Section 121ZP / 735A (Outstanding Notice)	Per application	N	1	$ 107.25	**$ 111.50**
Plus where a certificate requires a site inspection	Per inspection	Y	1	$ 201.50	**$ 210.00**
Plus urgency fee	per application	Y	1	$ 70.00	**$ 73.00**
BUILDING INFORMATION CERTIFICATE FEE - DIV 6.7 OF THE ACT					
Same for each dwelling contained in the building or in any other building on the allotment.					
Class 1 and 10 buildings	Per dwelling	N	1	$ 290.50	**$ 302.00**
Any other class of Building not exceeding 200m2	Per building	N	1	$ 290.50	**$ 302.00**
ANY OTHER CLASS OF BUILDING EXCEEDING 200M^2 BUT NOT EXCEEDING 2,000M^2					
• base fee	Per application	N	1	$ 290.50	**$ 302.00**
• **plus** per m^2 over 200m^2	Per m^2	N	1	$ 0.58	**$ 0.60**
ANY OTHER CLASS OF BUILDING EXCEEDING 2,000M^2					
• base fee	Per application	N	1	$ 1,353.50	**$ 1,407.50**
• **plus** per m^2 over 2,000m^2	Per m^2	N	1	$ 0.09	**$ 0.09**
Subsequent Inspections	Per inspection	N	1	$ 118.00	**$ 122.50**
Copy of Building Certificate	Per copy	N	1	$ 16.85	**$ 17.50**
The prescribed fee for a certified copy of a document, map or plan referred to in section 10.8(2) of the Act	Per copy	N	2	$ 69.00	**$ 71.00**
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**
FEE FOR LODGEMENT OF PART 6 CERTIFICATES					
• construction certificate-per certificate	Per certificate	N	1	$ 46.85	**$ 49.00**
• occupation certificate-per certificate	Per certificate	N	1	$ 46.85	**$ 49.00**
• subdivision certificate-per certificate	Per certificate	N	1	$ 46.85	**$ 49.00**
ASSESSMENT OF ALTERNATIVE SOLUTION					
per performance clause-not fire	Per performance clause	Y	1	$ 201.50	**$ 210.00**

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FIRE SAFETY CERTIFICATES & STATEMENT LODGEMENT FEES					
Lodgement/registration of essential service certificates	Per lodgement /registration	N	1	$ 44.75	$ **46.50**
Registration of Fire Safety Statement	Per registration	N	1	$ 28.10	$ **29.00**
Drafting of Fire Safety Schedule for existing class 2-9 buildings	Per schedule	Y	1	$ 44.75	$ **46.50**
Fire Safety Audit	Per audit	Y	1	$ 199.85	$ **208.00**
SUBDIVISION WORKS CERTIFICATE					
WATER					
Water quality facility or constructed wetland or on-sit stormwater detention basin	Per lot	Y	1	$ 12.00	$ **12.50**
Water mains - pipes	Per lineal metre	Y	1	$ 9.00	$ **9.50**
Water mains - structures (pumps, tanks, hydrants)	Per structure	Y	1	$ 119.00	$ **124.00**
STORMWATER					
Trunk stormwater drainage culvert structure (minimum twin cell 1,200mm diameter)	Per structure	Y	1	$ 119.00	$ **124.00**
Stormwater drainage pipes (excluding inter-allotment drainage)	Per lineal metre	Y	1	$ 9.00	$ **9.40**
Stormwater drainage pits, headwalls and gross pollutant traps (excluding inter-allotment drainage)	Per structure	Y	1	$ 12.00	$ **12.50**
Inter-allotment drainage	Per lineal metre	Y	1	$ 3.00	$ **3.15**
SEWER					
Sewer mains - pipes	Per lineal metre	Y	1	$ 9.00	$ **9.50**
Sewer mains - structures (manholes, pumps, junctions)	Per structure	Y	1	$ 12.00	$ **12.50**
ROADS					
Half road construction (or up to half road) including kerb and gutter (excluding stormwater drainage and concrete paths). Items that are also applicable include private driveway/access, right of access where flexible pavement is proposed	Per lineal metre	Y	1	$ 12.00	$ **12.50**
Full road construction including kerb and gutter (excluding stormwater drainage and concrete paths)	Per lineal metre	Y	1	$ 15.00	$ **15.50**
Full road construction - rural roads with table drains or similar including private access roads	Per lineal metre	Y	1	$ 6.00	$ **6.25**

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MISCELLANEOUS					
Earthworks where separate Construction Certificate is required - lot greater than 750m^2	Per lot	Y	1	$57.80 per lot (minimum $200)	**$60.00 per lot (minimum $200)**
Additional compliance inspections - where reinspection is required	Per inspection	Y	1	$ 189.00	**$ 196.50**
Additional design assessment including updating details in the Construction Certificate or civil design considerations	Per hour	Y	1	$ 144.00	**$ 150.00**
Additional fees - depending on extent, scope and number of assessments required. Additional fees range from 5% to 50% of initial fee	Per application	Y	1	By Quote	**By Quote**
WASTE DISPOSAL					
Waste					
• Any materials disposed at this facility which are generated from a regulated waste area will attract the appropriate EPA levies.					
• All commercial transactions are to be weighed and the appropriate waste stream tonnage charge applied.					
MRF CHARGES					
Plastics only – PET, HDPE, PVE	N/A	N/A	-	No Charge	**No Charge**
Cans – steel & aluminium	N/A	N/A	-	No Charge	**No Charge**
Paper & cardboard	N/A	N/A	-	No Charge	**No Charge**
Glass – brown, green & clear	N/A	N/A	-	No Charge	**No Charge**
GREEN WASTE					
Grass Cuttings		Y	1	$ 5.20	**$ 5.40**
Minimum charge - mixed greens/leaves, branches	Sulo Bin	Y	1	$ 6.20	**$ 6.45**
Ute / single axle trailer (up to 7x4)	1/2 Load	Y	1	$ 11.50	**$ 11.95**
Ute / single axle trailer (up to 7x4)	Full load	Y	1	$ 23.00	**$ 23.95**
Large truck / commercial / dual axle trailer	Per tonne	Y	1	$104.50 (minimum charge $11.50)	**$108.90 (minimum charge $12)**
Large tree trunks / roots	Per tonne	Y	1	$156.00 (minimum charge $23.00)	**$162.55 (minimum charge $24.00)**
FILL					
Clean fill (topsoil/garden soil - no stone or rock)	Per tonne	Y	1	$ 10.40	**$ 10.80**
Inert fill (topsoil/clay - with brick/glass/timber or rock)	Per tonne	Y	1	$52.00 (minimum charge $10.40)	**$54.20 (minimum charge $10.85)**
Restricted contaminated solid waste	Per tonne	Y	1	$ 365.00	**$ 380.00**

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RESIDENTIAL					
Minimum charge (per bin over weighbridge)	Per Bin	Y	1	$ 8.30	**$ 8.65**
Ute / single axle trailer (up to 7x4)	1/2 Load	Y	1	$ 26.00	**$ 27.00**
Ute / single axle trailer (up to 7x4)	Full load	Y	1	$ 52.00	**$ 54.00**
Large truck / commercial mixed waste	Per tonne	Y	1	$ 174.50	**$ 181.80**
Council garbage truck	Per tonne	Y	1	$ 174.50	**$ 181.80**
Document Security Disposal	Minimum charge	Y	1	$ 31.30	**$ 32.60**
Mattress (single)	Per unit	Y	1	$ 15.60	**$ 16.25**
Mattress (double and larger)	Per unit	Y	1	$ 31.30	**$ 32.60**
COMMERCIAL WASTE - 240L MGB HIRE					
Event bin hire per 240L MGB (includes hire / collection / waste disposal)	Per MGB	Y	1	$ 20.90	**$ 21.75**
Bin Hire (waste charges not included)	Per MGB	Y	1	$ 7.10	**$ 7.40**
Drop off / collection fee out of town limits	Per MGB	Y	1	$2.10 per kilometre out of town limits	**2.20 per kilometre out of town limits**
THIRD PARTY PROCESSING					
External Waste Processing	Per tonne	Y	1	New Charge	**POA**
TYRES					
Push bike	Per unit	Y	1	$ 5.20	**$ 5.40**
Motor bike or car	Per unit	Y	1	$ 20.90	**$ 21.75**
Light Truck or 4WD	Per unit	Y	1	$ 26.00	**$ 27.05**
Heavy truck	Per unit	Y	1	$ 41.80	**$ 43.55**
Tractor front / small	Per unit	Y	1	$ 41.80	**$ 43.55**
Tractor rear	Per unit	Y	1	$ 146.30	**$ 152.45**
Earthmoving up to 2m	Per unit	Y	1	$ 313.50	**$ 326.65**
TYRES - ON RIM					
Motor bike or car	Per unit	Y	1	$ 26.00	**$ 27.00**
Light Truck or 4WD	Per unit	Y	1	$ 31.30	**$ 32.60**
Heavy truck	Per unit	Y	1	$ 47.00	**$ 48.95**
Tractor front / small	Per unit	Y	1	$ 47.00	**$ 48.95**
Tractor rear	Per unit	Y	1	$ 156.70	**$ 163.25**
Earthmoving up to 2m	Per unit	Y	1	$ 324.00	**$ 337.60**

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METAL (CLEAN AND SEPARATED)					
Car Bodies	Each	Y	1	$ 52.00	**$ 54.15**
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**

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BUILDING MATERIALS (CLEAN)					
Asbestos and asbestos contaminated material	Per tonne	Y	1	$ 418.00	**$ 435.50**
Asbestos contaminated material from one residential house (non-commercial purposes) up to 50 tonnes	First 50 tonnes	Y	1	$ 12,540.00	**$ 13,066.50**
Additional asbestos contaminated material from same residential home	Per tonne	Y	1	$ 174.50	**$ 181.80**
Builders waste mixed / bulk demolition	Per tonne	Y	1	$ 174.50	**$ 181.80**
Builders timber / pallets	Per tonne	Y	1	$ 174.50	**$ 181.80**
Bricks and/or concrete	Per tonne	Y	1	$ 125.40	**$ 130.65**
ANIMAL DISPOSAL					
Horses, cows and bulls	Per animal	Y	1	$ 73.00	**$ 76.00**
Calves and foals	Per animal	Y	1	$ 62.70	**$ 65.30**
Sheep, goats, deer, pigs, kangaroos etc.	Per animal	Y	1	$ 41.80	**$ 43.55**
Dogs, cats, possums	Per animal	Y	1	$ 15.70	**$ 16.35**
Offal	Per m3	Y	1	$ 31.30	**$ 32.60**
Bulk animal disposal	Per tonne	Y	1	$ 418.00	**$ 435.50**
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**
Solar Panels	Each	Y	1	New Charge	**POA**
MGB Replacement Charges					
240 litre bin (New)	Per Bin	Y	1	$ 94.00	**$ 97.95**
140 litre bin (New)	Per Bin	Y	1	$ 94.00	**$ 97.95**
Weighbridge Ticket					
Weighbridge Ticket	Each	Y	1	$ 26.10	**$ 27.20**
DISCHARGE OF LIQUID TRADE WASTE TO SEWERAGE SYSTEM					
Application Fee					
Application fee	Per application	N	4	$ 107.00	**$ 111.00**
Renewal fee	Per application	N	4	$ 53.00	**$ 55.00**
Annual trade waste fee					
• Category 1 discharger	Per year	N	4	$ 118.00	**$ 123.00**
• Category 2/2S discharger	Per year	N	4	$ 236.00	**$ 246.00**
• Category 3 discharger	Per year	N	4	$ 793.00	**$ 825.00**

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

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Mercury	$/kg	N	4	$ 2,982.39	$ **3,101.70**
Methylene Blue Active Substances (MBAS)	$/kg	N	4	$ 0.90	$ **0.95**
Molybdenum	$/kg	N	4	$ 0.90	$ **0.95**
Nickel	$/kg	N	4	$ 29.82	$ **31.00**
Total Kjeldahl Nitrogen	$/kg	N	4	$ 0.24	$ **0.25**
Organoarsenic Compounds	$/kg	N	4	$ 894.71	$ **930.50**
Pesticides General (excludes organochlorines and organophosphates)	$/kg	N	4	$ 894.71	$ **930.50**
Petroleum Hydrocarbons (non-flammable)	$/kg	N	4	$ 2.98	$ **3.10**
Phenolic Compounds (non-chlorinated)	$/kg	N	4	$ 8.94	$ **9.30**
Total Phosphorous	$/kg	N	4	$ 1.82	$ **1.90**
Polynuclear Aromatic Hydrocarbons (PAHs)	$/kg	N	4	$ 18.23	$ **18.95**
Selenium	$/kg	N	4	$ 61.85	$ **64.30**
Silver	$/kg	N	4	$ 1.64	$ **1.70**
Sulphate (SO4)	$/kg	N	4	$ 0.18	$ **0.18**
Sulphide	$/kg	N	4	$ 1.82	$ **1.90**
Sulphite	$/kg	N	4	$ 1.99	$ **2.07**
Suspended Solids	$/kg	N	4	$ 1.15	$ **1.20**
Thiosulphate	$/kg	N	4	$ 0.31	$ **0.32**
Tin	$/kg	N	4	$ 8.94	$ **9.30**
Total Dissolved Solids	$/kg	N	4	$ 0.06	$ **0.06**
Uranium	$/kg	N	4	$ 8.94	$ **9.30**
Zinc	$/kg	N	4	$ 18.23	$ **18.95**
Excess Mass Charges C Value for BOD>600mg/L (see section 3.5.5 of Council's policy 3.60)	C - Value	N	4	$ 0.91	$ **0.95**
Food waste disposal charge	per bed	N	4	$ 33.14	$ **34.50**
Non-compliance					
NON-COMPLIANCE CHARGES (See Section 3.5.7 of Council's Policy 3.60)					
Non-compliance pH charge	k value	N	4	$ 0.49	$ **0.51**

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NON-COMPLIANCE EXCESS MASS CHARGE (Value as for excess mass charge)					
Discharge of stormwater to the sewerage system	$/kL	N	4	$ 18.28	$ **19.00**
Portable toilet waste	$/kL	N	4	$ 19.90	$ **20.70**
Septic tank and pan waste disposal charge (where accepted with prior arrangement from Council)	$/kL	N	4	$ 3.15	$ **3.25**
Septic tank sludge (where accepted with prior arrangement of Council)	$/kL	N	4	$ 26.60	$ **27.65**
CEMETERY					
NSW Government Levy					
Cemeteries and Crematoria NSW Interment Levy for each ash interment	Each	Y	4	New Charge	$ **69.30**
Cemeteries and Crematoria NSW Interment Levy for each burial	Each	Y	4	New Charge	$ **171.60**
Services exempt from the levy: Interment services for children under 12, stillborn and miscarrages. Interment services for destitute people. This fee is not payable if a memorial only is required (eg. No ashes interred)					
COLUMBARIUM (ASHES ONLY)					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of Interment)	Each	Y	1	$ 487.00	$ **507.00**
Interment of Ashes: Includes niche for casket, installation and perpetual maintenance and including plaque (to a standard amount of inscription)	Each	Y	1	$ 768.00	$ **800.00**
MEMORIAL TREE AND MEMORIAL GARDENS (ASHES ONLY)					
• Gardens to have maximum of two interments per niche.					
• Garden prices to include one vase and one plaque, upon second interment both interments to be on one plaque.					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of Interment)	Each	Y	1	$ 797.00	$ **830.00**
Interment of Ashes: reception and Interment of ashes if desired, perpetual maintenance and plaque (to a standard amount of inscription)	Each	Y	1	$ 1,149.50	$ **1,197.00**
Additional Interment(s) of Ashes: (Memorial Tree Portions A, B, C & D only) Existing tree – includes reception and Interment of ashes if desired, perpetual maintenance, and plaque (to a standard amount of inscription)	Each	Y	1	$ 789.00	$ **822.00**

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LAWN SECTIONS					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of Interment)	Each	Y	1	$ 891.00	$ **928.00**
Interment Fee: Land for each grave, first Interment, perpetual maintenance, and large concrete headstone, and provision for and including bronze plaque (to a standard amount of inscription):					
• New Lawn/Old Lawn	Each	Y	1	$ 3,617.00	$ **3,768.00**
• Catholic Lawn Section (larger plaque)	Each	Y	1	$ 3,718.00	$ **3,874.00**
• Children's Lawn	Each	Y	1	$ 1,561.00	$ **1,625.00**
Interment of ashes in existing grave	Each	Y	1	$ 674.00	$ **702.00**
Extra depth (Below 1.6m to make provision for a second interment)	Each	Y	1	$ 496.00	$ **516.00**
Re-opening of grave for second interment and provision for and including bronze plaque (to a standard amount of inscription)	Each	Y	1	$ 1,584.00	$ **1,650.00**
Interment of ashes into new lawn plot	Each	Y	1	$ 2,912.00	$ **3,034.00**
MONUMENTAL GARDEN SECTION					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of interment)	Each	Y	1	$ 636.00	$ **662.00**
Interment Fee: Land for each grave, first interment, perpetual maintenance. Strict conditions apply to Monument Headstone Applications for this section.	Each	Y	1	$ 3,218.00	$ **3,353.00**
Extra depth (Below 1.6m to make provision for a second interment)	Each	Y	1	$ 496.00	$ **516.00**
Re-opening of grave for second interment	Each	Y	1	$ 967.00	$ **1,007.00**
Interment of ashes into new plot include perpetual maintenance	Each	Y	1	$ 2,836.00	$ **2,955.00**
Interment of ashes into an existing grave	Each	Y	1	$ 674.00	$ **702.00**
MONUMENTAL SECTION & VILLAGES					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of interment)	Each	Y	1	$ 636.00	$ **662.00**
Interment fee: land for each grave, first interment, perpetual maintenance	Each	Y	1	$ 2,016.00	$ **2,100.00**
Extra depth (Below 1.6m to make provision for a second interment)	Each	Y	1	$ 496.00	$ **516.00**
Re-opening of grave for second interment	Each	Y	1	$ 967.00	$ **1,007.00**
Interment of Ashes - exclusive use includes land for each grave, first interment, perpetual maintenance	Each	Y	1	$ 1,575.00	$ **1,641.00**
Interment of Ashes into existing Grave	Each	Y	1	$ 674.00	$ **702.00**

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SATURDAY & PUBLIC HOLIDAYS					
Lawn/Monumental Sections (Note: Additional payment over and above normal weekday Interment fee)	Each	Y	1	$ 1,395.00	**$ 1,456.00**
Columbarium/Memorial Sections (Note: additional payment over and above normal weekday Interment fee)	Each	Y	1	$ 444.00	**$ 462.00**
MONUMENT APPLICATIONS					
All applications to Council for approval	Each	N	1	$ 61.60	**$ 64.00**
HEADSTONES					
Large concrete headstone	Each	Y	1	$ 176.60	**$ 184.00**
Small concrete headstone	Each	Y	1	$ 75.20	**$ 78.00**
PLAQUES					
Children's Lawn/Memorial/Tree/Columbarium Sections – 149mm x 111mm bronze die cast plaque – standard of nine lines inscription	Each	Y	1	$ 411.50	**$ 428.00**
New Lawn/Old Lawn Sections – 254mm x 203mm bronze die cast plaque – standard of five lines inscription	Each	Y	1	$ 724.00	**$ 754.00**
Catholic Lawn Section – 279mm x 381mm bronze die cast plaque – standard of eight lines inscription	Each	Y	1	$ 842.00	**$ 877.00**
Refurbishment of bronze plaque (254x203mm)	Each	Y	1	$ 177.60	**$ 185.00**
ULTRA IMAGE PHOTOGRAPHS					
5x7	Each	Y	1	$ 342.70	**$ 357.00**
7x9	Each	Y	1	$ 405.40	**$ 422.00**
TRUE TO LIFE PHOTOGRAPHS					
5x7	Each	Y	1	$ 511.00	**$ 532.00**
7x9	Each	Y	1	$ 546.50	**$ 569.00**
COLOUR CERAMIC PHOTOGRAPHS					
5 x 7	Each	Y	1	$ 505.70	**$ 526.00**
7 x 9	Each	Y	1	$ 535.00	**$ 557.00**
VASES					
Concrete block surround with stainless steel insert	Each	Y	1	$ 148.30	**$ 154.00**
Stainless steel insert for vase	Each	Y	1	$ 130.60	**$ 136.00**
CEMETERY/INFORMATION (EXCLUDING FUNERAL DIRECTORS)					
Search Fee	Per hour	Y	1	No Charge	**No Charge**

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WATER					
Standpipe Bulk Water Sales					
Avdata Access Key (accounts) - no refund available	Per key	Y	1	$ 56.65	**$ 59.00**
Rate per kL inclusive of Avdata Charge	Per kL	N	1	$ 5.25	**$ 5.45**
Connections (New) (Applications and Connections to Council's Water Supply System - A capital contribution charge is applicable)					
New service and meter					
< 4m	20mm	N	1	$ 1,165.00	**$ 1,212.00**
	25mm	N	1	$ 1,534.00	**$ 1,595.00**
> 4m < 15m	Cowra - 20mm	N	1	$ 1,924.00	**$ 2,001.00**
	Cowra - 25mm	N	1	$ 2,457.00	**$ 2,555.00**
	Villages - 20mm	N	1	$ 2,035.00	**$ 2,116.00**
	Villages - 25mm	N	1	$ 2,560.00	**$ 2,662.00**
> 15m < 30m	Cowra - 20mm	N	1	$ 2,246.00	**$ 2,335.00**
	Cowra - 25mm	N	1	$ 3,000.00	**$ 3,120.00**
	Villages - 20mm	N	1	$ 2,772.00	**$ 2,882.00**
	Villages - 25mm	N	1	$ 3,504.00	**$ 3,644.00**
(i) New meter and service greater than 30mm diameter		N	1	POA	**POA**
(ii) Meter installation only – 20mm		N	1	$ 250.00	**$ 260.00**
Non-Payment of Account					
Disconnection/Reconnection		N	1	$ 165.00	**$ 172.00**
Replacement/Reconnection of service where illegally connected in addition to Penalty Infringement Notice		N	1	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	1	$ 113.00	**$ 117.00**
Village – Rural	Each instance	N	1	$ 165.00	**$ 172.00**
EXISTING CONNECTIONS - RECONNECTION					
Urban – Cowra, Noonbinna	Each instance	N	1	$ 160.00	**$ 166.00**
Village – Rural	Each instance	N	1	$ 165.00	**$ 172.00**
(i) New meter and service other than 20mm and 25mm diameter	Each instance	N	1	POA	**POA**
(ii) Meter installation only – 20mm	Each instance	N	1	$ 250.00	**$ 260.00**
Fee to provide quotation for change in water meter size	Each instance	Y	1	$ 45.00	**$ 47.00**

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Meters					
Size change	Each instance	N	1	POA	**POA**
Ancillary Services					
METER TESTING (FOR ACCURACY)					
- Cowra	Each instance	N	1	$ 340.00	$ **353.00**
- Other	Each instance	N	1	$ 381.00	$ **396.00**
FLOW & PRESSURE TESTS					
Cowra	Each instance	N	1	$ 92.00	$ **96.00**
Other	Each instance	N	1	$ 153.00	$ **159.00**
for fire rating purposes & report	Each instance	N	1	$ 170.00	$ **177.00**
SPECIAL ONE-OFF METER READS					
Cowra	Each instance	N	1	$ 74.00	$ **77.00**
Other	Each instance	N	1	$ 106.00	$ **110.00**

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CAPITAL CONTRIBUTION					
Capital contribution charge for developments on existing unconnected lots, not subject to subdivision (in-fill blocks) and not previously paying water availability charge. This charge is in addition to the connection fee.					
The base capital charge:					
A – Darbys Falls, Wyangala, Cowra, Billimari		N	I	$ 4,095.00	**$ 4,218.00**
B – R5 Large Lot Residential		N	I	$ 10,500.00	**$ 10,815.00**
C – Southern Section		N	I	$ 8,275.00	**$ 8,523.00**
D – Central Tablelands Water		N	I	$ 10,701.00	**$ 11,022.00**
Headworks Charge/ET As per Developer Servicing Plan (Section 64 Local Government Association, Section 306 Water Management Act)					
A – Darbys Falls, Wyangala, Cowra, Billimari		N	I	$ 4,219.00	**$ 4,345.00**
B – R5 Large Lot Residential		N	I	$ 10,814.00	**$ 11,138.00**
C – Southern Section		N	I	$ 8,523.00	**$ 8,778.00**
D – Central Tablelands Water		N	I	$ 11,022.00	**$ 11,353.00**
SEWER					
Supply and install new junction	Each instance	N	I	POA	**POA**
Inspect line with camera	Per hour	Y	I	$ 194.00	**$ 200.00**
Pipe cleaning with water jet	Per hour	Y	I	$ 267.00	**$ 275.00**
Headworks Charge/ET As per Developer Servicing Plan (Section 64 Local Government Association, Section 306 Water Management Act)					
Cowra		N	I	$ 6,301.00	**$ 6,490.00**
VENUE HIRE					
Nguluway Room					
Hire of Nguluway Room for community or non-profit groups	Per hour	Y	I	No Charge	**No Charge**
Cleaning Fee if room not left in clean and tidy condition	Per hire	Y	I	$ 75.00	**$ 78.00**
Lost key fee will be charged for any keys lost or damaged	Per key	Y	I	$ 30.00	**$ 30.00**
Public Meeting Room					
Hire of Public Meeting Room for commercial purposes.	Per hour	Y	I	$ 40.00	**$ 42.00**
Bookings for community or non profit groups	Per booking			No Charge	**No Charge**
Cleaning Fee if room not left in clean and tidy condition	Per hire	Y	I	$ 45.00	**$ 47.00**
Lost key fee will be charged for any keys lost or damaged	Per key	Y	I	$ 30.00	**$ 30.00**

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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	1	$ 1,700.00	$ **2,300.00**
Auditorium Half Day Rate	Max. 4 Hours	Y	1	$ 900.00	$ **1,375.00**
Auditorium Additional time (per hour)	Per Hour	Y	1	$ 210.00	$ **240.00**
Auditorium Dark Day (Non-use during a hire period)	Per Day	Y	1	$ 350.00	$ **350.00**
Bump-In/Bump-Out - Includes 1x Technician and Duty Manager Only (Min. 3 hour call unless attached to a Full or Half Day Rate Hire	Per Hour	Y	1	$ 120.00	$ **130.00**
Civic Centre - Theatrette/Cinema Includes two staff for the duration, post-event cleaning, and use of equipment. A lighting and sound technician may be required to operate some equipment, which will be at an additional cost to the hirer. Rates are listed under 'additional staffing'. Loadings apply to weekends and public holidays.					
Monday - Friday					
Theatrette Daily Rate (E.g. Meetings and Events)	Max. 8 Hours	Y	1	$ 960.00	$ **1,200.00**
Theatrette Half Day Rate (E.g. Meetings and Events)	Max. 4 Hours	Y	1	$ 480.00	$ **770.00**
Cinema Screenings (E.g. Private, Open to public, Special Screenings) (Based on 3 hour session) Additional charges may apply for screening rights	Per Session	Y	1	By Negotiation	$ **700.00**
Cinema Screenings - Additional Time	Per Hour	Y	1	$ 0.00	$ **120.00**
Access to Theatrette - Does not cover any staff or use of equipment (Min. 3 Hour Call)	Per Hour	Y	1	$ 68.00	$ **90.00**
Civic Centre - Additional Staffing (Additional to any rate where staff are not included or extra are required) - Loadings apply to weekends and public holidays, refer to loadings chart below.					
Technician (per hour - if attached to a half or full day, otherwise min. 3 hour block)	Per Hour	Y	1	$ 52.00	$ **55.00**

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FOH staff/Usher (per hour - if attached to a half or full day, otherwise min. 3 hour block)	Per Hour	Y	1	$ 44.00	**$ 47.00**
Shift Supervisor (per hour - if attached to a half or full day, otherwise min. 3 hour block)	Per Hour	Y	1	$ 55.00	**$ 58.00**
Loading Multiplier Applies to all staffing and venue hire rates. Does not apply to equipment, incidentals, or ticketing					
Saturday Rate	Percentage multiplier	Y	1	125%	**125%**
Sunday Rate	Percentage multiplier	Y	1	150%	**150%**
Public Holidays	Percentage multiplier	Y	1	200%	**200%**
For Good Friday and Christmas Public Holidays an additional 20% to the Public Holidays rate	Percentage multiplier	Y	1	220%	**220%**
Additional Charge - Catering and Kitchen Use The manager must be notified at the time of booking if the event will be catered. The hirer may nominate their preferred caterer; however, the caterer must meet the requirements set out by the venue. Food Safety Standards apply to the use of the kitchen and external caterers. Some charitable organizations or hirers may be granted limited access to the kitchen, subject to the manager's discretion. In such cases, a cleaning deposit may be required. Rates below cover a basic clean post-event/use. Caterers are still required to complete a satisfactory clean post-use, or extra cleaning charges will be applied. Additionally, all caterers must provide proof of insurance and relevant certifications. Any damage to kitchen equipment or facilities will be the responsibility of the hirer, and repair costs will be charged accordingly.					
Use of Kitchen - Full Access to all Equipment	Per Day	Y	1	$ 210.00	**$ 350.00**
Use of Kitchen - Limited Access: does not include use of cooking equipment (e.g. Fryer/Oven)	Per Day	Y	1	$ 210.00	**$ 120.00**
Catered Event (no use of kitchen)	Per Day	Y	1	$ 0.00	**$ 55.00**

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
Additional Charge - Ticketing and Merchandise Below charges relate to the charge payable by the hirer per ticket and not the charge passed onto the customer. Customer Booking Fees can be absorbed into the ticket price at an inside fee cost to the hirer. All ticketing for events at the Civic Centre must be conducted via the Cowra Civic Centre Ticketing System					
TICKETING FEE (Hirer or External Organisation)					
Registered Charities and Local Schools	Per Ticket	Y	1	$ 0.00	**$ 0.00**
Local Community Groups within the LGA	Per Ticket	Y	1	$ 1.00	**$ 1.00**
Commercial	Per Ticket	Y	1	$ 2.00	**$ 2.20**
Complimentary Tickets (do not incur a customer transaction fee)	Per Ticket	Y	1	$ 0.70	**$ 1.00**
Capital Renewal Levy (Must Be paid by Hirer on all tickets sold)	Per Ticket	Y	1	$ 1.00	**$ 1.00**
Non-Ticketed Event (including school performances, meetings and presentations etc.)	Per Session	Y	1	$ 180.00	**$ 190.00**
CUSTOMER BOOKING FEE					
Non Member Booking Fee - Online	Per Ticket	Y	1		**$ 1.00**
Non Member Booking Fee - Box Office prior to the day of the event	Per Ticket	Y	1		**$ 1.50**
Non Member Booking Fee - Box Office on the day of the event	Per Ticket	Y	1		**$ 2.00**
Members - Online or from the Box Office prior to the day of the event	Per Ticket	Y	1		**$ 0.00**
Members - Box Office on the day of the event	Per Ticket	Y	1		**$ 2.00**
EXTERNAL LOCAL BUSINESS TICKETING SERVICE					
Initial Set Up of Ticketing	Per Event	Y	1	$ 0.00	**$ 50.00**
Changes to Existing Approved Event	Per Event	Y	1	$ 0.00	**$ 25.00**
Cancellation of Event (Venue to send cancellation email via ticketing system. If individuals are required to be contacted via phone or other means additional labour charges will apply)	Per Event	Y	1	$ 0.00	**$ 25.00**
MERCHANDISE					
Set-up of merchandise space in the foyer with table and table cloth	Per Booking	Y	1	$ 0.00	**$ 25.00**
Merchandise - including CD's, DVD's, Clothing and programs etc.	Per Booking	Y	1	10%	**5%**
Additional Charge - Technical Staff cost included in prices unless otherwise stated.					
Portable Staging - Up to 4 Sections (Best for Drum Riser)	Per Day	Y	1	$ 150.00	**$ 150.00**
Portable Staging - Up to 8 Sections	Per Day	Y	1	$ 200.00	**$ 210.00**
Portable Staging - All Sections	Per Day	Y	1	$ 250.00	**$ 260.00**
Portable Staging (off-site)- Plus staffing and transportation costs as relevant and required	Per Booking	Y	1	Quoted upon Request	

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Yamaha Upright Piano	Per Day	Y	1	$ 60.00	**$ 65.00**
Yamaha C3 Grand Piano	Per Day	Y	1	$ 160.00	**$ 165.00**
Drum Kit - Yamaha Stage Custom Euro Size SPB2F5 Deep Blue Sunburst	Per Day	Y	1	External Hire	**$ 120.00**
Cymbal Pack - Zildjian Family Standard Gig Cymbal Pack 14/16/20	Per Day	Y	1	External Hire	**$ 50.00**
Roland Electric Piano	Per Day	Y	1	$ 40.00	**$ 45.00**
Piano Tuning	One Off	Y	1	At Cost	**At Cost**
Smoke Machine	Per Day	Y	1	$ 60.00	**$ 60.00**
Tarkett Flooring (installation and removal)	As Required	Y	1	$ 100.00	**$ 120.00**
Tarkett Flooring Rental	Per Day	Y	1	$ 35.00	**$ 40.00**
Any changes beyond standard rig (e.g. Mirror Ball, Lighting Changes etc)	Per Request	Y	1	Labour Cost Recovery Basis	**Labour Cost Recovery Basis**
Concessional Rate					
Local commercial operator (inside Cowra LGA)	Per Full Day Booking	Y	1	60% of full charge	**45% of full charge**
Local commercial operator (inside Cowra LGA)	Per Half Day Booking	Y	1	60% of full charge	**39% of full charge**
Volunteer/local Not-for-profit groups/Schools/Registered Charities	Per Full Day Booking	Y	1	40% of full charge	**30% of full charge**
Volunteer/local Not-for-profit groups/Schools/Registered Charities	Per Half Day Booking	Y	1	40% of full charge	**27% of full charge**
Events Deemed to not require minimum staffing requirements	Per Booking	Y	1	As determined by the Manager	**As determined by the Manager**
Additional Charge - Event Marketing					
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	$ 0.00	**$ 0.00**
Marketing Package Two All inclusions in Marketing Package One plus included in local poster run, display of poster (digital or print) for the event in the Foyer and separate event announcement EDM to subscribers when tickets go live	Per Booking	Y	1	$ 120.00	**$ 130.00**

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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	$ 250.00	$ **300.00**
Social Media Basic Package - 5x Organic Facebook Posts/Stories and 5x Organic Instagram Post/stories (spread of stories and posts to be determined by the Venue Manager)	Per Booking	Y	1	$ 50.00	$ **55.00**
Social Media Advanced Package - 2x paid campaigns (at least $100 in total), Daily story for four weeks (2 weeks from announcement and 2 weeks prior to event), at least 5x posts (must be different content) and active sharing to local pages and groups.	Per Booking	Y	1	$ 0.00	$ **200.00**
Additional Social Media Campaigns	Per Campaign	Y	1	Cost + 10%	**Cost + 10%**
Radio - included in What's On regular ad on Triple M and HitFM.	Per Campaign	Y	1	$ 0.00	$ **100.00**
EDM to subscribers	Per Campaign	Y	1	$ 0.00	$ **95.00**
Event Poster Run to Local Businesses	Per Run	Y	1	$ 0.00	$ **110.00**
Cinema Advertising - 30-40sec advert (minimum 4 week buy)	Per Week	Y	1	$ 0.00	$ **80.00**
Cinema Advertising - Basic Creation of Cinema Advert for your business or event (up to 2 edits)	Per Creation	Y	1	$ 0.00	$ **300.00**
Cinema Advertising - Addition to the Local Business Spotlight Reel. Up to 1 x logo and 1 x photo included only (Minimum 4 week buy)	Per Week	Y	1	$ 0.00	$ **50.00**
Additional Charge - Other					
Anything externally sourced (e.g. equipment, catering, Photographer, Videographer etc)	Per Request	Y	1	Cost + 10%	**Cost +10%**
Extra cleaning and damages	Per Booking	Y	1	Cost + 20%	**Cost + 20%**
Security For Events - The requirement for security for an event will be on a risk basis and must be paid by the hirer	Per Event	Y	1	At Cost	**Cost + 10%**
Civic Centre - Memberships Valid for 365 days from purchase and entitle the holder 'member priced tickets and other benefits as listed in the terms and conditions. Members do not pay booking fees other than when tickets are purchased at the Box Office on the day of the event. The terms and conditions are subject to change at the discretion of the Manager. Changes to the terms and conditions notice will be provided 30 days prior to the changes taking effect. A discounted membership may be offered at the discretion of the Manager for the purpose of a 'membership drive'.					

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All Access Premium Membership	Per Membership	Y	I	$ 0.00	**$ 49.00**
Movie Club	Per Membership	Y	I	$ 0.00	**$ 29.00**
Civic Centre - Cinema Admission Prices listed below do not include booking fee					
Luxe Seats (Standard)					
Non-Member Adult	Per Ticket	Y	I	$ 0.00	**$ 19.00**
Non-Member Child/Senior/Concession	Per Ticket	Y	I	$ 0.00	**$ 15.00**
Member Adult	Per Ticket	Y	I	$ 0.00	**$ 14.00**
Member Child/Senior/Concession	Per Ticket	Y	I	$ 0.00	**$ 12.50**
Emperor Recliners					
Non-Member Adult	Per Ticket	Y	I	$ 0.00	**$ 35.00**
Non-Member Child/Senior/Concession	Per Ticket	Y	I	$ 0.00	**$ 35.00**
Member Adult	Per Ticket	Y	I	$ 0.00	**$ 29.00**
Member Child/Senior/Concession	Per Ticket	Y	I	$ 0.00	**$ 29.00**
Civic Centre - Customer Booking Fees Prices listed below (Waived for Members except for 'On the Day' purchases from the Box Office					
Online	Per Ticket	Y	I	$ 0.00	**$ 1.00**
Box Office Prior to the Day of Event or Film (Phone or In-Person)	Per Ticket	Y	I	$ 0.00	**$ 1.50**
Box Office On the Day of the Event or Film (Phone or In-Person)	Per Ticket	Y	I	$ 0.00	**$ 2.00**
DEPOSITS					
A deposit may be required to confirm a booking. This may be a percentage of the total hire or the cost of the total hire as per the estimate of charges.					**10% of estimate for all non-ticketed events**

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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 are operated by Cowra Civic Centre. Ticketing for all events is done through Cowra Civic Centre. No other ticketing methods are permitted. - The foyer is a shared public space. Use of this space is by negotiation, including the installation of posters, signage, artwork, tables, etc. - Sticky-tape, Blu-Tack, and any other adhesives are not permitted anywhere in the venue without prior permission from the Venue Manager. Additional cleaning fees will apply if used. - Additional hours are charged at a per-hour rate in 30-minute increments. - The manager has the discretion to adjust prices for venue-specific and driven events, films, and special hires (e.g., kids' birthday parties, memberships, and other specials). - All hirers must comply with the venue's health and safety regulations. Failure to do so may result in additional charges or termination of the hire agreement. - Any damage to the venue or its equipment will be the responsibility of the hirer, and repair costs will be charged accordingly. - The venue reserves the right to refuse any booking that does not align with its policies or operational capabilities.					
AFTER HOURS					
Failure to vacate hall by 1.30 a.m.	Per hour or part thereof	Y	1	$ 420.00	**$ 450.00**
CANCELLATION					
Notification of cancellation is to be made in writing. The following charges apply to the deposit held.					
Cancellation within 7 days of event	Deposit	Y	1	100%	**100%**
Cancellation within 14 days of event	Deposit	Y	1	75%	**75%**
Cancellation within 21 days of event	Deposit	Y	1	50%	**50%**
Cancellation within 28 days of event	Deposit	Y	1	25%	**25%**
Cancellation within 29 days or more of event	Deposit	Y	1	Full Refund of Deposit	**Full Refund of Deposit**
SWIMMING POOL ADMISSION					
Conditions					
DAILY PASS					

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Daily pass outs are to be issued at the discretion of the pool customer service staff and are to be non-transferable between customers (enforced through digital photo id linking the customer with the card).					
TICKET CLASSIFICATION					
• Family tickets, including pensioner family tickets, comprise two adults (either parents or grandparents of the children) and all children as identified on the family Medicare Card.					
• Child tickets refer to children of school age.					
• Children under school age are admitted free of charge.					
REDUCED RATE ENTRY					
Aged, Disability Support and/or Veterans Affairs card must be shown to receive Pensioner entry.					
CONCESSIONS					
The definition of a Pension cardholder is as follows: • Person(s) in possession of a Department of Veterans' Affairs or Centrelink Pension Card or low income card. To receive entry at a reduced rate an application must be completed at the pool. On approval an Aquatic Centre Concession Card will be issued. This card would be valid for one season, renewable annually, and be shown on entry to the Aquatic Centre					
Admission					
GENERAL ADMISSION					
Adult	Per person	Y	1	$ 5.00	$ **5.20**
Child	Per person	Y	1	$ 3.00	$ **3.10**
Pensioner (aged, invalid & Veterans Affairs only)	Per person	Y	1	$ 3.00	$ **3.10**
Family ticket	Per "Family"	Y	1	$ 15.00	$ **15.60**
Non-swimmer/Spectator	Per person	Y	1	$ 2.50	$ **2.60**
Daily Pass Outs		N/A	-	No Charge	**No Charge**
School Students completing regular structured classes/carnivals	Per student	Y	1	$ 2.00	$ **2.05**
SEASON TICKETS					
Adult	Per person	Y	1	$ 140.00	$ **145.00**
Child	Per person	Y	1	$ 84.00	$ **87.00**
Family	Per "Family"	Y	1	$ 297.80	$ **310.00**
Pensioner Family	Per "Family"	Y	1	$ 140.00	$ **145.00**
Non-swimmer/Spectator	Per person	Y	1	$ 84.00	$ **87.00**
Pensioner (aged, invalid & Veterans Affairs only)	Per person	Y	1	$ 84.00	$ **87.00**

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HALF SEASON TICKETS - AVAILABLE FROM 1ST JANUARY					
Adult	Per person	Y	1	$ 84.00	**$ 87.00**
Child	Per person	Y	1	$ 50.60	**$ 52.00**
Family	Per "Family"	Y	1	$ 178.70	**$ 186.00**
Pensioner Family	Per "Family"	Y	1	$ 84.00	**$ 87.00**
Non-swimmer/Spectator	Per person	Y	1	$ 50.60	**$ 52.00**
Pensioner (aged, invalid & Veteran Affairs only)	Per person	Y	1	$ 50.60	**$ 52.00**
Low Income Admission					
The definition of Low Income Family cardholder is as follows: Person(s) in possession of a Centrelink Health Care Card with listed dependants.					
LOW INCOME ADMISSION					
Adult	Per person	Y	1	$ 3.00	**$ 3.10**
Child	Per person	Y	1	$ 2.50	**$ 2.60**
Family Ticket	Per "Family"	Y	1	$ 10.00	**$ 10.40**
LOW INCOME SEASON TICKETS					
Adult	Per person	Y	1	$ 84.00	**$ 87.00**
Child	Per person	Y	1	$ 84.00	**$ 87.00**
Family Ticket	Per "Family"	Y	1	$ 140.00	**$ 145.00**
Other Entry					
LEARN TO SWIM LESSONS					
Per half hour lesson	Per 30 minutes per person	Y	1	$ 16.30	**$ 17.00**
SCHOOL BASED LEARN-TO-SWIM (10 DAY PROGRAM)					
Child	Per person/Per day	Y	1	$ 2.10	**$ 2.15**
10 ENTRY PASS					
Adult	Per person	Y	1	$ 43.80	**$ 45.00**
Child	Per person	Y	1	$ 22.40	**$ 23.00**
Family	Per "Family"	Y	1	$ 134.80	**$ 140.00**
Pensioner (aged, invalid & Veterans Affairs only)	Per person	Y	1	$ 22.40	**$ 23.00**
Non-swimmer/Spectator	Per person	Y	1	$ 22.40	**$ 23.00**
The 10 entry pass is valid for the duration of the season in which it was purchased and can be re-activated with another 10 entries upon payment. The cards are non-transferable between customers (enforced through digital photo id linking the customer with the card).					

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

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Other					
Lights	Per hour	Y	1	$ 111.20	**$ 116.00**
Cleaning/Litter collection when cleaning is not carried out by the hirer to the satisfaction of Council	Per hour	Y	1	$ 163.00	**$ 170.00**
Waste disposal per 240L MGB	Per MGB	Y	1	$ 19.60	**$ 20.50**
Padlock/Key Deposit	Each instance	Y	1	$ 94.50	**$ 100.00**
DISABLED ACCESS KEY					
Key which gives people with disabilities 24/7 access to participating public facilities Australia-wide.					
Master Locksmiths Access Key (MLAK)	Per key	Y	1	$ 24.50	**$ 25.50**
BANNERS AND STREET SIGNS					
Fee for installation and dismantling of banners as per Council's Street Banner Policy.					
Zone 1 - Kendal Street (east)	Per installation	Y	1	$ 588.00	**$ 613.00**
Zone 2 - Kendal Street (between Brisbane Street & Lachlan Street)	Per installation	Y	1	$ 841.00	**$ 876.00**
Zone 3 - Railway Lane	Per installation	Y	1	$ 588.00	**$ 613.00**
Zone 4 - Olympic Park	Per installation	Y	1	$ 275.00	**$ 286.00**
QUARRY CHARGES					
Private sale of gravel	Per tonne	Y	1	$ 16.20	**$ 17.00**
AERODROME					
Terminal Building					
• room rent	Per annum	Y	1	$ 585.00	**$ 610.00**
• hangar rent	Per annum	Y	1	$ 242.00	**$ 252.00**
Aerodrome Hire Fee	Each event	Y	1	$ 1,216.00	**$ 1,267.00**
Land and Terminal Lease Agreements (refer to individual contracts for details)					
CARAVAN PARK					
Note: Figures in brackets are the range of fees that can be charged based on market fluctuations.					
Cabin - deluxe	per night	Y	1	$130.00 (105.00 - 155.00)	**$140.00 (110.00 - 160.00)**
Cabin - studio queen	per night	Y	1	$130.00 (115.00 - 165.00)	**$130.00 (110.00 - 160.00)**
Cabin - superior deluxe	per night	Y	1	$170.00 (125.00 - 230.00)	**$180.00 (130.00 - 240.00)**
Cabin - accessible	per night	Y	1	$150.00 (125.00 - 190.00)	**$155.00 (130.00 - 200.00)**

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Site - powered	per night	Y	1	$40.00 (35.00 - 65.00)	**$42.00 (37.00 - 67.00)**
Site - unpowered	per night	Y	1	$30.00 (25.00 - 45.00)	**$32.00 (26.00 - 47.00)**
Extra person - cabin	per night	Y	1	$ 22.00	**$ 23.00**
Extra person - site	per night	Y	1	$ 9.00	**$ 10.00**
Extra person - site (holiday periods)	per night	Y	1	$ 11.00	**$ 12.00**
Extra person - site (under 5 years old)	per night	Y	1	No Charge	**No Charge**
SALEYARDS					
Advertising Fee	Per application; for Council to assess and approve placement of advertising signage at the Saleyards	Y	1	On Application	**On Application**
Auctioneer's Permit					
Regular sales	Per agent	Y	1	$ 95.70	**$ 99.70**
Special sales	Per agent	Y	1	$ 95.70	**$ 99.70**
NLIS levy for cattle	Per head	Y	1	$ 1.27	**$ 1.32**
NLIS levy for sheep	Per head	Y	1	$ 0.15	**$ 0.16**
Emergency NLIS Cattle Device	Per device	Y	1	$ 20.95	**$ 21.80**
Emergency NLIS Sheep Tag	Per tag	Y	1	$ 2.05	**$ 2.77**
Saleyard Fees (per head including GST)	Fee includes unloading of stock for the scheduled sale into the yards from 12pm Tuesday; yarding for sale, and reloading of stock until 12pm Thursday				

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REGULAR & SPECIAL SALES					
Cattle/Head	Per head	Y	1	$ 8.90	**$ 9.27**
Sheep/Head	Per head	Y	1	$ 1.77	**$ 1.84**
Suplementary feeding for sale stock or transit stock	Per head	Y	1	New Charge	**At cost + 20%**
SPECIAL USE OF YARDS (NO SCALES)					
These charges are for using the saleyards for non-sale livestock: drafting, distribution, animal husbandry, use of facility outside of feeder yards/stock pens. 'Special use of yards' fees are applicable to sale livestock remaining in yards after 12pm Thursday					
Minimum Charge	This minimum fee per head is for special use of the yards 'non-sale day' and no scales	Y	1	$ 16.00	**$ 16.67**
Cattle	Per head per day	Y	1	New Charge	**$ 4.50**
Sheep	Per head per day	Y	1	New Charge	**$ 0.65**
Monthly non-sale use of yards by local transport operators and agents	By negotiation based on average head per month	Y	1	New Charge	**By Negotiation**
NOTE: Additional to special sales and special use of yards (where used)					
Truck Wash Key	Per key	Y	1	$ 61.80	**$ 64.40**
Truck-Wash (per minute)	Per minute	Y	1	$ 1.17	**$ 1.22**
Truck-Wash turn on fee	Each	Y	1	$ 5.38	**$ 5.61**
Saleyard Scales Private Use	Per head	Y	1	$ 7.60	**$ 7.92**
Stock In Transit					
Use of Cowra Saleyards for sheep and cattle in transit may be arranged by contacting our office on 02 6340 2070 or after hours 0419 219 231. Availability of the saleyards for sheep and cattle in transit is subject to facility operational requirements and capacity.					
Minimum Charge	Per load	Y	1	$ 16.00	**$ 16.50**
Cattle/Head	Per head per day	Y	1	$ 4.40	**$ 4.50**
Sheep/Head	Per head per day	Y	1	$ 0.63	**$ 0.65**
Suplementary feeding for transit stock	Per head	Y	1	New Charge	**At cost + 20%**
Overnight Paddock Fee - Cattle	Per night	Y	1	New Charge	**$4.58 per head per night**
Overnight Paddock Fee - Sheep	Per night	Y	1	New Charge	**$0.66 per head per night**

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Disposal of Dead Animals					
Sheep/Head	Per head	Y	I	$ 73.75	**$ 76.85**
Sale Cattle/Head	Per head	Y	I	$ 203.75	**$ 212.30**
Transit Cattle	Per head	Y	I	$ 267.50	**$ 278.70**
NOTE: A cow and calf offered for sale together shall be charged the fee applicable for one head only. Per day means any continuous period of 24 hours from arrival of stock at saleyards.					
LIBRARY (Set by Central West Library - Orange)					
General					
LOST BORROWER CARD					
Lost or damaged material - replacement cost and processing fee	Per Item	Y	I	$ 2.20	**$ 2.20**
Lost or damaged library materials	Per Item Replacement cost plus processing fee	Y	I	$ 25.00	**$ 25.00**
INTER LIBRARY LOANS					
Search Fee	Per Item	Y	I	$ 5.50	**$ 5.50**
Lending library imposed fee	Per Item	Y	I	Various	**Various**
Copying					
PHOTOCOPYING AND PRINTING					
Photocopying					
- A4/A3 Black & White	Per sheet	Y	I	$ 0.20	**$ 0.20**
- A4 Colour	Per sheet	Y	I	$ 1.00	**$ 1.00**
- A3 Colour	Per sheet	Y	I	$ 2.00	**$ 2.00**
Printing					
- A4/A3 Black & White	Per sheet	Y	I	$ 0.20	**$ 0.20**
- A4 Colour	Per sheet	Y	I	$ 1.00	**$ 1.00**
- A3 Colour	Per sheet	Y	I	$ 2.00	**$ 2.00**

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

Function/Activity	Unit of Measure	GST	Code	Total Charge 2024/2025	Total Charge 2025/2026
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	$ 75.00	**$ 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%**

Long Term Financial Plan (LTFP)

Cowra Shire Council
Long Term Financial Plan
2026-2035

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Income Statement	CONSOLIDATED - ALL FUNDS										
$'000	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Income from continuing operations											
Rates and annual charges	16,863	17,754	18,399	19,102	19,832	20,590	21,378	22,196	23,046	23,928	24,845
User charges and fees	16,561	15,700	15,400	15,930	16,479	17,047	17,635	18,244	18,875	19,527	20,203
Other revenue	2,766	2,253	1,591	1,103	616	629	642	656	670	685	700
Grants and contributions provided for operating purposes	10,307	8,474	8,892	9,284	9,483	9,687	9,898	10,115	10,338	10,568	10,805
Grants and contributions provided for capital purposes	4,803	5,184	4,027	692	712	734	21,756	778	802	826	851
Interest and investment income	1,991	1,675	1,568	1,571	1,548	1,578	1,601	1,666	1,795	1,851	1,858
Other income	206	213	219	226	232	239	246	254	261	269	277
Net gains from the disposal of assets	0	242	0	0	0	0	0	0	0	0	0
Total Income	**53,498**	**51,494**	**50,095**	**47,908**	**48,902**	**50,505**	**73,156**	**53,909**	**55,787**	**57,655**	**59,539**
Expenses from continuing operations											
Employee benefits and on-costs	18,379	19,311	19,546	19,598	19,939	20,526	21,131	21,754	22,396	23,056	23,737
Materials and contracts	19,829	16,092	15,098	15,014	15,418	15,703	15,992	16,480	17,065	17,290	17,768
Borrowing costs	830	820	801	1,445	1,174	1,204	1,128	2,128	2,011	1,894	1,782
Depreciation, amortisation and impairment	9,288	9,474	9,664	9,857	10,054	10,255	10,460	10,669	10,883	11,100	11,322
Other expenses	1,641	1,643	1,670	1,709	1,749	1,789	1,831	1,874	1,917	1,962	2,007
Total Expenses	**49,967**	**47,341**	**46,779**	**47,624**	**48,334**	**49,477**	**50,543**	**52,905**	**54,271**	**55,302**	**56,617**
Net Operating Result	**3,531**	**4,154**	**3,316**	**284**	**568**	**1,028**	**22,614**	**1,005**	**1,516**	**2,353**	**2,922**
Net operating result before grants and contributions provided for capital purposes	**(1,272)**	**(1,030)**	**(710)**	**(408)**	**(144)**	**294**	**858**	**226**	**714**	**1,527**	**2,071**

Income Statement	GENERAL FUND										
$'000	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Income from continuing operations											
Rates and annual charges	8,131	8,472	8,812	9,165	9,533	9,915	10,313	10,727	11,157	11,604	12,070
User charges and fees	8,516	7,599	6,996	7,202	7,414	7,632	7,856	8,087	8,325	8,570	8,822
Other revenue	1,528	1,025	357	364	371	378	385	392	400	408	416
Grants and contributions provided for operating purposes	10,205	8,474	8,892	9,284	9,483	9,687	9,898	10,115	10,338	10,568	10,805
Grants and contributions provided for capital purposes	3,229	4,743	3,917	579	596	614	6,633	652	671	691	712
Interest and investment income	1,777	1,492	1,389	1,398	1,380	1,416	1,442	1,516	1,649	1,721	1,727
Other income	190	196	201	207	214	220	227	233	240	248	255
Net gains from the disposal of assets	0	242	0	0	0	0	0	0	0	0	0
Total Income	**33,576**	**32,241**	**30,566**	**28,200**	**28,991**	**29,862**	**36,753**	**31,722**	**32,781**	**33,810**	**34,807**
Expenses from continuing operations											
Employee benefits and on-costs	14,422	15,092	15,245	15,399	15,851	16,317	16,796	17,290	17,798	18,322	18,861
Materials and contracts	9,343	6,411	3,945	4,878	5,285	5,321	4,805	5,588	5,936	5,921	6,085
Borrowing costs	156	180	189	175	159	144	130	115	99	82	73
Depreciation, amortisation and impairment	5,380	5,488	5,598	5,710	5,824	5,940	6,059	6,180	6,304	6,430	6,558
Other expenses	1,608	1,608	1,635	1,673	1,712	1,752	1,792	1,834	1,877	1,920	1,965
Total Expenses	**30,910**	**28,778**	**26,612**	**27,834**	**28,831**	**29,474**	**29,582**	**31,007**	**32,013**	**32,675**	**33,543**
Net Operating Result	**2,666**	**3,463**	**3,953**	**366**	**160**	**389**	**7,171**	**715**	**768**	**1,135**	**1,264**
Net operating result before grants and contributions provided for capital purposes	**(562)**	**(1,280)**	**36**	**(213)**	**(436)**	**(226)**	**538**	**63**	**96**	**443**	**552**

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

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

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

STATEMENT OF FINANCIAL POSITION	CONSOLIDATED - ALL FUNDS											
$'000	Annual Statements 2024	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
ASSETS												
Current Assets												
Cash and cash equivalents	9,068	7,257	7,301	7,211	7,389	7,519	7,888	8,557	8,916	8,946	9,530	10,238
Investments	29,771	29,030	29,205	28,846	29,556	30,077	31,554	34,227	35,666	35,784	38,121	40,950
Receivables	8,099	8,099	8,099	8,099	8,099	8,099	8,099	8,099	8,099	8,099	8,099	8,099
Inventories	894	894	894	894	894	894	894	894	894	894	894	894
Contract Assets	5,694	5,694	5,694	5,694	5,694	5,694	5,694	5,694	5,694	5,694	5,694	5,694
Other	39	39	39	39	39	39	39	39	39	39	39	39
Total Current Assets	**53,565**	**51,013**	**51,233**	**50,783**	**51,670**	**52,322**	**54,168**	**57,510**	**59,308**	**59,456**	**62,377**	**65,914**
Non-Current Assets												
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Inventories	149	149	149	149	149	149	149	149	149	149	149	149
Infrastructure, property, plant and equipment	813,590	818,929	823,404	839,115	837,589	836,671	834,915	873,181	870,817	870,506	868,322	866,054
Other	174	174	174	174	174	174	174	174	174	174	174	174
Total Non-Current Assets	**813,913**	**819,252**	**823,727**	**839,438**	**837,912**	**836,994**	**835,238**	**873,504**	**871,140**	**870,829**	**868,645**	**866,377**
TOTAL ASSETS	**867,478**	**870,265**	**874,959**	**890,222**	**889,582**	**889,316**	**889,406**	**931,014**	**930,448**	**930,285**	**931,022**	**932,291**
LIABILITIES												
Current Liabilities												
Payables	4,469	4,469	4,469	4,469	4,469	4,469	4,469	4,469	4,469	4,469	4,469	4,469
Borrowings	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Provisions	5,223	5,223	5,223	5,223	5,223	5,223	5,223	5,223	5,223	5,223	5,223	5,223
Contract Liabilities	2,707	2,707	2,707	2,707	2,707	2,707	2,707	2,707	2,707	2,707	2,707	2,707
Total Current Liabilities	**13,399**	**13,399**	**13,399**	**13,399**	**13,399**	**13,399**	**13,399**	**13,399**	**13,399**	**13,399**	**13,399**	**13,399**
Non-Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	11,922	10,958	11,272	22,985	21,821	20,739	19,546	38,278	36,437	34,479	32,576	30,627
Provisions	786	1,006	1,233	1,466	1,706	1,954	2,209	2,472	2,742	3,021	3,308	3,604
Total Non-Current Liabilities	**12,708**	**11,964**	**12,505**	**24,451**	**23,528**	**22,693**	**21,755**	**40,750**	**39,179**	**37,500**	**35,884**	**34,231**
TOTAL LIABILITIES	**26,107**	**25,363**	**25,904**	**37,850**	**36,927**	**36,092**	**35,154**	**54,149**	**52,578**	**50,899**	**49,283**	**47,630**
NET ASSETS	**841,371**	**844,902**	**849,056**	**852,372**	**852,656**	**853,224**	**854,252**	**876,866**	**877,870**	**879,386**	**881,739**	**884,661**
EQUITY												
Accumulated Surplus	257,776	261,307	265,461	268,777	269,061	269,629	270,657	293,271	294,275	295,791	298,144	301,066
Revaluation Reserves	583,595	583,595	583,595	583,595	583,595	583,595	583,595	583,595	583,595	583,595	583,595	583,595
TOTAL EQUITY	**841,371**	**844,902**	**849,056**	**852,372**	**852,656**	**853,224**	**854,252**	**876,866**	**877,870**	**879,386**	**881,739**	**884,661**

STATEMENT OF FINANCIAL POSITION	GENERAL FUND											
$'000	Annual Statements 2024	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
ASSETS												
Current Assets												
Cash and cash equivalents	1,922	3,360	3,437	3,217	3,315	3,265	3,309	3,689	3,903	4,151	4,494	4,886
Investments	15,950	13,441	13,749	12,869	13,258	13,060	13,235	14,754	15,614	16,604	17,975	19,544
Receivables	4,093	4,093	4,093	4,093	4,093	4,093	4,093	4,093	4,093	4,093	4,093	4,093
Inventories	894	894	894	894	894	894	894	894	894	894	894	894
Contract Assets	5,594	5,594	5,594	5,594	5,594	5,594	5,594	5,594	5,594	5,594	5,594	5,594
Other	39	39	39	39	39	39	39	39	39	39	39	39
Total Current Assets	**28,492**	**27,422**	**27,807**	**26,706**	**27,193**	**26,944**	**27,164**	**29,063**	**30,137**	**31,375**	**33,089**	**35,050**
Non-Current Assets												
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Inventories	149	149	149	149	149	149	149	149	149	149	149	149
Infrastructure, property, plant and equipment	664,836	668,250	672,259	678,622	678,411	678,748	678,859	684,065	683,631	683,077	682,470	681,809
Other	174	174	174	174	174	174	174	174	174	174	174	174
Total Non-Current Assets	**665,159**	**668,573**	**672,582**	**678,945**	**678,734**	**679,071**	**679,182**	**684,388**	**683,954**	**683,400**	**682,793**	**682,132**
TOTAL ASSETS	**693,651**	**695,995**	**700,389**	**705,651**	**705,927**	**706,015**	**706,346**	**713,451**	**714,091**	**714,775**	**715,882**	**717,182**
LIABILITIES												
Current Liabilities												
Payables	4,369	4,369	4,369	4,369	4,369	4,369	4,369	4,369	4,369	4,369	4,369	4,369
Borrowings	545	545	545	545	545	545	545	545	545	545	545	545
Provisions	4,287	4,287	4,287	4,287	4,287	4,287	4,287	4,287	4,287	4,287	4,287	4,287
Contract Liabilities	1,365	1,365	1,365	1,365	1,365	1,365	1,365	1,365	1,365	1,365	1,365	1,365
Total Current Liabilities	**10,566**	**10,566**	**10,566**	**10,566**	**10,566**	**10,566**	**10,566**	**10,566**	**10,566**	**10,566**	**10,566**	**10,566**
Non-Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	3,253	2,745	3,484	4,596	4,302	4,021	3,747	3,460	3,157	2,838	2,568	2,354
Provisions	710	896	1,087	1,285	1,488	1,697	1,912	2,134	2,363	2,598	2,841	3,091
Total Non-Current Liabilities	**3,963**	**3,640**	**4,571**	**5,880**	**5,790**	**5,718**	**5,660**	**5,594**	**5,520**	**5,437**	**5,409**	**5,444**
TOTAL LIABILITIES	**14,529**	**14,206**	**15,137**	**16,446**	**16,356**	**16,284**	**16,226**	**16,160**	**16,086**	**16,003**	**15,975**	**16,010**
NET ASSETS	**679,122**	**681,788**	**685,252**	**689,205**	**689,571**	**689,731**	**690,120**	**697,290**	**698,005**	**698,772**	**699,907**	**701,172**
EQUITY												
Accumulated Surplus	192,011	194,677	198,141	202,094	202,460	202,620	203,009	210,179	210,894	211,661	212,796	214,061
Revaluation Reserves	487,111	487,111	487,111	487,111	487,111	487,111	487,111	487,111	487,111	487,111	487,111	487,111
TOTAL EQUITY	**679,122**	**681,788**	**685,252**	**689,205**	**689,571**	**689,731**	**690,120**	**697,290**	**698,005**	**698,772**	**699,907**	**701,172**

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

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

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

Cash Flow Statement	CONSOLIDATED - ALL FUNDS										
$'000	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Cash flows from operating activities											
Receipts:											
Rates and annual charges	16,863	17,754	18,399	19,102	19,832	20,590	21,378	22,196	23,046	23,928	24,845
User charges and fees	16,561	15,700	15,400	15,930	16,479	17,047	17,635	18,244	18,875	19,527	20,203
Investment and interest revenue received	1,991	1,675	1,568	1,571	1,548	1,578	1,601	1,666	1,795	1,851	1,858
Grants and contributions	14,689	13,224	12,472	9,516	9,722	9,933	31,151	10,376	10,607	10,845	11,090
Other Revenue	2,766	2,253	1,591	1,103	616	629	642	656	670	685	700
Other Income	206	213	219	226	232	239	246	254	261	269	277
Net gain from the disposal of assets	0	242	0	0	0	0	0	0	0	0	0
Payments:											
Employee benefits and on-costs	(17,832)	(18,747)	(18,965)	(19,000)	(19,322)	(19,891)	(20,477)	(21,081)	(21,702)	(22,342)	(23,001)
Materials and contracts	(19,829)	(16,092)	(15,098)	(15,014)	(15,418)	(15,703)	(15,992)	(16,480)	(17,065)	(17,290)	(17,768)
Borrowing costs	(830)	(820)	(801)	(1,445)	(1,174)	(1,204)	(1,128)	(2,128)	(2,011)	(1,894)	(1,782)
Other	(1,641)	(1,643)	(1,670)	(1,709)	(1,749)	(1,789)	(1,831)	(1,874)	(1,917)	(1,962)	(2,007)
LSL Paid - reduce liability	(328)	(337)	(348)	(358)	(369)	(380)	(391)	(403)	(415)	(427)	(440)
Net cash provided (or used in) operating activities	**12,619**	**13,421**	**12,767**	**9,921**	**10,396**	**11,050**	**32,834**	**11,427**	**12,144**	**13,191**	**13,975**
Cash flows from investing activities											
Receipts:											
Sale of infrastructure, property, plant and equipment	0	96	0	0	0	0	0	0	0	0	0
Deferred debtors receipts	0	0	0	0	0	0	0	0	0	0	0
Payments:											
Purchase of property, plant and equipment	(14,207)	(13,611)	(24,929)	(7,871)	(8,662)	(8,011)	(48,224)	(7,788)	(10,038)	(8,367)	(8,489)
Net cash provided (or used in) investing activities	**(14,207)**	**(13,515)**	**(24,929)**	**(7,871)**	**(8,662)**	**(8,011)**	**(48,224)**	**(7,788)**	**(10,038)**	**(8,367)**	**(8,489)**
Cash flows from financing activities											
Receipts:											
New loans	0	1,215	12,446	0	0	0	20,000	0	0	0	0
Payments:											
Repayment of borrowings and advances	(964)	(901)	(733)	(1,164)	(1,082)	(1,193)	(1,268)	(1,841)	(1,958)	(1,903)	(1,949)
Net cash provided (or used in) financing activities	**(964)**	**314**	**11,713**	**(1,164)**	**(1,082)**	**(1,193)**	**18,732**	**(1,841)**	**(1,958)**	**(1,903)**	**(1,949)**
Net increase / (decrease) in cash	(2,552)	219	(449)	887	652	1,846	3,342	1,798	148	2,921	3,537
Cash at the beginning of the year	38,839	36,287	36,507	36,057	36,944	37,596	39,442	42,784	44,582	44,730	47,651
Cash at the end of the year	36,287	36,507	36,057	36,944	37,596	39,442	42,784	44,582	44,730	47,651	51,188

Cash Flow Statement	GENERAL FUND										
$'000	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Cash flows from operating activities											
Receipts:											
Rates and annual charges	8,131	8,472	8,812	9,165	9,533	9,915	10,313	10,727	11,157	11,604	12,070
User charges and fees	8,516	7,599	6,996	7,202	7,414	7,632	7,856	8,087	8,325	8,570	8,822
Investment and interest revenue received	1,777	1,492	1,389	1,398	1,380	1,416	1,442	1,516	1,649	1,721	1,727
Grants and contributions	13,013	12,783	12,363	9,404	9,606	9,814	16,028	10,249	10,476	10,711	10,952
Other Revenue	1,528	1,025	357	364	371	378	385	392	400	408	416
Other Income	190	196	201	207	214	220	227	233	240	248	255
Net gain from the disposal of assets	0	242	0	0	0	0	0	0	0	0	0
Payments:											
Employee benefits and on-costs	(13,963)	(14,618)	(14,758)	(14,897)	(15,334)	(15,784)	(16,247)	(16,725)	(17,216)	(17,722)	(18,243)
Materials and contracts	(9,343)	(6,411)	(3,945)	(4,878)	(5,285)	(5,321)	(4,805)	(5,588)	(5,936)	(5,921)	(6,085)
Borrowing costs	(156)	(180)	(189)	(175)	(159)	(144)	(130)	(115)	(99)	(82)	(73)
Other	(1,608)	(1,608)	(1,635)	(1,673)	(1,712)	(1,752)	(1,792)	(1,834)	(1,877)	(1,920)	(1,965)
LSL Paid - reduce liability	(274)	(282)	(290)	(299)	(308)	(317)	(327)	(337)	(347)	(357)	(368)
Net cash provided (or used in) operating activities	**7,812**	**8,709**	**9,301**	**5,819**	**5,719**	**6,056**	**12,949**	**6,606**	**6,774**	**7,258**	**7,507**
Cash flows from investing activities											
Receipts:											
Sale of infrastructure, property, plant and equipment	0	96	0	0	0	0	0	0	0	0	0
Deferred debtors receipts	0	0	0	0	0	0	0	0	0	0	0
Payments:											
Purchase of property, plant and equipment	(8,374)	(9,160)	(11,514)	(5,039)	(5,687)	(5,564)	(10,762)	(5,229)	(5,217)	(5,274)	(5,332)
Net cash provided (or used in) investing activities	**(8,374)**	**(9,063)**	**(11,514)**	**(5,039)**	**(5,687)**	**(5,564)**	**(10,762)**	**(5,229)**	**(5,217)**	**(5,274)**	**(5,332)**
Cash flows from financing activities											
Receipts:											
New loans	0	1,215	1,391	0	0	0	0	0	0	0	0
Payments:											
Repayment of borrowings and advances	(508)	(476)	(279)	(294)	(281)	(274)	(287)	(303)	(319)	(270)	(214)
Net cash provided (or used in) financing activities	**(508)**	**739**	**1,112**	**(294)**	**(281)**	**(274)**	**(287)**	**(303)**	**(319)**	**(270)**	**(214)**
Net increase / (decrease) in cash	(1,070)	385	(1,100)	486	(248)	219	1,899	1,074	1,238	1,714	1,961
Cash at the beginning of the year	17,872	16,802	17,187	16,086	16,573	16,324	16,544	18,443	19,517	20,755	22,469
Cash at the end of the year	16,802	17,187	16,086	16,573	16,324	16,544	18,443	19,517	20,755	22,469	24,430

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

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

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

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

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

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

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

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	HUMAN RESOURCES											
	Income from continuing operations											
141	Training Subsidy	41,000	42,230	43,497	44,802	46,146	47,530	48,956	50,425	51,938	53,496	55,101
	Total income	41,000	42,230	43,497	44,802	46,146	47,530	48,956	50,425	51,938	53,496	55,101
	Expenses from continuing operations											
133	Human Resources - Wages	247,003	254,413	262,045	269,906	278,003	286,343	294,933	303,781	312,894	322,281	331,949
133	Human Resources - Operating Expenses - Other	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
134	Training	241,962	222,259	227,593	233,055	238,648	244,376	250,241	256,247	262,397	268,695	275,144
138	Employee Health & Welfare Programs	32,795	33,583	34,389	35,214	36,059	36,924	37,810	38,717	39,646	40,597	41,571
135	Employee Assistance Program	10,240	10,486	10,738	10,996	11,260	11,530	11,807	12,090	12,380	12,677	12,981
136	Indoor Staff Uniforms	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
139	Recruitment Expense	33,459	22,000	22,528	23,069	23,623	24,190	24,771	25,366	25,975	26,598	27,236
137	Pre-Employment Expenses	13,264	13,582	13,908	14,242	14,584	14,934	15,292	15,659	16,035	16,420	16,814
140	HR Management Software	58,071	59,464	60,891	62,352	63,848	65,380	66,949	68,555	70,201	71,885	73,610
2318	Employee Assistance - Onsite Counselling	12,000	12,288	12,583	12,885	13,194	13,511	13,835	14,167	14,507	14,855	15,212
2319	Staff Medical Assesments	2,000	1,024	1,049	1,074	1,100	1,126	1,153	1,181	1,209	1,238	1,268
2320	Drug & Alcohol Testing	6,000	7,168	7,340	7,516	7,696	7,881	8,070	8,264	8,462	8,665	8,873
2321	Staff Service Awards	6,048	6,194	6,343	6,495	6,651	6,811	6,974	7,141	7,312	7,487	7,667
2322	Legal Charges - HR	1,000	1,024	1,049	1,074	1,100	1,126	1,153	1,181	1,209	1,238	1,268
2323	All Staff BBQ	4,000	4,096	4,194	4,295	4,398	4,504	4,612	4,723	4,836	4,952	5,071
1957	Training Contribution - Saleyards, Waste, Water, Sewer	(91,660)	(93,860)	(96,112)	(98,419)	(100,781)	(103,200)	(105,677)	(108,213)	(110,810)	(113,469)	(116,192)
	WORK HEALTH & SAFETY											
2244	Work Health & Safety - Wages	55,933	95,113	97,966	100,905	103,932	107,050	110,262	113,570	116,977	120,486	124,101
2244	Work Health & Safety - Other Operating Expenses	35,496	36,348	37,220	38,113	39,027	39,964	40,923	41,905	42,911	43,941	44,995
2245	Assessment of Workstations & Chair Replacements	5,421	5,551	5,684	5,820	5,960	6,103	6,249	6,399	6,553	6,710	6,871
2246	Replenish First Aid Kits	10,500	22,000	12,288	12,583	12,885	13,194	13,511	13,835	14,167	14,507	14,855
2247	Defibrillator Maintenance	4,329	4,433	4,539	4,648	4,760	4,874	4,991	5,111	5,234	5,360	5,489
	Fire Extinguisher Inspections & Fire Safety Audits		15,000									
	WHS Management Tools & Software		20,000									
	Total expenses	700,861	765,166	739,235	758,823	778,947	799,621	820,859	842,679	865,095	888,123	911,783
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(659,861)	(722,936)	(695,738)	(714,021)	(732,801)	(752,091)	(771,903)	(792,254)	(813,157)	(834,627)	(856,682)
	Funded by / (to) reserves											
	Transfer from Statecover Reserve	48,456	94,620	50,811	52,030	53,279	54,557	55,866	57,206	58,579	59,984	61,423
	Transfer from Carryover Reserve	48,770										
	Funded by / (to) general revenues	562,635	628,316	644,927	661,991	679,522	697,534	716,037	735,048	754,578	774,643	795,259

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	GENERAL MANAGER - OVERHEADS											
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
18	Superannuation	109,991	110,217	113,524	116,930	120,438	124,051	127,773	131,606	135,554	139,620	143,809
18	Public Holidays	35,520	36,586	37,684	38,815	39,979	41,178	42,413	43,685	44,996	46,346	47,736
18	Workers Comp. Insurance	30,585	31,319	32,071	32,841	33,629	34,436	35,262	36,108	36,975	37,862	38,771
18	Annual Leave	71,040	73,171	75,366	77,627	79,956	82,355	84,826	87,371	89,992	92,692	95,473
	Long Service Leave - Accrual	34,963	36,012	37,092	38,205	39,351	40,532	41,748	43,000	44,290	45,619	46,988
18	Sick Leave	156,640	27,439	28,262	29,110	29,983	30,882	31,808	32,762	33,745	34,757	35,800
18	Training Wages											
	Lump Sum Payment	6,000	7,429									
	Total expenses	444,739	322,173	323,999	333,528	343,336	353,434	363,830	374,532	385,552	396,896	408,577
	Capital items											
18	Long Service Leave	17,760	18,293	18,842	19,407	19,989	20,589	21,207	21,843	22,498	23,173	23,868
	Total capital items	17,760	18,293	18,842	19,407	19,989	20,589	21,207	21,843	22,498	23,173	23,868
	Cash reconciliation items											
	Long Service Leave Accrual	(34,963)	(36,012)	(37,092)	(38,205)	(39,351)	(40,532)	(41,748)	(43,000)	(44,290)	(45,619)	(46,988)
	Total adjustment for non-cash items	(34,963)	(36,012)	(37,092)	(38,205)	(39,351)	(40,532)	(41,748)	(43,000)	(44,290)	(45,619)	(46,988)
	Increase / (decrease) in cash	(427,536)	(304,454)	(305,749)	(314,730)	(323,974)	(333,491)	(343,289)	(353,375)	(363,760)	(374,450)	(385,457)
	Funded by / (to) reserves											
	Transfer to Long Service Leave Reserve	(17,760)	(18,293)	(18,842)	(19,407)	(19,989)	(20,589)	(21,207)	(21,843)	(22,498)	(23,173)	(23,868)
	Transfer from Long Service Leave Reserve	17,760	18,293	18,842	19,407	19,989	20,589	21,207	21,843	22,498	23,173	23,868
	Funded by / (to) general revenues	427,536	304,454	305,749	314,730	323,974	333,491	343,289	353,375	363,760	374,450	385,457

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	CORPORATE SERVICES											
	Income from continuing operations											
99	Statewide - Insurance Rebates	39,288										
100	Statecover - Performance Rebate	51,751	52,993	54,265	55,567	56,901	58,267	59,665	61,097	62,563	64,065	65,603
2352	Insurance Claim Income - Admin Building Roof	155,486										
	Insurance Claim - 2022 Flood	650,000										
	Total income	896,525	52,993	54,265	55,567	56,901	58,267	59,665	61,097	62,563	64,065	65,603
	Expenses from continuing operations											
74	Corporate Services - Operating Expenses - Wages	584,820	648,083	667,526	687,551	708,178	729,424	751,307	773,846	797,062	820,974	845,603
74	Corporate Services - Operating Expenses - Other	356,617	365,175	373,938	382,910	392,100	401,511	411,146	421,012	431,116	441,463	452,057
81	Insurance Expenses	416,727	426,728	436,970	447,457	458,196	469,193	480,454	491,986	503,794	515,885	528,266
90	Employee Service Awards											
	FINANCIAL SERVICES											
2009	Financial Services - Operating Expenses - Wages	528,463	544,317	560,647	577,466	594,790	612,634	631,013	649,943	669,441	689,524	710,210
2009	Financial Services - Operating Expenses - Other	5,000	5,120	5,243	5,369	5,498	5,630	5,765	5,903	6,045	6,190	6,339
102	Fringe Benefits Tax	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
103	Bank Charges	55,873	57,214	58,587	59,993	61,433	62,907	64,417	65,963	67,546	69,167	70,827
106	Annual Statements Audit Fees	81,800	83,763	85,773	87,832	89,940	92,099	94,309	96,572	98,890	101,263	103,693
107	Internal Audit	25,000	25,600	26,214	26,843	27,487	28,147	28,823	29,515	30,223	30,948	31,691
2243	ARIC Members Fees	25,000	27,600	28,262	28,940	29,635	30,346	31,074	31,820	32,584	33,366	34,167
110	Accounting Software	25,000	25,600	26,214	26,843	27,487	28,147	28,823	29,515	30,223	30,948	31,691
111	Revaluation of Council Assets	30,000		20,000	20,000		30,000		20,000	20,000		30,000
	ADMINISTRATION BUILDING - WORKING EXPENSES											
85	Administration Building - Maintenance & Operating Expenses	200,874	247,856	255,107	262,583	270,292	278,242	286,441	294,897	303,622	312,620	321,903
2163	Installation - WHS Compliant Boiling Water Units											
2350	Administration Building Roof Repair	146,861										
2351	Insurance Excess - Administration Building Roof	20,000										
	Building Depreciation	124,593	127,085	129,627	132,220	134,864	137,561	140,312	143,118	145,980	148,900	151,878
	Total expenses	2,661,628	2,619,141	2,709,108	2,781,007	2,834,900	2,940,841	2,988,884	3,089,090	3,171,526	3,236,248	3,353,325
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(124,593)	(127,085)	(129,627)	(132,220)	(134,864)	(137,561)	(140,312)	(143,118)	(145,980)	(148,900)	(151,878)
	Total adjustment for non-cash items	(124,593)	(127,085)	(129,627)	(132,220)	(134,864)	(137,561)	(140,312)	(143,118)	(145,980)	(148,900)	(151,878)
	Increase / (decrease) in cash	(1,640,511)	(2,439,063)	(2,525,216)	(2,593,220)	(2,643,135)	(2,745,013)	(2,788,907)	(2,884,875)	(2,962,983)	(3,023,283)	(3,135,844)
	Funded by / (to) reserves											
	Transfer to Statewide Reserve	(39,288)										
	Transfer to Statecover Reserve	(51,751)	(52,993)	(54,265)	(55,567)	(56,901)	(58,267)	(59,665)	(61,097)	(62,563)	(64,065)	(65,603)
	Transfer from Carryover Reserve											
	Transfer to Bad Debts Reserve	(7,500)	(8,000)	(8,000)	(8,000)	(8,500)	(8,500)	(9,000)	(9,000)	(9,000)	(9,500)	(9,500)
	Funded by / (to) general revenues	1,739,049	2,500,056	2,587,481	2,656,787	2,708,536	2,811,780	2,857,572	2,954,972	3,034,546	3,096,848	3,210,947

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	GENERAL PURPOSE REVENUE											
	Income from continuing operations											
	Residential - Cowra	2,144,985	2,235,074	2,324,477	2,417,456	2,514,154	2,614,720	2,719,309	2,828,081	2,941,204	3,058,852	3,181,206
	Residential	320,889	334,366	347,741	361,651	376,117	391,162	406,808	423,080	440,003	457,603	475,907
	Residential - Rural	716,502	746,595	776,459	807,517	839,818	873,411	908,347	944,681	982,468	1,021,767	1,062,638
	Farmland	3,392,766	3,535,262	3,676,672	3,823,739	3,976,689	4,135,757	4,301,187	4,473,234	4,652,163	4,838,250	5,031,780
	Mining	23,546	24,535	25,516	26,537	27,598	28,702	29,850	31,044	32,286	33,577	34,920
	Business	1,607,321	1,674,828	1,741,821	1,811,494	1,883,954	1,959,312	2,037,684	2,119,191	2,203,959	2,292,117	2,383,802
	Interest on Overdue Rates	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000
	Income - Rate Legal Action	13,820	13,820	13,820	13,820	13,820	13,820	13,820	13,820	13,820	13,820	13,820
	Write off Bad & Doubtful Debts	(5,519)	(5,651)	(5,787)	(5,926)	(6,068)	(6,214)	(6,363)	(6,516)	(6,672)	(6,832)	(6,996)
	Pensioner Rates Abandoned	(182,344)	(190,002)	(194,562)	(199,231)	(204,013)	(208,909)	(213,923)	(219,057)	(224,314)	(229,698)	(235,211)
	Pensioner Rates Subsidy	99,176	103,341	105,821	108,361	110,962	113,625	116,352	119,144	122,003	124,931	127,929
	Interest on Investments	1,716,932	1,433,560	1,331,490	1,340,269	1,322,299	1,357,778	1,383,847	1,457,698	1,591,359	1,663,280	1,669,202
1583	Financial Assistance Grant - Local Roads	1,825,657	1,880,427	1,936,840	1,994,945	2,054,793	2,116,437	2,179,930	2,245,328	2,312,688	2,382,069	2,453,531
1582	Financial Assistance Grant - General	4,082,798	4,205,282	4,331,440	4,461,383	4,595,224	4,733,081	4,875,073	5,021,325	5,171,965	5,327,124	5,486,938
	Total income	15,814,529	16,049,437	16,469,748	17,020,015	17,563,347	18,180,682	18,809,921	19,509,053	20,290,932	21,034,860	21,737,466
	Expenses from continuing operations											
105	Valuer General Land Value Fee	69,076	70,733	72,431	74,169	75,949	77,772	79,639	81,550	83,507	85,511	87,563
108	Debt Recovery Expenses	15,256	15,622	15,997	16,381	16,774	17,177	17,589	18,011	18,443	18,886	19,339
116	S.611 Charges - Water/Sewer	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)
109	Refund S.611 Charges to Water & Sewer	180,000	120,000	80,000	50,000							
	Total expenses	(685,668)	(743,645)	(781,572)	(809,450)	(857,277)	(855,051)	(852,772)	(850,439)	(848,050)	(845,603)	(843,098)
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	16,500,198	16,793,082	17,251,320	17,829,465	18,420,624	19,035,733	19,662,693	20,359,492	21,138,982	21,880,463	22,580,564
	Funded by / (to) reserves											
	Transfer to Financial Assistance Grants Reserve	(3,028,083)	(3,103,785)	(3,181,380)	(3,260,914)	(3,342,437)	(3,425,998)	(3,511,648)	(3,599,439)	(3,689,425)	(3,781,661)	(3,876,202)
	Transfer from Financial Assistance Grants Reserve	938,474	3,028,083	3,103,785	3,181,380	3,260,914	3,342,437	3,425,998	3,511,648	3,599,439	3,689,425	3,781,661
	Transfer to Built Asset Replacement Program Reserve	(114,325)	(92,389)	(77,811)	(78,842)	(82,685)	(86,700)	(90,896)	(95,281)	(99,863)	(104,652)	(109,655)
	Funded by / (to) general revenues	(14,296,264)	(16,624,991)	(17,095,913)	(17,671,088)	(18,256,416)	(18,865,472)	(19,486,147)	(20,176,420)	(20,949,132)	(21,683,576)	(22,376,368)

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	OTHER REVENUE											
	Income from continuing operations											
	Interest on Internal Loans	2,325										
113	S.603 Certificates	43,422	44,725	46,067	47,449	48,872	50,338	51,848	53,403	55,005	56,655	58,355
115	AGL Gas Distribution Revenue	2,669	2,749	2,831	2,916	3,003	3,093	3,186	3,282	3,380	3,481	3,585
98	Sundry	4,997	5,147	5,301	5,460	5,624	5,793	5,967	6,146	6,330	6,520	6,716
	Total income	53,413	52,621	54,199	55,825	57,499	59,224	61,001	62,831	64,715	66,656	68,656
	Expenses from continuing operations											
1965	AODE Distribution	(2,812,780)	(1,908,391)	(3,202,451)	(2,361,910)	(2,492,990)	(2,569,113)	(3,060,736)	(2,709,732)	(2,757,522)	(2,803,116)	(2,922,599)
1963	Waste Dividend	(63,214)	(64,731)	(66,285)	(67,876)	(69,505)	(71,173)	(72,881)	(74,630)	(76,421)	(78,255)	(80,133)
1960	Saleyards Dividend	(22,301)	(22,836)	(23,384)	(23,945)	(24,520)	(25,108)	(25,711)	(26,328)	(26,960)	(27,607)	(28,270)
1961	Caravan Park Dividend	(43,259)	(44,297)	(45,360)	(46,449)	(47,564)	(48,706)	(49,875)	(51,072)	(52,298)	(53,553)	(54,838)
1962	Dividend - Water	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
1964	Dividend - Sewer	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
1966	Contribution - Waste Fund	(1,006,011)	(1,065,675)	(1,066,608)	(840,294)	(625,682)	(642,248)	(735,250)	(683,847)	(700,619)	(716,338)	(733,934)
	Total expenses	(4,097,565)	(3,255,930)	(4,554,088)	(3,490,474)	(3,410,260)	(3,506,349)	(4,094,453)	(3,695,609)	(3,763,820)	(3,828,869)	(3,969,774)
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	4,150,978	3,308,551	4,608,287	3,546,299	3,467,759	3,565,573	4,155,454	3,758,440	3,828,535	3,895,525	4,038,430
	Funded by / (to) reserves											
	Funded by / (to) general revenues	(4,150,978)	(3,308,551)	(4,608,287)	(3,546,299)	(3,467,759)	(3,565,573)	(4,155,454)	(3,758,440)	(3,828,535)	(3,895,525)	(4,038,430)

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

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

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	ART GALLERY											
	Income from continuing operations											
864	Gallery Income - Art Awards - Subscription/Program	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
870	Gallery Income - Retail Shop Sales	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
865	Gallery Income - Workshops	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
868	Gallery Income - Art Sales (Net of Commission)	6,848	6,848	6,848	6,848	6,848	6,848	6,848	6,848	6,848	6,848	6,848
869	Gallery Income - Art Sales Commission	2,557	2,634	2,713	2,794	2,878	2,964	3,053	3,145	3,239	3,336	3,436
866	Gallery Income - Other Special Events	200	200	200	200	200	200	200	200	200	200	200
867	Gallery Income - Cash Donations	200	200	200	200	200	200	200	200	200	200	200
	Total income	29,305	29,382	29,461	29,542	29,626	29,712	29,801	29,893	29,987	30,084	30,184
	Expenses from continuing operations											
841	Gallery - Salaries	186,860	192,466	198,240	204,187	210,313	216,622	223,121	229,815	236,709	243,810	251,124
842	Gallery - Building & Utilities	78,375	77,182	79,035	80,932	82,874	84,863	86,900	88,985	91,121	93,308	95,548
845	Gallery - Administration & Marketing Expenses	27,470	28,129	28,804	29,495	30,203	30,928	31,670	32,430	33,208	34,005	34,821
847	Gallery - Collection Storage & Conservation	7,607	7,790	7,977	8,168	8,364	8,565	8,771	8,982	9,198	9,419	9,645
851	Gallery - Art Awards	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
850	Gallery - Exhibitions Expenses	25,140	35,000	35,840	36,700	37,581	38,483	39,407	40,353	41,321	42,313	43,329
848	Gallery - Exhibition Development	1,466	1,501	1,537	1,574	1,612	1,651	1,691	1,732	1,774	1,817	1,861
844	Gallery - Public Programs/Outreach	16,721	20,000	20,480	20,972	21,475	21,990	22,518	23,058	23,611	24,178	24,758
843	Gallery - Shop Sales Expenses	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
852	Gallery - Artist Payments (Art Sales)	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
849	Gallery - Workshop Expenses	1,376										
2397	Gallery - Upgrade/ Staging Options	20,000										
2119	NATSIAA Conference & Exhibition Darwin											
863	Loan No. 226 - Gallery - 50%	1,163										
	COWRA SCULPTURE PARK											
855	Cowra Sculpture Park	3,600	11,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
	Building Depreciation	44,616	45,508	46,418	47,346	48,293	49,259	50,244	51,249	52,274	53,319	54,385
	Other Asset Depreciation	29,227	29,812	30,408	31,016	31,636	32,269	32,914	33,572	34,243	34,928	35,627
	Total expenses	469,621	474,388	477,739	489,390	501,351	513,630	526,236	539,176	552,459	566,097	580,098
	Capital items											
2261	Purchase of Scissor Lift											
	Loan No. 226 - Gallery - 50%	14,529										
	Total capital items	14,529	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Internal Loan Principal - Back	(14,529)										
	Depreciation	(73,843)	(75,320)	(76,826)	(78,362)	(79,929)	(81,528)	(83,158)	(84,821)	(86,517)	(88,247)	(90,012)
	Total adjustment for non-cash items	(88,372)	(75,320)	(76,826)	(78,362)	(79,929)	(81,528)	(83,158)	(84,821)	(86,517)	(88,247)	(90,012)
	Increase / (decrease) in cash	(366,473)	(369,686)	(371,452)	(381,486)	(391,796)	(402,390)	(413,277)	(424,462)	(435,955)	(447,766)	(459,902)
	Funded by / (to) reserves											
	Transfer to Unexpended Grants Reserve											
	Transfer from Unexpended Grants Reserve											
	Transfer to Carryover Reserve											
	Transfer to Art Gallery Reserve											
	Transfer to Sculpture Park Reserve	(80,000)										
	Transfer from Art Gallery Reserve	10,154										
	Transfer from Carryover Reserve	54,542										
	Transfer from S94 Growth Reserve	2,347	2,406	2,466	2,528	2,591	2,656	2,722	2,790	2,860	2,931	3,004
	Transfer from Statecover Reserve (Capital)											
	Funded by / (to) general revenues	379,430	367,280	368,986	378,958	389,205	399,734	410,555	421,672	433,095	444,835	456,898

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	CIVIC CENTRE											
	Income from continuing operations											
2023	Grant - Civic Centre Accessibility Upgrade	39,640										
831	Equipment Funds - Civic Centre	12,000	12,360	12,731	13,113	13,506	13,911	14,328	14,758	15,201	15,657	16,127
832	Other Income - Civic Centre	3,800	3,914	4,031	4,152	4,277	4,405	4,537	4,673	4,813	4,957	5,106
833	Bar Sales - Civic Centre	55,000	62,500	64,375	66,306	68,295	70,344	72,454	74,628	76,867	79,173	81,548
835	Booking Fees - Civic Centre	8,240	10,500	10,815	11,139	11,473	11,817	12,172	12,537	12,913	13,300	13,699
836	Equipment Hire - Civic Centre	3,407	5,000	5,150	5,305	5,464	5,628	5,797	5,971	6,150	6,335	6,525
837	Venue Hire Fees - Civic Centre	65,000	156,552	161,249	166,086	171,069	176,201	181,487	186,932	192,540	198,316	204,265
838	Ticket Sales - Civic Centre	40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671	52,191	53,757
2357	Cinema Sales - Civic Centre	45,000	57,096	58,809	60,573	62,390	64,262	66,190	68,176	70,221	72,328	74,498
839	Merchandise Sales - Civic Centre	1,200	1,236	1,273	1,311	1,350	1,391	1,433	1,476	1,520	1,566	1,613
2387	Membership Fees - Civic Centre	7,895	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
2069	Grant - Creative Capital Funding Program	148,534										
	Total income	429,716	362,358	372,869	383,694	394,844	406,330	418,160	430,346	442,896	455,823	469,138
	Expenses from continuing operations											
	WAGES AND SALARIES											
1667	Civic Centre - Manager's Wages	95,508	98,373	101,324	104,364	107,495	110,720	114,042	117,463	120,987	124,617	128,356
810	Civic Centre - General Expenditure - Wages	59,548	61,334	63,174	65,069	67,021	69,032	71,103	73,236	75,433	77,696	80,027
814	Civic Centre - Marketing - Wages	9,638	9,927	10,225	10,532	10,848	11,173	11,508	11,853	12,209	12,575	12,952
815	Civic Centre - Technical Expenditure - Wages	17,500	18,025	18,566	19,123	19,697	20,288	20,897	21,524	22,170	22,835	23,520
816	Civic Centre - Venue Hire - Wages	40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671	52,191	53,757
817	Civic Centre - Projects - Wages	9,000	9,270	9,548	9,834	10,129	10,433	10,746	11,068	11,400	11,742	12,094
811	Civic Centre - Bar - Wages	20,000	20,600	21,218	21,855	22,511	23,186	23,882	24,598	25,336	26,096	26,879
818	Civic Centre - Cinema - Wages	30,000	30,900	31,827	32,782	33,765	34,778	35,821	36,896	38,003	39,143	40,317
813	Civic Centre - Maintenance & Cleaning - Wages											
	OTHER OPERATING EXPENSES											
810	Civic Centre - General Expenditure	45,000	45,000	46,080	47,186	48,319	49,478	50,665	51,881	53,126	54,401	55,706
818	Civic Centre - Cinema	25,000	25,000	25,600	26,214	26,843	27,487	28,147	28,823	29,515	30,223	30,948
811	Civic Centre - Bar	30,000	30,000	30,720	31,457	32,212	32,985	33,777	34,588	35,418	36,268	37,138
813	Civic Centre - Maintenance & Cleaning	65,000	65,000	66,560	68,157	69,793	71,468	73,183	74,939	76,738	78,580	80,466
812	Civic Centre - Box Office	9,000	9,000	9,216	9,437	9,663	9,895	10,132	10,375	10,624	10,879	11,140
814	Civic Centre - Marketing	25,000	25,000	25,600	26,214	26,843	27,487	28,147	28,823	29,515	30,223	30,948
815	Civic Centre - Technical Expenditure	7,500	7,500	7,680	7,864	8,053	8,246	8,444	8,647	8,855	9,068	9,286
816	Civic Centre - Venue Hire	5,000	5,000	5,120	5,243	5,369	5,498	5,630	5,765	5,903	6,045	6,190
817	Civic Centre - Projects	25,000	27,000	27,648	28,312	28,991	29,687	30,399	31,129	31,876	32,641	33,424
804	Eisteddfod Donation	28,840	24,940	25,688	26,459	27,253	28,071	28,913	29,780	30,673	31,593	32,541
	Concessions - Local Commercial Operators		13,000	13,312	13,631	13,958	14,293	14,636	14,987	15,347	15,715	16,092
	Concessions - Volunteer/Not-for-profit/Schools		63,000	64,512	66,060	67,645	69,268	70,930	72,632	74,375	76,160	77,988
	FIXED COSTS											
1932	Loan No. 249 - Civic Centre Refurbishment	68,434	62,793	57,093	51,053	44,089	36,867	29,269	20,611	11,312	1,904	
1933	Loan No. 245 - Civic Centre Refurbishment	7,674	6,262	4,729	3,073	979						
	Building Depreciation	124,211	126,695	129,229	131,814	134,450	137,139	139,882	142,680	145,534	148,445	151,414
	Equipment Depreciation	8,461	8,630	8,803	8,979	9,159	9,342	9,529	9,720	9,914	10,112	10,314
	Other Asset Depreciation	5,865	5,982	6,102	6,224	6,348	6,475	6,605	6,737	6,872	7,009	7,149
	Total expenses	761,179	839,431	852,010	864,645	876,453	889,667	904,049	917,950	931,806	946,161	968,646
	Capital items											
	Loan No. 249 - Civic Centre Refurbishment	62,204	67,845	73,546	79,586	86,549	93,771	101,370	110,027	119,327	63,415	
	Loan No. 245 - Civic Centre Refurbishment	16,610	18,023	19,555	21,211	20,779						
2024	Accessibility Upgrade - Grant Funded	79,640										
2068	Auditorium Seating Upgrade - Grant Funded	148,534										
2174	Civic Centre - Coffee Machine Purchase											
	Total capital items	306,989	85,868	93,101	100,797	107,328	93,771	101,370	110,027	119,327	63,415	0
	Cash reconciliation items											
	Depreciation	(138,537)	(141,307)	(144,134)	(147,017)	(149,957)	(152,956)	(156,016)	(159,137)	(162,320)	(165,566)	(168,877)
	Total adjustment for non-cash items	(138,537)	(141,307)	(144,134)	(147,017)	(149,957)	(152,956)	(156,016)	(159,137)	(162,320)	(165,566)	(168,877)
	Increase / (decrease) in cash	(499,915)	(421,634)	(428,108)	(434,731)	(438,981)	(424,153)	(431,243)	(438,495)	(445,917)	(388,187)	(330,631)
	Funded by / (to) reserves											
	Transfer to Civic Centre Reserve	(12,000)	(12,360)	(12,731)	(13,113)	(13,506)	(13,911)	(14,328)	(14,758)	(15,201)	(15,657)	(16,127)

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Transfer from Civic Centre Reserve (Capital)											
	Transfer from Civic Centre Reserve											
	Transfer from S94 Growth Reserve	8,674	8,891	9,113	9,341	9,575	9,814	10,059	10,311	10,568	10,832	11,103
	Funded by / (to) general revenues	503,241	425,103	431,726	438,503	442,912	428,250	435,512	442,942	450,550	393,012	335,655

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

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	CORPORATE SERVICES - OVERHEADS											
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
91	Superannuation	294,688	304,868	314,014	323,434	333,137	343,131	353,425	364,028	374,949	386,198	397,784
91	Public Holidays	89,920	92,618	95,397	98,259	101,207	104,243	107,370	110,591	113,909	117,326	120,846
91	Workers Comp. Insurance	129,985	133,105	136,300	139,571	142,921	146,351	149,863	153,460	157,143	160,914	164,776
91	Annual Leave	180,610	186,028	191,609	197,357	203,278	209,376	215,657	222,127	228,791	235,655	242,725
	Long Service Leave - Accrual	82,354	84,825	87,370	89,991	92,691	95,472	98,336	101,286	104,325	107,455	110,679
91	Sick Leave	67,729	69,761	71,854	74,010	76,230	78,517	80,873	83,299	85,798	88,372	91,023
91	Training Wages	2,177										
	Lump Sum Payment	18,125	23,125									
	Total expenses	865,588	894,330	896,544	922,622	949,464	977,090	1,005,524	1,034,791	1,064,915	1,095,920	1,127,833
	Capital items											
91	Long Service Leave	44,960	46,309	47,698	49,129	50,603	52,121	53,685	55,296	56,955	58,664	60,424
	Total capital items	44,960	46,309	47,698	49,129	50,603	52,121	53,685	55,296	56,955	58,664	60,424
	Cash reconciliation items											
	Long Service Leave Accrual	(82,354)	(84,825)	(87,370)	(89,991)	(92,691)	(95,472)	(98,336)	(101,286)	(104,325)	(107,455)	(110,679)
	Total adjustment for non-cash items	(82,354)	(84,825)	(87,370)	(89,991)	(92,691)	(95,472)	(98,336)	(101,286)	(104,325)	(107,455)	(110,679)
	Increase / (decrease) in cash	(828,194)	(855,814)	(856,872)	(881,760)	(907,376)	(933,739)	(960,873)	(988,801)	(1,017,545)	(1,047,129)	(1,077,578)
	Funded by / (to) reserves											
	Transfer to Long Service Leave Reserve	(44,960)	(46,309)	(47,698)	(49,129)	(50,603)	(52,121)	(53,685)	(55,296)	(56,955)	(58,664)	(60,424)
	Transfer from Long Service Leave Reserve	44,960	46,309	47,698	49,129	50,603	52,121	53,685	55,296	56,955	58,664	60,424
	Funded by / (to) general revenues	828,194	855,814	856,872	881,760	907,376	933,739	960,873	988,801	1,017,545	1,047,129	1,077,578

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	RANGER SERVICES											
	Income from continuing operations											
943	Companion Animals Reimbursement	22,323	22,993	23,683	24,393	25,125	25,879	26,655	27,455	28,279	29,127	30,001
2419	Animal Registration Fees	25,000	28,000	28,840	29,705	30,596	31,514	32,459	33,433	34,436	35,469	36,533
2420	Microchipping Fees	1,000	4,000	4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219
944	Dog Impounding Fees											
945	Infringement Notice - Fines	21,403	22,045	22,706	23,387	24,089	24,812	25,556	26,323	27,113	27,926	28,764
946	Animal Impounding Fees	2,761	2,844	2,929	3,017	3,108	3,201	3,297	3,396	3,498	3,603	3,711
947	Companion Animal Rehoming Scheme											
	Total income	72,487	79,882	82,278	84,746	87,289	89,908	92,604	95,383	98,245	101,192	104,228
	Expenses from continuing operations											
937	Ranger - Operating Expenses - Wages	146,677	151,077	155,609	160,277	165,086	170,039	175,140	180,394	185,806	191,380	197,121
937	Ranger - Operating Expenses - Other	55,522	40,895	41,876	42,881	43,910	44,964	46,043	47,149	48,281	49,439	50,625
2418	Pound Operating Expenditure	21,475	36,990	37,878	38,787	39,717	40,671	41,647	42,646	43,669	44,717	45,790
942	OLG Companion Animal Registrations	7,637	7,820	8,008	8,200	8,397	8,599	8,805	9,016	9,232	9,454	9,681
941	Weighbridge Charges	3,072	3,150	3,226	3,303	3,382	3,463	3,546	3,631	3,718	3,807	3,898
940	Infringement Processing Expense	5,000	5,120	5,243	5,369	5,498	5,630	5,765	5,903	6,045	6,190	6,339
	Building Depreciation	2,060	2,101	2,143	2,186	2,230	2,275	2,321	2,367	2,414	2,462	2,511
	Total expenses	241,443	247,153	253,983	261,003	268,220	275,641	283,267	291,106	299,165	307,449	315,965
	Capital items											
949	Pound Refurbishment	164,000										
1709	Pound - Cat Cages	10,000										
	Total capital items	174,000	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(2,060)	(2,101)	(2,143)	(2,186)	(2,230)	(2,275)	(2,321)	(2,367)	(2,414)	(2,462)	(2,511)
	Total adjustment for non-cash items	(2,060)	(2,101)	(2,143)	(2,186)	(2,230)	(2,275)	(2,321)	(2,367)	(2,414)	(2,462)	(2,511)
	Increase / (decrease) in cash	(340,896)	(165,170)	(169,562)	(174,071)	(178,701)	(183,458)	(188,342)	(193,356)	(198,506)	(203,795)	(209,226)
	Funded by / (to) reserves											
	Transfer from Built Asset Replacement Reserve (Capital)	174,000										
	Funded by / (to) general revenues	166,896	165,170	169,562	174,071	178,701	183,458	188,342	193,356	198,506	203,795	209,226

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	ENVIRONMENTAL SERVICES											
	Income from continuing operations											
907	Food Inspection Fees	12,642	13,021	13,412	13,814	14,228	14,655	15,095	15,548	16,014	16,494	16,989
	Building Inspection Fees	78,292	80,641	83,060	85,552	88,119	90,763	93,486	96,291	99,180	102,155	105,220
	Planning & Building Cert. Application Fee	70,578	72,695	74,876	77,122	79,436	81,819	84,274	86,802	89,406	92,088	94,851
	DA Fees	168,627	173,686	178,897	184,264	189,792	195,486	201,351	207,392	213,614	220,022	226,623
930	Sundry	10,720	11,042	11,373	11,714	12,065	12,427	12,800	13,184	13,580	13,987	14,407
	Rural Addressing Sales	2,472	2,546	2,622	2,701	2,782	2,865	2,951	3,040	3,131	3,225	3,322
914	Heritage Advisors Grant	7,468	7,692	7,923	8,161	8,406	8,658	8,918	9,186	9,462	9,746	10,038
909	Heritage Fund Grant	6,650	6,650	6,650	6,650	6,650	6,650	6,650	6,650	6,650	6,650	6,650
	Construction Certificate	72,270	74,438	76,671	78,971	81,340	83,780	86,293	88,882	91,548	94,294	97,123
	Subdivision Certificate	3,052	3,144	3,238	3,335	3,435	3,538	3,644	3,753	3,866	3,982	4,101
929	Long Service Levy Commission	3,078	3,170	3,265	3,363	3,464	3,568	3,675	3,785	3,899	4,016	4,136
1236	Public Health Act Registration/Compliance Inspection	217	224	231	238	245	252	260	268	276	284	293
933	Swimming Pool Act Compliance/Exemption Application	6,704	6,905	7,112	7,325	7,545	7,771	8,004	8,244	8,491	8,746	9,008
	Complying Dev Cert Applications	19,333	19,913	20,510	21,125	21,759	22,412	23,084	23,777	24,490	25,225	25,982
	Section 68 Application Fee	33,311	34,310	35,339	36,399	37,491	38,616	39,774	40,967	42,196	43,462	44,766
932	Drainage Diagrams	9,671	9,961	10,260	10,568	10,885	11,212	11,548	11,894	12,251	12,619	12,998
	S94 Growth Contributions	37,194	25,000	25,750	26,523	27,319	28,139	28,983	29,852	30,748	31,670	32,620
	S94A Contributions	84,856	87,402	90,024	92,725	95,507	98,372	101,323	104,363	107,494	110,719	114,041
	S94 Contributions - Old Plan											
2256	Grant - Regional Housing Strategic Planning Fund											
	Total income	627,135	632,440	651,213	670,550	690,468	710,983	732,113	753,878	776,296	799,384	823,168
	Expenses from continuing operations											
874	Environmental Services - Operating Expenses - Wages	902,718	929,800	957,694	986,425	1,016,018	1,046,499	1,077,894	1,110,231	1,143,538	1,177,844	1,213,179
874	Environmental Services - Operating Expenses - Other	225,572	156,233	159,983	163,822	167,754	171,780	175,903	180,125	184,448	188,874	193,407
2417	Environmental Services Legal Costs		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
2396	API Licence Fee	9,974	18,000	18,432	18,874	19,327	19,791	20,266	20,752	21,250	21,760	22,282
879	Strategic / LEP Amendments	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
886	State of the Environment Report											
883	Local Heritage Fund	15,410	15,780	16,159	16,547	16,944	17,351	17,767	18,193	18,630	19,077	19,535
884	Heritage Advisor	33,500	34,304	35,127	35,970	36,833	37,717	38,622	39,549	40,498	41,470	42,465
881	Small Environmental Grants Program	25,032	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
887	DA Tracking Project	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600
880	Disabled Access Incentive Fund	41,772	42,775	43,802	44,853	45,929	47,031	48,160	49,316	50,500	51,712	52,953
2302	Strong Start Cadetship Program	25,000										
2039	NSW Planning Portal - Setup	8,026										
2257	Regional Housing Strategic Planning Fund	90,920										
	Total expenses	1,391,524	1,264,492	1,298,797	1,334,091	1,370,405	1,407,769	1,446,212	1,485,766	1,526,464	1,568,337	1,611,421
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(764,389)	(632,052)	(647,584)	(663,541)	(679,937)	(696,786)	(714,099)	(731,888)	(750,168)	(768,953)	(788,253)
	Funded by / (to) reserves											
	Transfer to S94A Reserve	(84,856)	(87,402)	(90,024)	(92,725)	(95,507)	(98,372)	(101,323)	(104,363)	(107,494)	(110,719)	(114,041)
	Transfer to S94 Growth Reserve	(37,194)	(25,000)	(25,750)	(26,523)	(27,319)	(28,139)	(28,983)	(29,852)	(30,748)	(31,670)	(32,620)
	Transfer to S94 Community Facilities Reserve											
	Transfer to S94 Rural Roads Reserve											
	Transfer to S94 Bushfire Rural Reserve											
	Transfer from Carryover Reserve	21,032										
	Transfer from Unexpended Grants Reserve	125,926										
	Funded by / (to) general revenues	739,481	744,454	763,358	782,789	802,763	823,297	844,405	866,103	888,410	911,342	934,914

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	ENVIRONMENTAL SERVICES - OVERHEADS											
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
900	Superannuation	140,728	151,772	156,325	161,015	165,845	170,820	175,945	181,223	186,660	192,260	198,028
900	Public Holidays	47,066	48,478	49,932	51,430	52,973	54,562	56,199	57,885	59,622	61,411	63,253
900	Workers Comp. Insurance	40,780	41,759	42,761	43,787	44,838	45,914	47,016	48,144	49,299	50,482	51,694
900	Annual Leave	94,133	96,957	99,866	102,862	105,948	109,126	112,400	115,772	119,245	122,822	126,507
	Long Service Leave - Accrual	47,862	49,298	50,777	52,300	53,869	55,485	57,150	58,865	60,631	62,450	64,324
900	Sick Leave	35,300	36,359	37,450	38,574	39,731	40,923	42,151	43,416	44,718	46,060	47,442
900	Training Wages	1,000										
	Lump Sum Payment	7,529	12,910									
	Total expenses	414,398	437,533	437,111	449,968	463,204	476,830	490,861	505,305	520,175	535,485	551,248
	Capital items											
900	Long Service Leave	23,533	24,239	24,966	25,715	26,486	27,281	28,099	28,942	29,810	30,704	31,625
	Total capital items	23,533	24,239	24,966	25,715	26,486	27,281	28,099	28,942	29,810	30,704	31,625
	Cash reconciliation items											
	Long Service Leave Accrual	(47,862)	(49,298)	(50,777)	(52,300)	(53,869)	(55,485)	(57,150)	(58,865)	(60,631)	(62,450)	(64,324)
	Total adjustment for non-cash items	(47,862)	(49,298)	(50,777)	(52,300)	(53,869)	(55,485)	(57,150)	(58,865)	(60,631)	(62,450)	(64,324)
	Increase / (decrease) in cash	(390,069)	(412,474)	(411,300)	(423,383)	(435,821)	(448,626)	(461,810)	(475,382)	(489,354)	(503,739)	(518,549)
	Funded by / (to) reserves											
	Transfer from Long Service Leave Reserve	23,533	24,239	24,966	25,715	26,486	27,281	28,099	28,942	29,810	30,704	31,625
	Transfer to Long Service Leave Reserve	(23,533)	(24,239)	(24,966)	(25,715)	(26,486)	(27,281)	(28,099)	(28,942)	(29,810)	(30,704)	(31,625)
	Funded by / (to) general revenues	390,069	412,474	411,300	423,383	435,821	448,626	461,810	475,382	489,354	503,739	518,549

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

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

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	PLANT & DEPOT OPERATIONS											
	Income from continuing operations											
1213	Fuel Tax Credits	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
1214	Leaseback Contribution	132,000	135,960	140,039	144,240	148,567	153,024	157,615	162,343	167,213	172,229	177,396
161	Sundry Income - Depot	1,102	1,135	1,169	1,204	1,240	1,277	1,315	1,354	1,395	1,437	1,480
	Total income	233,102	237,095	241,208	245,444	249,807	254,301	258,930	263,697	268,608	273,666	278,876
	Expenses from continuing operations											
155	Plant & Depot - Operating Expenses - Wages	342,593	352,871	363,458	374,361	385,592	397,159	409,074	421,346	433,986	447,006	460,416
155	Plant & Depot - Operating Expenses - Other	268,468	275,372	282,461	289,740	297,212	304,885	312,764	320,854	329,162	337,693	346,455
	Plant Operating Expenses	1,647,232	1,705,170	1,748,203	1,792,333	1,837,587	1,883,994	1,931,584	1,980,388	2,030,436	2,081,761	2,134,395
1210	Plant Insurance	104,024	106,521	109,078	111,696	114,377	117,122	119,933	122,811	125,758	128,776	131,867
1940	Loan 253A - Depot - Stage 1 - 18.79%	1,902	740									
1939	Loan 254A - Depot Stage 2 Interest - 31.19%	10,122	14,299	13,473	12,627	11,760	10,873	9,964	9,032	8,078	7,101	6,100
1967	Contribution - Depot Redevelopment Loan - Water	(15,538)	(20,736)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)
1968	Contribution - Depot Redevelopment Loan - Sewerage	(15,538)	(20,736)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)
	Plant & Equipment Depreciation	963,491	982,761	1,002,416	1,022,464	1,042,913	1,063,771	1,085,046	1,106,747	1,128,882	1,151,460	1,174,489
	Building Depreciation	67,914	69,272	70,657	72,070	73,511	74,981	76,481	78,011	79,571	81,162	82,785
	Other Asset Depreciation	19,782	20,178	20,582	20,994	21,414	21,842	22,279	22,725	23,180	23,644	24,117
	Plant Hire Income	(4,841,291)	(4,524,800)	(4,708,310)	(4,479,253)	(4,530,275)	(4,602,270)	(4,696,481)	(4,792,961)	(4,891,752)	(5,012,914)	(5,096,506)
	Roads to Recovery Oncost											
	Total expenses	(1,446,837)	(1,039,088)	(1,126,676)	(811,662)	(774,603)	(756,337)	(758,051)	(759,741)	(761,393)	(783,005)	(764,576)
	Capital items											
2408	Depot Chemical Storage Upgrades	23,399										
1712	Depot Redevelopment Stage 3	20,000	400,000	430,000								
	Loan 253A - Depot - Stage 1 -18.79%	43,734	44,858									
	Loan 254A - Depot Stage 2 Principal - 31.19%	22,218	33,961	34,787	35,633	36,500	37,388	38,297	39,228	40,182	41,159	42,160
	Proposed Loan - Depot Stage 3		(850,000)									
	Total capital items	109,351	(371,181)	464,787	35,633	36,500	37,388	38,297	39,228	40,182	41,159	42,160
	Cash reconciliation items											
	Depreciation	(1,051,187)	(1,072,211)	(1,093,655)	(1,115,528)	(1,137,838)	(1,160,594)	(1,183,806)	(1,207,483)	(1,231,633)	(1,256,266)	(1,281,391)
	Total adjustment for non-cash items	(1,051,187)	(1,072,211)	(1,093,655)	(1,115,528)	(1,137,838)	(1,160,594)	(1,183,806)	(1,207,483)	(1,231,633)	(1,256,266)	(1,281,391)
	Increase / (decrease) in cash	2,621,775	2,719,575	1,996,752	2,137,000	2,125,748	2,133,845	2,162,490	2,191,693	2,221,452	2,271,778	2,282,683
	Funded by / (to) reserves											
	Transfer to Plant Reserve	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
	Transfer from Depot Redevelopment Reserve	14,852										
	Transfer from Built Asset Replacement Program Reserve (Capital)											
	Transfer to Built Asset Replacement Program Reserve	0										
	Funded by / (to) general revenues	(2,136,628)	(2,219,575)	(1,496,752)	(1,637,000)	(1,625,748)	(1,633,845)	(1,662,490)	(1,691,693)	(1,721,452)	(1,771,778)	(1,782,683)

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	PLANT PURCHASES											
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1211	Small Plant Purchases	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	Total expenses	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	Capital items											
1217	Plant Purchases	1,282,993	1,056,866	823,515	818,265	1,367,493	1,259,586	541,796	940,000	940,000	940,000	940,000
	Total capital items	1,282,993	1,056,866	823,515	818,265	1,367,493	1,259,586	541,796	940,000	940,000	940,000	940,000
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(1,292,993)	(1,066,866)	(833,515)	(828,265)	(1,377,493)	(1,269,586)	(551,796)	(950,000)	(950,000)	(950,000)	(950,000)
	Funded by / (to) reserves											
	Transfer from Plant Reserve (Capital)	1,292,993	1,066,866	833,515	828,265	1,377,493	1,269,586	551,796	950,000	950,000	950,000	950,000
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	TRANSPORT FOR NSW MAINTENANCE / CONSTRUCTION											
	Income from continuing operations											
	STATE ROADS											
305	RMCC Ordered Works	4,534,057	3,846,943	3,135,658	3,229,728	3,326,620	3,426,418	3,529,211	3,635,087	3,744,140	3,856,464	3,972,158
2407	State Road Maintenance Contract (RMAP)	1,169,185	1,000,000	1,026,819	1,054,356	1,082,633	1,111,668	1,141,481	1,172,094	1,203,528	1,235,805	1,268,947
2095	Flood Damage State Roads	129,473										
	REGIONAL ROADS											
351	Block Grant - Roads Component	387,000	387,000	387,000	387,000	387,000	387,000	387,000	387,000	387,000	387,000	387,000
2346	Block Grant - Traffic Component	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
2347	Block Grant - Supplementary Component	108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000
352	TfNSW Payments - Repair Grant				108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000
2150	Regional Emergency Road Repair Fund (RLRRP/RERRF)											
2094	Flood Damage Regional Roads	600,000										
	Total income	6,997,715	5,411,943	4,727,477	4,957,084	5,082,252	5,211,086	5,343,692	5,480,181	5,620,668	5,765,269	5,914,105
	Expenses from continuing operations											
	STATE ROADS											
	RMCC Ordered Works	822,680	200,000	555,388	571,114	587,289	603,927	621,040	638,642	656,748	675,371	694,528
	State Road Maintenance Contract (RMAP)	1,169,185	1,000,000	1,026,819	1,054,352	1,082,629	1,111,680	1,141,518	1,172,174	1,203,662	1,235,998	1,269,216
	State Roads - Flood Emergent Works & Damage Repairs	707,787										
	Heavy Patching & Reseal Prep	1,268,436	1,000,000	1,255,506	1,287,356	1,320,022	1,353,525	1,387,888	1,423,131	1,459,278	1,496,353	1,534,379
	Resealing State Roads	2,287,500	1,890,000	802,155	821,407	841,121	861,308	881,979	903,146	924,822	947,018	969,746
	REGIONAL ROADS											
	Regional Roads (Roads Component)	387,000	387,000	387,000	387,000	387,000	387,000	387,000	387,000	387,000	387,000	387,000
	Regional Roads (Traffic Component)	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
	Regional Rd (Block) - Repair Grant				108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000
	Regional Roads - Flood Emergent Works & Damage Repairs	600,000										
	GENERAL											
304	Salaries	180,000	185,400	190,962	196,691	202,592	208,670	214,930	221,378	228,019	234,860	241,906
306	Oncost on RMS Works - Plant & Materials	(204,047)	(162,574)	(123,608)	(131,364)	(134,402)	(137,513)	(140,698)	(143,960)	(147,300)	(150,720)	(154,222)
307	Oncost on RMS Works - Payroll	(384,805)	(449,501)	(596,455)	(619,707)	(638,137)	(657,120)	(676,674)	(696,814)	(717,558)	(738,924)	(760,931)
	Regional Road Depreciation	124,972	127,471	130,020	132,620	135,272	137,977	140,737	143,552	146,423	149,351	152,338
	Total expenses	7,028,710	4,247,796	3,697,787	3,877,468	3,961,387	4,047,455	4,135,720	4,226,249	4,319,094	4,414,307	4,511,960
	Capital items											
	RERRF & Block Supplementary - Regional Roads Repairs	216,000	108,000	0								
	Total capital items	216,000	108,000	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(124,972)	(127,471)	(130,020)	(132,620)	(135,272)	(137,977)	(140,737)	(143,552)	(146,423)	(149,351)	(152,338)
	Total adjustment for non-cash items	(124,972)	(127,471)	(130,020)	(132,620)	(135,272)	(137,977)	(140,737)	(143,552)	(146,423)	(149,351)	(152,338)
	Increase / (decrease) in cash	(122,023)	1,183,618	1,159,710	1,212,236	1,256,138	1,301,608	1,348,708	1,397,483	1,447,997	1,500,313	1,554,483
	Funded by / (to) reserves											
	Transfer to Plant Reserve	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)
	Transfer to Unexpended Grants Reserve											
	Transfer from Unexpended Grants Reserve		74,881									
	Funded by / (to) general revenues	572,023	(808,499)	(709,710)	(762,236)	(806,138)	(851,608)	(898,708)	(947,483)	(997,997)	(1,050,313)	(1,104,483)

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

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	COWRA STREET MAINTENANCE											
	Income from continuing operations											
262	Traffic Route Lighting Subsidy	66,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000
263	Banner Pole Income	1,279	1,317	1,357	1,398	1,440	1,483	1,527	1,573	1,620	1,669	1,719
1662	Annual Maintenance Contribution - Target Carpark	1,022	1,053	1,085	1,118	1,152	1,187	1,223	1,260	1,298	1,337	1,377
1736	Energy Saving Certificates											
2152	Regional Emergency Road Repair Fund (RLRRP/RERRF)											
	Total income	68,301	68,370	68,442	68,516	68,592	68,670	68,750	68,833	68,918	69,006	69,096
	Expenses from continuing operations											
252	Roads Maintenance - Supervisor - Operating Expenses	131,359	135,097	138,941	142,896	146,964	151,149	155,454	159,883	164,440	169,128	173,950
251	Roads Maintenance - Maintenance Engineer - Operating Expenses	89,765	92,458	95,232	98,089	101,032	104,063	107,185	110,401	113,713	117,124	120,638
254	Cowra Streets - Maintenance	571,212	585,410	599,963	614,881	630,172	645,845	661,911	678,377	695,258	712,561	730,299
272	Unsealed Streets Maintenance	6,389	6,555	6,726	6,902	7,083	7,269	7,459	7,655	7,856	8,063	8,275
241	Footpaths - Ancillary Maintenance	65,693	67,492	69,341	71,241	73,193	75,200	77,262	79,382	81,561	83,801	86,102
2275	College Drive Retaining Wall Repairs											
273	Carpark Maintenance	13,302	13,679	14,068	14,468	14,879	15,302	15,737	16,185	16,645	17,119	17,607
2134	FLR - Cowra Streets - Pothole Repair											
2151	RERRF/RLRRP - Cowra Streets Maintenance & Heavy Patching Program	111,636	101,341	101,341								
	Road Depreciation	391,215	399,039	407,020	415,160	423,463	431,932	440,571	449,382	458,370	467,537	476,888
	Footpath Depreciation	151,340	154,367	157,454	160,603	163,815	167,091	170,433	173,842	177,319	180,865	184,482
	Other Road Asset Depreciation	58,861	60,038	61,239	62,464	63,713	64,987	66,287	67,613	68,965	70,344	71,751
	Other Asset Depreciation	10,571	10,782	10,998	11,218	11,442	11,671	11,904	12,142	12,385	12,633	12,886
	Total expenses	1,601,342	1,626,258	1,662,323	1,597,922	1,635,756	1,674,509	1,714,203	1,754,862	1,796,512	1,839,175	1,882,878
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(611,987)	(624,226)	(636,711)	(649,445)	(662,433)	(675,681)	(689,195)	(702,979)	(717,039)	(731,379)	(746,007)
	Total adjustment for non-cash items	(611,987)	(624,226)	(636,711)	(649,445)	(662,433)	(675,681)	(689,195)	(702,979)	(717,039)	(731,379)	(746,007)
	Increase / (decrease) in cash	(921,054)	(933,662)	(957,170)	(879,961)	(904,731)	(930,158)	(956,258)	(983,050)	(1,010,555)	(1,038,790)	(1,067,775)
	Funded by / (to) reserves											
	Transfer to Unexpended Grants Reserve											
	Transfer from Unexpended Grants Reserve	111,636	101,341	101,341								
	Transfer from Carryover Reserve											
	Funded by / (to) general revenues	809,418	832,321	855,829	879,961	904,731	930,158	956,258	983,050	1,010,555	1,038,790	1,067,775

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	COWRA STREET CONSTRUCTION											
	Income from continuing operations											
1684	Grant - Japanese Gardens Carpark Upgrade		100,000									
277	Growing Local Economies Grant - Capital Component											
2127	Grant - LRCI Round 3 - Cowra Street Reseals											
2358	Grant - LRCI Round 4 - Urban Reseals	182,741										
2154	Local Government Recovery Grant (AGRN1025)	190,143										
	Total income	372,884	100,000	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1934	Loan 254B - CBD Footpath - Interest - 61.31%	28,425	28,108	26,484	24,821	23,118	21,373	19,586	17,755	15,880	13,959	11,991
	Total expenses	28,425	28,108	26,484	24,821	23,118	21,373	19,586	17,755	15,880	13,959	11,991
	Capital items											
265	Cowra Street & Lane Reseals	245,351	168,770		213,957	368,996	230,150	173,693	177,862	182,131	186,502	190,978
1683	Japanese Gardens Carpark Upgrade		100,000									
2217	Recovery Grant Exp - Bulkhead Road Fishburn Street Intersection Concreting	20,847										
2218	Recovery Grant Exp - Nangar Street - Pipe Upgrade & Augmentation	32,169										
2235	Recovery Grant Exp - Pridham St - Open Drain	130,409										
	Loan 254B - CBD Footpath - Principal 61.31%	62,392	66,759	68,382	70,045	71,749	73,493	75,281	77,111	78,987	80,908	82,875
	Total capital items	491,169	335,529	68,382	284,002	440,745	303,643	248,974	254,973	261,118	267,410	273,853
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(146,710)	(263,636)	(94,866)	(308,823)	(463,862)	(325,016)	(268,559)	(272,728)	(276,997)	(281,368)	(285,844)
	Funded by / (to) reserves											
	Transfer from S94A Reserve(Capital)	8,402	8,612	8,827	9,048	9,274	9,506	9,743	9,987	10,237	10,492	10,755
	Transfer to Cowra Services Projects Reserve	(103,146)										
	Funded by / (to) general revenues	241,454	255,024	86,039	299,775	454,588	315,510	258,816	262,741	266,760	270,876	275,089

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

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

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

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

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	BRIDGES											
	Income from continuing operations											
	Grant - Low Level Bridge Replacement							6,000,000				
2330	Contribution - Forbes Shire Council - Bridge Testing	14,564										
	Total income	14,564	0	0	0	0	0	6,000,000	0	0	0	0
	Expenses from continuing operations											
235	Low Level Bridge	7,089	7,295	7,506	7,723	7,946	8,176	8,412	8,655	8,905	9,163	9,428
237	Bridge Inspections/Repairs	57,709	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
2331	Belubula Way/Limestone Creek Bridge Testing	14,564										
281	Construction of Bangaroo Bridge											
1931	Loan 254C - Low Level Repairs - Interest - 7.5%	9,885	3,441	3,242	3,039	2,830	2,617	2,398	2,174	1,944	1,709	1,468
	Bridge Depreciation	172,040	175,481	178,991	182,571	186,222	189,946	193,745	197,620	201,572	205,603	209,715
	Total expenses	261,287	216,217	219,739	223,333	226,998	230,739	234,555	238,449	242,421	246,475	250,611
	Capital items											
284	George Campbell Bridge Replacement											
	Low Level Bridge - New							6,000,000				
	Loan 254C - Low Level Repairs - Principal - 7.5%	21,697	8,173	8,372	8,575	8,784	8,998	9,216	9,441	9,670	9,905	10,146
	Total capital items	21,697	8,173	8,372	8,575	8,784	8,998	6,009,216	9,441	9,670	9,905	10,146
	Cash reconciliation items											
	Depreciation	(172,040)	(175,481)	(178,991)	(182,571)	(186,222)	(189,946)	(193,745)	(197,620)	(201,572)	(205,603)	(209,715)
	Total adjustment for non-cash items	(172,040)	(175,481)	(178,991)	(182,571)	(186,222)	(189,946)	(193,745)	(197,620)	(201,572)	(205,603)	(209,715)
	Increase / (decrease) in cash	(96,381)	(48,909)	(49,120)	(49,337)	(49,560)	(49,790)	(50,026)	(50,269)	(50,519)	(50,777)	(51,042)
	Funded by / (to) reserves											
	Transfer to Carryover Reserve											
	Transfer from Carryover Reserve	27,709										
	Funded by / (to) general revenues	68,672	48,909	49,120	49,337	49,560	49,790	50,026	50,269	50,519	50,777	51,042

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

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

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	PRIVATE WORKS											
	Income from continuing operations											
354	Private Works Revenue	115,999	68,000	70,040	72,141	74,305	76,534	78,830	81,195	83,631	86,140	88,724
355	Private Works Profit	23,200	13,600	14,008	14,428	14,861	15,307	15,766	16,239	16,726	17,228	17,745
	Total income	139,199	81,600	84,048	86,569	89,166	91,841	94,596	97,434	100,357	103,368	106,469
	Expenses from continuing operations											
	Private Works Expenditure	115,999	68,000	69,848	71,747	73,698	75,702	77,763	79,879	82,054	84,289	86,585
	Total expenses	115,999	68,000	69,848	71,747	73,698	75,702	77,763	79,879	82,054	84,289	86,585
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	23,200	13,600	14,200	14,822	15,468	16,139	16,833	17,555	18,303	19,079	19,884
	Funded by / (to) reserves											
	Funded by / (to) general revenues	(23,200)	(13,600)	(14,200)	(14,822)	(15,468)	(16,139)	(16,833)	(17,555)	(18,303)	(19,079)	(19,884)

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	BIOSECURITY - WEEDS											
	Income from continuing operations											
181	Grants	97,913	100,850	103,876	106,992	110,202	113,508	116,913	120,420	124,033	127,754	131,587
182	Regulatory Fees & Fines	1,847	1,902	1,959	2,018	2,079	2,141	2,205	2,271	2,339	2,409	2,481
	Total income	99,760	102,752	105,835	109,010	112,281	115,649	119,118	122,691	126,372	130,163	134,068
	Expenses from continuing operations											
177	Biosecurity - Weeds - Operating Expenses	317,053	325,585	334,349	343,352	352,600	362,100	371,859	381,884	392,184	402,765	413,634
	Total expenses	317,053	325,585	334,349	343,352	352,600	362,100	371,859	381,884	392,184	402,765	413,634
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(217,293)	(222,833)	(228,514)	(234,342)	(240,319)	(246,451)	(252,741)	(259,193)	(265,812)	(272,602)	(279,566)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	217,293	222,833	228,514	234,342	240,319	246,451	252,741	259,193	265,812	272,602	279,566

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	PUBLIC CEMETERIES											
	Income from continuing operations											
1040	Cemetery Fees	268,547	276,603	284,901	293,448	302,251	311,319	320,659	330,279	340,187	350,393	360,905
2373	Income - Cemeteries & Crematoria Interment Levy	28,497	30,000	30,840	31,704	32,592	33,505	34,443	35,407	36,398	37,417	38,465
1042	War Graves Contribution	22,150	22,815	23,499	24,204	24,930	25,678	26,448	27,241	28,058	28,900	29,767
1041	Plaques & Vases	87,736	90,368	93,079	95,871	98,747	101,709	104,760	107,903	111,140	114,474	117,908
	Total income	406,930	419,786	432,319	445,227	458,520	472,211	486,310	500,830	515,783	531,184	547,045
	Expenses from continuing operations											
1032	Cowra Cemetery - Operating Expenses - Wages	117,602	121,130	124,764	128,507	132,362	136,333	140,423	144,636	148,976	153,445	158,049
1032	Cowra Cemetery - Operating Expenses - Other	166,659	174,706	178,898	183,191	187,588	192,090	196,700	201,421	206,255	211,205	216,274
2374	Cemeteries & Crematoria Interment Services Levy	28,497	30,000	30,840	31,704	32,592	33,505	34,443	35,407	36,398	37,417	38,465
1777	Cherry Tree Avenue Maintenance	5,000										
1037	War Graves Maintenance	22,150	22,150	22,695	23,253	23,826	24,413	25,014	25,630	26,262	26,909	27,573
2306	Hospital Memorial Rose Garden	1,000	1,030	1,061	1,093	1,126	1,160	1,195	1,231	1,268	1,306	1,345
1779	Village Cemeteries - Management & Maintenance	25,000	25,696	26,411	27,147	27,903	28,681	29,480	30,302	31,148	32,018	32,913
1035	Plaques	62,042	63,531	65,056	66,617	68,216	69,853	71,529	73,246	75,004	76,804	78,647
1941	Loan No. 253C - Cemetery Expansion - 11.74%	1,188	463									
1969	AODE	34,949	39,571	43,578	49,013	51,436	52,697	38,313	54,934	55,568	56,172	58,199
	Other Asset Depreciation	7,922	8,080	8,242	8,407	8,575	8,747	8,922	9,100	9,282	9,468	9,657
	Building Depreciation	4,817	4,913	5,011	5,111	5,213	5,317	5,423	5,531	5,642	5,755	5,870
	Total expenses	476,827	491,269	506,556	524,043	538,837	552,796	551,442	581,438	595,803	610,499	626,992
	Capital items											
	Loan No. 253C - Cemetery Expansion - 11.74%	27,325	28,107									
	Total capital items	27,325	28,107	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(12,739)	(12,993)	(13,253)	(13,518)	(13,788)	(14,064)	(14,345)	(14,631)	(14,924)	(15,223)	(15,527)
	Total adjustment for non-cash items	(12,739)	(12,993)	(13,253)	(13,518)	(13,788)	(14,064)	(14,345)	(14,631)	(14,924)	(15,223)	(15,527)
	Increase / (decrease) in cash	(84,482)	(86,597)	(60,984)	(65,298)	(66,529)	(66,521)	(50,787)	(65,977)	(65,096)	(64,092)	(64,420)
	Funded by / (to) reserves											
	Transfer from S94A Reserve	21,004	21,529	22,067	22,619	23,184	23,764	24,358	24,967	25,591	26,231	26,887
	Funded by / (to) general revenues	63,478	65,068	38,917	42,679	43,345	42,757	26,429	41,010	39,505	37,861	37,533

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

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

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

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

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

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	RURAL & URBAN TREES											
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
183	Trees - Operating Expenses - Wages	114,211	117,637	121,166	124,801	128,545	132,401	136,373	140,464	144,678	149,018	153,489
183	Trees - Operating Expenses - Other	188,133	192,649	197,272	202,007	206,855	211,820	216,904	222,110	227,441	232,900	238,490
188	Vandalism	2,261	2,315	2,371	2,428	2,486	2,546	2,607	2,670	2,734	2,800	2,867
187	National Tree Day	7,977	8,177	8,382	8,592	8,807	9,028	9,254	9,486	9,724	9,968	10,218
	Total expenses	312,582	320,778	329,191	337,828	346,693	355,795	365,138	374,730	384,577	394,686	405,064
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(312,582)	(320,778)	(329,191)	(337,828)	(346,693)	(355,795)	(365,138)	(374,730)	(384,577)	(394,686)	(405,064)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	312,582	320,778	329,191	337,828	346,693	355,795	365,138	374,730	384,577	394,686	405,064

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

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

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

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	COUNCIL BUILDINGS & STRUCTURES MAINTENANCE											
	Income from continuing operations											
1221	Rent of Council Properties	59,686	61,477	63,321	65,221	67,178	69,193	71,269	73,407	75,609	77,877	80,213
1220	Rose Garden Coffee House Rent	35,729	36,801	37,905	39,042	40,213	41,419	42,662	43,942	45,260	46,618	48,017
2089	Insurance Claim Income - Rose Garden & Gooloogong Park	24,449										
2368	Income - Insurance Claim - Lowe Lane House	261,000										
	Total income	380,864	98,278	101,226	104,263	107,391	110,612	113,931	117,349	120,869	124,495	128,230
	Expenses from continuing operations											
1161	Building Maintenance - Salaries & Wages	124,606	128,344	132,194	136,160	140,245	144,452	148,786	153,250	157,848	162,583	167,460
1181	Rose Garden Coffee House	21,690	12,995	13,307	13,626	13,953	14,288	14,631	14,982	15,342	15,710	16,087
1181	Rose Garden Coffee House - Flood Repairs	15,149										
950	Pound Maintenance	4,934	5,052	5,173	5,297	5,424	5,554	5,687	5,823	5,963	6,106	6,253
1162	Building Maintenance - Neighbourhood Centre	8,000	6,500	6,656	6,816	6,980	7,148	7,320	7,496	7,676	7,860	8,049
1201	Senior Citizens Building	5,252	5,379	5,508	5,640	5,775	5,914	6,056	6,201	6,350	6,502	6,658
1163	Building Maintenance - Bourke Street House	1,109	1,136	1,163	1,191	1,220	1,249	1,279	1,310	1,341	1,373	1,406
	Building Maintenance - Public Toilets	23,576	24,142	24,721	25,314	25,922	26,544	27,181	27,833	28,501	29,185	29,885
	Public Toilets - Flood Damage Repairs	9,300										
1202	Building Maintenance - 118A Kendal Street	5,067	5,189	5,314	5,442	5,573	5,707	5,844	5,984	6,128	6,275	6,426
1177	Bus Shelters	3,127	3,202	3,279	3,358	3,439	3,522	3,607	3,694	3,783	3,874	3,967
1179	Building Maintenance - RFS Headquarters	3,566	3,652	3,740	3,830	3,922	4,016	4,112	4,211	4,312	4,415	4,521
1203	Council Property Rates	27,073	27,723	28,388	29,069	29,767	30,481	31,213	31,962	32,729	33,514	34,318
	Council Property Maintenance	32,283	33,058	33,851	34,663	35,495	36,347	37,219	38,112	39,027	39,964	40,923
1178	Council Depot	15,360	15,729	16,107	16,494	16,890	17,295	17,710	18,135	18,570	19,016	19,472
1183	Lot 2 Macquarie Street	4,521	4,630	4,741	4,855	4,972	5,091	5,213	5,338	5,466	5,597	5,731
2395	Lowe Lane Demolition	75,508										
	Building Depreciation	96,410	98,338	100,305	102,311	104,357	106,444	108,573	110,744	112,959	115,218	117,522
	Total expenses	476,531	375,069	384,447	394,066	403,934	414,052	424,431	435,075	445,995	457,192	468,678
	Capital items											
1205	Building Asset Management Plan - Works	112,161	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
2279	Rose Garden Coffee House Renovations	58,463										
	Total capital items	170,624	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
	Cash reconciliation items											
	Depreciation	(96,410)	(98,338)	(100,305)	(102,311)	(104,357)	(106,444)	(108,573)	(110,744)	(112,959)	(115,218)	(117,522)
	Total adjustment for non-cash items	(96,410)	(98,338)	(100,305)	(102,311)	(104,357)	(106,444)	(108,573)	(110,744)	(112,959)	(115,218)	(117,522)
	Increase / (decrease) in cash	(169,881)	(238,453)	(242,916)	(247,492)	(252,186)	(256,996)	(261,927)	(266,982)	(272,167)	(277,479)	(282,926)
	Funded by / (to) reserves											
	Transfer from Built Asset Replacement Program Reserve (Capital)	170,624	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
	Transfer to Built Asset Replacement Program Reserve	(185,492)										
	Funded by / (to) general revenues	184,749	178,453	182,916	187,492	192,186	196,996	201,927	206,982	212,167	217,479	222,926

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	INFRASTRUCTURE & OPERATIONS OVERHEADS											
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
170	Superannuation	961,318	1,024,882	1,055,629	1,087,298	1,119,917	1,153,514	1,188,120	1,223,764	1,260,477	1,298,292	1,337,241
170	Public Holidays	319,002	328,572	338,429	348,582	359,039	369,810	380,904	392,331	404,101	416,224	428,711
170	Workers Comp. Insurance	392,504	401,924	411,570	421,448	431,563	441,921	452,527	463,388	474,509	485,897	497,559
170	Annual Leave	638,004	657,144	676,858	697,164	718,079	739,621	761,810	784,664	808,204	832,450	857,424
	Long Service Leave - Accrual	294,438	303,271	312,369	321,740	331,392	341,334	351,574	362,121	372,985	384,175	395,700
170	Sick Leave	239,251	246,429	253,822	261,437	269,280	277,358	285,679	294,249	303,076	312,168	321,533
170	Training Wages	28,482										
	Lump Sum Payment	87,450	105,286									
1959	Saleyards Overheads Contra	(47,151)	(48,283)	(49,442)	(50,629)	(51,844)	(53,088)	(54,362)	(55,667)	(57,003)	(58,371)	(59,772)
2308	Oncost - Biosecurity - Weeds - Materials & Plant	(20,000)	(20,480)	(20,972)	(21,475)	(21,990)	(22,518)	(23,058)	(23,611)	(24,178)	(24,758)	(25,352)
2309	Oncost - Biosecurity - Weeds - Payroll	(64,000)	(65,920)	(67,898)	(69,935)	(72,033)	(74,194)	(76,420)	(78,713)	(81,074)	(83,506)	(86,011)
	Total expenses	2,829,298	2,932,825	2,910,365	2,995,630	3,083,403	3,173,758	3,266,774	3,362,526	3,461,097	3,562,571	3,667,033
	Capital items											
170	Long Service Leave	187,480	193,104	198,897	204,864	211,010	217,340	223,860	230,576	237,493	244,618	251,957
	Total capital items	187,480	193,104	198,897	204,864	211,010	217,340	223,860	230,576	237,493	244,618	251,957
	Cash reconciliation items											
	Long Service Leave Accrual	(294,438)	(303,271)	(312,369)	(321,740)	(331,392)	(341,334)	(351,574)	(362,121)	(372,985)	(384,175)	(395,700)
	Total adjustment for non-cash items	(294,438)	(303,271)	(312,369)	(321,740)	(331,392)	(341,334)	(351,574)	(362,121)	(372,985)	(384,175)	(395,700)
	Increase / (decrease) in cash	(2,722,340)	(2,822,658)	(2,796,893)	(2,878,754)	(2,963,021)	(3,049,764)	(3,139,060)	(3,230,981)	(3,325,605)	(3,423,014)	(3,523,290)
	Funded by / (to) reserves											
	Transfer from Long Service Leave Reserve	187,480	193,104	198,897	204,864	211,010	217,340	223,860	230,576	237,493	244,618	251,957
	Transfer to Long Service Leave Reserve	(187,480)	(193,104)	(198,897)	(204,864)	(211,010)	(217,340)	(223,860)	(230,576)	(237,493)	(244,618)	(251,957)
	Funded by / (to) general revenues	2,722,340	2,822,658	2,796,893	2,878,754	2,963,021	3,049,764	3,139,060	3,230,981	3,325,605	3,423,014	3,523,290

Work Order	Budget Detail - Description	Revised 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	WASTE COLLECTION											
	Income from continuing operations											
	Domestic Waste Management Charge	2,419,435	2,529,058	2,604,930	2,683,078	2,763,570	2,846,477	2,931,871	3,019,827	3,110,422	3,203,735	3,299,847
	Commercial Waste Management Charge	300,449	312,313	321,682	331,332	341,272	351,510	362,055	372,917	384,105	395,628	407,497
1565	Hilltops Council Garbage Collection	19,628	19,628	19,628	19,628	19,628	19,628	19,628	19,628	19,628	19,628	19,628
1740	Weddin Shire Council Garbage Collection											
	Interest on Overdue Charges	27,906	28,576	29,262	29,964	30,683	31,419	32,173	32,945	33,736	34,546	35,375
	Pensioner Rates Abandoned	(164,028)	(170,917)	(175,019)	(179,219)	(183,520)	(187,924)	(192,434)	(197,052)	(201,781)	(206,624)	(211,583)
	Pensioner Subsidy	88,491	92,208	94,421	96,687	99,007	101,383	103,816	106,308	108,859	111,472	114,147
	Total income	2,691,881	2,810,866	2,894,904	2,981,470	3,070,640	3,162,493	3,257,109	3,354,573	3,454,969	3,558,385	3,664,911
	Expenses from continuing operations											
1994	AODE	246,509	264,965	291,809	328,219	344,457	352,926	256,607	367,951	372,225	376,297	389,905
1514	Waste - Collection - Operating Expenses - Wages	85,000	87,550	90,177	92,882	95,668	98,538	101,494	104,539	107,675	110,905	114,232
1514	Waste - Collection - Operating Expenses - Other	202,765	207,631	212,614	217,716	222,941	228,291	233,770	239,380	245,125	251,008	257,032
1514	MGB Maintenance	21,807	22,360	22,928	23,510	24,107	24,719	25,347	25,991	26,652	27,330	28,025
1514	Illegal Roadside Waste Collection	18,058	18,527	19,008	19,503	20,011	20,532	21,066	21,615	22,178	22,756	23,349
1541	Donations - DWMC	2,381	2,438	2,497	2,557	2,618	2,681	2,745	2,811	2,878	2,947	3,018
1514	Bin Deliveries	11,829	12,143	12,466	12,797	13,137	13,486	13,845	14,213	14,592	14,980	15,379
1995	Dividend	63,214	64,731	66,285	67,876	69,505	71,173	72,881	74,630	76,421	78,255	80,133
1519	MGB Disposal Costs (Weighbridge) - Internal	486,400	498,074	510,028	522,269	534,803	547,638	560,781	574,240	588,022	602,135	616,586
1740	Weddin Shire Council Garbage Collection											
	STREET SWEEPING - COWRA & VILLAGES											
1514	Street Sweeping - Operating Expenses - Wages	47,543	48,969	50,438	51,951	53,510	55,115	56,768	58,471	60,225	62,032	63,893
1514	Street Sweeping - Operating Expenses - Other	95,142	97,426	99,764	102,158	104,610	107,120	109,691	112,324	115,020	117,780	120,607
	CLEANING COWRA CBD											
1514	Cleaning Cowra CBD - Operating Expenses - Wages	60,000	61,800	63,654	65,564	67,531	69,557	71,644	73,793	76,007	78,287	80,636
1514	Cleaning Cowra CBD - Operating Expenses - Other	37,060	37,949	38,860	39,792	40,748	41,726	42,727	43,752	44,802	45,877	46,978
	Plant & Equipment Depreciation	268,240	273,605	279,077	284,659	290,352	296,159	302,082	308,124	314,286	320,572	326,983
	Building Depreciation	26,948	27,487	28,037	28,598	29,170	29,753	30,348	30,955	31,574	32,205	32,849
	Other Asset Depreciation	61,044	62,265	63,510	64,780	66,076	67,398	68,746	70,121	71,523	72,953	74,412
2073	Container Deposit Scheme - Contribution to Depreciation	(22,604)	(23,056)	(23,517)	(11,994)							
	Total expenses	1,711,336	1,764,864	1,827,635	1,912,838	1,979,244	2,026,812	1,970,542	2,122,910	2,169,205	2,216,319	2,274,017
	Capital items											
1571	MGB Replacements	20,960	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
1578	Replacement Garbage Truck				390,000	390,000					390,000	390,000
	Total capital items	20,960	20,000	20,000	410,000	410,000	20,000	20,000	20,000	20,000	410,000	410,000
	Cash reconciliation items											
	Depreciation	(356,232)	(363,357)	(370,624)	(378,037)	(385,598)	(393,310)	(401,176)	(409,200)	(417,383)	(425,730)	(434,244)
	Total adjustment for non-cash items	(356,232)	(363,357)	(370,624)	(378,037)	(385,598)	(393,310)	(401,176)	(409,200)	(417,383)	(425,730)	(434,244)
	Increase / (decrease) in cash	1,315,817	1,389,359	1,417,893	1,036,669	1,066,994	1,508,991	1,667,743	1,620,863	1,683,147	1,357,796	1,415,138
	Funded by / (to) reserves											
	Transfer to Waste Reserve	(388,739)	(186,832)	(290,462)	(324,888)	(408,201)	(427,475)	(466,467)	(456,436)	(490,044)	(528,963)	(548,003)
	Transfer to Domestic Waste Management Reserve	(387,770)	(409,896)	(406,576)	(423,996)	(440,734)	(459,788)	(582,747)	(509,570)	(529,078)	(547,211)	(567,971)
	Transfer from Domestic Waste Management Reserve (Capital)	20,960	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
	Transfer from Waste Reserve (Capital)				390,000	390,000					390,000	390,000
	Funded by / (to) general revenues	(560,267)	(812,632)	(740,855)	(697,785)	(628,059)	(641,728)	(638,529)	(674,858)	(684,025)	(691,622)	(709,164)

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

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

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

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

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

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

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

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

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

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

DEVELOPER CONTRIBUTIONS SCHEDULE												
Description	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**	**2035**
GENERAL FUND												
Section 94 Rural Roads	0	0	0	0	0	0	0	0	0	0	0	0
Section 94 Urban Roads	0	0	0	0	0	0	0	0	0	0	0	0
Section 94 Bushfire Rural - Villages	0	0	0	0	0	0	0	0	0	0	0	0
Section 94 River Park Rd Drainage	0	0	0	0	0	0	0	0	0	0	0	0
Section 94 Public Open Space	0	0	0	0	0	0	0	0	0	0	0	0
Section 94 Killara Rd Drainage	0	0	0	0	0	0	0	0	0	0	0	0
Section 94 Drainage	0	0	0	0	0	0	0	0	0	0	0	0
Section 94 Off Street Parking	0	0	0	0	0	0	0	0	0	0	0	0
Section 94 Community Facilities	0	0	0	0	0	0	0	0	0	0	0	0
Rural Roads Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0
Street Tree Capital Contributions	0	0	0	0	0	0	0	0	0	0	0	0
S94A	177,875	188,796	200,415	212,763	225,868	239,766	254,488	270,070	286,549	303,961	322,348	341,747
S94 Growth Areas	0	15,683	18,633	21,783	25,140	28,714	32,514	36,551	40,833	45,372	50,179	55,265
TOTAL GENERAL FUND	**177,875**	**204,479**	**219,048**	**234,546**	**251,008**	**268,480**	**287,002**	**306,621**	**327,382**	**349,333**	**372,527**	**397,012**
WATER FUND												
Section 64 Water	0	0	0	0	0	0	0	0	0	0	0	0
Headworks Water	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WATER FUND	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
SEWER FUND												
Section 64 Sewerage	91,662	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Headworks Sewer	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL SEWER FUND	**91,662**	**(0)**	**(0)**	**(0)**	**(0)**	**(0)**	**(0)**	**(0)**	**(0)**	**(0)**	**(0)**	**(0)**
TOTAL RESERVES	**269,537**	**204,479**	**219,048**	**234,546**	**251,008**	**268,480**	**287,002**	**306,621**	**327,382**	**349,333**	**372,527**	**397,012**

RESERVES SCHEDULE Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
GENERAL FUND												
Long Service Leave	960,774	960,774	960,774	960,774	960,774	960,774	960,774	960,774	960,774	960,774	960,774	960,774
Plant & Vehicle Replacement	1,902,589	1,559,596	1,442,730	1,559,215	1,680,950	1,253,457	933,871	1,332,075	1,332,075	1,332,075	1,332,075	1,332,075
Aquatic Centre Capital Renewal	1,379,020	1,379,020	1,379,020	0	0	0	0	0	0	0	0	0
Art Gallery	10,154	0	0	0	0	0	0	0	0	0	0	0
Sculpture Park	0	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Bad Debts	81,689	89,189	97,189	105,189	113,189	121,689	130,189	139,189	148,189	157,189	166,689	176,189
Built Asset Replacement Program	2,540,549	2,436,445	2,333,547	2,326,359	2,320,201	2,317,886	2,319,586	2,325,482	2,335,763	2,350,626	2,370,277	2,394,933
Business Assistance	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Caravan Park	909,093	875,340	929,046	1,053,900	1,177,908	1,306,179	1,440,634	1,606,706	1,754,852	1,911,070	2,075,724	2,246,847
Carry Over Works	398,382	0	0	0	0	0	0	0	0	0	0	0
Civic Centre	19,573	31,573	43,933	56,664	69,777	83,283	97,194	111,522	126,280	141,481	157,138	173,265
Cowra Services Projects	0	217,763	217,763	217,763	217,763	217,763	217,763	217,763	217,763	217,763	217,763	217,763
Depot Redevelopment	14,852	0	0	0	0	0	0	0	0	0	0	0
Election	112,097	9,243	49,243	89,243	129,243	15,104	58,104	101,104	144,104	17,250	63,250	109,250
IT Equipment	161,652	211,652	301,652	351,652	401,652	451,652	501,652	551,652	601,652	651,652	701,652	751,652
Lachlan River Precinct	140,684	140,684	140,684	140,684	140,684	140,684	140,684	140,684	140,684	140,684	140,684	140,684
Peace Precinct	8,312	8,312	8,312	8,312	8,312	8,312	8,312	8,312	8,312	8,312	8,312	8,312
Pedestrian & Cycling Plan	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Quarry Rehabilitation	455,069	461,611	490,866	519,384	547,145	574,130	600,319	625,691	650,224	673,898	696,689	718,574
RMS Warranty	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Saleyards	63,794	62,344	83,834	113,431	140,121	167,655	197,566	248,804	284,242	323,249	366,017	410,998
Statecover	85,787	89,081	47,454	50,908	54,445	58,067	61,777	65,576	69,467	73,451	77,532	81,712
Statewide	123,423	162,711	162,711	162,711	162,711	162,711	162,711	162,711	162,711	162,711	162,711	162,711
Unexpended Grants	3,993,712	2,194,061	1,059,590	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Financial Assistance Grants	938,474	3,028,083	3,103,785	3,181,380	3,260,914	3,342,437	3,425,998	3,511,648	3,599,439	3,689,425	3,781,661	3,876,202
TOTAL GENERAL FUND	**14,649,671**	**14,347,483**	**13,282,134**	**11,327,569**	**11,815,788**	**11,611,781**	**11,687,133**	**12,539,692**	**12,966,530**	**13,241,610**	**13,708,948**	**14,191,941**
WASTE FUND												
Waste - General	1,205,699	1,355,461	457,485	747,946	682,835	701,036	1,128,510	1,594,978	2,051,413	2,541,457	2,680,419	2,838,422
Waste - DWM	1,510,924	1,792,999	2,182,895	2,569,471	2,973,467	3,394,200	3,833,989	4,396,736	4,886,305	5,395,384	5,922,595	6,470,566
Waste - Unexpended Loan	134,850	0	0	0	0	0	0	0	0	0	0	0
Waste - Long Service Leave	141,575	141,575	141,575	141,575	141,575	141,575	141,575	141,575	141,575	141,575	141,575	141,575
TOTAL WASTE FUND	**2,993,048**	**3,290,035**	**2,781,954**	**3,458,992**	**3,797,876**	**4,236,811**	**5,104,074**	**6,133,288**	**7,079,293**	**8,078,415**	**8,744,590**	**9,450,563**
WATER FUND												
Water - Long Service Leave	123,658	123,658	123,658	123,658	123,658	123,658	123,658	123,658	123,658	123,658	123,658	123,658
Water - Infrastructure	7,079,470	6,411,384	6,343,796	6,814,285	7,216,825	7,698,469	8,456,675	8,586,870	8,146,742	6,183,600	6,262,375	6,544,809
TOTAL WATER FUND	**7,203,128**	**6,535,042**	**6,467,454**	**6,937,943**	**7,340,483**	**7,822,127**	**8,580,333**	**8,710,528**	**8,270,400**	**6,307,258**	**6,386,033**	**6,668,467**
SEWER FUND												
Sewer - Long Service Leave	37,718	37,718	37,718	37,718	37,718	37,718	37,718	37,718	37,718	37,718	37,718	37,718
Sewer - Wyangala Treatment Plant	1,121,844	1,003,795	860,022	707,150	544,881	372,980	191,211	289,804	386,166	480,273	565,641	653,570
Sewer - Infrastructure	10,053,115	9,152,628	9,688,616	9,345,065	9,166,413	9,317,718	9,501,132	9,685,306	9,807,007	9,587,162	9,963,956	10,463,834
TOTAL SEWER FUND	**11,212,677**	**10,194,140**	**10,586,356**	**10,089,933**	**9,749,012**	**9,728,415**	**9,730,061**	**10,012,827**	**10,230,891**	**10,105,152**	**10,567,315**	**11,155,121**
TOTAL RESERVES	**36,058,524**	**34,366,699**	**33,117,898**	**31,814,437**	**32,703,159**	**33,399,135**	**35,101,602**	**37,396,335**	**38,547,114**	**37,732,435**	**39,406,886**	**41,466,093**

KEY PERFORMANCE INDICATORS	CONSOLIDATED - ALL FUNDS										
	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Unrestricted Current Ratio											
Current Assets less all External Restrictions	31,580	29,582	29,055	28,229	28,634	28,387	29,015	31,361	32,871	34,577	36,406
Current Liabilities less Specific Purpose Liabilities	11,130	11,130	11,130	11,130	11,130	11,130	11,130	11,130	11,130	11,130	11,130
Benchmark is greater than 1.5x	2.8x	2.7x	2.6x	2.5x	2.6x	2.6x	2.6x	2.8x	3x	3.1x	3.3x
Debt Service Cover Ratio											
Operating result before capital excluding interest and depreciation/impairment/amortisation	8,846	8,846	9,022	9,755	10,895	11,084	11,753	12,446	13,023	13,608	14,521
Loan Repayments (Principal & Interest)	1,793	1,793	1,722	1,535	2,609	2,256	2,397	2,397	3,969	3,969	3,797
Benchmark is greater than 2x	4.9x	4.9x	5.2x	6.4x	4.2x	4.9x	4.9x	5.2x	3.3x	3.4x	3.8x
Rates & Annual Charges Coverage Ratio											
Rates & Annual Charges	16,863	16,863	17,754	18,399	19,102	19,832	20,590	21,378	22,196	23,046	23,928
Income from Continuing Operations	53,498	53,498	51,494	50,095	47,908	48,902	50,505	73,156	53,909	55,787	57,655
Benchmark is greater than or equal to 40%	32%	32%	34%	37%	40%	41%	41%	29%	41%	41%	42%
Operating Performance											
Total continuing operating revenue excluding capital grants and contributions less operating expenses	(1,272)	(1,272)	(1,030)	(710)	(408)	(144)	294	858	226	714	1,527
Total continuing operating revenue excluding capital grants and contributions	48,695	48,695	46,310	46,069	47,216	48,190	49,771	51,401	53,131	54,986	56,829
Benchmark is greater than 0%	-2.6%	-2.6%	-2.2%	-1.5%	-0.9%	-0.3%	0.6%	1.7%	0.4%	1.3%	2.7%
Own Source Operating Revenue											
Total continuing operating revenue excluding all grants and contributions	38,388	38,388	37,837	37,177	37,932	38,707	40,084	41,503	43,016	44,647	46,261
Total continuing operating revenue	53,498	53,498	51,494	50,095	47,908	48,902	50,505	73,156	53,909	55,787	57,655
Benchmark is greater than 60%	72%	72%	73%	74%	79%	79%	79%	57%	80%	80%	80%
Cash Expense Cover Ratio											
Current year's cash,cash equivalents and term deposits	36,287	36,287	36,507	36,057	36,944	37,596	39,442	42,784	44,582	44,730	47,651
Monthly payments from cash flow of operating and financing activities	3,452	3,452	3,212	3,135	3,224	3,260	3,347	3,424	3,650	3,756	3,818
Benchmark is greater than 3 months	11 months	11 months	11 months	12 months	11 months	12 months	12 months	12 months	12 months	12 months	12 months

KEY PERFORMANCE INDICATORS	GENERAL FUND										
	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Unrestricted Current Ratio											
Current Assets less all External Restrictions	27,422	27,217	27,588	26,472	26,942	26,676	26,877	28,756	29,810	31,026	32,717
Current Liabilities less Specific Purpose Liabilities	10,566	10,566	10,566	10,566	10,566	10,566	10,566	10,566	10,566	10,566	10,566
Benchmark is greater than 1.5x	2.6x	2.6x	2.6x	2.5x	2.5x	2.5x	2.5x	2.7x	2.8x	2.9x	3.1x
Debt Service Cover Ratio											
Operating result before capital excluding interest and depreciation/impairment/amortisation	4,974	4,974	4,146	5,823	5,671	5,546	5,859	6,727	6,358	6,499	6,956
Loan Repayments (Principal & Interest)	665	665	655	468	468	440	418	418	418	418	353
Benchmark is greater than 2x	7.5x	7.5x	6.3x	12.4x	12.1x	12.6x	14x	16.1x	15.2x	15.6x	19.7x
Rates & Annual Charges Coverage Ratio											
Rates & Annual Charges	8,131	8,131	8,472	8,812	9,165	9,533	9,915	10,313	10,727	11,157	11,604
Income from Continuing Operations	33,576	33,576	32,241	30,566	28,200	28,991	29,862	36,753	31,722	32,781	33,810
Benchmark is greater than or equal to 40%	24%	24%	26%	29%	33%	33%	33%	28%	34%	34%	34%
Operating Performance											
Total continuing operating revenue excluding capital grants and contributions less operating expenses	(562)	(562)	(1,280)	36	(213)	(436)	(226)	538	63	96	443
Total continuing operating revenue excluding capital grants and contributions	30,347	30,347	27,498	26,648	27,621	28,394	29,248	30,120	31,070	32,109	33,119
Benchmark is greater than 0%	-1.9%	-1.9%	-4.7%	0.1%	-0.8%	-1.5%	-0.8%	1.8%	0.2%	0.3%	1.3%
Own Source Operating Revenue											
Total continuing operating revenue excluding all grants and contributions	20,142	20,142	19,025	17,756	18,337	18,911	19,561	20,222	20,955	21,771	22,551
Total continuing operating revenue	33,576	33,576	32,241	30,566	28,200	28,991	29,862	36,753	31,722	32,781	33,810
Benchmark is greater than 60%	60%	60%	59%	58%	65%	65%	66%	55%	66%	66%	67%
Cash Expense Cover Ratio											
Current year's cash,cash equivalents and term deposits	16,802	16,802	17,187	16,086	16,573	16,324	16,544	18,443	19,517	20,755	22,469
Monthly payments from cash flow of operating and financing activities	2,154	2,154	1,965	1,758	1,851	1,923	1,966	1,966	2,075	2,149	2,189
Benchmark is greater than 3 months	8 months	8 months	9 months	9 months	9 months	8 months	8 months	9 months	9 months	10 months	10 months

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

KEY PERFORMANCE INDICATORS	COMBINED GENERAL & WASTE FUNDS										
	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
Unrestricted Current Ratio											
Current Assets less all External Restrictions	59,001	56,799	56,642	54,701	55,576	55,063	55,891	60,117	62,680	65,602	69,123
Current Liabilities less Specific Purpose Liabilities	11,130	11,130	11,130	11,130	11,130	11,130	11,130	11,130	11,130	11,130	11,130
Benchmark is greater than 1.5x	5.3x	5.1x	5.1x	4.9x	5x	4.9x	5x	5.4x	5.6x	5.9x	6.2x
Debt Service Cover Ratio											
Operating result before capital excluding interest and depreciation/impairment/amortisation	13,820	13,820	13,168	15,577	16,566	16,630	17,611	19,174	19,382	20,107	21,477
Loan Repayments (Principal & Interest)	765	765	694	506	506	478	456	456	456	456	391
Benchmark is greater than 2x	18.1x	18.1x	19x	30.8x	32.7x	34.8x	38.6x	42.1x	42.5x	44.1x	55x
Rates & Annual Charges Coverage Ratio											
Rates & Annual Charges	24,995	24,995	26,226	27,211	28,267	29,365	30,506	31,691	32,923	34,202	35,532
Income from Continuing Operations	39,225	39,225	38,400	36,533	33,815	34,258	35,287	42,339	37,475	38,706	39,912
Benchmark is greater than or equal to 40%	64%	64%	68%	74%	84%	86%	86%	75%	88%	88%	89%
Operating Performance											
Total continuing operating revenue excluding capital grants and contributions less operating expenses	(78)	(78)	(972)	361	158	27	268	1,187	621	700	1,096
Total continuing operating revenue excluding capital grants and contributions	35,996	35,996	33,322	32,615	33,236	33,662	34,672	35,707	36,823	38,034	39,220
Benchmark is greater than 0%	-0.2%	-0.2%	-2.9%	1.1%	0.5%	0.1%	0.8%	3.3%	1.7%	1.8%	2.8%
Own Source Operating Revenue											
Total continuing operating revenue excluding all grants and contributions	25,791	25,791	24,848	23,723	23,952	24,179	24,985	25,809	26,708	27,696	28,652
Total continuing operating revenue	39,225	39,225	38,400	36,533	33,815	34,258	35,287	42,339	37,475	38,706	39,912
Benchmark is greater than 60%	66%	66%	65%	65%	71%	71%	71%	61%	71%	72%	72%
Cash Expense Cover Ratio											
Current year's cash,cash equivalents and term deposits	20,093	20,093	19,970	19,546	20,372	20,562	21,649	24,577	26,597	28,834	31,215
Monthly payments from cash flow of operating and financing activities	2,560	2,560	2,394	2,197	2,257	2,291	2,344	2,344	2,474	2,558	2,608
Benchmark is greater than 3 months	8 months	8 months	8 months	9 months	9 months	9 months	9 months	10 months	11 months	11 months	12 months

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

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

CAPITAL WORKS SCHEDULE											
Description	Revised Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035
GENERAL FUND											
Installation of EV Charging		43,445									
Major Software & Infrastructure Upgrades		90,000									
Revitalising Regional Libraries	16,000										
Cowra Library Refurbishment	4,397										
Accessibility Upgrade - Grant Funded	79,640										
Auditorium Seating Upgrade - Grant Funded	148,534										
Pound Refurbishment	164,000										
Pound - Cat Cages	10,000										
Survey Equipment Upgrade	18,000							15,000			
Civic Centre Solar Installation & Battery Storage		42,374									
Library/ Art Gallery Solar Installation & Battery Storage		41,170									
Council Depot Solar Installation & Battery Storage		94,656									
Visitors Centre Solar Installation & Battery Storage		42,374									
Depot Chemical Storage Upgrades	23,399										
Depot Redevelopment Stage 3	20,000	400,000	430,000								
Plant Purchases	1,282,993	1,056,866	823,515	818,265	1,367,493	1,259,586	541,796	940,000	940,000	940,000	940,000
RERRF & Block Supplementary - Regional Roads Repairs	216,000	108,000									
RTR - Program Works		1,236,729	1,739,365	1,830,911	1,830,911	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904
Rural Culverts & Causeways	80,000										
Rural Roads Resealing	159,062										
Gravel Resheeting & Rock Busting	191,199										
RTR - Bangaroo Rd - Rehabilitation		228,000									
RTR - Kangarooby Rd - Final Seal	115,000										
RTR - North Logan Rd - Rehabilitation & Widening	521,831										
RTR - Kangaroo Flat Rd - Second Seal 4.93-5.98 & 6.39-6.84	53,000										
RTR - Tokyo Terrace - Drainage Improvement Works	70,000										
RTR - Middle Creek Rd - Resheeting	122,509										
RTR - Culverts - Saywaker Lane	32,151										
RTR - Culverts - Nada Road	30,454										
RTR - Culverts - Farm Road	53,638										
RTR - Kangaroo Flat Rd - Rehab & Seal 8.9-12.2 (FLR2)	85,813										
RTR - Kangaroo Flat Rd - Rehab & Seal 13.1-14.8 (FLR2)	46,354										
RTR - Mt McDonald Rd - Rehab & Seal 4.4-5.3 (FLR2)	29,253										
RTR - Mt McDonald Rd - Rehab & Seal 6.7-7.7 (FLR2)	43,880										
RTR & FLR3 - Troopers Rd Seal 0-5km	116,132										
Cowra Street & Lane Reseals	245,351	168,770		213,957	368,996	230,150	173,693	177,862	182,131	186,502	190,978
Japanese Gardens Carpark Upgrade		100,000									
Recovery Grant Exp - Bulkhead Road Fishburn Street Intersection Concreting	20,847										
Recovery Grant Exp - Nangar Street - Pipe Upgrade & Augmentation	32,169										
Recovery Grant Exp - Pridham St - Open Drain	130,409										
Grading	1,636,453	300,000	997,197	1,021,130	1,045,637	1,070,732	1,096,430	1,122,745	1,149,691	1,177,284	1,205,539
Gravel Resheeting	14,150	559,402	572,827	586,575	600,652	615,068	629,829	644,945	660,424	676,275	692,505
Rural Reseals	333,776	435,386	688,251	430,647	334,989	419,322	351,775	360,217	368,862	377,715	387,158
Recovery Grant Exp - Greenthorpe Road Sidetrack	552										
Recovery Grant Exp - Jukes Lane - Twin Cell Box Culvert	28,244										
Village Reseals	52,984	52,756	52,688	52,560	52,920	52,912	52,752	52,376			
Bushfire Equipment Allocation	420,814	433,438	446,441	459,834	473,629	487,838	502,473	517,547	533,073	549,065	565,537
Low Level Bridge - New							6,000,000				
West Cowra Drainage Improvements - Walker St to Grenfell Rd	340,398										
Chiverton Road - Repair Drainage Erosion	91,394										
Pool Concept Design & Specifications	134,546										
WP1 - New Pools Filtration	7,765										
WP2 - Main Pool & Toddler Pool Redevelopment		1,193,274	4,944,063								
WP3 - Splashpad and Plant Room		402,884	402,885								
WP4 - New Retractable Shades		450,915	450,915								
WP5 - Demolition of Existing Building / Plant Room		138,141	138,142								
WP6 - Proposed Clubhouse Building		188,739	188,738								
Playground Asset Renewal	59,296	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
River Front Project Preliminaries (Public Spaces)	1,430										
River Front Footpaths (Public Spaces)	19,512										
Additional Pathways at Peace Precinct (Public Spaces)	469										
Evans Street Shared Path & Parking Area (Public Spaces)	208,708										
Sculpture Park Paths	104,955										
Col Stinson Park Amenities and Clubhouse	528,103										
Col Stinson Park Courts and Seating	41,555										
River Park Cricket Nets - Netting Replacement on 3 Wickets	13,200										
Mulyan Park - Female Changerooms		747,500									
WCRG - Female Changerooms		747,500									
Riverfront Precinct - Replace Slabs	153,000										
Central Precinct Redevelopment - Internal Roads		70,000									
Cover Yard Walkways Stage 1		100,000									
Installation of eID Infrastructure	270,459										
Building Asset Management Plan - Works	112,161	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Rose Garden Coffee House Renovations	58,463										

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

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

EXTERNAL LOAN SCHEDULE

Loan # / Lender	Purpose / Obtained - Maturity	Principal / Int. Rate	Annual Repayment	Principal Outstanding 01/07/2024		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Principal Outstanding 30/06/2035
	GENERAL FUND																
236a	**River Park Amenities**	96,000	8,520	8,051	P	8,051	-	-	-	-	-	-	-	-	-	-	0
CBA	28/01/2005 - 01/02/2025	6.31%			I	382	-	-	-	-	-	-	-	-	-	-	
236b	**Vaux Street Drainage**	337,500	29,944	28,298	P	28,298	-	-	-	-	-	-	-	-	-	-	0
CBA	28/01/2005 - 01/02/2025	6.31%			I	1,341	-	-	-	-	-	-	-	-	-	-	
242b	**Mulyan Amenities**	255,000	7,454	64,676	P	3,129	3,347	3,560	3,841	4,098	4,383	4,689	4,996	5,372	5,745	6,140	15,377
CBA	22/08/2007 - 24/08/2037	6.80%			I	4,325	4,107	3,894	3,613	3,356	3,070	2,765	2,457	2,082	1,709	1,313	
241b	**Vaux Street Drainage**	166,000	12,452	106,352	P	5,792	6,165	6,563	6,955	7,450	7,916	8,426	8,961	9,531	10,170	10,824	17,601
CBA	18/12/2006 - 18/12/2036	6.35%			I	6,660	6,286	5,889	5,497	5,002	4,536	4,026	3,491	2,921	2,282	1,628	
249	**Civic Centre Refurbishment**	1,395,390	130,639	857,642	P	62,204	67,845	73,546	79,586	86,549	93,771	101,370	110,027	119,327	63,415	-	0
NAB	23/12/2008 - 30/09/2033	8.15%			I	68,434	62,793	57,093	51,053	44,089	36,867	29,269	20,611	11,312	1,904	-	
245	**Civic Centre Refurbishment - 2**	234,000	24,285	96,179	P	16,610	18,023	19,555	21,211	20,779	-	-	-	-	-	-	0
NAB	29/06/2009 - 29/06/2009	8.33%			I	7,674	6,262	4,729	3,073	979	-	-	-	-	-	-	
246	**Saleyards - Effluent Screens**	225,000	25,921	24,671	P	24,671	-	-	-	-	-	-	-	-	-	-	0
NAB	16/04/2010 - 16/04/2025	8.01%			I	1,249	-	-	-	-	-	-	-	-	-	-	
250	**Drainage Improvements**	250,000	25,994	91,152	P	20,652	22,040	23,470	24,989	-	-	-	-	-	-	-	0
NAB	28/06/2013 - 28/06/2028	6.36%			I	5,342	3,954	2,525	1,005	-	-	-	-	-	-	-	
253a	**Depot - Stage 1 Redevelopment**	400,000	45,636	88,592	P	43,734	44,858	-	-	-	-	-	-	-	-	-	0
TCorp	27/06/2016 - 27/06/2027	2.63%			I	1,902	740	-	-	-	-	-	-	-	-	-	
253c	**Cemetery Expansion**	250,000	28,513	55,432	P	27,325	28,107	-	-	-	-	-	-	-	-	-	0
TCorp	27/06/2016 - 27/06/2027	2.63%			I	1,188	463	-	-	-	-	-	-	-	-	-	
253b	**Airport Subdivision**	1,478,993	168,725	327,662	P	161,693	165,969	-	-	-	-	-	-	-	-	-	0
TCorp	27/06/2016 - 27/06/2027	2.63%			I	7,032	2,737	-	-	-	-	-	-	-	-	-	
254a	**Depot - Stage 2 Redevelopment**	764,073	48,260	639,184	P	33,157	33,961	34,787	35,633	36,500	37,388	38,297	39,228	40,182	41,159	42,160	226,731
TCorp	11/05/2020 - 11/05/2040	2.41%			I	15,106	14,299	13,473	12,627	11,760	10,873	9,964	9,032	8,078	7,101	6,100	
254b	**CBD Footpath Refurbishment**	1,501,955	94,866	1,256,439	P	65,178	66,759	68,382	70,045	71,749	73,493	75,281	77,111	78,987	80,908	82,875	445,671
TCorp	11/05/2020 - 11/05/2040	2.41%			I	29,694	28,108	26,484	24,821	23,118	21,373	19,586	17,755	15,880	13,959	11,991	
254c	**Low Level Bridge Repairs**	183,880	11,614	153,699	P	7,973	8,173	8,372	8,575	8,784	8,998	9,216	9,441	9,670	9,905	10,146	54,445
TCorp	11/05/2020 - 11/05/2040	2.41%			I	3,632	3,441	3,242	3,039	2,830	2,617	2,398	2,174	1,944	1,709	1,468	
	Pool Replacement Stage 1	500,000	41,258	-	P	-	-	15,138	15,970	16,847	17,772	18,749	19,779	20,865	22,011	23,221	329,649
	2025 - 2045	5.42%			I	-	26,908	26,120	25,288	24,411	23,486	22,509	21,479	20,393	19,247	18,037	
	Pool Replacement Stage 2	500,000	41,258	-	P	-	-	14,350	15,138	15,970	16,847	17,772	18,749	19,779	20,865	22,011	338,520
	2026 - 2046	5.42%			I	-	-	26,908	26,120	25,288	24,411	23,486	22,509	21,479	20,393	19,247	
	West Cowra Drainage Stage 1	365,000	30,118	-	P	-	10,475	11,051	11,658	12,298	12,974	13,687	14,438	15,232	16,068	16,951	230,169
	2025 - 2045	5.42%			I	-	19,643	19,068	18,460	17,820	17,144	16,432	15,680	14,887	14,050	13,167	
	GENERAL FUND TOTALS		**775,457**	**3,798,029**		**662,430**	**655,465**	**468,198**	**468,198**	**439,677**	**417,919**	**417,919**	**417,919**	**417,919**	**352,600**	**287,280**	**1,658,163**
	WASTE FUND																
247	**Recycling Plant**	538,500	62,037	59,046	P	59,046	-	-	-	-	-	-	-	-	-	-	0
NAB	16/04/2010 - 16/04/2025	8.01%			I	2,990	-	-	-	-	-	-	-	-	-	-	
255	**MRF - Admin Building**	450,000	38,040	450,000	P	12,384	13,113	13,885	14,702	15,567	16,484	17,454	18,481	19,569	20,721	21,940	265,700
Tcorp	28/06/2024 - 28/06/2044	5.76%			I	25,656	24,927	24,155	23,338	22,472	21,556	20,586	19,559	18,471	17,319	16,100	
	WASTE FUND TOTALS		**100,077**	**509,046**		**100,077**	**38,040**	**38,040**	**38,040**	**38,040**	**38,040**	**38,040**	**38,040**	**38,040**	**38,040**	**38,040**	**265,700**

Loan # / Lender	Purpose / Obtained - Maturity	Principal / Int. Rate	Annual Repayment	Principal Outstanding 01/07/2024		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Principal Outstanding 30/06/2035
	WATER FUND																
238	**Water Main Replacement 2005/2006**	1,000,000	77,978	439,887	P	52,026	55,495	58,863	62,416	66,207	70,295	74,586	-	-	-	-	0
CBA	21/02/2006 - 22/02/2031	6.03%			I	25,952	22,483	19,115	15,562	11,771	7,683	3,393	-	-	-	-	
241a	**Water Main Replacement 2006/2007**	1,256,000	94,248	804,531	P	43,838	46,666	49,676	52,642	56,386	59,913	63,778	67,823	72,137	76,974	81,925	132,774
CBA	18/12/2006 - 18/12/2036	6.35%			I	50,410	47,582	44,572	41,606	37,862	34,334	30,469	26,424	22,111	17,274	12,323	
242a	**1C1 Zone**	1,286,500	100,883	876,055	P	42,351	45,300	48,179	51,989	55,461	59,329	63,458	67,623	72,707	77,755	83,106	208,798
CBA	22/08/2007 - 24/08/2037	6.80%			I	58,533	55,584	52,705	48,895	45,423	41,555	37,426	33,261	28,177	23,129	17,778	
251	**Emergency Water Supply - 1C1 Extension**	1,186,124	106,952	722,468	P	60,999	65,104	69,485	74,160	79,151	84,477	90,161	96,228	102,703	-	-	0
WPC	28/06/2013 - 27/06/2033	6.57%			I	45,952	41,848	37,467	32,791	27,801	22,475	16,791	10,724	4,249	-	-	
	50% New WTP and River Offtake	20,000,000	1,650,314	-	P	-	-	-	-	-	-	-	573,988	605,519	638,783	673,875	17,507,835
	2031 - 2051	5.42%			I	-	-	-	-	-	-	-	1,076,326	1,044,795	1,011,531	976,440	
	WATER FUND TOTALS		**2,030,375**	**2,842,942**		**380,061**	**380,061**	**380,061**	**380,061**	**380,061**	**380,061**	**380,062**	**1,952,398**	**1,952,398**	**1,845,446**	**1,845,446**	**17,849,407**
	SEWER FUND																
244	**Sewerage Treatment Plant**	7,213,320	648,242	5,771,765	P	184,510	199,974	214,260	296,768	193,573	275,788	298,903	321,334	351,746	381,143	412,312	2,641,454
NAB	05/07/2010 - 04/05/2040	8.13%			I	463,732	448,268	433,982	513,535	292,608	372,453	349,339	326,908	296,496	267,099	235,930	
	West Cowra Sewer Augmentation	11,055,377	912,242	-	P	-	-	-	317,283	334,712	353,100	372,497	392,960	414,547	437,320	461,344	7,971,616
	2025 - 2045	5.42%			I	-	-	-	594,960	577,530	559,143	539,745	519,283	497,696	474,923	450,899	
	SEWER FUND TOTALS		**1,560,484**	**5,771,765**		**648,242**	**648,242**	**648,242**	**1,722,545**	**1,398,424**	**1,560,484**	**1,560,484**	**1,560,484**	**1,560,484**	**1,560,484**	**1,560,484**	**10,613,070**
	TOTAL EXTERNAL LOANS		**4,466,393**	**12,921,782**		**1,790,810**	**1,721,807**	**1,534,541**	**2,608,844**	**2,256,202**	**2,396,504**	**2,396,504**	**3,968,841**	**3,968,841**	**3,796,570**	**3,731,250**	**30,386,340**

INTERNAL LOAN SCHEDULE

Loan # / Fund	Purpose / Obtained - Maturity	Principal / Int. Rate	Annual Repayment	Principal Outstanding 01/07/2024		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Principal Outstanding 30/06/2035
	GENERAL FUND																
226	**Library**	167,500	15,691	14,529	P	14,529	-	-	-	-	-	-	-	-	-	-	0
Gen	30/06/2000 - 30/06/2025	8.00%			I	1,163	-	-	-	-	-	-	-	-	-	-	
226	**Gallery**	167,500	15,691	14,529	P	14,529	-	-	-	-	-	-	-	-	-	-	0
Gen	30/06/2000 - 30/06/2025	8.00%			I	1,163	-	-	-	-	-	-	-	-	-	-	
	GENERAL FUND TOTALS		**31,382**	**29,058**		**31,384**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

COWRA 2036

COMMUNITY STRATEGIC PLAN



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ACKNOWLEDGEMENT OF COUNTRY

Cowra Shire Council acknowledges the Wiradjuri People the traditional owners and custodians of the lands in our region and we pay respect to the Elders past, present and emerging.

Aboriginal and Torres Strait Islander peoples should be aware that this document may contain images of people who have passed away.



COWRA 2036

Cowra 2036 is Council's Community Strategic Plan (CSP).

The CSP is a legislative requirement as part of the NSW Government's Integrated Planning and Reporting Framework for Local Government, designed to guide the direction of Council's projects and programs.

The purpose of the CSP is to create a whole of community vision so that Council, other agencies and the community are working in the same direction. Council's four-year annual planning and budget then flows from the CSP.

The Plan also provides a way for Council to be accountable to the community and the State Government through an annual report on how implementation is progressing and a state of our cities report for the community.



Our vision for the Cowra Shire community for the years ahead...

OUR VISION

In 2036 we will be...

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

OUR VALUES

In all our dealings we will...

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

KEY DIRECTIONS

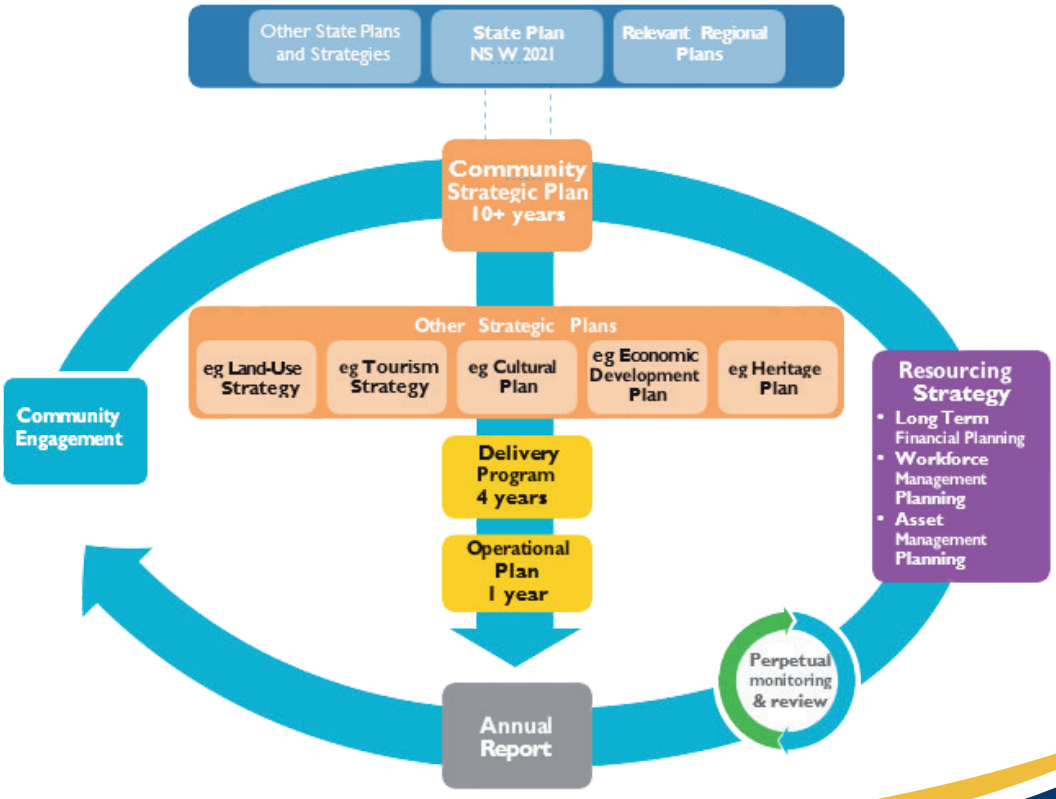
- Health and Wellbeing
- Innovation and Education
- Liveability and Housing
- Community Leadership and Engagement
- Business and Industry
- Transport and Infrastructure
- Environmental Sustainability and Stewardship
- Reconciliation and Inclusion

INTEGRATED PLANNING

The Integrated Planning and Reporting framework recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for employment and reliable infrastructure. The difference lies in how each community responds to these needs. It also recognises that council plans and policies should not exist in isolation and that they in fact are connected.

This framework allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically for the future.

All councils in NSW work within the Integrated Planning and Reporting framework (shown below).



THE INTEGRATED PLANS

THE COMMUNITY STRATEGIC PLAN

The Community Strategic Plan represents the highest level of strategic planning undertaken by a local council. All other plans developed by the council as part of the Integrated Planning and Reporting framework must reflect and support the implementation of the Community Strategic Plan. The Community Strategic Plan essentially addresses four key questions for the community:

- Where are we now?
- Where do we want to be in 2036?
- How will we get there?
- How will we know when we have arrived?

THE DELIVERY PROGRAM

The Delivery Program details the principal activities Council will undertake to achieve the objectives of the Community Strategic Plan. The Delivery Program covers a four-year period commencing on 1 July following each ordinary election.

THE OPERATIONAL PLAN

The Operational Plan is a sub-set of the Delivery Program – not a separate entity. The Delivery Program spells out the strategies and the Operational Plan spells out the individual actions that will be undertaken in a financial year to achieve those strategies. The Operational Plan must include the council's detailed annual budget and include the Statement of Council's Revenue Policy which includes the proposed rates, fees and charges.

A council must have a long term Resourcing Strategy for the provision of resources required to implement the strategies established by the Community Strategic Plan that the council is responsible for. The strategy must include provision for long term financial planning, workforce management planning and asset management planning.

THE INTEGRATED PLANS

The Resourcing strategy includes:

• The Long-Term Financial Plan, which is used to inform decision making during the finalisation of the Community Strategic plan and the development of the Delivery Program. The plan must be for a minimum of 10 years.

• The Workforce Management Plan, developed to address the human resourcing requirements of Council's Delivery Program.

• The Asset Management Plan/s, designed to encompass all the assets under a council's control. The Asset Management Plan/s must contain long term projections of asset maintenance, rehabilitation and replacement costs.



GUIDING PRINCIPLES

The Cowra Shire Community Strategic Plan has been prepared with reference to existing plans, strategies and sources of information that are relevant to the ratepayers and residents of Cowra Shire.
These sources of information include:

THE COUNCIL CHARTER
LOCAL GOVERNMENT ACT 1993 – SECTION 8C

The following principles for strategic planning apply to the development of the integrated planning and reporting framework by councils:

- Councils should identify and prioritise key local community needs and aspirations and consider regional priorities.
- Councils should identify strategic goals to meet those needs and aspirations.
- Councils should develop activities, and prioritise actions, to work towards the strategic goals.
- Councils should ensure that the strategic goals and activities to work towards them may be achieved within council resources.
- Councils should regularly review and evaluate progress towards achieving strategic goals.
- Councils should maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals.
- Councils should collaborate with others to maximise achievement of strategic goals.
- Councils should manage risks to the local community or area or to the council effectively and proactively.
- Councils should make appropriate evidence-based adaptations to meet changing needs and circumstances.

NSW GOVERNMENT PRIORITIES

Council recognises that the NSW Government is working to grow the economy, deliver infrastructure, protect the vulnerable and improve health, education and public services across NSW.

Council recognises the value and objectives of the relevant regional draft plans that are available when preparing this Community Strategic Plan.

SOCIAL JUSTICE AND SOCIAL COMMUNITY PLANNING

The NSW Government's social justice strategy is based on the following interrelated principles:

Equity – there should be fairness in decision making, and prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.

Access – all people should have fair access to services, resources and opportunities to improve their quality of life.

Participation – everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

Rights – equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

Cowra Shire Council must ensure that the Community Strategic Plan reflects these four social justice principles, and that social considerations are adequately addressed in the planning process

STRATEGIC OBJECTIVES

The Strategic Objectives for each of these Key Directions are set out in detail in the following tables.

Also described are the roles of Cowra Shire Council as well as community organisations and groups that need to be involved to achieve the objectives of the plan.

As far as roles are concerned, Council can be …

- A Provider where the strategic objective falls within its area of responsibility.
- A Facilitator where help can be given to others.
- An Advocate by speaking up on behalf of the community.



HEALTH AND WELLBEING

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.

Please note numbering does not indicate priority order.

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDERS
H1	**Construct a new hospital facility at Cowra.**	Advocate Facilitator	• Relevant State Government Departments • NSW Health • Cowra Health Council • Health Providers
H2	**Collaborate with education and health providers to attract and retain health professionals to the Shire.**	Advocate Facilitator	• NSW Health • Cowra Health Council • Health Providers • Central West Division of General Practice • Central NSW Joint Organisation • Training Universities and Education Providers • Rural Doctors Network
H3	**Provide facilities, infrastructure and programs for health and well-being needs, including disability, mental health and family support services.**	Advocate Facilitator Provider	• Cowra Health Council • Health Provides • Relevant Government Departments / Community Service Providers • Mental Health Providers • Council Access Committee • NDIS Providers
H4	**Partner with and seek advice from the local Wiradjuri community and Indigenous health care services to improve health outcomes.**	Advocate Facilitator	• Cowra Local Aboriginal Land Council • Local Schools • NSW Health • Cowra Information and Neighbourhood Centre • Weigelli Centre • Yalbilinga • AECG
H5	**Advocate for future aged care needs and support services to promote an active retirement.**	Advocate Facilitator	• Cowra Health Council • Health Providers • Aged care Service Providers • Government Departments / Agencies • NSW Health

WE WILL ASSESS OUR PROGRESS BY:

Measures	Source
• Number of Aged Care beds available per 1000 head of population.	Aged Care Provides Federal Government Department of Aged Care
• Index of disadvantaged - Socio - Economic indexes for Areas (SEIFA)	SEIFA
• Increased healthcare professionals practicing in the Shire	





INNOVATION AND EDUCATION

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.

Please note numbering does not indicate priority order.

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDERS
I1	**Make Cowra Shire a learning community.**	Advocate Facilitator Provider	• Schools • Cowra Community Development Company Limited • Country University Centre • TAFE • Federal / State Departments of Education • Registered Training Organisations • Not-For-Profit Organisations • Cowra Business Community • Cowra Agricultural Research Station
I2	**Support initiatives to increase education and training outcomes for local Indigenous people.**	Advocate Facilitator Provider	• Schools • Country University Centre • TAFE • Registered Training Organisations • Cowra Local Aboriginal Land Council • Early Childhood Education Providers • Aboriginal Education Consultative Group
I3	**Support local training and education providers to build local skills, capacity, infrastructure and knowledge.**	Advocate Facilitator	• Schools • Country University Centre • TAFE • Federal / State Departments of Education • Registered Training Organisations • Relevant Community Stakeholders • Early Childhood Education Providers • Aboriginal Education Consultative Group • Cowra Community Development Company Limited
I4	**Support innovation and research.**	Advocate Facilitate	• Cowra Community Development Company Limited • Country University Centre • Cowra Agricultural Research Station • Early Childhood Education Providers
I5	**Build educational engagement, opportunities and outcomes for youth.**	Advocate Facilitator Provider	• Schools • Central West Libraries • Country University Centre • Cowra Youth Council

WE WILL ASSESS OUR PROGRESS BY:

Measures	Source
• Number of people with vocational, diploma or degree level education.	ABS
• Increased use of Cowra Library	Central West Libraries
• Country University Centre enrolment numbers	Country Universities Centre
• Percentage of children completing school	ABS





LIVEABILITY AND HOUSING

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. We know low housing availability and affordability is a significant stress to our community and barrier to growth. We will work proactively to increase housing stock in line with our community's broader objectives.

Please note numbering does not indicate priority order.

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDERS
L1	**Position Cowra as a family friendly Shire.**	Advocate Facilitator Provider	• Educational Facilities • Care and Activity Providers • Employers • Volunteer, Sporting, Cultural, and Community Groups • Early Childhood Education and Care Providers
L2	**Advocate for appropriate services – childcare, education, healthcare and support services to be available to meet a growing population.**	Advocate Facilitator Provider	• Educational Facilities • Medical Professionals • NDIS Providers • NSW Health
L3	**Develop and provide programs to meet the needs of Cowra Shire's young people.**	Advocate Facilitator Provider	• Cowra Youth Council • PCYC • Cowra Local Aboriginal Land Council • Cowra Information and Neighbourhood Centre • TAFE
L4	**Prepare, implement and maintain a strategic planning framework that responds to community needs including enabling appropriate housing development.**	Advocate Facilitator Provider	• NSW Government • Cowra Business Community • Housing Development Organisation • Cowra Local Aboriginal Land Council
L5	**Continue to develop our leisure and cultural facilities and infrastructure and protect and enhance our natural environment.**	Advocate Facilitator Provider	• Cowra Sporting, Recreational and Cultural Groups • Council Sport and Recreation Committee

WE WILL ASSESS OUR PROGRESS BY:

Measures	Source
• Satisfaction with Regional Art Gallery	Community Satisfaction Survey
• Satisfaction with Parks and Gardens	Community Satisfaction Survey
• Satisfaction with Regional Library	Community Satisfaction Survey
• Satisfaction with Sporting Fields and Sporting Amenities	Community Satisfaction Survey
• Satisfaction with Playgrounds	Community Satisfaction Survey
• Satisfaction with Aquatic Centre	Community Satisfaction Survey
• Satisfaction with Civic Centre	Community Satisfaction Survey
• Satisfaction with Walking/Cycling Paths	Community Satisfaction Survey
• New dwelling approvals against projections from Cowra Housing Strategy.	ABS and Council Data
• Number of new dwellings on greenfield sites against projections from Cowra Housing Strategy.	ABS and Council Data
• Number of new dwellings on urban infill sites against projections from Cowra Housing Strategy.	ABS and Council Data



COMMUNITY LEADERSHIP AND ENGAGEMENT

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.

Please note numbering does not indicate priority order.

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDERS
C1	**Develop and model leadership skills across the community.**	Advocate Facilitator Provider	• Registered Training Organisations • Schools • Village Organisations • Not-For-Profit Organisations • Council S355 Committees • Service Clubs • Sporting and Cultural Organisations
C2	**Strengthen our community engagement and improve customer service communications.**	Facilitator Provider	• Local and Regional Media Outlets • Cowra Business Community • Community Groups and Individuals • Village Organisations
C3	**Strengthen partnerships with government and other agencies.**	Advocate Facilitator Provider	• All Government Departments and Agencies that Operate and Interact with the Cowra Community. • Local Government Bodies eg Joint Organisation, LGNSW and Country Mayors.
C4	**Ensure Council remains financially sustainable and maximises external funding opportunities.**	Advocate Facilitator Provider	• NSW Government • Commonwealth Government • Other Funding Bodies
C5	**Build understanding and communication of Cowra Shire's rich history, vibrant future and leadership in international understanding and cultural diversity.**	Advocate Facilitator Provider	• Cowra Tourism • Cowra Japanese Garden • Cowra Local Aboriginal Lands Council • Cowra Historical Society • Family History Group and Interested Public Members • Arts Out West • Consultant Marketing and Promotion Groups

COMMUNITY LEADERSHIP AND ENGAGEMENT

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDERS
C6	**Recognise and grow the talent in our community.**	Advocate Facilitator	• Cowra Youth Council • Education Sector • Cowra Business Community • Service Clubs • Recreation, Cultural and Sporting Groups
C7	**Support and encourage volunteering within the community.**	Advocate Provider	• Not-For-Profit Organisations







WE WILL ASSESS OUR PROGRESS BY:

Measures	Source
• Financial ratios meet Office of Local Government Benchmarks: -Operating performance ratio -Own source operating revenue ratio -Unrestricted current ratio -Debt service cover ratio -Rates and annual charges outstanding ratio -Cash expense cover ratio	Council financial Statements
• Satisfaction with Customer Service Interaction	Community Satisfaction Survey
• Satisfaction with communication provided by Council	Community Satisfaction Survey
• Satisfaction with Community Involvement in Decision Making	Community Satisfaction Survey
• Increasing online engagement with community	Council data analytics



BUSINESS AND INDUSTRY

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.

Please note numbering does not indicate priority order.

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDERS
B1	**Plan for and support business and industry growth, research and innovation.**	Advocate Facilitator Provider	• Cowra Business Community • Cowra Tourism Corporation • Business Groups • Federal / State Government Agencies • Cowra Agricultural Research Station
B2	**Add value and support to our existing businesses and industries**	Advocate Facilitator	• Cowra Business Community • Cowra Tourism Corporation
B3	**Support the development of an energetic CBD.**	Advocate Facilitator	• Business Groups • Federal / State Government Agencies • Service Providers • BizHQ • NSW Farmers Association • Council CBD Committee
B4	**Develop local business capacity and increase local procurement.**	Advocate Facilitator Provider	• Cowra Business Community
B5	**Advocate for improved digital connectivity for Cowra Shire.**	Advocate Provider	• Federal / State Government Agencies • Service Providers
B6	**Identify and develop profitable and sustainable tourism opportunities for Cowra Shire.**	Advocate Facilitator	• Cowra Tourism Corporation • Relevant Tourism Operators • Council CBD Committee • BizHQ

WE WILL ASSESS OUR PROGRESS BY:

Measures	Source
• Increasing LGA Population	ABS
• Number of employed residents	ABS
• Number of local businesses	ABS
• Gross Regional Product	ABS
• Visitor numbers and spend	Tourism Research Australia Destination NSW Cowra Tourism Corporation
• Percentage of residents with internet connection	ABS
• Number and value of business development approvals	Council Data



TRANSPORT AND INFRASTRUCTURE

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'.

Please note numbering does not indicate priority order.

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDERS
T1	**Construct a new mid-level bridge over the Lachlan River within the Cowra township.**	Advocate Facilitator	• Federal / State Government Agencies • Central NSW Joint Organisation • Transport Groups
T2	**Develop a Heavy Vehicle Bypass for Cowra's CBD.**	Advocate Facilitator	• Federal / State Government Agencies • Central NSW Joint Organisation • Transport Groups
T3	**Construct a swift and safe link connecting Central NSW to Metropolitan Sydney via the Blue Mountains.**	Advocate Facilitator	• Federal / State Government Agencies • Central NSW Joint Organisation • Transport Groups
T4	**Re-open the Blayney to Demondrille rail line to facilitate freight movement within and beyond the region.**	Advocate Facilitator	• Federal / State Government Agencies • Central NSW Joint Organisation • Transport Groups
T5	**Develop an integrated transport system that addresses local and regional needs in relation to cycleways, footpaths, road and rail.**	Advocate Facilitator Provider	• Federal / State Government Agencies • Central NSW Joint Organisation • Transport Groups • Villages
T6	**Develop the Cowra Airport as a regional aviation precinct.**	Advocate Facilitator Provider	• Local Aviation Operators • Aviation Industry • Regulatory Authorities
T7	**Provide water, sewerage and storm water infrastructure and services to meet community needs.**	Advocate Provider	• Federal / State Government Agencies • Central NSW Joint Organisation

TRANSPORT AND INFRASTRUCTURE

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDERS
T8	**Ensure long term security of Cowra's water supply.**	Advocate Facilitator Provider	• State and Federal Agencies • Relevant Community Stakeholders • Central NSW Joint Organisation
T9	**Deliver sewer to West Cowra.**	Advocate Facilitator Provider	• Federal / State Government Agencies
T10	**Ensure that community assets and public infrastructure including roads, bridges and public buildings are well maintained.**	Advocate Facilitator Provider	• State and Federal Agencies • Relevant Community Stakeholders
T11	**Improve the transport corridor connecting the Hume, Mid-western, Newell, Olympic and Mitchell Highways.**	Advocate Facilitator	• Federal / State Government Agencies • Central NSW Joint Organisation • Transport Groups

WE WILL ASSESS OUR PROGRESS BY:

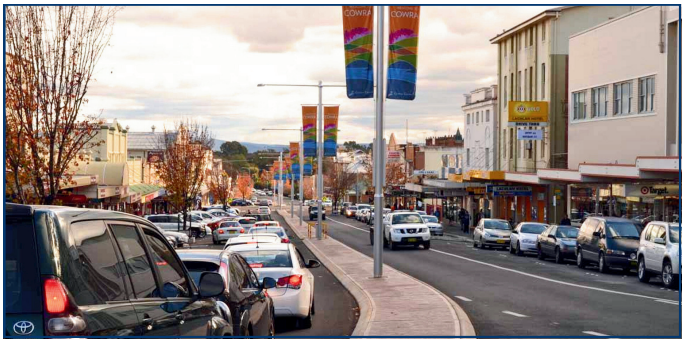
Measures	Source
• Satisfaction with condition of rural road surfaces	Community Satisfaction Survey
• Satisfaction with condition of urban road surfaces	Community Satisfaction Survey
• Satisfaction with provision of footpaths	Community Satisfaction Survey
• Satisfaction with provision of street or directional signage	Community Satisfaction Survey
• Satisfaction with parking	Community Satisfaction Survey
• Heavy Vehicle Bypass of Cowra CBD adopted as a planned project by NSW Government	NSW Government Transport Plans

CONTINUED

Measures	Source
• Re-opening of the Blayney-Demondrille rail line adopted as a planned project by NSW Government	NSW Government Transport Plans
• Satisfaction with Sewer Services	Community Satisfaction Survey
• Satisfaction with Quality of Water Services	Community Satisfaction Survey
• Adequate funding received to sustainability operate water and sewer networks	NSW Government - Local Water Utilities Performance Monitoring data
• Second mid-level bridge crossing within Cowra township adopted as a planned project by NSW Government	NSW Government Transport Plans







ENVIRONMENTAL SUSTAINABILITY AND STEWARDSHIP

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.

Please note numbering does not indicate priority order.

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDERS
E1	**Aim to position Cowra Shire as a centre of environmental excellence.**	Advocate Facilitator Provider	• Federal / State Government Agencies • Relevant Industry Groups • Council Natural Resource Management Committee
E2	**Reduce the emissions of Council operations in line with NSW Government targets for the local government sector.**	Provider	• Federal / State Government Agencies • Council Natural Resource Management Committee
E3	**Take advantage of and support opportunities to grow new sustainable industries.**	Advocate Facilitator Provider	• Cowra Business Community
E4	**Show leadership by taking action and promoting practices to encourage Cowra Shire to be an environmentally responsible community.**	Advocate Facilitator Provider	• State and Federal Government • Cowra Business Community • Council Natural Resource Management Committee • Local Land Care Groups
E5	**Build partnerships with people who work with and care for the land to secure a healthier environment.**	Advocate Facilitator Provider	• Federal / State Government Agencies • Local Land Care Groups • Relevant Industry Groups • Council Natural Resource Management Committee • Cowra Local Aboriginal Land Council
E6	**Build and promote Council's and the community's preparedness for, adaptability to and resilience to climate change and natural disaster impacts.**	Advocate Facilitator Provider	• Federal and State government • Local Emergency Management Committee • Emergency Response Agencies

WE WILL ASSESS OUR PROGRESS BY:

Measures	Source
• Satisfaction with Recycling Service	Community Satisfaction Survey
• Satisfaction with General Household Waste Collection	Community Satisfaction Survey
• Satisfaction with General Litter Control	Community Satisfaction Survey
• Satisfaction with Material Recycling Facility	Community Satisfaction Survey
• Amount of domestic waste diverted from landfill	Council Data
• Amount of waste able to be recycled/recovered	Council Data
• Council greenhouse gas emissions	External Provider

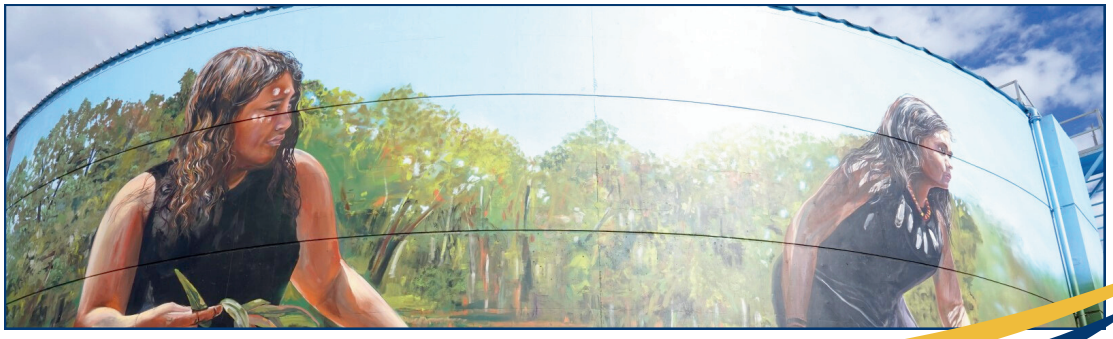


RECONCILIATION AND INCLUSION

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. We will endeavour to ensure access to every aspect of community life.

Please note numbering does not indicate priority order.

	STRATEGIC OBJECTIVES	COUNCIL'S ROLE	STAKEHOLDER
R1	**Foster reconciliation and connection with the local Indigenous population. Respect, promote and protect Wiradjuri culture.**	Advocate Facilitator Provider	• Cowra Local Aboriginal Land Council • Schools • Cowra Information and Neighbourhood Centre • Yalbillinga Boori Day Care
R2	**Show leadership and promote actions that ensure all members of the community have an equal opportunity to participate fully within the community.**	Advocate Facilitator Provider	• Cowra Local Aboriginal Land Council • Schools • Early Childhood Education Provides • Sporting Groups • Volunteer Organisations • Community and Service Groups
R3	**Continue to deliver and endeavour to ensure all high movement areas, public buildings and appropriate Council resources and services are accessible for all the community.**	Advocate Facilitator Provider	• Community and Service Groups • NDIS / Access Providers • Council Access Committee
R4	**Develop a community where people are welcomed from all walks of life and feel safe and secure.**	Advocate Facilitator Provider	• Cowra Information and Neighbourhood Centre • Cowra Police • Cowra Neighbourhood Watch • Relevant Community Stakeholders • NSW Government



WE WILL ASSESS OUR PROGRESS BY:

Measures	Source
• Satisfaction with disability inclusion and access	Community Satisfaction Survey
• Number of Closing the Gap targets improved in the shire including: -Completion of Year 12 or equivalent -Employment -Housing -Personal income	Regional Insights for Indigenous Communities data
• Diversity of population ethnicity	ABS
• Crime Statistics	NSW Bureau of Crime Statistics and Research (BOCSAR)







WORKFORCE MANAGEMENT STRATEGY

2025-2029

www.cowracouncil.com.au



Commencement Date	1 July 2025
Council Department	General Manager's Office
Contact Officer	Manager-Human Resources
Revision Required	Every 4 Years

Policy Review

This policy shall be reviewed at four (4) 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	25 June 2012	155/2012	Manager - Human Resources
2	26 June 2017	171/2017	Manager - Human Resources
3	26 September 2022	189/2022	Manager - Human Resources
4	23 June 2025		Manager – Human Resources

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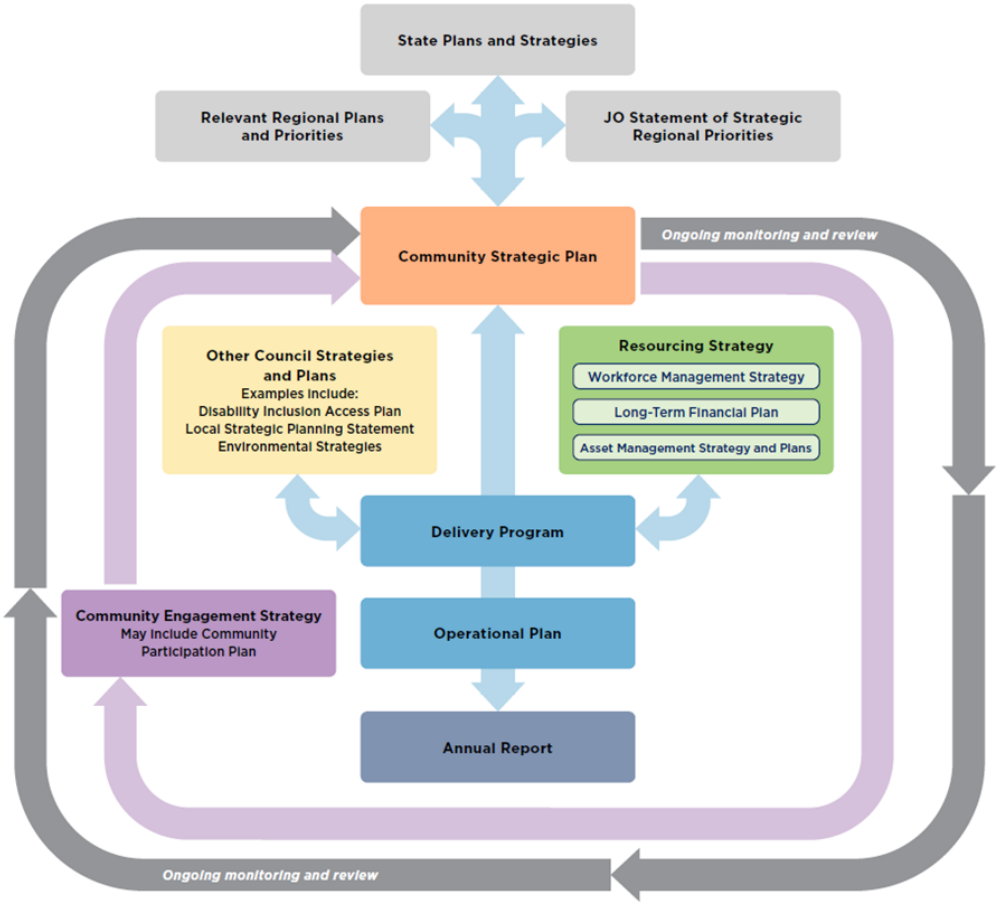
1. Executive Statement

As Council plans for the future of our Shire and works to deliver the outcomes outlined in the Community Strategic Plan, careful consideration is given to both current resourcing capacity and future needs.

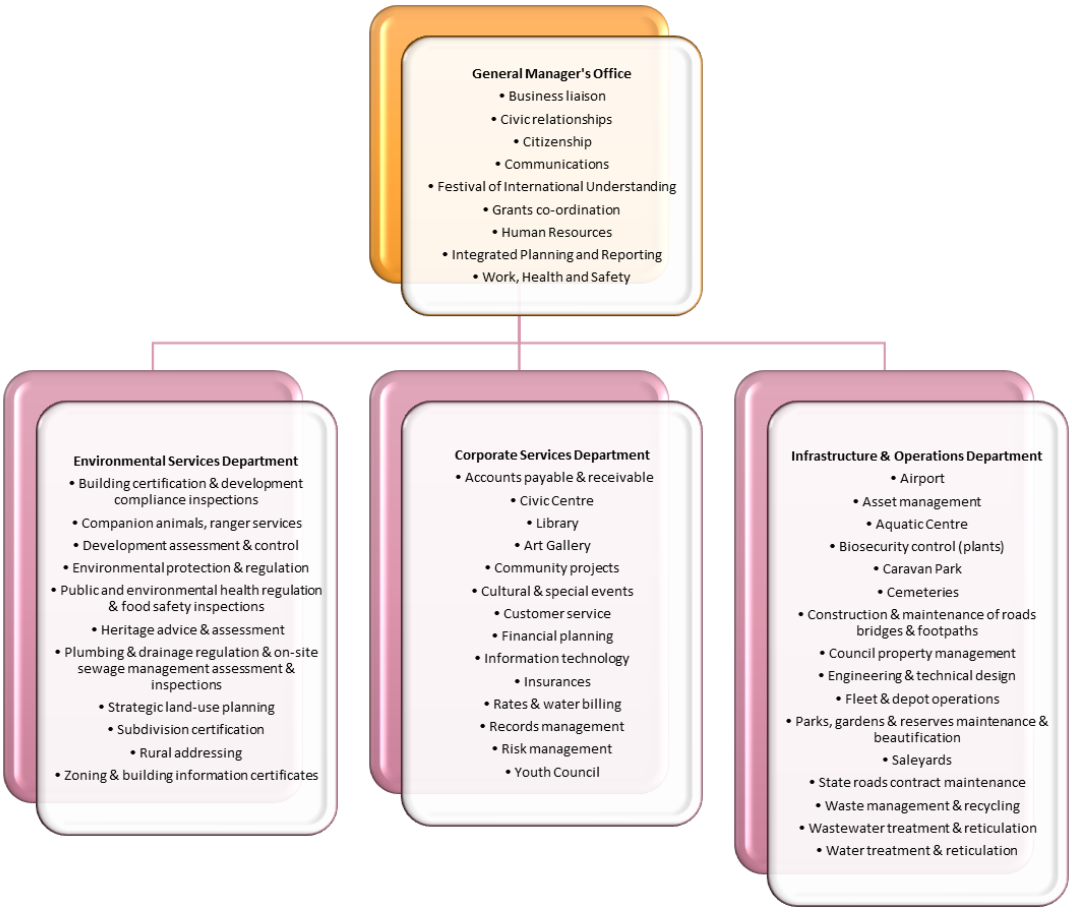
To support this, Council has developed a suite of integrated long-term plans that outline how we will be resourced over the next ten years. These plans are built around key components of our resourcing capability, namely our assets, financial position and outlook, existing and emerging technologies and Human Resources.

The Integrated Planning and Reporting (IPR) framework provides a structure for regularly reviewing these resourcing strategies alongside updates to the Community Strategic Plan, ensuring alignment and reaction to change. As part of this framework, the Workforce Management Strategy outlines Council's projected workforce requirements, identifies external labour market challenges, and details the strategies in place to build capability, support organisational goals, and deliver on the priorities of our 2025–2029 Delivery Program.



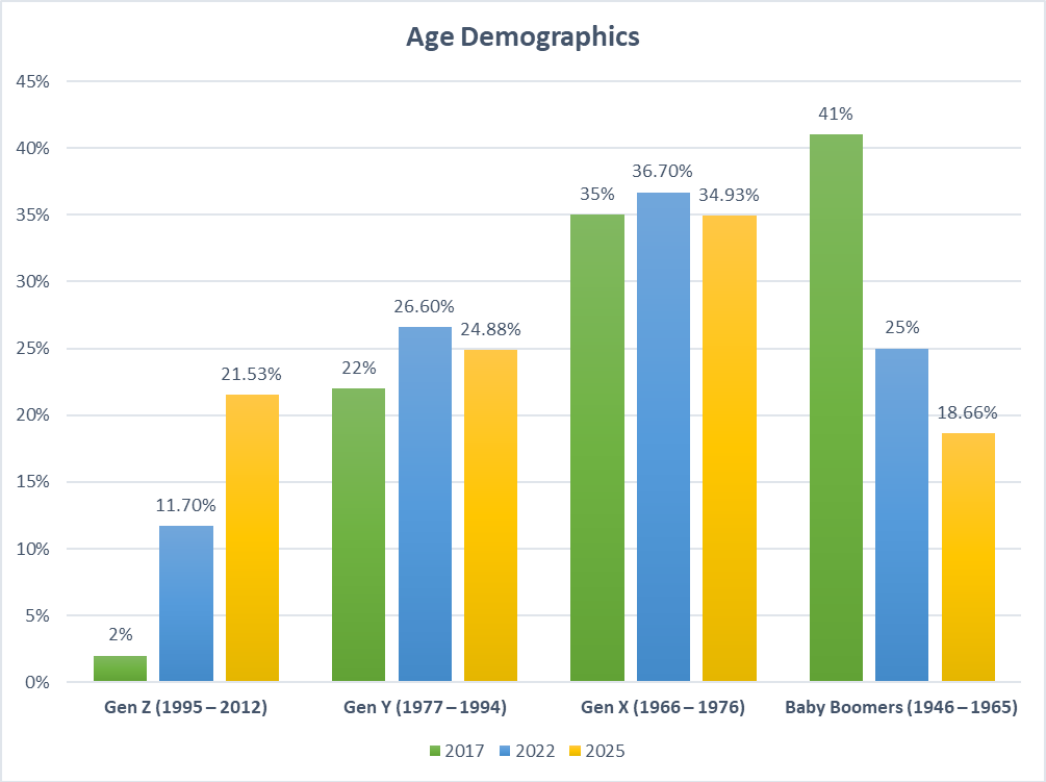
2. Current Workforce Profile

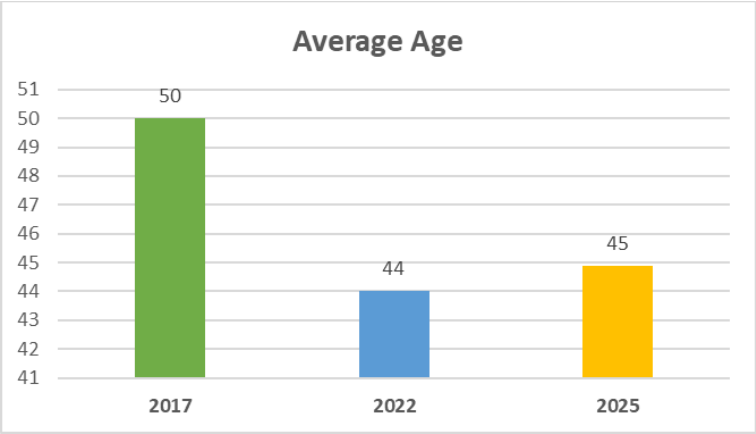
2.1 Council's Organisation Structure

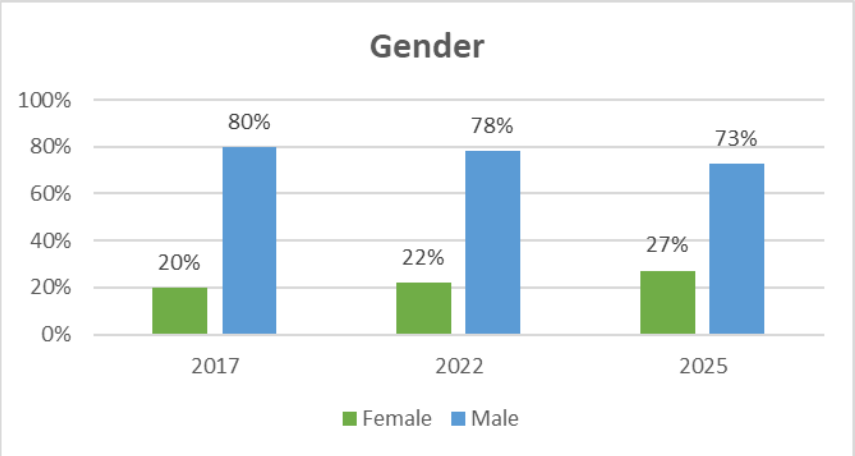


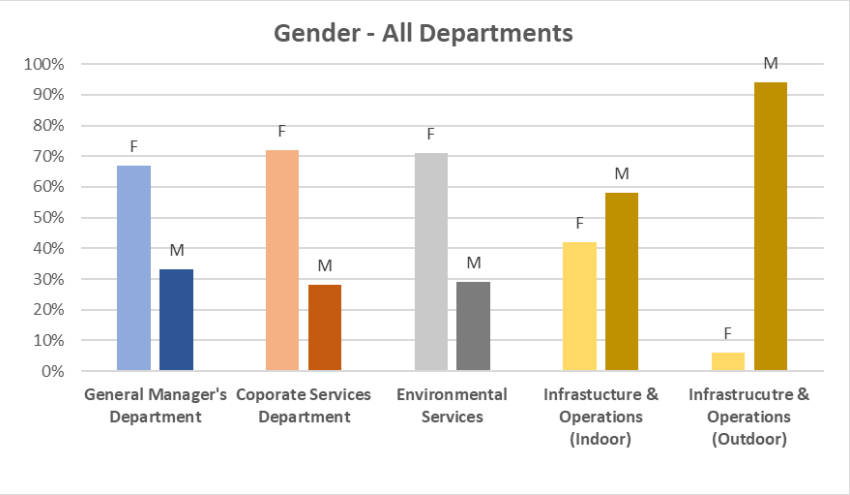
2.2 Snap Shot of our Workforce

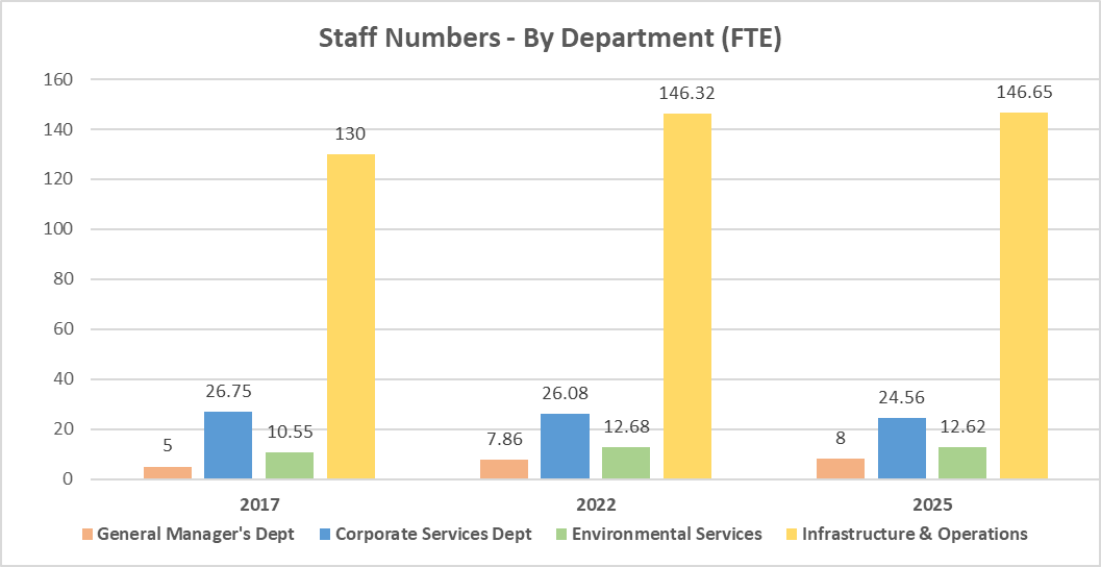
As of 31 March 2025, Council's workforce consists of a total of 232 staff employed in a variety of capacities including fulltime, part-time, term contracts and 23 casuals. Statistics have been included from previous reports for comparison and does not include casuals.






Gender
100%
80%
60%
40%
20%
0%
20%
80%
22%
78%
27%
73%
2017
2022
2025
Female
Male

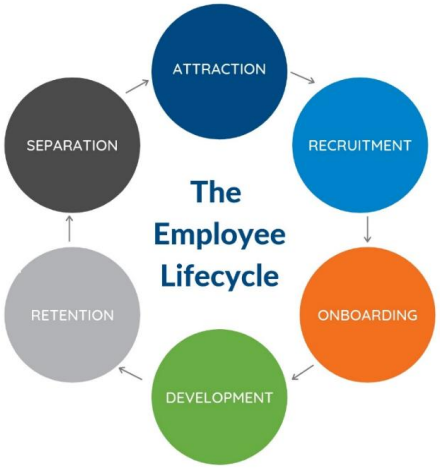

Gender - All Departments
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
F
M
F
M
F
M
F
M
F
M
General Manager's Department
Coporate Services Department
Environmental Services
Infrastucture & Operations (Indoor)
Infrastrucutre & Operations (Outdoor)


Staff Numbers - By Department (FTE)
160
140
120
100
80
60
40
20
0
5
26.75
10.55
130
7.86
26.08
12.68
146.32
8
24.56
12.62
146.65
2017
2022
2025
General Manager's Dept
Corporate Services Dept
Environmental Services
Infrastructure & Operations

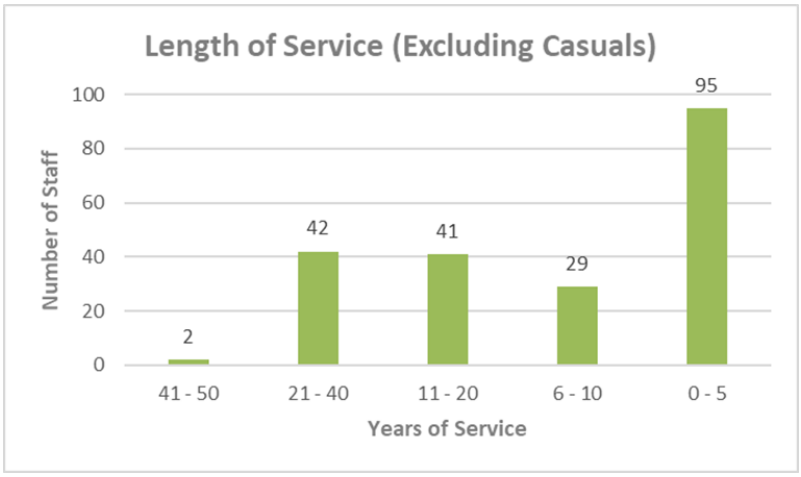
2.3 Indigenous Employees

Cowra Council currently has 8 employees who identify as Indigenous.

2.4 Council manages the workforce activities throughout the employee lifecycle.



2.5 All Departments – Length of Service



2.6 Cowra Council's Total Workforce

The organisational structure as at 31 March 2025 comprises of 191.83 full-time equivalent (total FTE) employees across four Departments. This figure includes Trainees and Apprentices, but does not include casuals working at the Civic Centre.

The following table provides an overview of Council's workforce and identifies by Department and sections, the current number of full-time equivalent employees (FTEs) based on a 35-hour week for indoor staff and 38 hours for outdoor staff.

Department	Permanent (FTEs)	Term Contracts (FTEs)	Casuals (FTEs)	Total (FTEs)
General Managers Department				
Executive		1		1
Executive Administration	1			1
Business	1			1
Grants & Executive Projects	1			1
Communications	1			1
Human Resources/WHS	3			3
Total	**7**	**1**		**8**
Corporate Services				
Executive		1		1
Administration	1.5		.05	1.55
Community Development	1.06			1.06
Art Gallery	2.02			2.02
Information Services & Records Management	5	.22		5.22
Finance/Payroll/Accounts/Rates/Water	8.32	.22		8.54
Customer Service	3			3
Civic Centre	2	.22	5.16	7.38
Total	**22.9**	**1.66**	**5.21**	**29.77**
Environmental Services				
Executive		1		1
Administration	1			1
Planning	4	1		5
Building & Regulatory	2.62	1		3.62
Ranger Services	2		.44	2.44
Total	**9.62**	**3**	**.44**	**13.06**
Infrastructure & Operations				
Executive		1		1
Administration	2.72		.06	2.78
Cowra Works	2	1		3
Cowra Works - Construction	23	.22		23.22
Cowra Works - Maintenance	20.6	.22		20.82
Cowra Works - Water & Sewer	20	.22		20.22
Cowra Services	2			2
Cowra Services - Depot/Workshop/Stores	7	2.22		9.22
Cowra Services - Parks & Gardens	16	3		19
Cowra Services - Biosecurity	2			2
Project Management			1.09	1.09
Cowra Services – Aerodrome, Cemeteries & Saleyards	6	.22		6.22
Cowra Services - Aquatic Centre				
Cowra Services – MRF	18	4.63	.5	23.13
Assets & Technical Services	10			10
RMCC	4.6			4.6
Total	**133.92**	**12.73**	**1.65**	**148.30**
Combined Total	**173.44**	**18.39**	**7.3**	**199.13**

3. Workforce Trends and Considerations 2025 - 2029

The review of the Workforce Management Strategy considers a variety of internal and external influences when projecting our future workforce requirements. Outlined below are the key factors we must consider to ensure our workforce planning aligns with, and effectively supports, the goals and objectives set out in Council's broader strategic plans.

3.1 Customer Value

The role of Council's human resources section is to provide support to the organisation to effectively and efficiently deliver our community services. Therefore, from a human resources perspective, our customers are our employees and leaders in the organisation.

The increasing competition for talent and our vision of an employer of choice drives us to continually improve our employee engagement, our employees' experience at work, our leaders' experience with working with human resources and our candidates' experience when applying for vacancies.

Through the human resources function, we will continue to have a focus on customer value, finding new, innovative and flexible ways to support the goals of the organisation.

Human Resources will liaise with staff and leadership to gather feedback, understand employee experience and identify gaps to ensure the workforce can meet service needs.

3.2 Candidate Experience

The expectations of technology and speed of process for candidates needs to be considered in our attraction strategy and processes. This will ensure we are reaching and engaging effectively with talented candidates, providing an experience for them aligned to our values and strongly competing for the best talent. Candidates increasingly have expectations of a faster, easier and accessible recruitment and selection process, including a seamless onboarding process.

3.3 Innovation, Technology and Change

As we live in an increasingly digital world, the tools we use to do our work, the delivery of services to our community and the expectations of the community for technology, innovation, online services and efficiencies continue to increase.

The impact of this on our workforce is the increased need for technical and specialist skills in the areas of technology and digital communications, skilled plant operators, technologically savvy employees and the increased need for leadership with skills to drive innovation and implement change. In doing this we need to provide a learning environment that supports employees in the transition.

Artificial Intelligence (AI) is already starting to impact roles in local government. Some simple, repetitive tasks (like data entry, scheduling, communication) can be done quicker and efficiently with AI, use of this new technology is a huge change. We will ensure our staff are supported through these changes, with clear communication, training, and involvement in how AI can be used and introduced in the workplace. Our workforce planning will include ways to upskill current staff and attract new talent with the right skills for the future.

3.4 The Competition for Talent

We are operating in a highly competitive talent market, where larger councils often attract candidates with more generous salary packages and broader career pathways. Additionally, we face strong competition from the private sector and State Government agencies, which can offer similar advantages.

In areas such as planning and building, many professionals are choosing to become independent consultants, leveraging current skills shortages to increase their earnings with minimal risk. Similarly, industries like transport and mining, though they may not provide the same work-life balance, offer significantly higher wages, making them appealing to skilled workers such as plant operators and mechanics.

Across the sector, there continues to be a critical shortage of professionals, particularly in engineering, finance, planning, and building certification. To address this, we need to consider both short and long-term strategies, including initiatives such as cadetships, more flexible working arrangements and employee benefits to attract and retain the talent we need.

3.5 Flexible Work Practices

Flexible work practices are a component of our competitive advantage to attract and retain talent and will continue to be reviewed to identify value to both employees and the organisation in delivering our services

Staff demographics and succession planning will continue to be of importance to provide flexible work practices to support phased retirement plans. This strategy also allows us to mitigate the risk of losing corporate knowledge and supports the organisation to transfer knowledge, whilst supporting the wellbeing of our employees.

Working from home provides an opportunity for employees to experience a better work-life balance, improve productivity and increase job satisfaction. Workers who are more satisfied with their jobs will increase retention rates, retaining skilled and valuable employees. Flexibility to allow working from home and indeed in other locations eg Sydney, provides an attraction to potential skilled candidates.

3.6 Diversity and Inclusion

Council recognises the importance of building a diverse workforce that reflects the backgrounds, experiences, and perspectives of the community we serve. We are committed to strengthening our recruitment and selection practices to attract, hire, and retain a workforce that is inclusive and representative.

This includes creating equitable opportunities, removing potential barriers to employment, and promoting accessibility and cultural awareness throughout the organisation. We will also continue to foster an inclusive workplace culture where all employees feel respected, supported, and empowered to contribute to their full potential.

3.7 Risk Management

Council maintains a strong commitment to performance management in the areas of safety and risk, and this will remain a key focus. Our enterprise risk management framework will continue to be reviewed, refined, and embedded across all areas of Council to ensure that both operational and strategic risks are proactively identified, monitored, and mitigated.

As we plan for the future, we must recognise and manage a range of emerging and ongoing workforce-related risks and challenges, including:

- The current workforce does present a risk of losing critical corporate knowledge and experience if not addressed through effective succession planning and knowledge transfer strategies.
- A shift in expectations from younger employees, who are more likely to seek diverse experiences across multiple roles and disciplines throughout their careers.
- Increasing community expectations and demand for higher levels of service, which places additional pressure on the capacity and capability of our existing workforce.
- Ongoing skills shortages, particularly in professional fields such as accounting, engineering, regulatory services, building certification, and town planning.
- The accelerating pace of technology development, which impacts both service delivery and workforce capability requires continual upskilling and adaptability.
- Financial constraints that demand doing more with fewer resources, requiring greater efficiency, innovation, and strategic workforce planning.
- Ongoing obligations to meet Work Health and Safety (WHS) legislation and regulatory compliance, ensuring a safe and healthy work environment for all employees.
- The effective management of workers' compensation claims to support employee wellbeing and reduce operational impact.
- Strengthening leadership capability and investing in change management will also be vital to supporting staff through future challenges and opportunities.

3.8 Employee Remuneration

To be an employer of choice within the local government sector, Cowra Council must continue to regularly review and benchmark its remuneration practices to ensure competitiveness in an increasingly active talent market. Competitive salary offerings, when combined with a compelling suite of employee benefits, are essential to attracting, engaging, and retaining the skilled workforce needed to maintain and enhance our service delivery.

Our current employee benefit offerings include a strong focus on health and wellbeing, flexible work arrangements that support work-life balance, and robust learning and development opportunities are key. To maximise their impact, these benefits must be proactively communicated and promoted as part of a clear and consistent employer brand.

3.9 Building Capability through Learning and Development

We remain committed to strengthening leadership capability, enhancing operational skills, and fostering a culture of high performance across Council. Supporting the professional growth and development of our workforce is essential to maintaining service excellence and ensuring we are well positioned to meet both current and future challenges.

We will continue to assess and respond to the evolving learning and development needs of our employees, ensuring their skills, qualifications, and competencies align with our operational priorities and long-term strategic goals. At the same time, we recognise the importance of providing all employees with equitable access to learning opportunities that support personal growth, career progression and job satisfaction.

Our approach to learning and development is guided by a structured strategy that includes individual development plans, training needs analysis, and ongoing evaluation. This ensures that learning initiatives

are both targeted and effective, contributing to workforce capability, succession planning, and continuous improvement across the organisation.

4. Supporting Strategies

4.1 Attraction and Retention Strategy

Introduction

The importance of attracting and retaining talent continues to be an important factor to deliver quality services to our community. The challenge of doing so is increasing with ongoing competition with the private sector as business activity, headcount and salaries increase, the escalating speed of technology and changing expectations of candidates.

It is important our Workforce Management Strategy includes our approach to address these issues.

There are a range of programs needed to address this issue and these programs will deliver on the key actions below.

Strategic Objectives

Objective 1 – Attract Candidates

Attract and retain quality candidates

Key Actions:

- Continue to strengthen our employer branding and presence by promoting our opportunities, working conditions, wellbeing programs, flexible work practices and learning and development programs.
- Continuously improve our recruitment and onboarding processes to focus on candidate experience and customer value.
- Review and benchmark our total rewards and benefits packages.
- Continuously coach and develop capability for strong and strategic recruitment decision making.
- Continue to promote Council as an employee of choice through advertising and circulating our recently completed promotional video.
- Continue to consider opportunities to recruit trainees, apprentices and professional cadets.
- Implement recruitment strategies to attract and retain target groups identified in the EEO Management Plan.

Objective 2 – Embrace Technology

Implement technology and system innovations

Key Actions:

- Improve technology capability for data management, workforce management planning and reporting.
- Investigate and establish new ways of reaching and engaging with potential candidates and current employees.
- Continuously improve the annual performance review process for meaningful career development conversations and performance.
- Review and align our job evaluation process to ensure internal and external consistency
- Continually review and evaluate our workplace policies to ensure it is a fair workplace whose policies are modern, reasonable and easy to understand.
- As AI becomes more common, ensure our staff are equipped with the required digital skills. We will provide training in areas like using AI tools, managing data, and working alongside smart systems. Supporting staff through clear communication with opportunities to be involved in shaping how AI is used.

Objective 3 – Promote Employee Health and Wellbeing

Cowra Council has a range of health and wellbeing programs including immunisation programs for at-risk employees, skin checks for employees, pre-employment medical examinations, fitness for work examinations, flu vaccination clinics, annual health checks and other programs from time to time.

These wellbeing programs are a Council initiative for a resilient, motivated, healthy and productive culture.

Key actions:

- Continue to enhance the wellbeing of employees with ongoing events and programs eg all staff barbecues, health checks, flu vaccinations, skin checks, health monitoring for identified staff.
- Continue to monitor the fitness for work where required following workplace injury or non-workplace injuries.
- Deliver psychological resilience development to support positive psychology awareness in the Council.
- Continue the Employee Assistance Program providing counselling support for all employees of Council which includes onsite counselling services.
- Continue to develop the Health & Wellbeing Reimbursement Program for employees.

Responsibility

Management responsibilities are:

- Support the ongoing improvement and strengthening of the recruitment and selection process towards best practice and candidate experience.
- Ensure policy and process are followed to meet legal requirements and merit-based decisions.
- Participate in and support their leaders to complete training to be skilled in best practice recruitment and selection processes and decision making.
- Actively support employee engagement activities.
- Demonstrate and support development of leadership at all levels.

Human Resources responsibilities are:

- Identify and implement ongoing improvements to the recruitment and selection process.
- Provide support, coaching and training for leaders in best practice recruitment and selection practices.
- Proactively identify opportunities to promote our employer brand to attract quality candidates.
- Design, implement and continuously improve reward and recognition programs.
- Identify and take advantage of opportunities to add value and strategically advise the organisation with workforce data.
- Lead the implementation of technology and innovation to achieve attraction and retention objectives.
- Review workforce policies.

4.2 Learning and Development Strategy

Introduction

The Learning and Development Strategy focuses on employee development, skill-building and enhancing service delivery to the community. The Strategy details the programs to support the development needs within the resourcing strategy 2025 - 29.

Strategic Objectives

Objective 1 – Develop Skills and Capability

Develop knowledge, skills and capability through the delivery of the learning and development strategy

Key actions:

- Provide development opportunities for growth in all competencies detailed for each role.
- Deliver courses with flexible options wherever possible and package and deliver programs when requested to meet the needs of specific teams and organisational goals.
- Enhance reporting available on learning histories and progress against learning and development plans.
- Facilitate participation in specific professional development and networking opportunities.
- Develop and implement a staff Educational Assistance Policy.

Objective 2 – Develop Leadership

Develop leadership capability and support a high-performance culture through leadership development

Key actions:

- Implement leadership development programs to support capability building and leadership pipeline.
- Manage programs for emerging and developing leaders to develop capabilities through learning from others either within Cowra Council or other councils, such as mentoring, shadowing, and coaching.
- Support participation in industry leadership events.
- Promote participation in and leadership of cross functional projects by emerging and developing leaders.
- Support resources and programs to induct new leaders and managers.
- Support the implementation of 360 feedback and coaching for managers and executive.

Objective 3 – Enhance Customer Services

Customer service plays a central role in delivering on our strategic goals as outlined in our delivery program.

Key actions:

- Embed a customer focused culture, ensure all staff, regardless of role recognise their contribution to delivering high-quality customer service.
- Develop and implement a customer service charter outlining expected service standards across the organisation.
- Provide ongoing customer service training and development.
- Include specialised training for frontline staff, including handling difficult conversations and cultural awareness.
- Leadership programs will reinforce customer service excellence as a strategic priority.
- We will foster a culture of continuous improvement by encouraging innovation and staff-driven initiatives to enhance customer service
- Establish a cross-departmental customer service working group to share best practices and address challenges.

Responsibility

Employees' responsibilities are to:

- Develop their learning and development plan during their annual Performance Review
- Implement and share the skills and competencies obtained during development opportunities.
- Take action to develop and apply new skills in the workplace.
- Actively participate in learning opportunities, including a combination of learning methods (formal, from others, and from experience).
- Complete evaluation forms as requested for any learning and development initiative.
- Advise their supervisor/manager and human resources if they are unable to attend scheduled training or there are changes to their learning and development plan.

Supervisors' responsibilities are to:

- Identify skill gaps and help target development needs of their team.
- Assist in the implementation of learning on the job initiatives by providing coaching, feedback, and development opportunities.
- Anticipate potential barriers to learning and plan how to overcome them.
- Ensure employees are available to attend scheduled training and provide confirmation of non-attendance (and provide a replacement if applicable).
- Support opportunities for application of new skills in the workplace.
- Support opportunities for progressive application of new skills and agreed measures for progress.

Management responsibilities are to:

- Support opportunities for application of new skills in the workplace.
- Provide learning opportunities (formal, from others and from experience) that will enable employees to progressively develop.
- Identify and remove potential barriers to learning.
- Create a clear understanding of the importance of the implementation and completion of employees learning and development plans.
- Promote and implement targeted learning and development programs and initiatives within each department as required.
- Collaborate with human resources to ensure successful achievement of organisational development goals.

Human Resources responsibilities are to:

- Develop and provide a suite of programs each financial year based on corporate priorities and the learning needs of our employees.
- Provide flexible, enjoyable and safe learning experiences.
- Facilitate succession planning through a variety of means including trainees, cadets, apprenticeships, targeting key areas and the development of existing and potential leaders through leadership development programs.
- Communicate the availability of learning programs and initiatives through a variety of mediums.
- Seek and incorporate employee feedback to continuously improve our programs and processes.
- Provide reports on learning and development undertaken.

4.3 Risk and Safety Strategy

Introduction

The Risk and Safety Strategy details the strategies that will be implemented during the term of the current Delivery Program.

The purpose of this Strategy is to increase awareness and commitment to Risk and Safety within the Council's workforce. The aim is to build, implement and achieve Risk and Safety excellence by providing minimum harm through a culture that ensures the safety of Council's workforce.

Strategic Objectives

Objective 1 - Workplace health and safety culture

Embed workplace health and safety as a core value in the workforce to support effective and positive workplace health and safety performance outcomes, which will continue to build strong relationships within all departments of Council.

Key actions:

- Report incidents as soon as possible, with a blame free culture supported through the entire workforce.

- Managers and Supervisors actively participate in risk and safety programs and consultation.
- Maintain a workforce in full compliance with mandatory workplace health and safety competencies and licences.
- Ensuring the workforce have the training and awareness to perform effectively in their roles.
- Fully inform the workforce about expected workplace health and safety behaviours, responsibilities and performance expectations.

Objective 2 – Systems, Policies and processes

Ensure workplace, health and safety training management systems provide Council with the required procedural guidance and tools to manage the health and safety of workers.

Ensure best safety practices in the management of health and safety risks and/or environmental impacts upon Council workers and worksites.

Key actions:

- Ensure implementation of an effective incident reporting and investigation system.
- Ensure polices, standard operating procedures and other documentation is accurate and current.
- Monitor compliance with workplace health and safety management systems, all related policies, procedures and initiatives across all divisions of the Council.
- Minimise SafeWork NSW notifiable incidents and introduce control measures to enhance workplace health and safety education awareness, involvement and compliance across all departments.

Objective 3 - Workers Compensation, Work Injuries and Illnesses

To reduce occupational injuries and illnesses through continued application of injury management and prevention programs and proactive management of cases where injury has occurred.

Key actions:

- Maintain 100 per cent compliance with workers compensation insurance timelines for incident reporting, resulting in no excess payments.
- Aim to achieve an actual total claim cost below the industry average and a reduced actual total day lost measure. This will be maintained through continual liaison with key stakeholders, including, workers compensation insurer, medical practitioners, return to work co-ordinators, managers, supervisors and injured workers.
- Have in place health surveillance for at risk workers.
- Continue to improve lost time injury statistics.

Objective 4 - Risk Management Framework

Cowra Council has an enterprise risk register to record, monitor and review organisational risks across the organisation. The risk register is continuously reviewed and updated.

Key actions:

- Continue to implement the risk register and critical control measures across all departments of the Council.
- Continue ongoing risk identification for workplace, health and safety risks that require attention and implementation of critical control measures by the department.
- Scope and implement control measures for emerging risks.
- Continue toolbox talks and other educational strategies for safety risks and environmental impacts.

Responsibility

Employee responsibilities are to:

- Ensure they practice due care in accordance with legal requirements and workplace, health and safety training.

- Ensure they assist officers in carrying out due diligence as per legal requirements.
- Ensure they notify a supervisor about any incident/illness/unsafe work practice.
- Actively participate in workplace health and safety training

Supervisors' responsibilities are to:

- Ensure they practice due care as per legal requirements and workplace health and safety training.
- Participate in workplace health and safety training.
- Proactively manage workplace health and safety issues within their control or escalate to manager.
- Provide toolbox talks and/or other means of communication on workplace health and safety issues.
- Support workplace health and safety training of staff.
- Undertake risk assessments as required and take appropriate actions.
- Immediately advise managers of any unsafe work practices.

Manager/Executive responsibilities are to:

- Ensure all staff, themselves included, have attended workplace health and safety training.
- Ensure their department's risks have been assessed and there are appropriate control measures implemented.
- Ensure implementation of and compliance with workplace health and safety management systems, policies and procedures in their department.
- Immediately advise managers of any unsafe work practices.

5. Measuring and Monitoring Performance against the Workforce Management Strategy

We will measure the impact of our strategies, the progress of our programs against these issues, and the Workforce Management Strategy themes in the following areas:

- Workforce data is accurate and accessible for strategic decision-making
- Employee engagement survey
- Community Satisfaction Survey
- Delivery of human resources programs/initiatives within budget
- Minimise recruitment time
- Turnover rate
- Workforce diversity statistics
- Merit-based selection principles applied for recruitment decisions
- Annual performance review completion within timeframe
- Induction program completed by all new employees
- Satisfaction rating and participation rates of learning and development programs
- Compliance with mandatory workplace health and safety requirements
- Actual workers compensation total claim performance rate will be below industry average
- Participation and satisfaction rates for health and wellbeing programs

6. Workforce Management Strategy Summary 2025-2029

Cowra Council remains committed to implementing proactive, measurable, and forward-looking workforce strategies that support the development of a sustainable, skilled, and high-performing workforce. This Workforce Management Strategy has been designed to be both flexible and responsive, aligning closely with Council's broader strategic priorities and integrating with other adopted plans.

The Plan ensures that the necessary workforce resources are in place to effectively deliver on the objectives of the current Delivery Program and to meet the evolving needs of the community, as identified in the Cowra Shire Community Strategic Plan. It also provides a framework for long-term workforce sustainability by anticipating future demands and positioning Council to respond positively to change.

4.2 Acting General Manager

File Number: D25/1024

Author: Paul Devery, General Manager

RECOMMENDATION

That the Director – Corporate Services, Mr Alan Dalton, be appointed Acting General Manager for the period 7-16 July 2025 inclusive due to the General Manager's absence on leave.

INTRODUCTION

I will be on leave from 7-16 July 2025 inclusive. I recommend that the Director – Corporate Services, Mr Alan Dalton, be appointed Acting General Manager for the period 7-16 July 2025 inclusive due to my absence.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

Nil

4.3 CBD Committee

File Number: D25/1043

Author: Paul Devery, General Manager

RECOMMENDATIONS

1. **That council note the draft minutes of the CBD committee meeting held on Wednesday 11 June 2025.**

2. **That council note the decisions of Phil Beer and Christine Muddle not to continue their membership of the CBD Committee.**

3. **That council write to Phil Beer and Christine Muddle thanking them for their contribution to the CBD Committee.**

4. **That council note the advice from BizHQ that while they are not able to provide a regular member they will continue to provide support to the committee.**

5. **That council appoint David Barrand to the CBD Committee as a representative of Cowra Tourism Corporation.**

6. **That council appoint Zachary Jones to the CBD Committee as the representative of the Cowra Business Chamber.**

7. **That council appoint the following persons to the CBD committee as business representatives:**
   - **Adam Gambrill**
   - **Katherine Jeffs**
   - **Bruce Rowston**

INTRODUCTION

The CBD Committee held a meeting on Wednesday 11 June 2025. A copy of the draft minutes is included at Attachment 1 and the relevant recommendations included above for consideration.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

1. Draft Minutes - CBD Committee Meeting - 11 June 2025 ⇩

MINUTES

CBD Committee Meeting
Wednesday, 11 June 2025

Order Of Business

1 Acknowledgement of Country 3
2 Apologies 3
3 Confirmation of Minutes 3
4 Reports of Council Officers 3
4.1 Membership of CBD Committee 3
4.2 Cowra CBD Place, Vision & Activation Plan 4
4.3 Council Draft Delivery Program/Operational Plan 4
4.4 CBD Committee Delegation 4
5 General Business 5
5.1 Meeting Schedule - CBD Committee 5
5.2 Business Chamber Update 5
5.3 SpendMapp 5
6 Next Meeting Date 5
7 Meeting Close 5

MINUTES OF COWRA COUNCIL
CBD COMMITTEE MEETING HELD AT THE NGULUWAY ROOM, DARLING STREET, COWRA
ON WEDNESDAY, 11 JUNE 2025 AT 6PM

PRESENT: Cr Paul Smith (Mayor), Cr Tony Horton, Mr David Barrand, Ms Ashlea Field, Ms Stassi Austin, Mr Zachary Jones, Mr Jesse Murphy (Chair)

IN ATTENDANCE: Mr Paul Devery, Ponie De Wet

1 ACKNOWLEDGEMENT OF COUNTRY

The Acknowledgement of Country was presented by Jesse Murphy (Chair).

2 APOLOGIES

Cr Cheryl Downing, Cr Erin Watt (Chair), Ms Martina Lindsay

3 CONFIRMATION OF MINUTES

RESOLVED

That the minutes of CBD Committee Meeting held on 30 April 2025 be confirmed.

Moved – Cr T Horton

Seconded – S Austin

Zachary Jones arrived 6.15pm

4 REPORTS OF COUNCIL OFFICERS

4.1 Membership of CBD Committee

RESOLVED

1. **That the committee note the decisions of Phil Beer and Christine Muddle not to continue their membership of the CBD Committee.**

2. **That the committee recommend Council write to Phil Beer and Christine Muddle thanking them for their contribution to the CBD Committee.**

3. **That the committee note the advice from BizHQ that while they are not able to provide a regular member they will continue to provide support to the committee.**

4. **That the committee recommend council appoint David Barrand to the**

CBD Committee as a representative of Cowra Tourism Corporation.

5. **That the committee recommend Council appoint Zachary Jones to the CBD Committee as the representative of the Cowra Business Chamber.**

Moved – Cr P Smith

Seconded – Cr T Horton

RESOLVED

That the committee recommend to council that the following persons be appointed to the committee as business representatives:

- **Adam Gambrill**
- **Katherine Jeffs**
- **Bruce Rowston**

Moved – J Murphy

Seconded – A Field

4.2 Cowra CBD Place, Vision & Activation Plan

RESOLVED

That the committee note the completion of the amendments to the Cowra CBD Place Vision and Activation Plan.

Moved – Cr P Smith

Seconded – Cr T Horton

4.3 Council Draft Delivery Program/Operational Plan

RESOLVED

That the committee note the actions from the CBD Place Vision and Activation plan that are included in Council's draft Delivery Program 2025-2026 to 2028-2029/Operational Plan 2025-2026.

Moved – A Field

Seconded – Cr T Horton

4.4 CBD Committee Delegation

The chair and general manager will review the current delegation and provide a draft to the committee for comment.

5 GENERAL BUSINESS

5.1 Meeting Schedule - CBD Committee

RESOLVED

That the committee meet on the 2nd Wednesday of every second month with the next meeting to be held on Wednesday 13 August.

Moved – S Austin

Seconded – Cr T Horton

5.2 Business Chamber Update

Zach Jones provided an update on the activities of the chamber. Zach confirmed the first Business After-5 event will be held on July 2 at the Ability Network.

5.3 SpendMapp

Business Officer Ponie De Wet tabled and spoke to a report from SpendMapp for the period May 2024-April 2025.

6 NEXT MEETING DATE

The next meeting will be held on Wednesday 13 August 2025 at 6pm in the Nguluway Room.

7 MEETING CLOSE

The Meeting closed at 7.05pm.

.....

CHAIRPERSON

4.4 Community Engagement Strategy

File Number: D25/1078

Author: Paul Devery, General Manager

RECOMMENDATION

1. **That Council note the submissions received**

2. **That Council adopt the draft Community Engagement Strategy.**

INTRODUCTION

At the council meeting held on 28 April 2025, council resolved to place the draft Community Engagement Strategy on public exhibition.

BACKGROUND

The draft strategy was widely publicised, copies were available online, at council's customer service centre, with village representatives and provided to all those on the Aboriginal Consultation policy contact list.

At the close of the public exhibition period two submissions had been received.

Copies of these submissions together with a table incorporating recommended responses/actions are included at Attachments 1 and 2 respectively.

The draft Community Engagement Strategy has been updated to reflect the recommended responses. Councillors may also note the format of the strategy has been updated by Council's Communications Officer with the content unchanged other than those recommended in the attachment.

A copy of the updated draft strategy recommended for adoption is included at Attachment 3.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

1. External Submissions ⇩
2. External Submissions Worksheet ⇩
3. Community Engagement Strategy ⇩

Department of Climate Change,
Energy, the Environment and Water

Our ref: HMS ID#10426
Your ref: Draft Community Engagement Strategy

Paul Devery
General Manager
Cowra Council
Cowra NSW 2810

Email: council@cowra.nsw.gov.au

Subject: Draft Cowra Council Community Engagement Strategy

Dear Paul

Thank you for the opportunity for Heritage NSW to comment on the Draft Cowra Council Community Engagement Strategy, which guides Cowra Council's approach to community engagement.

Heritage NSW has reviewed the strategy and provide the following comments for your consideration; our comments are in line with the principles outlined in the strategy:

- **Our engagement methods and techniques (page 11)**: Recommend adding another step into the engagement level. The last step should be that Council will provide feedback to the community as to why they made their decision
- **First Nation Community (page 12)**: Recommend having an Aboriginal Consultation Committee. This is an effective way to increase Aboriginal people's voices being heard
- **Advisory committee**: Consider having an advisory committee in relation to both Aboriginal and Environment heritage
- **Engagement methods (page 13)**: Recommend online engagement methods e.g. community engagement page on the council's website or social media to increase the ability for community members to be informed and provide comments
- **Monitoring and evaluation (page 15)**: It is important to have timeframes associated with this e.g. every 6 months

heritagemailbox@environment.nsw.gov.au www.environment.nsw.gov.au/topics/heritage
Locked Bag 5020, Parramatta NSW, 2124

If you have any questions please contact Paul Houston, Senior Aboriginal Assessments Officer, by email at [redacted] or [redacted] or by phone on [redacted]

Yours sincerely

Andreana Kennedy

Andreana Kennedy
Practice Lead, Planning Referrals and Advice
Heritage NSW
Department of Climate Change, Energy, the Environment and Water

2 June 2025

From: Libby Ewing-Jarvie
Sent: Wednesday, 7 May 2025 11:36 AM
To: Cowra Council
Subject: Draft Community Engagement Strategy 2025 - feedback

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.

Hi Council Team,

Thank you for the opportunity to provide feedback on the Community Engagement Strategy.

When considering how to frame my feedback, I thought about the community "chatter" we see on social media and hear in person regarding engagement with the Council. Many people seem to find it challenging to engage with the Council, possibly due to confidence, capability, communication barriers, or other reasons. It might even be a fear of rejection or failure. It's wonderful to see the Council promoting this engagement framework with such clear underlying principles. Kudos to the team!

My experience with the Council has always been positive, likely due to the relationships built, a bit of persistence, and confidence in navigating each step. With that in mind, here are some observations on the community engagement strategy up for review:

On page 11, public forums at Council meetings aren't explicitly mentioned as an engagement channel. While agendas and minutes are available, explicitly mentioning public forums could be helpful including calling out the public invitation through social media. Not everyone is comfortable speaking in a forum like that, but I imagine it's seen as a powerful way to connect in, by those in the chamber.

Is there room within the framework to illustrate how some engagement scenarios might flow, perhaps using a visual like a customer journey map? This could help mesh together elements currently spread over several pages and make it easier for people to relate to communication chains, expressed in terms of personas or customer profiles.

Could be a farmer, agribusiness, president of a sporting association or it could also be a business owner in retail, or hospitality. Might even be a regular tourist or traveller.

I might be oversimplifying these scenarios, but some engagement scenarios might be:

- Council post notification of a meeting, with an agenda, inviting members of the community to speak.
- Community person attends and shares their words.
- Council acknowledges them in the meeting and thanks them for their time.
- What happens next is noted on page 13

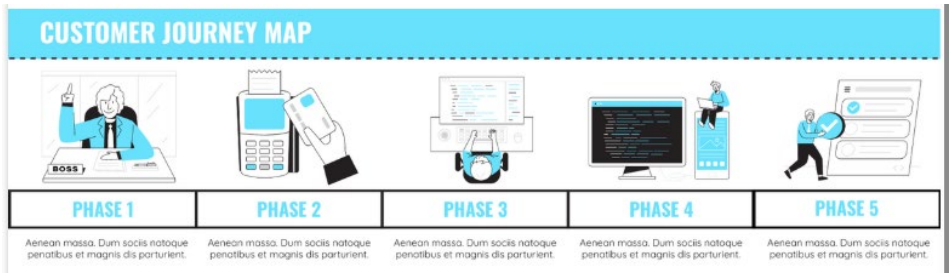
Question - If deemed appropriate, does that person get invited back into a committee or advisory group, or are they invited to focus groups?

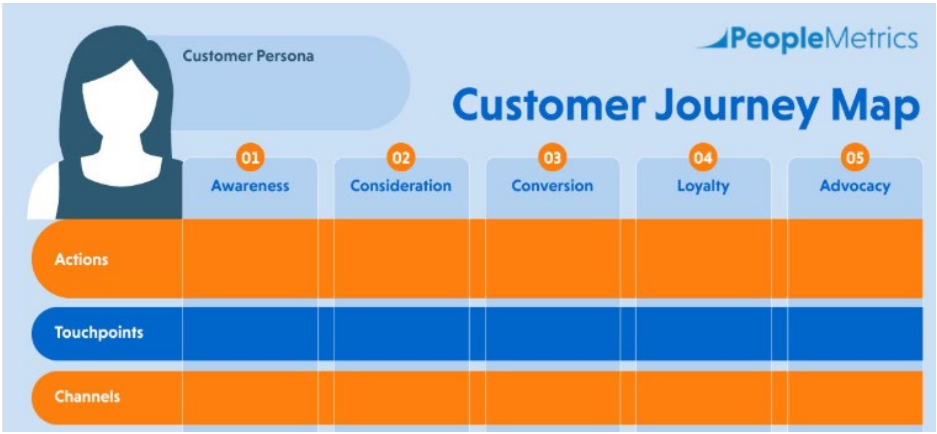
Another example:

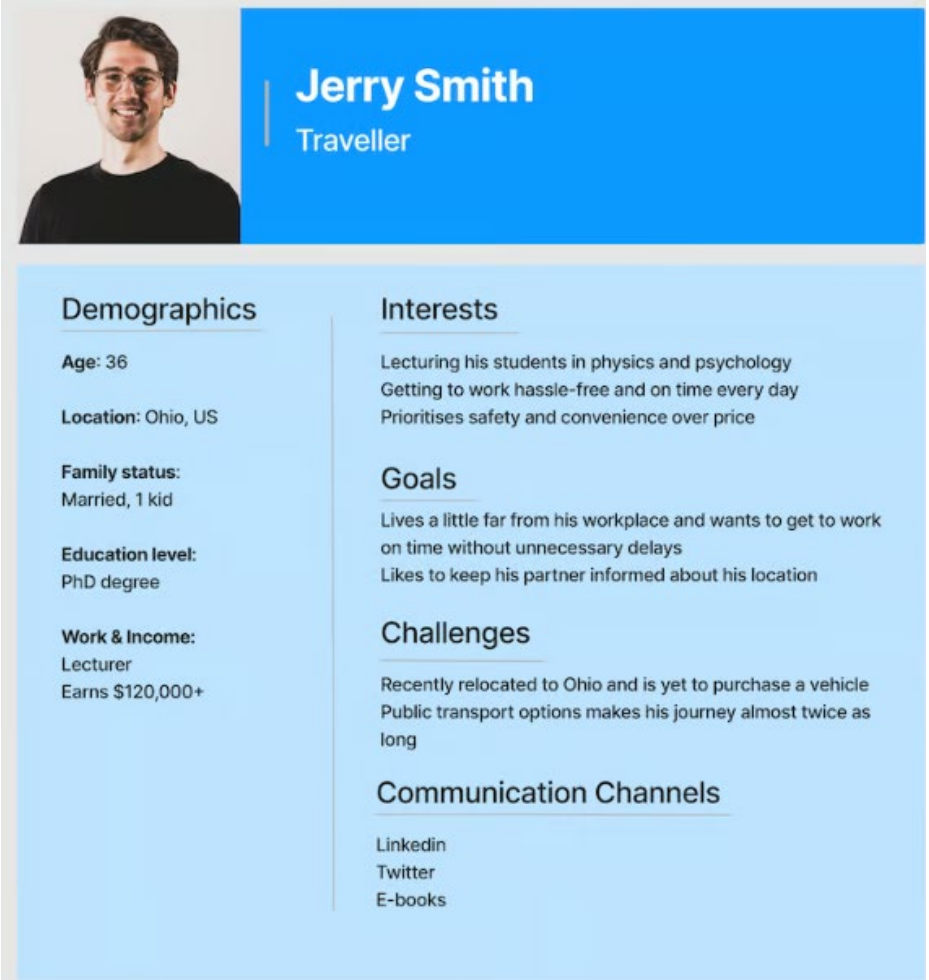
- A community member approaches Council through Customer Service, with feedback on some aspect of the community that falls within Council's remit.
- The topic moves through Customer Service to the appropriate area for consideration.
- The topic is likely of interest to others in the community, or specific to a community group that Council has representation on.
- The person is replied to.
- What happens if broader community engaged is needed or deemed appropriate?

I see Advisory Groups and Committees of Council are noted as collaboration channels on page 11, but it doesn't specify how people engage with these groups or how they can become part of one (e.g., public notice on social media, invitation only?). Clarifying these avenues would be helpful. Additionally, committees and advisory groups are missing on page 13. Could these be included?

I've included some examples of customer journey map visuals and personas below in case this is of interest.







Thanks again and all the best.

Cheers

Libby Ewing-Jarvie
General Manager
Cowra Early Childhood Services Cooperative Ltd

CECS
Cowra Early Childhood Services
Learning Through Play

Submissions - 2025

Reference	Submitter	Issues Raised	Response
A. 2025/14594	L. Ewing-Jarvie	Suggestion to include public forums at meetings as an engagement method. Suggestion to include illustrated engagement scenarios.	Agree. Change recommended. Agree. Change recommended.
B. 2025/17868	Heritage NSW Department of Climate Change, Energy, Environment and Water	• Our engagement methods and techniques (page 11): Recommend adding another step into the engagement level. The last step should be that Council will provide feedback to the community as to why they made their decision • First Nation Community (page 12): Recommend having an Aboriginal Consultation Committee. This is an effective way to increase Aboriginal people's voices being heard • Advisory committee: Consider having an advisory committee in relation to both Aboriginal and Environment heritage • Engagement methods (page 13): Recommend online engagement methods. • Monitoring and evaluation (page 15): Suggest including timeframes.	Agree. Change recommended. This may come out of the work of the Reconciliation Working Party and a Reconciliation Action Plan and should be considered at that time. No change recommended. This may come out of the work of the Reconciliation Working Party and a Reconciliation Action Plan and should be considered at that time. No change recommended. Agree. Change recommended. Agree. Change recommended

COMMUNITY ENGAGEMENT STRATEGY


Cowra Shire Council acknowledges the traditional custodians of the land, the Wiradjuri people, and shows our respect to elders past, present and emerging.
1

Executive Summary

All Councils are required to implement a Community Engagement Strategy under Section 402A of the Local Government Act 1993, which states - The council must establish and implement a strategy (its "community engagement strategy"), based on social justice principles, for engagement with local community when developing the community strategic plan.

Social justice is based on four interrelated principles of equity, rights, access and participation. The strategy must be reviewed within 3 months of the local government elections.

Our commitment

To ensure that the Cowra Shire community has the opportunity to actively contribute to a fulfilling, positive quality of life.

Our principles

- Respectful and act with integrity
- Clarity of purpose
- Accessible and inclusive
- Show the influence and impact of community input
- Timeliness
- Tailored
- Informed/ Educated
- Meet our legislative requirements
- Active and consistent learning

How we listen to the community

We see you at our facilities and events and we hear from you online, via emails, phone calls, letters, petitions and project proposals.

What is engagement

Community engagement is also called "public participation" and it is about involving the community in decision-making processes that impact them, and is at the very core of our democratic processes in local government.

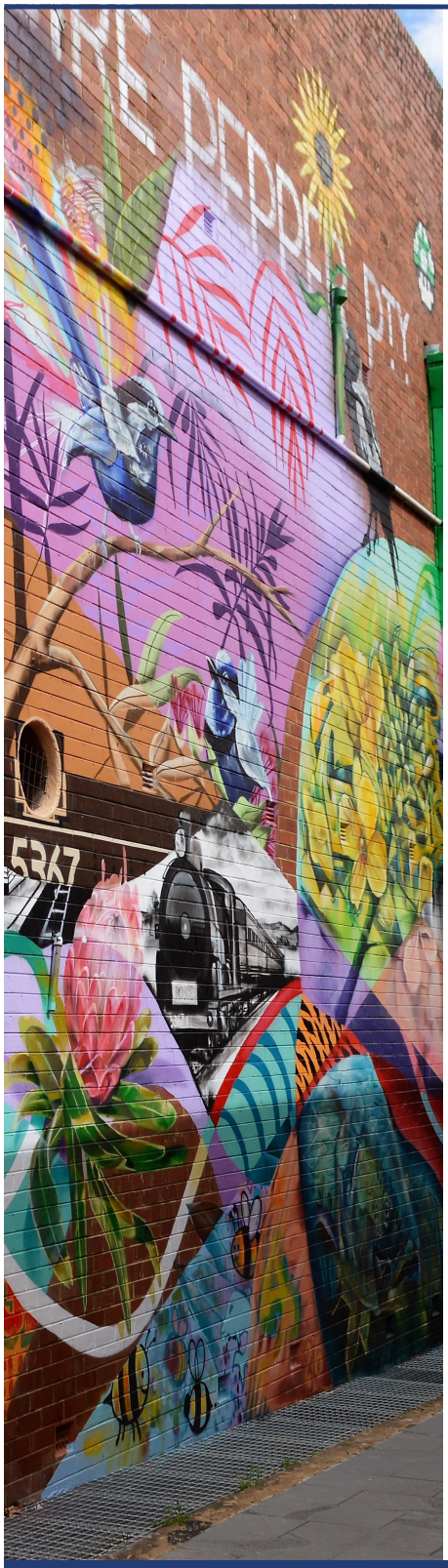
Why we engage

Council's engage to ensure that we understand and comprehend the diversity of views across the Cowra Shire. As a result, we consider a wide range of options informed by community input and we deliver services that meet the expectations of as many people as possible.

How we engage

Council will adopt the IAP2 Public Participation framework as a methodology for determining the scope of engagement and how decisions are made. This guides us to engage depending on the scope or impact of the project to either inform, consult, involve, collaborate or empower the community in decision making.

Contents



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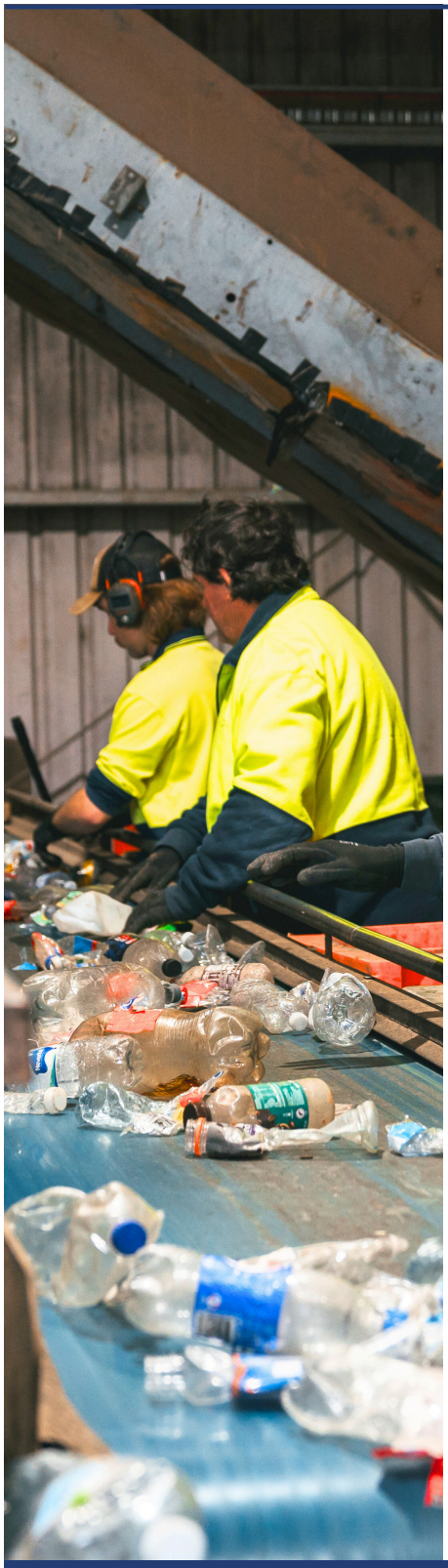
Our Commitment



This Community Engagement Strategy sets out a whole of Council commitment to community engagement. Our commitment is that -

Cowra Shire Council will:

- Encourage everyone with an interest in the Shire to understand, be understood and learn from each other through a productive and inclusive exchange of views;
- Ensure that people receive information that is timely, free of bias and easy to access;
- Be transparent, strengthen relationships and build mutual respect through ongoing engagement activities;
- Be open to responses and respectful of differing points of view;
- Articulate our commitment and deliver it.

We aim to ensure that people are:

- Informed about issues and decisions that could affect their current or future way of life;
- Encouraged to share their views with Council;
- Able to raise issues and have their say in a way and at a time that suits them;
- Be involved in decision making processes if they wish to be;
- Confident their views and feedback have been considered;
- Able to get feedback on how their input has been reflected in Council decisions and actions.

Our Principles

Cowra Shire Council's approach to community engagement is guided by the following principles:

- Integrity: our engagement will be genuine, meaningful and transparent;
- Clarity of purpose: we will be clear about the purpose of the engagement and how contributions will be considered;
- Accessible and Inclusive: our engagement will be accessible and balanced, capturing a range of values and perspectives by applying a variety of engagement methods that suit the purpose of engagement and the stakeholders involved;
- Respectful: we will act in an honest, open and respectful way to build strong relationships, partnerships and trust with our stakeholders;
- Timely: we engage early and provide enough time for stakeholders to provide input;
- Tailored: we actively seek to identify and engage with those likely to have an interest in the issues involved using appropriate methods;
- Informed: we utilise existing research and findings of other consultations that Council or other organisations have conducted;
- Learning from experience: we review and update Council's engagement techniques to learn and improve;
- Meeting legislative requirements: we will meet or exceed all statutory engagement requirements.



What is engagement?

Community engagement is about involving the community in decision-making, and is at the very core of our democratic processes in local government.

Through community engagement, Council aims to understand varied points of view, clarify community expectations, and build trust. Meaningful engagement allows Council to gather information which enhances decision making and service delivery. Engagement is more than the provision of information. It is an ongoing process which involves two-way communication, talking and listening, and shared decision making.

This Strategy references a continuum of community engagement, based on the International Association for Public Participation (IAP2) spectrum, - inform, consult, involve, collaborate and empower.

The IAP2 Spectrum of Public Participation

The IAP2 Public Participation framework is a methodology for determining the scope of engagement and level of influence the community has in decision making. The IAP2 Spectrum of Public Participation outlines a continuum of participation that may be appropriate, depending on the outcomes, time-frames, resources and levels of public concern in the decision to be made. At each participation level a different type of commitment is made to the community, which should be made clear and upheld.

By using the IAP2 framework to guide our engagement processes, Council recognises that there is a continuum of engagement that may be applied in different circumstances. For example, if a Council is not actively seeking community input because a decision has already been made, inform is the most appropriate engagement approach.

If, however, Council is seeking to gain further understanding of a matter, and community views, Council will consult or involve people. At the empowerment end of the spectrum, decisions are made by local people without Council involvement.



The IAP2 Spectrum

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations to the maximum extent possible.	We will implement what you decide.

Why we engage

Council knows that people living in the Cowra Shire value participation, having a voice and being involved.

Engaging with our communities helps us to:

- Make better decisions;
- Ensure our current services, projects and directions align with community priorities;
- Plan for future services, projects and directions by identifying and understanding what is important to our communities and their aspirations;
- Ensure that services best meet the needs of our diverse community including cultural, social and accessibility considerations;
- Encourage a range of voices to be heard;
- Identify shared values, benefits and outcomes and how Council and community can work together to realise our goals;
- Manage risks by understanding and anticipating issues before they escalate;
- Ensure legislative requirements are met.



Who we engage with

A vital component of undertaking community engagement includes identifying and understanding who are the key stakeholders who will be impacted by or who have an interest in a decision. Given the extensive scope of Council's work it is necessary that a range of views are heard. This will at times require engaging with communities outside of the LGA. The list of stakeholders is long and varied and by no means definitive. Stakeholders would be determined based on what Council is engaging on.



Our engagement methods and techniques

In developing project plans for any community engagement activity, our staff are guided by our methods and techniques that may be applied for varying levels of engagement.

Level of Engagement	Examples of Council methods and techniques	Decision Maker
Inform To provide information to the community about a project, service, event, emergency or other matter.	* Council Noticeboard * Direct Mail/ Letterbox Drop * Council Customer Service Centre * Publications to promote Council specific events, programs, services and initiatives * Council website and social media * Council agendas and minutes * Media releases and traditional advertising * Council Newsletter (digital and physical)	Council
Consult To seek an opinion or input to inform a decision.	* Public Exhibitions * Councillors in the Community * Ad-hoc surveys * Biennial Community Engagement Strategy	Council
Involve To engage with stakeholders to understand and consider their input and feedback.	* Community discussion groups/ focus groups * Project reference groups * Stakeholder forums * Public forums at Council meetings, public invitation via social media	Council
Collaborate To work in partnership to come to a decision.	* Committees of Council * Advisory groups	Council and Community
Empower To give the decision-making role entirely to the stakeholders.	* Polls or referendums * Local government elections	Community
Feedback Council to provide feedback to the community on decisions made.	* Responses to submissions * Media releases explaining decisions.	Council

How we listen

Our engagement methods and techniques

Council's biennial Community Satisfaction Survey Community Survey has revealed the variety of methods we need to employ to effectively engage with our community.
Pamphlet/letterbox drop remains the clearly preferred method of receiving information from council with email and social media other mediums supported.

By applying our principles to individual community engagement plans, we will ensure that key stakeholders are identified for the particular issue, service or project involved and that we tailor our techniques and methods appropriately.

First Nations Community
We acknowledge that fostering a culture of trust, respect and cultural awareness is key to effective engagement with First Nations communities. First Nations people make up 8% of the Cowra Shire community however are often underrepresented in community consultation.
Council will make a concerted effort to ensure Aboriginal peoples voices are heard in community engagement.

Advisory Committees
Committees of Council provide an important opportunity for people with skills, knowledge and experience to engage in Council decision making processes. Committees of Council will be utilised to enhance community engagement with specific stakeholder groups. Council has a number of formal committees, established under section 355 of the Local Government Act, 1993, including but not restricted to:

1. **Access Committee**
2. **Australian Chapter of World Peace Bell Association**
3. **CBD Committee**
4. **Civic Centre Reference Group**
5. **Cowra Breakout Association**
6. **Cowra Public Art Advisory Panel**
7. **Cowra Regional Art Gallery Advisory Committee**
8. **Cowra Sport & Recreational Council**
9. **Cowra Youth Council**
10. **Sustainability Advisory Committee**
11. **Saleyards Committee**



Level of Engagement	How to contact Council	What happens next?
In-Person	Visit our customer service centre in Cowra from 9am-4:30pm from Mon - Fri.	All enquiries taken at the front desk are centrally logged in our Customer Request Management (CRM) system then sent to the appropriate section for action.
Petitions	Anyone can submit a petition to Council for consideration. Petitions immediately demonstrate a level of interest from the community on a specific topic.	A petition with 100 or more signatures will be submitted to a Council meeting for consideration by councillors.
Public Forums and Presentations	There are two ways you can seek to address the Council: 1. A request to speak at a Public Forum about a matter that has been included in the Agenda for a Council or Committee meeting; 2. A request to make a Presentation to the Councillors about activities or items of community interest.	Once you have presented in either a Public Forum or as a presentation to the Council, the Council may then either make a notice of motion or a recommendation to Council staff to act on the resolution.
Letters and Emails	All letters and emails sent to Council are documented and then forwarded to the appropriate officer for action. You can write to Cowra Shire Council at Private Bag 342, Cowra NSW 2794 or email: council@cowra.nsw.gov.au	Once written correspondence has been received it is allocated to a Council officer or area with a time-frame set for response.
Phone Calls	Ring 02 6340 2000 for Council Customer Service which is open from 9am-4:30pm (Mon - Fri).	All phone calls are centrally logged while emails are catalogued using our CRM system and then sent to the appropriate section or officer for action.
Online	From time-to-time Council may seek online feedback on specific projects. Eg, Feedback surveys, biennial community satisfaction survey.	Targeted feedback is considered in Council decision making.

How we use feedback

The Council decision making process:

Cowra Shire Council is governed by nine elected Councillors. Councillors are elected to represent the interests of all ratepayers and residents. Our elected Council will ensure it effectively represents the diverse views of the Cowra Shire community by adopting the principles of this strategy.

The Local Government Act 1993 defines the following roles and responsibilities of Council, in relation to community engagement, to include:

- Councillors represent the collective interests of residents, ratepayers and the local community; and facilitate communication with the community and the governing body;
- The elected Council provides leadership and establishes policy and strategic direction for the organisation and the future of the Shire. The Council consults regularly with community organisations and other key stakeholders, and keeps them informed of its decisions;
- The Mayor as leader of the Council and as a community leader, promotes partnerships with key stakeholders, and together with the General Manager ensures adequate opportunities and mechanisms for engagement between the Council and the local community;
- The General Manager advises the Mayor and Council on appropriate forms of community engagement in different situations, and prepares a Community Engagement Strategy and operationalises that strategy;

Where an engagement activity is referenced in a report to the elected Council, this report will include:

- What consultation activities were undertaken;
- The number of people and organisations who participated;
- The feedback received;
- Online (website and social media) statistics and feedback.

To support informed decision making, the elected Council's role is to consider the issues and points of view raised by the community during the engagement process.

Reporting back on outcomes - closing the loop

Following a planned consultation process, the outcomes will be reported to the elected Council.

Where submissions have been received from members of the community as part of a consultation process, these submissions will be responded to with advice on the outcome of their submission. When a focus group or a community advisory group is formed by Council as part of an engagement process, feedback on the decision will be presented back to the group.

A further look at engagement scenarios

Taking a further look into how engagement scenarios may flow through visual customer journey maps.

Scenario One:
DEVELOPMENT APPLICATION

1 – Application Submission
The applicant submits a Development Application (DA) online through the NSW Planning Portal. If the project is a minor development and help is needed to use the portal, Council offers a Concierge Service to guide you through the process. This service does not include planning advice, but you can contact Council to arrange that separately.

2 – Pre-Lodgement Check
Council planners will check your submitted application and may ask for more information if needed. Once everything is in order, they'll provide a fee estimate. After you pay the fee, your application is officially lodged and ready for assessment.

3 – Initial Review
The DA is reviewed at an initial check meeting by key Council managers and engineers. It is allocated to an assessing officer. If required, neighbour notifications are sent, inviting submissions for consideration.

4 – Site Inspection & Assessment
The assessing officer inspects the site and evaluates environmental and neighbour impacts. If Council determination is needed, a report is prepared and presented at the next Council meeting, possibly extending the timeline.

5 – Determination
Most DAs are decided by Council planning staff. A notice of determination (approval) with stamped plans is uploaded to the planning portal, marking completion. The notice of determination will include a list of conditions that will outline the process including certificates to be attained.

Scenario Two:
WATER/SEWER RELATED ISSUE

Customer calls office/attends front counter.

CRM is logged by Council officer to appropriate workflow e.g. meter repair, sewer block.

CRM is tasked to 'Water Supervisor' for prioritisation/programming.

Work team is given CRM for action.

Upon completion of inspection/repair – staff may doorknock or call customer to advise of the outcome where required or requested.

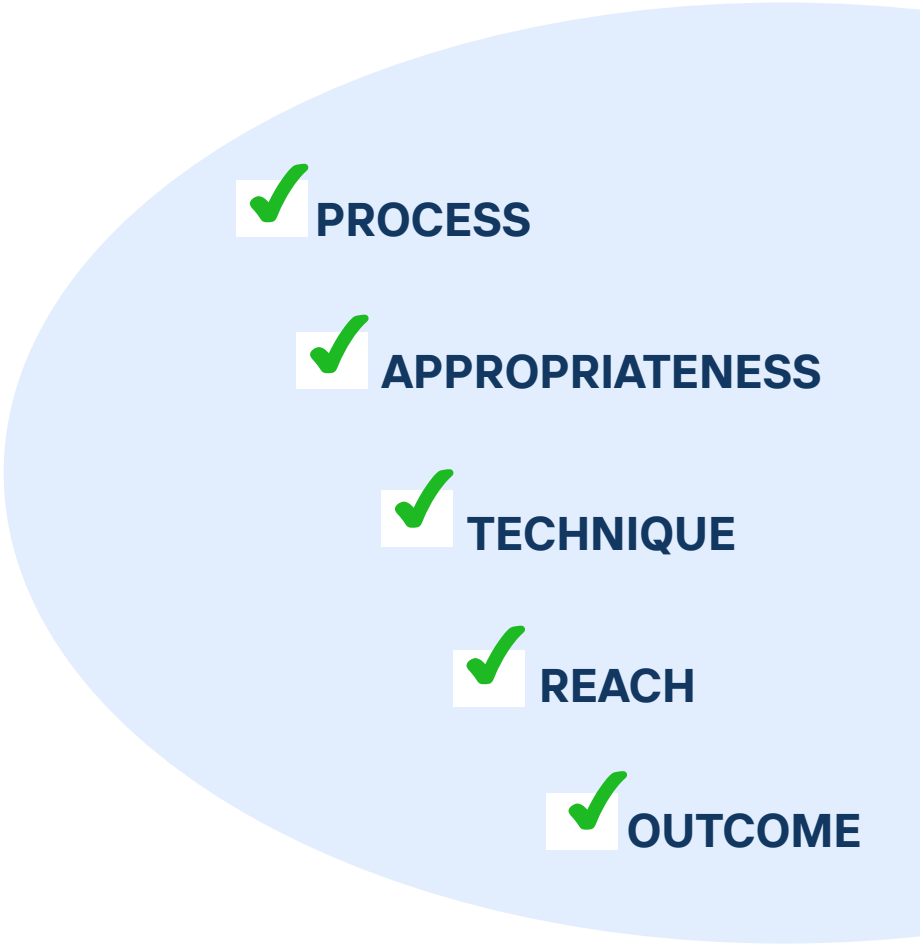
Work Team return to supervisor with details of work completed. CRM is updated with details of repairs/findings by the supervisor and closed.

Monitoring and evaluation

Council will evaluate our engagement activities in five key areas:

- Process: how well the engagement was designed and implemented?
- Appropriateness: was the engagement appropriate and how well did the public and stakeholders accept the process?
- Techniques: were the techniques used of value to the project, did some techniques work better than others?
- Reach: were the people we reached representative of those affected by the decision?
- Outcomes: were the intended outcomes of the engagement process achieved?
- Reporting: Delivery Program (Every 6 months), Annual Report (Yearly), Biennial Community Satisfaction Survey (Every 2 Years), State of our cities report (Every 4 Years).

Learnings from the evaluations will be used to inform future engagement activities, and to update any future Community Engagement Plans.



5 DIRECTOR-CORPORATE SERVICES

5.1 Donation Request - Gooloogong Log Cabin Hall - 2025 Esky Ball

File Number: D25/1076

Author: Alan Dalton, Director - Corporate Services

RECOMMENDATION

That Council approve Gooloogong Log Cabin Hall's request for half the cost of bin hire, being $337.35 (including delivery and collection charges) as a donation towards the Gooloogong Esky Ball event scheduled for 21 June 2024.

INTRODUCTION

Mr Chris Marr on behalf of Gooloogong Log Cabin Hall Inc has requested a donation for 50 per cent of the costs for waste bins to support the Gooloogong Esky Ball on 21 June 2025.

BACKGROUND

The Gooloogong Esky Ball is an annual community event, and Council has previously provided a 50 per cent donation towards the provision and collection of waste bins. Verbal consultations with Mr Marr have established that 15 bins are needed for this year's event.

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

- 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.

No other donation requests have been received from Gooloogong Log Cabin Hall this financial year.

Under Council's Revenue Policy, the charge for providing and collecting the required 15 bins is $674.70 (comprising $313.5 for bin hire and $361.20 for collection). Accordingly, the support sought is $337.35 (being half the undiscounted fee).

BUDGETARY IMPLICATIONS

Council's s.356 budget for 2024-25 is fully committed, however approving the request could be considered reasonable, given the:

- application's compliance with Council's Donations Policy;
- expected positive contribution towards the local economy; and
- non-material impact on Council's overall financial position.

ATTACHMENTS

1. Donation Application from Gooloogong Log Cabin Hall Inc for Gooloogong Esky Ball - 11 June 2025 ⇩

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: Gooloogong Log Cabin Hall Inc. Esky Ball

Mailing address: Main St Gooloogong 2805

Phone: (Home) [redacted] (Business)

Email: [redacted]

Signature: [redacted] Date: 11TH / 6TH / 2025

Organisation Details

Organisation responsible for the event/activity: Sub committee of Log Cabin Hall

President/Secretary Contact Details: Ann-Marie McCardle - Secretary.

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 Charity Ball.

Date/s of the proposed event/project 21st June 2025

Venue where will the event/project take place? Log Cabin Hall, Gooloogong.

Financial Details

Amount of assistance being sought: $ Half Cost of Daily Bin Hire.

Total Estimated cost of the total event/project $

How are funds to be raised? Ticket Sales and 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: All funds are donated back to the restoration/ Upkeep of the Hall

Has Council previously assisted you/your organisation? ☑ YES ☐ NO

If so what was the amount of the assistance from Council? $ Half cost of Bin Hire and Rubbish Removal.

When was it provided? Post Event.

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.
The Log Cabin is a local heritage listed building that is iconic to the Lachlan Community. It provides a meeting place in many forms for residents of Cowra Shire.

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]
Due to the size of Lachlan community events are limited and therefore one of events like this provide much needed income to help sustain the building

Objective 3: To provide access and usage of community resources, services and facilities, and equity of access for special needs groups
The Lady Ball is open to anyone depending on ticket purchase and provides a medium for the marked people

Objective 4: To encourage and enable broad community participation in cultural/ community service programs. The event is run by a volunteer group and help on the night is provided by members of the community. Many local businesses help guarantee the success of the event through in kind support and sponsorship.

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

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

6 DIRECTOR-INFRASTRUCTURE & OPERATIONS

6.1 Committee Minutes - Traffic Committee

File Number: D25/1051

Author: Dirk Wymer, Director-Infrastructure & Operations

RECOMMENDATION

1. **That the minutes of the Traffic Committee meeting held on 10 June 2025 be noted.**

2. **That "No Parking" zones be implemented:**
   a. **Along the north side of Bartlett Avenue from Darling Street to Fitzroy Street, and**
   b. **Along the south side of Bartlett Avenue from Darling Street to the western boundary of 124 Kendal Street, and**
   c. **Along the south side of Bartlett Avenue from Fitzroy Street to the western boundary of 112 Fitzroy Street.**

   And a "Left Turn Only" sign be placed between 25 and 27 Bartlett Avenue.

3. **That:**
   a. **Signage be erected that prohibits heavy vehicles from parking on the southern side of Kendal Street from the "No Stopping" sign, 10 metres from the intersection of Fitzroy Street to a point 46 metres east to comply with Part 4A of the Austroads Guide to Road Design, Table 3.2, and**
   b. **The current "No Parking" sign be removed east of the existing parallel parking zone.**

INTRODUCTION

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

BACKGROUND

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

BUDGETARY IMPLICATIONS

N/A

ATTACHMENTS

1. Minutes of the Traffic Committee meeting held on 10 June 2025 ⇩

Cowra Council

MINUTES

Traffic Committee Meeting
Tuesday, 10 June 2025

Order Of Business

1 Apologies 3
2 Confirmation of Minutes 3
3 Business Arising From Previous Minutes 3
3.1 Traffic Committee Meeting Action Sheet 3
4 Reports of Council Officers 3
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5 General Business 4
5.1 Review of Signage and Pavement Markings - Young Road Truck Stop 4
5.2 No Stopping Signs - Cowra Fire Station 4
5.3 Traffic Light Phasing - Kendal/Lachlan Streets 4
6 Next Meeting Date 5
7 Meeting Close 5

MINUTES OF COWRA COUNCIL
TRAFFIC COMMITTEE MEETING HELD AT THE COWRA COUNCIL CHAMBERS, 116 KENDAL STREET, COWRA
ON TUESDAY, 10 JUNE 2025 AT 9.30AM

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

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

1 APOLOGIES

Cr Karren Cave, Mr Ian Thomas

2 CONFIRMATION OF MINUTES

Local Traffic Committee advice to Council on proposal: Unanimous support

COMMITTEE RESOLUTION

That the minutes of Traffic Committee Meeting held on 15 April 2025 be confirmed.

CARRIED

3 BUSINESS ARISING FROM PREVIOUS MINUTES

3.1 Traffic Committee Meeting Action Sheet

Local Traffic Committee advice to Council on proposal: Unanimous support

COMMITTEE RESOLUTION

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

CARRIED

4 REPORTS OF COUNCIL OFFICERS

4.1 Request for a No Parking Zone - Bartlett Avenue

Local Traffic Committee advice to Council on proposal: Unanimous support

COMMITTEE RESOLUTION

That "No Parking" zones be implemented:

1. **Along the north side of Bartlett Avenue from Darling Street to Fitzroy Street, and**
2. **Along the south side of Bartlett Avenue from Darling Street to the**

western boundary of 124 Kendal Street, and

3. **Along the south side of Bartlett Avenue from Fitzroy Street to the western boundary of 112 Fitzroy Street.**

And a "Left Turn Only" sign be placed between 25 and 27 Bartlett Avenue.

CARRIED

4.2 Heavy Vehicle Parking - Kendal Street East

Local Traffic Committee advice to Council on proposal: Unanimous support

COMMITTEE RESOLUTION

That:

1. **Signage be erected that prohibits heavy vehicles from parking on the southern side of Kendal Street from the "No Stopping" sign, 10 metres from the intersection of Fitzroy Street to a point 46 metres east to comply with Part 4A of the Austroads Guide to Road Design, Table 3.2, and**
2. **The current "No Parking" sign be removed east of the existing parallel parking zone.**

CARRIED

5 GENERAL BUSINESS

5.1 Review of Signage and Pavement Markings - Young Road Truck Stop

It was requested that a review of signage and pavement markings for traffic leaving McDonald's Restaurant via Young Road exit. Concerns have been raised with traffic going against the flow, exiting via the truck stop entrance.

5.2 No Stopping Signs - Cowra Fire Station

Committee was advised that the eastern "No Stopping" sign in front of the Cowra Fire Station has no directional arrow to define a closure of the zone.

5.3 Traffic Light Phasing - Kendal/Lachlan Streets

Cowra Police requested a review of the phasing of the traffic lights at the intersection of Kendal and Lachlan Streets, in particular, the possibility of a green right turn arrow from the north side of the intersection for traffic wishing to turn right and head west. Referred to Transport for New South Wales to revisit.

6 NEXT MEETING DATE

The next meeting will be held on Monday, 11 August 2025 at 9.30am in the Cowra Council Chambers, 116 Kendal Street, Cowra.

7 MEETING CLOSE

The Meeting closed at 10.25am.

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CHAIRPERSON

7 DIRECTOR-ENVIRONMENTAL SERVICES

7.1 Development Application No. 10.2024.27.1, Lot 1 DP 801755, 2 Lachlan Street Cowra, demolition of existing buildings and construction of a service station with drive-through facility and internal seating, lodged by D Kane. The property is owned by Ultra Cowra Pty Ltd

File Number: D25/1029

Author: Larissa Hackett, Director - Environmental Services

RECOMMENDATION

1. That Council notes that the reason for the decision is that the proposal largely complies with Section 4.15 of the Environmental Planning and Assessment Act 1979. The variation to Section O.1.9.3.a of Part O of Cowra Council Development Control Plan 2021 is sufficiently justified. The application was publicly notified and the submissions received have been satisfactorily addressed in the planning report; and

2. That Council approves a variation to Section O.1.9.3.a of Part O of Cowra Council Development Control Plan 2021 for this development to allow a floor level below the flood planning level; and

3. That Development Application No. 10.2024.27.1, for the demolition of existing buildings and construction of a service station with drive-through facility and internal seating on Lot: 1 DP 801755, 2 Lachlan Street Cowra be approved subject to the following conditions:

GENERAL CONDITIONS

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

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

Plan No./ Supporting Document	Prepared by/Reference Details	Cowra Shire Council Reference
Plan View Detail and Contour Plan A1 Issue A	CPC Land Development Consultants P/L 21.9.2020	Received 15 March 2024 Stamped DA No. 10.2024.27.1
Cover Sheet + Drawing Schedule A – 00 DA-3	R.J. Sinclair Pty Ltd -	Received 25 September 2024 Stamped DA No. 10.2024.27.1
Site: Existing Features &	R.J. Sinclair Pty Ltd	Received

Levels **A – 01** **DA-1**	**15.02.2024**	**15 March 2024** **Stamped** **DA No. 10.2024.27.1**
Site: Demolition Plan **A – 02** **DA-2**	**R.J. Sinclair Pty Ltd** **4.03.2025**	**Received** **5 March 2025** **Stamped** **DA No. 10.2024.27.1**
Site: General Arrangement Plan **A – 11** **DA-5**	**R.J. Sinclair Pty Ltd** **4.03.2025**	**Received** **5 March 2025** **Stamped** **DA No. 10.2024.27.1**
Site: Building Works Plan **A – 12** **DA-5**	**R.J. Sinclair Pty Ltd** **4.03.2025**	**Received** **5 March 2025** **Stamped** **DA No. 10.2024.27.1**
Site: Setout Plan **A – 13** **DA-5**	**R.J. Sinclair Pty Ltd** **4.03.2025**	**Received** **5 March 2025** **Stamped** **DA No. 10.2024.27.1**
Site: Levels **A – 14** **DA-4**	**R.J. Sinclair Pty Ltd** **24.09.2024**	**Received** **25 September 2024** **Stamped** **DA No. 10.2024.27.1**
Site: Roof Plan **A – 15** **DA-2**	**R.J. Sinclair Pty Ltd** **27.03.2024**	**Received** **28 March 2024** **Stamped** **DA No. 10.2024.27.1**
Site: Elevations **A – 16** **DA-3**	**R.J. Sinclair Pty Ltd** **18.06.2024**	**Received** **19 June 2024** **Stamped** **DA No. 10.2024.27.1**
Construction Management Plan **CM - 01** **DA-1**	**R.J. Sinclair Pty Ltd** **15.02.2024**	**Received** **29 April 2024** **Stamped** **DA No. 10.2024.27.1**
Construction Management Details & Notes **CM - 02** **DA-1**	**R.J. Sinclair Pty Ltd** **15.02.2024**	**Received** **29 April 2024** **Stamped** **DA No. 10.2024.27.1**

Site: Signage Location Plan **SS - 01** **DA-4**	**R.J. Sinclair Pty Ltd** **4.03.2025**	**Received** **5 March 2025** **Stamped** **DA No. 10.2024.27.1**
Site: Signage Details **SS - 02** **DA-5**	**R.J. Sinclair Pty Ltd** **30.04.2025**	**Received** **2 May 2025** **Stamped** **DA No. 10.2024.27.1**
Landscape Layout **01** **DA-B**	**Green Mouse Landscape Architecture** **15/12/23**	**Received** **15 March 2024** **Stamped** **DA No. 10.2024.27.1**
Hardscape Plan **02** **DA-B**	**Green Mouse Landscape Architecture** **15/12/23**	**Received** **15 March 2024** **Stamped** **DA No. 10.2024.27.1**
Planting Plan **03** **DA-B**	**Green Mouse Landscape Architecture** **15/12/23**	**Received** **15 March 2024** **Stamped** **DA No. 10.2024.27.1**
Hydraulic Services: Concept Stormwater Drainage Plan **HS – 01** **DA-1**	**R.J. Sinclair Pty Ltd** **15.02.2024**	**Received** **15 March 2024** **Stamped** **DA No. 10.2024.27.1**
Hydraulic Services: Concept Trade Waste Systems Plan **HS – 11** **DA-1**	**R.J. Sinclair Pty Ltd** **15.02.2024**	**Received** **15 March 2024** **Stamped** **DA No. 10.2024.27.1**
Hydraulic Services: Stormwater Pit + Drain Details, Oil/Water Separator Trade Waste Details **HS – 21** **DA-1**	**R.J. Sinclair Pty Ltd** **15.02.2024**	**Received** **15 March 2024** **Stamped** **DA No. 10.2024.27.1**
Hydraulic Services: Grease Arrestor Details **HS – 22** **DA-1**	**R.J. Sinclair Pty Ltd** **15.02.2024**	**Received** **15 March 2024** **Stamped** **DA No. 10.2024.27.1**

Vehicle Turning Study No. 01 – Cars + 12.5m Service Vehicle **TS – 01** **DA-2**	**R.J. Sinclair Pty Ltd 24.09.2024**	**Received 25 September 2024 Stamped DA No. 10.2024.27.1**
Vehicle Turning Study No. 02 – Large Car (4WD) + Caravan **TS – 02** **DA-2**	**R.J. Sinclair Pty Ltd 24.09.2024**	**Received 25 September 2024 Stamped DA No. 10.2024.27.1**
Vehicle Turning Study No. 05 – 17m Fuel Tanker **TS – 05** **DA-2**	**R.J. Sinclair Pty Ltd 24.09.2024**	**Received 25 September 2024 Stamped DA No. 10.2024.27.1**
Vehicle Turning Study No. 06 – Coffee Drive-Thru when Refuelling Bay No.6 Occupied by Large Car + Caravan incl. Coffee Waiting Bay **TS – 06** **DA-2**	**R.J. Sinclair Pty Ltd 24.09.2024**	**Received 25 September 2024 Stamped DA No. 10.2024.27.1**
Site: Vehicle Turning Study No.10 – Turning from Lachlan Street into Redfern Street **TS-10** **DA-3**	**R.J. Sinclair Pty Ltd 4.03.2025**	**Received 5 March 2025 Stamped DA No. 10.2024.27.1**
Site: Parking + Drive-Thru Coffee Bay Queuing Study **PS - 01** **DA-2**	**R.J. Sinclair Pty Ltd 24.09.2024**	**Received 25 September 2024 Stamped DA No. 10.2024.27.1**
Site: Sight Lines for Coffee Drive-Thru Customers Exiting to Lachlan Street **SL - 01** **DA-1**	**R.J. Sinclair Pty Ltd 24.09.2024**	**Received 25 September 2024 Stamped DA No. 10.2024.27.1**
Traffic and Parking Assessment Report	**Terraffic Pty Ltd 4 March 2024**	**Received 15 March 2024**

Ref: 21091		**Stamped DA No. 10.2024.27.1**
Environmental Site Assessment N7043	**NEO Consulting 27 June 2023**	**Received 15 March 2024 Stamped DA No. 10.2024.27.1**
Waste Management Plan – Service Station Upgrade Edition ii	**R.J. Sinclair Pty Ltd Building Design 5 February 2024**	**Received 15 March 2024 Stamped DA No. 10.2024.27.1**
Statement of Environmental Effects Revision 3	**Inhouse Town Planning Studio 2 May 2025**	**Received 2 May 2025 Stamped DA No. 10.2024.27.1**

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

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

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

   - **Shop: Monday to Friday 5.00am to 12.00am**

     Saturday, Sunday & Public Holidays 6.00am to 10.00pm

   - **Fuel: 24hrs (pay at pump)**

4. **Fuel deliveries to the site are to be scheduled to occur outside of the following peak hours:**

   - **8.00am to 9.00am**
   - **12.30pm to 1.30pm**
   - **3.15pm to 4.15pm**

5. **Service vehicles accessing the site are not to exceed 12.5m in length except for fuel tankers servicing the site.**

6. **All traffic movements in and out of the development are to be in a forward direction. Vehicles exiting to Lachlan Street must turn left. No right turn is to be permitted. Vehicles are not to block pedestrian access via the footpath.**

7. **The 7m high x 1.8m wide illuminated brand ID and fuel price board numbered PB1 on drawing No. SS-01 near the SE corner of the main building is to be**

removed or reduced in height to a maximum of 3m and a maximum width of 1.2m.

8. **The underground petroleum storage system (UPSS) must be designed, installed and tested by a duly qualified person in accordance with the minimum requirements of the Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2019 and Australian Standard AS 4897-2008. The UPSS must not operate without loss monitoring and leak detection systems.**

9. **Decommissioning of the existing tanks must be undertaken in accordance with the Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2019 and Australian Standard AS 4976 – 2008 where relevant. Decommissioning notifications and reports prepared by a duly qualified person are to be provided by the person responsible to Council in accordance with the Clauses 23-24 of the Regulation.**

10. **Transportation of contaminated fill or materials from the site on public roads must be carried out in accordance with the requirements of Australian Goods Code and Australian Standard 4452 Storage and Handling of Toxic Substances. This must include relevant incident management strategies for transportation on public roads.**

11. **All construction activities, including loading, unloading, storage of materials and construction activities must be undertaken wholly within the site and not impact the safety of all road users, including pedestrians or the efficiency of the public road network.**

12. **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.**

13. **Landscaping, signage and fencing is not to impede sight lines of traffic within or when passing, entering or departing the site. Safe intersection sight distances are to be maintained for the development.**

14. **Provide on-site parking for a minimum of 12 car parking spaces in accordance with the approved plans. Car parking and trafficable areas shall be designed and maintained in accordance with Cowra Shire Council's DCP 2021, Part M – Parking, Access, and Mobility.**

15. **All signage including any proposed internally lit signs must be contained within property boundaries and designed to meet the criteria of the Department of Planning's Transport Corridor Outdoor Advertising and Signage Guidelines 2017 including, but not limited to, Section 3.3.3 Illumination and reflectance.**

16. **All outdoor lighting shall be designed and installed so that no light will cast onto any adjoining properties. The lighting is to comply with AS4282:2019 Control of the Obtrusive Effects of Outdoor Lighting.**

17. **If the work involved in the erection or demolition of a building:**

    a) is likely to cause pedestrian or vehicular traffic in a public place to be

obstructed or rendered inconvenient, or

b) involves the enclosure of a public place, a hoarding or fence must be erected between the work site and the public place.

The applicant must obtain consent from the roads authority pursuant to Section 138 of the Roads Act 1993 for works within the road reserve.

18. The proposed refuelling area will include a Trade Waste System for the site that is a Class 1 SPEL Puraceptor System. The refuelling area's pavement will be captured and directed to the Trade Waste System before being discharged to the stormwater system. The site operator will be required to organise removal of any fuel spill from the tank by a trade waste contractor to dispose off-site in accordance with local authority requirements.

19. Liquid trade waste material is not to be discharged into the sewerage system without first obtaining the approval of Cowra Shire Council. An approval is needed if liquid trade waste is being discharged into the sewer. A liquid trade waste notification is required if it is produced, but not discharged into Council's sewer system.

20. As recommended by Transport for NSW, the following requirements must be met:

- **Road works as illustrated on the site plan titled Vehicle Turning Study prepared by R.J. Sinclair Pty Ltd (dated 4 March 2025, Dwg No. TS-10, Amdt. DA-3), including raised centre median works on Redfern Street (MR310), are to be designed and constructed in accordance with Austroads Guide to Road Design, Australian Standards and TfNSW supplements and to the satisfaction of TfNSW and completed prior to the issue of a Construction Certificate.**

- **As road works are required on the Redfern Street (MR310), a classified (State) road, the developer must enter into a Works Authorisation Deed (WAD) with TfNSW. TfNSW will exercise its powers and functions of the road authority, to undertake road works in accordance with Sections 64, 71, 72 and 73 of the Roads Act 1993, as applicable, for all works under the WAD.**

- **Prior to the operation of the development, the proposed ingress and egress accesses be designed and constructed in accordance with Council's engineering standards.**

- **Works to remove, remediate or construct a new driveway on Redfern Street must match existing kerb and gutter and footway formations to Council's satisfaction.**

- **Prior to the commencement of construction work impacting traffic on Redfern Street (MR310), the proponent is to contact the TfNSW Road Access Unit at road.access@transport.nsw.gov.au to determine if a Road Occupancy Licence (ROL) is required. In the event an ROL is required, the proponent is to provide the consent number in the ROL application. Please note that up to 10 working days is required for ROL applications to be**

assessed and processed. For more information about ROL see: https://roads-waterways.transport.nsw.gov.au/business-industry/road-occupancylicence/index.html

- **No Hi-flow diesel bowsers are to be installed in the service station. Any Hi-Flo pumps may be replaced with low flow pumps.**

- **"No Right Turn" (R2-6(R)) signs are to be provided on Lot 1 DP801755 at each side of the exit driveway to Redfern Street prior to issuing of the occupation certificate.**

- **"No Entry" (R2-4) signs (minimum Size B) are to be provided on Lot 1 DP801755 at each side of the exit driveways prior to issuing of the occupation certificate. The signs are to face Redfern Street to advise motorists not to enter the exit driveway.**

- **All construction activities, including loading, unloading, storage of materials and construction activities must be undertaken wholly within the site and not impact the safety of all road users, including pedestrians or the efficiency of the public road network.**

- **Any landscaping, fencing and signage provided within the site or along the boundary with any adjoining road reserve is to be designed and maintained to provide safe sight distance to pedestrians for motorists entering and exiting the site to minimise conflict in accordance with Austroads SISD and Australian Standard AS2890.1-2004 Off-street car parking.**

CONDITIONS TO BE COMPLIED WITH PRIOR TO THE COMMENCEMENT OF DEMOLITION WORKS

21. All utility service connections, including sewer and water, shall be properly disconnected as part of the demolition works. In this regard the Applicant must consult with relevant service authorities regarding their requirements for the disconnection of services prior to any demolition works commencing at the site.

CONDITIONS TO BE COMPLIED WITH DURING DEMOLITION WORKS

22. The demolition works shall comply with the provisions of Australian Standard AS2601:2001 The Demolition of Structures and the Work Health and Safety Act 2011.

23. Demolition works are to be carried out so as not to cause damage to adjacent and adjoining properties. All damage arising from the removal of the building is to be made good and any necessary repairs and renovations are carried out within six months. Existing site to be left in a clear, clean condition with all existing plumbing and drainage lines terminated to the satisfaction of Council.

24. In the event of any damage being caused to the existing kerb, guttering, footpath, water mains, sewer mains or public roadway during demolition 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.

25. All works involving the removal and disposal of asbestos cement and other products containing asbestos must only be undertaken by contractors who hold a current WorkCover licence appropriate to the work being undertaken.

26. All removal, transport and disposal of asbestos or other contaminated waste materials shall be controlled in accordance with the Work Health and Safety Act 2011 and the Safe Work Australia Code of Practice – How to Manage and Control Asbestos in the Workplace. The delivery of asbestos waste to Cowra Shire Council's Materials Recycling Facility (MRF) must be pre-booked by phoning the MRF on (02) 6340 2140.

27. On the completion of any asbestos removal works, a Clearance Certificate is to be obtained in accordance with the The Work Health and Safety Regulations 2011 and provided to Council.

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

28. Prior to issue of a Construction Certificate, a Flood Action Plan or Emergency Business Continuity Plan, including details of evacuation procedures, is to be submitted to and approved by the Principal Certifier. Evidence of implementation of the Plan will be necessary prior to occupation or commencement of operations.

29. In accordance with condition 20 and prior to the issue of a Construction Certificate, the Redfern Street roadworks are to be completed and CC plans are to indicate the removal of the Hi-flow diesel pump(s) or replacement with a low flow pump.

30. Prior to issue of a Construction Certificate, the UPSS design specifications demonstrating compliance with the Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2019 and relevant industry standards is to be submitted to the Principal Certifier with evidence that the design has been prepared by a duly qualified person in accordance with the Regulation.

31. Prior to the issue of a Construction Certificate, structural certification prepared by a structural engineer is to be submitted to the Principal Certifier certifying that the building additions are appropriately designed to withstand flood waters for the flood hazard category of the land.

32. Prior to the issue of a Construction Certificate, a detailed Stormwater Management Plan shall be submitted to Council's Manager – Assets & 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. This is to include a comparison of existing and design flows, and also show control measures for erosion and sedimentation.

33. Prior to the issue of a Construction Certificate, revised signage plans shall be submitted in consultation with and for the approval of Council's Manager – Assets & Technical Services. The plans are to reflect the requirements of the conditions of this consent including conditions 6, 7 and 20. Note: It is Council's

opinion that the sign numbered IS6/1S8 on drawing No. SS-01 adjacent to the NE corner of the main building does not comply with Clause 3.2.4 (b) and fig 3.3 "Minimum Sight Lines for Pedestrian Safety" of AS/NZS 2890.1:2004.

34. Prior to the issue of a Construction Certificate, revised landscape plans are to be submitted for the approval of Council's Manager – Planning Services. The plan is to reflect the layout as approved (incl. no external seating) and be prepared in accordance with Part N of Cowra Council Development Control Plan 2021.

35. 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 crossing to the development site from Redfern Street in accordance with Cowra Shire Council's Engineering Standards. All costs associated with the construction of roadworks and the access driveway(s) shall be borne by the Applicant and at no cost to TfNSW or Council. Crossing is to be treated as a heavy vehicle crossing in accordance with Council's Engineering Standards.

36. Construction Certificate plans are to demonstrate compliance with the relevant requirements of the Disability (Access to Premises – Buildings) Standards 2010 and Australian Standard 1428.1-2021 Design for access and mobility.

37. Pursuant to Section 7.12 (formerly Section 94A) of the Environmental Planning & Assessment Act 1979, the monetary contribution set out in the following table is to be paid to Council prior to the issue of a Construction Certificate. The contribution is current as at the date of this consent and is levied in accordance with the Cowra Section 94A Contributions Plan 2016 adopted on 26 April 2016. The contribution payable will be calculated in accordance with the contributions plan current at the time of payment, and will be adjusted at the time of payment in accordance with the Consumer Price Index (CPI) (All Groups Index for Sydney) published by the Australian Bureau of Statistic (ABS). Contribution amounts will be adjusted by Council each financial year.

Contribution Type	Proposed Cost of Development[1]	Levy Percentage	Total Contribution	Contribution Rate Remains Current Until
Section 7.12 Contribution[2]	$1,750,659.00	1%	$17,506.59	30 June 2026

Notes

[1] As shown on the Development Application/Construction Certificate Application/Complying Development Certificate Application

[2] Council's Section 94A Contributions Plan 2016 may be viewed during office hours at Council's Customer Service Centre, 116 Kendal Street Cowra, or on Council's website www.cowracouncil.com.au

CONDITIONS TO BE COMPLIED WITH PRIOR TO THE COMMENCEMENT OF CONSTRUCTION WORKS

38. The Applicant is to obtain a Construction Certificate from either Council or an Accredited Certifier, certifying that the proposed works are in accordance with the Building Code of Australia and applicable Cowra Shire Council Engineering Standards prior to any building and or subdivision works commencing. No building, engineering or excavation work is to be carried out in relation to this development until the necessary construction certificates have been obtained.

39. It is the responsibility of the Applicant to ensure that the development complies with the Building Code of Australia and applicable engineering standards in the case of building work and the applicable Council Engineering Standards in the case of subdivision works. This may entail alterations to the proposal so that it complies with these standards.

40. 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'.

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

42. All building rubbish and debris, including that which can be windblown, shall be contained on site in a suitable container for disposal at an approved Waste Landfill Depot. The container shall be erected on the building site prior to work commencing and shall be maintained for the term of the construction to the completion of the project. No building rubbish or debris shall be placed or permitted to be placed on any adjoining public reserve, footway or road.

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

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

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

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

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

CONDITIONS TO BE COMPLIED WITH DURING CONSTRUCTION

44. While building work is being carried out, any such work must not continue after each critical stage inspection unless the principal certifier is satisfied the work may proceed in accordance with this consent and the relevant Construction Certificate.

45. 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.

46. Any damage caused to footpaths, roadways, utility installations and the like by reason of construction operations shall be made good and repaired to a standard equivalent to that existing prior to commencement of construction. The full cost of restoration/repairs of property or services damaged during the works shall be met by the Applicant.

47. 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.

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

49. Car parking facilities, including all internal parking and manoeuvring areas are to be constructed in accordance with Australian Standard 2890.1 Off-Street Car Parking and Australian Standard 2890.2 Commercial Vehicle Facilities, and are to include all necessary line marking, directional arrows and signage to delineate parking spaces, traffic flow and traffic priority. All costs associated with the construction of the parking area shall be borne by the Applicant.

50. Parking for disabled persons is to be provided in accordance with the approved plans and the requirements of Australian Standard 2890.6. The access linking such parking areas to their associated developments shall generally not have gradients steeper than 1:14.

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

51. 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.

52. Prior to the issue of an Occupation Certificate the Applicant shall pave/seal and line-mark and provide concrete edging around all car parking areas in accordance with Cowra Council Development Control Plan 2021 and Cowra Infrastructure and Operations Engineering Standards. All costs associated with the sealing of the car parking areas and construction of concrete edging shall be borne by the Applicant and at no cost to Council.

53. Prior to the issue of an Occupation Certificate, certification is to be provided to

the Principal Certifier that the UPSS has satisfied an equipment integrity test in accordance with Clause 9 of the Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2019.

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

55. All stormwater management works shall be undertaken in accordance with the Stormwater Management Plan approved under condition 31. All required stormwater drainage facilities necessary to service the development shall be carried out prior to the issue of an Occupation Certificate.

The sizes of all necessary stormwater pits and pipes, and the depth of cover provided over such infrastructure shall be in accordance with the Cowra Council Development Control Plan 2021 and Cowra Infrastructure and Operations Engineering Standards. All costs associated with the management of stormwater relating to the development shall be borne by the applicant and at no cost to Council.

56. 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

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

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

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

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

ADVICE

1. If, during work, an Aboriginal object is uncovered then WORK IS TO CEASE IMMEDIATELY and the Office of Environment & Heritage is to be contacted urgently on (02) 6883 5300. Under the National Parks and Wildlife Act 1974 it is an offence to harm an Aboriginal object or place without an 'Aboriginal heritage

impact permit' (AHIP). Before making an application for an AHIP, the applicant must undertake Aboriginal community consultation in accordance with clause 80C of the NPW Regulation.

2. **If excavating, it is recommended you go to Before You Dig Australia at www.byda.com.au and lodge a free enquiry that helps keep people safe and protect underground infrastructure.**

3. **The conditions of consent do not guarantee TfNSW's final consent to the specific road work, traffic control facilities and other structures or works, for which it is responsible, on the road network. TfNSW must provide a final consent for each specific change to the classified (State) road network prior to the commencement of any work. The WAD process, including acceptance of design documentation and construction, can take time. The developer must allow sufficient lead time within the project development program to accommodate this process. It is therefore requested that the developer work through this process as soon as possible with TfNSW.**

INTRODUCTION

Development Application No. 27/2024 proposes the demolition of existing buildings, construction of a service station with drive-through facility and internal seating on Lot 1 DP 801755, 2 Lachlan Street Cowra. The application was lodged by D Kane on 15 March 2024. The property is owned by Ultra Cowra Pty Ltd.

The application is being reported to Council because two objections have been received to the proposal. It also contains a variation to Section O.1.9.3.a of Part O of Cowra Council Development Control Plan 2021.

At Council's General Committee Meeting held on 10/06/2025 this application was deferred pending consideration of the applicant's submission letter regarding the recommended conditions of consent. The letter, dated 9/06/2025, is included in Attachment '8' to this report. Assessment comments in response to the letter are included in the edited submission section of this report.

A copy of the site and elevation plans of the proposed demolition of existing buildings and construction of a service station with drive-through facility and internal seating are included in Attachment '1' to this report and a copy of the Statement of Environmental Effects is included in Attachment '2'.

Description of Site

Lot 1 DP 801755, 2 Lachlan Street Cowra is a rectangular allotment of approximately 1,937m² located on the northern side of Redfern Street at the intersection with Lachlan Street. The lot is located in the E1 Local Centre zone under Cowra Local Environmental Plan (LEP) 2012. Council records indicate previous approvals on the site for use as a service station dating back to the 1950's. The site contains a vacated commercial premise approved under DA 5/83 as a workshop, showroom and garage. In addition to the main building there is a large brick-pier awning structure on the site and 3 existing fuel bowsers.

It was previously operated as All Service Motors which specialised in the sale and servicing of boats, outboard motors, motorcycles and accessories. On 27 June 2022 Council approved the

change of use of an existing commercial premise to a service station including alterations & additions to the existing development. This approval was subsequently modified by Council on 27 March 2023. Since then the property has been sold and the new owners seek development consent for an alternative service station design as proposed in this application.

A location map is included in Attachment '3' and an aerial photograph is included in Attachment '4' to this report.

Description of Proposal

The applicant proposes to undertake the following uses and works:

Demolition works

- Demolition of selected access crossovers.
- Demolition of all existing pavements, slabs and landscaping.
- Demolition of selected building and canopy structures.
- Demolition of existing underground fuel tanks.

The construction of a new service station including the following features:

- Refuelling area.
- New underground fuel tanks.
- Sales building.
- Delivery bay.
- HVAC and bin compound area.
- Staff and customer car parking.

The proposed sales building is single storey with rendered construction and a zincalume roof. It will have a drive through coffee bay and will offer take away food with limited seating (3 tables). The refuelling area will house three separate sets of fuel dispensers resulting in six refuelling bays under a zincalume canopied and bunded area centrally located on the site. There will be two new underground fuel tanks with a total capacity of 180KL. Twelve car parking spaces are provided for customers and staff including one disabled space.

Operational management:

The service station facility is proposed to operate within the following hours:

Shop:

- Monday to Friday - 5.00am to 12.00am.
- Saturday, Sunday & Public Holidays – 6.00am to 10.00pm.

Fuel: 24hrs (pay at pump)

There will be a total of three people employed, with 1-2 people working at any one time. There will be 2-3 fuel deliveries per week and groceries delivered 3-4 times per week.

Environmental Impact Assessment

The proposed development does not meet the criteria for Designated Development under the Environmental Planning and Assessment Regulation 2021 and it does not represent a Scheduled Activity requiring an Environmental Protection Licence under the Protection of the Environment Operations Act 1997.

In determining a development application, a consent authority is to take into consideration such of the matters as are of relevance to the development in accordance with Section 4.15(1) of the Environmental Planning and Assessment Act 1979. The following section provides an evaluation of the relevant Section 4.15 Matters for consideration for DA 27/2024:

S4.15(1)(a)(i) Any Environmental Planning Instrument

Cowra Local Environmental Plan 2012

The subject land is zoned E1 Local Centre under the provisions of the Cowra Local Environmental Plan (LEP) 2012. The demolition of existing buildings and construction of a service station with drive-through facility and internal seating is permitted in the zone with development consent.

1.2 Aims of Plan

The development is not inconsistent with the aims of the LEP.

1.4 Definitions

The proposed development is defined as 'demolition' and 'service station' under the LEP.

1.6 Consent authority

The consent authority for the purposes of this Plan is (subject to the Act) the Council.

1.9A Suspension of covenants, agreements and instruments

The subject lot is not burdened by any easements, and there are no covenants or agreements known to affect the property.

2.1 Land use zones

The site is zoned E1 Local Centre, and the proposed development is permitted with consent.



Clause 2.3(2) of the Cowra LEP 2012 requires that "The consent authority must have regard to the objectives for development in a zone when determining a development application in respect of land within the zone".

2.3 Zone objectives and Land Use Table

Zone E1 Local Centre

1 Objectives of zone

Objective	Comment
• To provide a range of retail, business and community uses that serve the needs of people who live in, work in or visit the area.	Consistent
• To encourage investment in local commercial development that generates employment opportunities and economic growth.	Consistent
• To enable residential development that contributes to a vibrant and active local centre and is consistent with the Council's strategic planning for residential development in the area.	Not applicable
• To encourage business, retail, community and other non-residential land uses on the ground floor of buildings.	Consistent
• To ensure the development of the local centre in West Cowra is consistent with the commercial hierarchy of the Cowra township and does not involve major retailing activities or detract from the core commercial functions of the Cowra central business district.	Consistent
• To maximise public transport patronage and encourage walking and cycling.	Not inconsistent

2 Permitted without consent

Environmental protection works; Home occupations; Recreation areas; Roads

3 Permitted with consent

Amusement centres; Boarding houses; Centre-based child care facilities; Commercial premises; Community facilities; Entertainment facilities; Function centres; Hotel or motel accommodation; Information and education facilities; Light industries; Local distribution premises; Medical centres; Oyster aquaculture; Places of public worship; Public administration buildings; Recreation facilities (indoor); Respite day care centres; **Service stations**; Shop top housing; Tank-based aquaculture; Veterinary hospitals; Any other development not specified in item 2 or 4

4 Prohibited

Agriculture; Air transport facilities; Airstrips; Animal boarding or training establishments; Biosolids treatment facilities; Boat building and repair facilities; Boat launching ramps; Boat sheds; Camping grounds; Cemeteries; Charter and tourism boating facilities; Correctional centres; Crematoria; Eco-tourist facilities; Exhibition homes; Exhibition villages; Extractive industries; Farm buildings; Farm stay accommodation; Forestry; Freight transport facilities; Heavy industrial storage establishments; Industrial training facilities; Industries; Jetties; Marinas; Mooring pens; Moorings; Open cut mining; Port facilities; Recreation facilities (major); Resource recovery facilities; Rural industries; Rural workers' dwellings; Sewage treatment plants; Vehicle body repair workshops; Waste or resource management facilities; Water treatment facilities; Wharf or boating facilities

Comment:

The proposed service station development is permitted with consent.

2.7 Demolition requires development consent

The demolition of a building or work may be carried out only with development consent.

5.10 Heritage conservation

There are no heritage items located on the site (identified on either the SHR or in the LEP), and the site is not located in a Heritage Conservation Area.

5.21 Flood planning

Clause 5.21 applies to land within the flood planning area (FPA). The FPA is defined as land that is at or below the flood planning level (FPL). For residential and commercial development this means the 1:100 ARI plus 500mm freeboard. The subject site is not within the FPA on the flood planning map within Cowra LEP 2012. However further investigation reveals the following:

Data contained within the Cowra Floodplain Risk Management Plan identifies the 1:100 ARI level for the site as RL 289.63 which results in an FPL of RL 290.13. Survey levels taken on the site indicate levels as low as RL 288.64 in the south western corner of the site. It is therefore assessed that the land is within the FPA and that Clause 5.21 should be applied to the proposal.

Accordingly, the following Clauses 5.21 (2) & (3) apply:

(2) Development consent must not be granted to development on land the consent authority considers to be within the flood planning area unless the consent authority is satisfied the development—

(a) is compatible with the flood function and behaviour on the land, and

(b) will not adversely affect flood behaviour in a way that results in detrimental increases in the potential flood affectation of other development or properties, and

(c) will not adversely affect the safe occupation and efficient evacuation of people or exceed the capacity of existing evacuation routes for the surrounding area in the event of a flood, and

(d) incorporates appropriate measures to manage risk to life in the event of a flood, and

(e) will not adversely affect the environment or cause avoidable erosion, siltation, destruction of riparian vegetation or a reduction in the stability of river banks or watercourses.

(3) In deciding whether to grant development consent on land to which this clause applies, the consent authority must consider the following matters—

(a) the impact of the development on projected changes to flood behaviour as a result of climate change,

(b) the intended design and scale of buildings resulting from the development,

(c) whether the development incorporates measures to minimise the risk to life and ensure the safe evacuation of people in the event of a flood,

(d) the potential to modify, relocate or remove buildings resulting from development if the surrounding area is impacted by flooding or coastal erosion.

In relation to the flooding hazard, the applicant has provided the following comments:

The proposed development has been sensitively designed to comply with the Council's flood requirements. The proposed floor levels have been designed in accordance with Council's flood requirements to minimise the flood risk to life and property associated with the commercial use of the land. The final development is an appropriate bulk and scale and sits comfortably within the site, ensuring that the development is compatible with the flood function and behaviour of the land and accounting for the projecting changes as a result of climate change.

The proposed development design has avoided adverse and cumulative impacts on flood behaviour and the environment, both on the site and for adjoining properties. The proposed development design involves appropriate floor levels to ensure that the customers can move comfortably throughout the site and are at least risk to flood, whilst still allowing for the safe evacuation from buildings in the event of a flood. There is sufficient permeable surface around the permitter of the development to encourage infiltration instead of water run-off.

Assessment comments:

The existing development on the site is not known to have been subject to flooding. Floodwaters during the recent 2022 flood event, which was reported to represent a 1:100 ARI event, did not reach the site.

The proposed development represents a use originally approved over 50 years ago and the proposed new sales building is smaller than the existing building to be demolished. The existing building has a gross floor area of 291m². The proposed new building has a gross floor area of

approximately 240m². As a result of the smaller floor area and the demolition of the existing brick pier canopy building on site, it is expected that the proposed development would impact less on flood behaviour than the existing development.

The proposed development will result in the removal and replacement of the existing ageing underground fuel tanks and bowser systems. The replacement with new equipment, designed and installed to current standards, will reduce the potential for environmental contamination during a flood event.

A recommended condition requires the applicant to develop an emergency evacuation plan. It is assessed that all personnel can safely evacuate the building prior to an extreme flood event, via Redfern Street or Lachlan Street if necessary. Another recommended condition requires the development to be structurally certified to withstand the force of floodwaters.

It assessed that the proposed development is satisfactory with regard to the considerations of Clause 5.21.

7.1 Earthworks

The site is already developed and earthworks associated with demolition works and construction of the service station can be undertaken in accordance with Council's DCP and the approved construction management plan with regard to appropriate soil erosion and sedimentation controls.

7.6 Groundwater vulnerability

The land is identified as 'Groundwater vulnerable' on the groundwater vulnerability map in CLEP 2012.

The following Clauses 7.6(3) & (4) apply:

(3) Before determining a development application for development on land to which this clause applies, the consent authority must consider the following:

(a) the likelihood of groundwater contamination from the development (including from any on-site storage or disposal of solid or liquid waste and chemicals),

(b) any adverse impacts the development may have on groundwater dependent ecosystems,

(c) the cumulative impact the development may have on groundwater (including impacts on nearby groundwater extraction for a potable water supply or stock water supply),

(d) any appropriate measures proposed to avoid, minimise or mitigate the impacts of the development.

(4) Development consent must not be granted to development on land to which this clause applies unless the consent authority is satisfied that:

(a) the development is designed, sited and will be managed to avoid any significant adverse environmental impact, or

(b) if that impact cannot be reasonably avoided - the development is designed, sited and will be managed to minimise that impact, or

(c) if that impact cannot be minimised - the development will be managed to mitigate that impact.

The development will remain connected to Council's reticulated water and sewer services and stormwater will be directed to Council's stormwater management system. Fuel dispensing areas are roofed and bunded and any potentially contaminated runoff is collected and treated by oil/water separators that form part of the trade waste system. Under the Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2019 and relevant Australian Standards the new storage systems are required to be designed and installed with leak detection systems and groundwater monitoring wells. It is assessed that the development is suitably designed and sited to avoid any significant environmental impacts and complies with the requirements of Clause 7.6.

7.8 Essential services

Development consent must not be granted to development unless the consent authority is satisfied that any of the following services that are essential for the development are available or that adequate arrangements have been made to make them available when required—

(a) the supply of water,

(b) the supply of electricity,

(c) the disposal and management of sewage,

(d) stormwater drainage or on-site conservation,

(e) suitable vehicular access.

The proposed development will continue to utilise the existing electricity, water and sewer connections. Satisfactory designs for stormwater drainage and vehicular access have been submitted and recommended for approval.

State Environmental Planning Policies

SEPP	COMMENTS
SEPP (Biodiversity and Conservation) 2021	N/A
SEPP (Exempt and Complying Development Codes) 2008	N/A
SEPP (Housing) 2021	N/A
SEPP (Industry and Employment) 2021	See comment below.
SEPP (Planning Systems) 2021	N/A
SEPP (Precincts – Central River City) 2021	N/A
SEPP (Precincts – Eastern Harbour City) 2021	N/A
SEPP (Precincts - Regional) 2021	N/A
SEPP (Precincts – Western Parkland City) 2021	N/A
SEPP (Primary Production) 2021	N/A

SEPP (Resilience and Hazards) 2021	See comment below.
SEPP (Resources and Energy) 2021	N/A
SEPP (Sustainable Buildings) 2022	N/A
SEPP (Transport and Infrastructure) 2021	See comment below.

State Environmental Planning Policy (Resilience and Hazards) 2021

Under Clause 4.6 of the SEPP a consent authority must not consent to the carrying out of any development on land unless:

(a) it has considered whether the land is contaminated, and

(b) if the land is contaminated, it is satisfied that the land is suitable in its contaminated state (or will be suitable, after remediation) for the purpose for which the development is proposed to be carried out, and

(c) if the land requires remediation to be made suitable for the purpose for which the development is proposed to be carried out, it is satisfied that the land will be remediated before the land is used for that purpose

The applicant has submitted an Environmental Site Assessment undertaken by NEO Consulting which provides an assessment of the soil beneath the site to ensure no contamination through the storage, filling and dispensing of petroleum products has occurred. Soil samples were submitted to an accredited laboratory for chemical analysis for targeted Contaminants of Potential Concern (CoPC). The analytical results indicate no exceedances of relevant guidelines in any of the samples taken. Based on the site investigation and analytical results, NEO Consulting considers that the potential for significant contamination of soil to be low and find that the site is suitable for continued use as a service station, providing the recommendations within Section 15 of the report are undertaken. These recommendations include the installation of groundwater monitoring wells which are also required in accordance with the relevant Regulations and Australian Standards for underground petroleum storage systems.

It is noted also that the subject land is not identified as contaminated land and the proposal does not involve any works likely to result in contamination of the site. The existing underground petroleum storage systems will be decommissioned in accordance with the Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2019 and associated guidelines. The proposed development does not involve a change of use to residential or other more sensitive land use. It is assessed that no further investigation is warranted in this instance in accordance with the above SEPP.

State Environmental Planning Policy (Industry and Employment) 2021

Chapter 3 – Advertising & Signage

The aims and objectives of Chapter 3 are:

(a) to ensure that signage (including advertising)—

(i) is compatible with the desired amenity and visual character of an area, and

(ii) provides effective communication in suitable locations, and

(iii) is of high quality design and finish, and

(b) to regulate signage (but not content) under Part 4 of the Act, and

(c) to provide time-limited consents for the display of certain advertisements, and

(d) to regulate the display of advertisements in transport corridors, and

(e) to ensure that public benefits may be derived from advertising in and adjacent to transport corridors.

Schedule 5 of the SEPP contains assessment criteria for advertising signage including criteria for impacts on the following:

1 Character of the area

2 Special areas

3 Views and vistas

4 Streetscape, setting or landscape

5 Site and building

6 Associated devices and logos with advertisements and advertising structures

7 Illumination

8 Safety

The proposed development includes two internally illuminated ID/Price board signs and a number of other ID and directional signs. The most visually imposing signs are the two internally illuminated ID/Price board signs which stand at 7m high and 1.8m wide, typical of the primary signs associated with a service station. One of these is located on the SW corner of the site and oriented towards traffic travelling in both directions on Redfern Street. The second sign is located on the SE corner of the site and oriented towards traffic travelling in both directions on Lachlan Street.

It is assessed that the second sign unsatisfactorily impacts on the character of the area, the visual quality of the area and the streetscape. The sign duplicates the sign on Redfern Street and therefore does not rationalise signage or reduce signage clutter. The sign protrudes well above the proposed building and addresses traffic travelling in both directions on Lachlan Street. This traffic does not have direct access to the site. Accordingly, a recommended condition applies to remove or reduce this sign to a maximum height of 3m and a maximum width of 1.2m. This will reduce the adverse impacts associated with the sign.

There are some additional signage additions and revisions required in accordance with the recommended conditions, including TfNSW requirements. The signage as conditioned is considered to comply with Chapter 3 of the SEPP. It will be in keeping with the proposed development and is not inconsistent with existing development and the character of the area.

State Environmental Planning Policy (Transport and Infrastructure) 2021

Clause 2.119 Development with frontage to classified road

(1) The objectives of this section are—

(a) to ensure that new development does not compromise the effective and ongoing operation and function of classified roads, and

(b) to prevent or reduce the potential impact of traffic noise and vehicle emission on development adjacent to classified roads.

(2) The consent authority must not grant consent to development on land that has a frontage to a classified road unless it is satisfied that—

(a) where practicable and safe, vehicular access to the land is provided by a road other than the classified road, and

(b) the safety, efficiency and ongoing operation of the classified road will not be adversely affected by the development as a result of—

(i) the design of the vehicular access to the land, or

(ii) the emission of smoke or dust from the development, or

(iii) the nature, volume or frequency of vehicles using the classified road to gain access to the land, and

(c) the development is of a type that is not sensitive to traffic noise or vehicle emissions, or is appropriately located and designed, or includes measures, to ameliorate potential traffic noise or vehicle emissions within the site of the development arising from the adjacent classified road.

The site has frontage to a classified road being Redfern Street and therefore clause 2.119 applies to the proposal. The development application does not propose to significantly alter the existing access arrangement on site and it is not practicable to restrict all access to the site to Lachlan Street. The safety, efficiency and ongoing operation of the classified road will not be adversely affected by the development as a result of the design of the vehicular access which consists of modifications to the existing kerb and gutter and a median strip. Likewise, there will be no adverse impact due to the emission of smoke or dust from the development.

The submitted Traffic & Parking Assessment Report states that "…the additional traffic generated by the proposed development is relatively minor (28 vehicle trips per hour) which will not have any noticeable or unacceptable affect on the road network serving the site in terms of the road network capacity or traffic-related environmental effect".

The development is not of a type that is sensitive to traffic noise or vehicle emissions.

It is assessed that the proposal complies with the relevant considerations of clause 2.119.

Clause 2.122 Traffic-generating development

(1) This section applies to development specified in Column 1 of the Table to Schedule 3 that involves—

(a) new premises of the relevant size or capacity, or

(b) an enlargement or extension of existing premises, being an alteration or addition of the relevant size or capacity.

Development specified in Schedule 3 includes service stations. Therefore, it is assessed that clause 2.122 (4) below applies to the application.

(4) Before determining a development application for development to which this section applies, the consent authority must—

(a) give written notice of the application to TfNSW within 7 days after the application is made, and

(b) take into consideration—

(i) any submission that RMS provides in response to that notice within 21 days after the notice was given (unless, before the 21 days have passed, TfNSW advises that it will not be making a submission), and

(ii) the accessibility of the site concerned, including—

(A) the efficiency of movement of people and freight to and from the site and the extent of multi-purpose trips, and

(B) the potential to minimise the need for travel by car and to maximise movement of freight in containers or bulk freight by rail, and

(iii) any potential traffic safety, road congestion or parking implications of the development.

TfNSW has provided a response in regard to clause 2.122 and this is included in Attachment '5' to this report. Where relevant, TfNSW's recommendations are included as recommended conditions of consent which aim to improve the accessibility of the site and minimise traffic safety and congestion issues.

The proposal provides adequate staff and customer car parking as discussed elsewhere in this report. It is assessed that the proposal complies with the relevant considerations of clause 2.122.

S4.15(1)(a)(ii) Any draft Environmental Planning Instrument

There are no draft Environmental Planning Instruments that apply to the development.

S4.15(1)(a)(iii) Any Development Control Plan (DCP)

Cowra Council Development Control Plan (DCP) 2021

PART A – PLAN INTRODUCTION

Consent is required for the proposed development.

PART B – LAND MANAGEMENT

Complies. The application includes a construction management plan and sediment and erosion control details and a recommended condition of consent also requires compliance with Part B.

PART C – BIODIVERSITY MANAGEMENT

No vegetation clearing is proposed.

PART H – COMMERCIAL DEVELOPMENT

H.1. Cowra CBD Controls

The application is assessed to comply with the relevant controls contained in Section H.1.

PART K – LAND USE BUFFERS

Cowra Airport Obstacle Limitation Surface

The subject land is located outside of the OLS.

PART L – ADVERTISING AND SIGNAGE

The application is assessed to comply with the relevant controls contained in Part L.

PART M – PARKING, ACCESS & MOBILITY

Section M.1.5.3 of Part M specifies the following requirement for car parking for service stations and takeaway food and drink premises:

Service stations

"Adequate space adjoining each fuel bowser + queuing area for 3 to 5 cars + 5 spaces for any convenience store. If restaurant included, then add 1 space per 6.5m2 of GLFA".

Takeaway food and drink premises:

"Developments with no on-site seating – 10 spaces per 100m² GFA.

"Developments with on-site seating and drive-through facilities – 1 space per 3 seats (internal and external), plus queuing area for 5 to 12 cars.

In accordance with the above uses it is assessed that the following parking requirements apply to the proposed development:

Service station component:

Comment: Adequate queuing area is provided and the facility includes a convenience store. It is assessed that the three non-serviced tables do not represent a restaurant and the parking demand for this component is more appropriately assessed in association with the rate for takeaway food and drink premises with on-site seating.

Therefore **5** parking spaces are required for the service station and convenience store component.

Takeaway food and drink premises (with on-site seating and drive-through facility):

Comments: Adequate queuing area for the drive-through is provided. The takeaway food and drink component include 12 seats which requires **4** parking spaces.

Accordingly, the development requires a total of **9** car parking spaces. Twelve (12) car parking spaces (including one disabled space) are provided which exceeds Council policy requirements.

The proposal complies with the remaining requirements of Part M.

PART N – LANDSCAPING

Part N.3.3. provides performance criteria for new commercial developments. Existing landscaping on the site is restricted to a small area in the south eastern corner of the allotment. The proposed design provides an opportunity to provide some new landscaping within the sales building's setback to the eastern boundary and smaller areas on the remaining boundaries.

A recommended condition of consent requires the submission of a detailed landscape plan. This is required to be submitted prior to the issue of a Construction Certificate. It is assessed that the proposed landscaping complies with the requirements of Part N.

PART O – ENVIRONMENTAL HAZARD MANAGEMENT

It is assessed that Part O.1 Flood Risk Management applies to the application given that the site is assessed as being within the flood planning area as previously discussed in this report. The proposal is assessed to comply with the general and commercial development controls contained in Part O with the exception of the following:

a. Floor levels of all habitable rooms or rooms with connection to sewer infrastructure should not be less than the Flood Planning Level (which means the level of a 1:100 ARI flood level plus a 0.5m freeboard).

As previously discussed, the Flood Planning Level is assessed to be RL 290.13. The finished floor level of the sales building including amenities room is RL 289.35 which is 0.780m below the FPL which is a variation to the above control.

The applicant has requested a variation on the following grounds:

The proposed development does not strictly comply with the prescribed floor level, due to the existing topographic conditions of the site. A variation to this control is therefore requested both under the provisions of the CLEP 2012 and the CDCP 2021 on the basis that the use of the site is for a non-habitable facility whereby majority of the movement throughout the site is via vehicle.

The proposed development design has avoided adverse and cumulative impacts on flood behaviour and the environment, both on the site and for adjoining properties. The proposed development design involves appropriate floor levels to ensure that the customers can move comfortably throughout the site and are at least risk to flood, whilst still allowing for the safe evacuation from buildings in the event of a flood. There is sufficient permeable surface around the permitter of the development to encourage infiltration instead of water run-off.

Assessment comment:

I refer to the flood assessment discussed previously in this report in relation to Clause 5.21 of Cowra LEP 2012. In summary the recent flood event did not impact on the site and it is assessed that the proposed development will impact less on flood behaviour and potential impacts than the existing development on site.

The proposed sales building has a smaller flood impact profile to that of the existing development and the existing brick pier display building will be demolished, further minimising impacts on flood behaviour. The proposed use is consistent with previous uses on the site. New structures such as the overhead canopy and dispensing area have a limited on-ground footprint and minimal impact on the flow of floodwaters. A recommended condition of consent requires the new structures to be suitably certified to be able withstand the force of floodwaters. A recommended condition also

requires the applicant to prepare a flood emergency plan. Staff and customers can readily evacuate the site in a safe manner. It is assessed that the proposed floor levels, which are similar to the existing floor levels, will remain satisfactory for the site and the proposed variation can be supported.

PART P – CPTED PRINCIPLES

Part P relates to the consideration of Crime Prevention Through Environmental Design (CPTED) principles.

The proposed design is generally open and allows for adequate surveillance from the street and adjoining sites. The scale of the new development will not be substantially different from the existing development and it does not contain any new design elements that increase the risk of crime or otherwise result in a decrease in community safety. The proposed demolition of the metal and brick awning structure in particular will open up the site and improve public surveillance aspects.

The applicant states that the CPTED principles are achieved on the site in the following ways:

- Building entrances are located in prominent positions facing the street;
- Entrances are designed to allow users to see into the building before entering;
- Entrances are easily recognisable through directional signage;
- Blank walls facing or abutting the street are avoided;
- Lighting is directed towards access / egress routes to illuminate potential offenders;
- Quality locks are to be installed on external windows and doors;
- External storage areas are to be secured and well lit;
- Planting types and locations have been carefully selected to promote surveillance and minimise opportunities for intruders to hide; and
- Car parking has been designed to be observed by adjoining sites.

It is assessed that the proposal meets the requirements of Part P. No unsatisfactory impacts are identified in relation to crime or public safety.

The development, as conditioned, will comply with the remaining relevant DCP controls.

S4.15(1)(a)(iiia) Any Planning Agreement

There is no planning agreement that has been entered into under Section 7.4 of the Environmental Planning and Assessment Act 1979 by the applicant in relation to the development proposal. Similarly, the applicant has not volunteered to enter into a draft planning agreement for the development proposal.

S4.15(1)(a)(iv) The EP & A Regulations

Section 4.15(1)(a)(iv) requires Council to also consider Clauses 92, 93, 94 and 94A of the Environmental Planning and Assessment Regulation. The following provides an assessment of the relevant clauses of the Regulation:

- Clause 92 – The Government Coastal Policy does not apply to Cowra Shire and therefore Clause 92(1)(a) and (b) are not applicable to this development proposal. The proposal does involve demolition of a building and therefore the requirements of AS 2601 have been considered in accordance with Clause 92(2) and relevant conditions of consent are recommended.

- Clause 93 – The proposal does not involve the change of a building use for an existing building, or the use of an existing building as a place of public entertainment and therefore the requirement to consider fire safety and structural adequacy of buildings in accordance with Clause 93 is unnecessary.

- Clause 94 – The proposal does involve the rebuilding, alteration, enlargement or extension of an existing building or place of public entertainment and therefore the requirement to consider the upgrading of buildings into total or partial conformity with the Building Code of Australia has been undertaken.

- Clause 94A – The proposal does not involve the erection of a temporary structure and therefore the requirements to consider fire safety and structural adequacy is unnecessary.

S4.15(C)(1)(b) The Likely Impacts of the Development

Section 4.15(1)(b) requires the Council to consider the likely impacts of the development, including environmental impacts on both the natural and built environments as well as the social and economic impacts in the locality. The following provides an assessment of the likely impacts of the development:

Context and Setting

The locality is characterised by a mixture of commercial and residential development as well as a school and church on the opposite side of Lachlan Street. The proposal does not significantly alter the character of the previous development on the subject site and therefore on the wider locality. It is consistent with the general character of the locality and is assessed as being appropriate in consideration of its local context and setting.

Access, Transport and Traffic

The site has frontage to Redfern Street and Lachlan Street with access crossings on both frontages. It is acknowledged that traffic in the vicinity of the Redfern/Lachlan Street intersection can be congested at times and the proposed development has the potential to further impact on traffic flows. The applicant proposes to provide restricted vehicle access to the site from Redfern Street for eastbound vehicles only. There will be no right turn into or out of the site on Redfern Street. This applies to fuel tankers and passenger vehicles in accordance with the submitted turning study plans and will be supported by site signage and modifications to the Redfern Street median strip.

Delivery vehicles will utilise the delivery bay on the northern side of the building and passenger vehicles utilising the drive-through coffee shop will exit onto Lachlan Street. Due to pedestrian safety concerns associated with the nearby pedestrian crossing, it is recommended to apply a

condition of consent restricting exit onto Lachlan Street to left turn only, supported by appropriate signage.

Information contained in the applicant's traffic assessment report indicates that the proposed service station will generate an additional 28 vehicle trips per hour (14 inbound / 14 outbound) in peak periods. The drive-thru coffee facility is estimated to generate 40 vehicle trips per hour (20 inbound / 20 outbound) in peak periods. Additional traffic movements on the site are likely to consist of the following:

- Up to six deliveries per day by one heavy rigid vehicle and up to 5 van deliveries.
- Three to four times per week waste collection by medium rigid vehicles.
- Refuelling by tanker expected to be between three and five times per week (outside peak traffic hours as per the recommended condition).

As discussed previously, TfNSW has provided Council with comments to assist with assessment pursuant to Clause 2.121 Traffic-generating development of State Environmental Planning Policy (Transport and Infrastructure) 2021. The comments have been included as recommended conditions of consent where relevant. Cowra Infrastructure & Operations have also reviewed the application and recommended conditions which are included in the recommendation.

TfNSW have also provided recommendations with regard to the proposed access modification and median works on Redfern Street which will be constructed pursuant to Section 138 of the Roads Act 1993. Recommended conditions are included in the recommendation. The application proposes 12 car parking spaces which is in excess of the requirements of Part M of Cowra Council Development Control Plan 2021. The application is assessed as satisfactory with regard to access, traffic and parking considerations.

Public Domain

The proposal will not have any significant negative impact on public recreational opportunities or public spaces in the locality.

Utilities

The site is serviced by adequate utilities to cater for the development.

Heritage

There are no items listed in schedule 5 of the LEP 2012 as present on the land. There are items of environmental heritage in the locality including St. Raphael's Church and Brigidine Convent on the opposite side of Lachlan Street, the Cowra Hotel on the opposite side of Redfern Street and the Australian Hotel further west on Redfern Street.

The proposal does not significantly alter the character of existing development or the locality in general and is not considered likely to impact on the heritage significance of the above items.

Other Land Resources

The land does not contain any recorded mineral deposits and the proposal will not negatively impact any water catchment areas.

Water, Sewerage and Stormwater

Council's reticulated water and sewerage system is already available and connected to the site. The application will require the approval of a liquid trade waste application and a recommended condition applies. Stormwater generated by the proposed development can be directed to Council's stormwater management system subject to the approval of a detailed stormwater management plan. Recommended conditions of consent apply.

Soils

A recommended condition applies with regard to compliance with the erosion and sedimentation controls contained in Council's DCP. Decommissioning of the existing underground petroleum storage systems (UPSS) and installation of new UPPS is required to be carried out in accordance with the Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2019 as per the recommended condition. The development as conditioned is unlikely to have a negative impact on soils.

Air and Microclimate

Minimal amounts of dust may be generated during the construction period. The additional traffic movements generated by the development will represent a small percentage of total traffic flow in the vicinity of the site and it is assessed that once construction works are complete the development will not impact significantly on air quality in the locality due to additional vehicle or fuel emissions.

Flora and Fauna

Council records do not indicate that there are any critical habitats or threatened species in the vicinity of the site. The development is not expected to impact on any critical habitats or threatened species.

Waste

Any construction waste and ongoing trade waste will be removed from the site in accordance with the submitted waste management plan and appropriately recycled or catered for at a licensed waste management facility.

Energy

A BASIX Certificate is not required to be submitted with the application.

Noise and Vibration

Previous traffic movements on the site were minimal due to the low intensity nature of the previous use. The constructed development is likely to result in additional noise emissions due to the increased traffic flows within the site as detailed previously in this report.

The closest noise sensitive land use is the school hall on the adjoining northern property. Given the location of the site and existing traffic flows and associated noise emissions on the adjoining road network it is assessed that it is unlikely that the additional traffic movements associated with the proposed development will contribute significantly to additional adverse noise impacts on adjoining land uses.

Some noise will occur during the construction period, but is not expected to adversely impact on any surrounding land uses. Council's standard condition regarding construction hours is recommended.

Natural Hazards

The site is potentially subject to flooding as previously discussed in this report. It is assessed that the proposed development is suitable given the flood hazard of the land. It is unlikely to significantly impact on flood behaviour and does not increase risks to life from flood.

Technological Hazards

The subject land is not identified as contaminated land and inspection of the site did not reveal any technological hazards affecting the site. The existing underground petroleum storage systems will be decommissioned in accordance with the Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2019 and associated guidelines. The proposed development does not involve a change of use to residential or other more sensitive land use.

Safety, Security and Crime Prevention

Crime risk and public safety has been addressed in a previous section to this report. This development will not generate any activity likely to promote any safety or security problems to the subject land or surrounding area.

Social and Economic Impacts on the locality

The proposal will facilitate the use of the site and provide additional local employment. The proposed development is not expected to result in any negative social or economic impacts.

Site Design and Internal Design

The design of the development is satisfactory for the site and without any identified adverse impacts.

Construction

The proposed development will be built in accordance with the Building Code of Australia. No adverse impacts are anticipated to occur as a result of the development.

Cumulative impacts

The proposal is not expected to generate any significant ongoing negative cumulative impacts. An increase in traffic activity at the site will occur during the construction and operation of the development. Construction impacts will be limited by a condition of consent relating to construction hours. The information submitted with the application indicates that the additional traffic movements generated by the development in operation can be accommodated within the existing road network.

S4.15(1)(c) The Suitability of the Site for the Development

The development is consistent with the zone objectives and consideration has been given to the impacts the development will have within the locality. It is considered that the proposed development will not create adverse impacts within its local setting. Appropriate services for water, waste disposal and other utilities are available to the site. It is assessed that the development will not impact upon any existing services. The development site is not identified as bushfire prone, or otherwise unsatisfactorily constrained by natural features other than flooding

which has been addressed in this report. The site is considered suitable for the development subject to the imposition of appropriate conditions of consent.

S4.15(1)(d) Any Submissions Received

Public Consultation

The subject Development Application was notified to adjoining owners in writing from 11 April 2024 to 26 April 2024, in accordance with Cowra Community Participation Plan 2020. Two submissions were received in relation to the proposed development and are included in Attachment '6' to this report. The applicant's response to the submissions is included in Attachment '7'. The submissions objected to the development on a number of grounds primarily related to safety risks, heritage and traffic impacts, air quality and noise. In this regard the specific concerns that have been expressed are briefly summarised below followed by assessment comments:

Objection: Increased safety risks to pedestrians using the Lachlan Street crossing to go to church and students accessing the Parish Hall and sporting fields.

Assessment comments:

The applicant states that vehicles leaving the site after obtaining service from the drive-thru coffee facility have a clear line of sight to pedestrians using the pedestrian crossing and all vehicles must obey a STOP sign at the boundary before proceeding into Lachlan Street. The applicant has also proposed to install a speed hump and additional Give Way to Pedestrians signage at this location.

However, the proximity of the Lachlan Street exit to the pedestrian crossing (approximately 10m) is acknowledged along with the increased potential for safety incidents at the crossing due to vehicles attempting to exit right into traffic on a busy road at peak/school times. In order to improve pedestrian safety Council recommends that No right Turn signage be installed at this exit. All vehicles will be required to turn left and exit the site in a northerly direction on Lachlan Street. A condition of consent is recommended to reflect this.

Objection: Adverse impacts on the heritage value of St Raphael's Catholic Church.

Assessment comments:

There are several properties in the immediate locality that contain items of environmental heritage. This includes St. Raphael's Church and Brigidine Convent at 7-9 Lachlan Street, the Australian Hotel at 1 Redfern Street and the Cowra Hotel at 2 Kendal Street. Whilst the proposed development will intensify the use of the site it does not significantly alter the built form or character of existing development on the subject land and it is not considered likely to impact on the heritage significance of the nearby environmental heritage items.

Objection: Increased safety risks due to the congestion caused by vehicles wanting to turn right on Redfern Street into the service station.

Assessment comments:

Vehicles will not be allowed to turn right on Redfern Street into the service station and a new median strip is proposed to prevent this from occurring.

Objection: Increased air pollution which is already an issue with the existing petrol station adjoining St Raphael's Catholic School.

Assessment comments:

The applicant states that the proposed development is remote to the objector's site and fuel tanks and dispensing areas are located on the western side of the building.

Council notes that this area is approximately 30m from the school hall adjoining to the north of the site and approximately 100m from the school itself. It is noted that the site of the existing petrol station referred to by the objector is approximately 80m south of the school and is owned by the Catholic Church. Offensive odours are not expected to adversely impact on the use of the school.

Objection: Reinstatement of heavy vehicle refuelling.

Assessment comments:

Since the development application was originally exhibited the heavy vehicle refuelling component has been removed from the proposal. This is also reflected in amended site signage which prohibits heavy vehicle refuelling.

Objection: Increased size of underground fuel tanks.

Assessment comments:

The objector states that the increased size of the underground fuel tanks (compared to the existing approval) is inappropriate, being in such close proximity to the school.

However, it is not clear on what grounds it is deemed inappropriate or what volume would be considered acceptable by the objector. The new tanks will be installed in accordance with all current standards and regulations.

Objection: Non-compliance with the relevant considerations of the Environmental Planning & Assessment Act 1979.

Assessment comments:

The objector refers to various clauses of the Environmental Planning & Assessment Act 1979 which relate to social, economic and environmental impacts and the suitability of the site for the development.

The relevant clauses are referenced in this report along with assessment comments. In summary, the proposal is assessed to have positive social and economic impacts and no unsatisfactory environmental impacts. The proposed use is consistent with previous uses for which the site is considered suitable.

Public Authority Consultation:

Consultation with Transport for NSW (TfNSW) was required in accordance with the following legislation:

- Clause 2.122 Traffic-generating development of State Environmental Planning Policy (Transport and Infrastructure) 2021.

- Section 138(2) of the Roads Act 1993 as concurrence would be required for future works on a Classified road (Redfern St).

The consultation process was extensive, with 5 referrals (and associated development amendments) required before TfNSW was prepared to indicate support for the proposal, subject to recommendations. TfNSW's final referral response letter is included in Attachment '5' to this report. Related conditions of consent are included in the recommendation where relevant.

Applicant's submission regarding the recommended conditions of consent.

The applicant has submitted a letter, dated 9/06/2025, which is included in Attachment '8' to this report. The applicant has asked that consideration be given to amending some recommended conditions of consent. A summary of the request related to each condition is provided below, along with some assessment comments:

Condition 5: Service Vehicles

Applicant's request: The condition requires service vehicles to be a maximum length of 12.5m, which is not contested, however, a standard fuel tanker is a semi-trailer and we request the condition be amended to exclude fuel tankers.

Assessment comment:

The intent of this condition was not to prohibit fuel tankers from servicing the site. Therefore, the condition has been amended as requested by the applicant.

Condition 6: Left Turn Only into Lachlan St

Applicant's request: Given that the coffee drive-thru generates far less traffic than the service station we don't see the necessity for this condition, especially when users of the car park immediately adjacent the exit into Lachlan St can turn right.

Further discussion of this is enclosed in the supplementary letter from our traffic consultant Terraffic Pty Ltd.

Assessment comment:

The applicant's comments are acknowledged. The traffic consultant's assessment in the supplementary letter is also appreciated. However, Approach Sight Distance (ASD) was not the reason for conditioning a 'left turn only' onto Lachlan Street. Site visits were undertaken by Council's Development & Traffic Engineer to observe traffic and pedestrian behaviour in the area of the development, including on a regular school day at approximate drop off and pick up times. Some observations reported included:

- Queueing of traffic from the intersection of Lachlan Street & Kendal Street to a point north of Liverpool Street, and as a result, queueing from the intersection of Lachlan & Redfern St to a point just past the entrance to the Australian Hotel. I could not see westbound traffic in Liverpool Street (from St Raphael's Catholic School) turning into Lachlan Street when queueing was obvious.
- Several changes in traffic lights for Southbound traffic from Lachlan & Redfern Streets before vehicles actually got onto a) Lachlan Street from Redfern Street, and b) Kendal Street from Lachlan Street. A lot of this traffic was heavy vehicles from Redfern Street.

Based on these observations, I would consider both queueing observations at these times as a marked intensification of traffic compared to what I would expect during the day.

The easiest way for a vehicle to continue on its way when exiting the site onto Lachlan Street is a left turn. Waiting for either a break in the traffic (not likely during the above times), or a motorist allowing them to enter traffic, would be unlikely. Potentially, I see vehicles queueing across the footpaths blocking access for pedestrians to and from the area, and vehicles trying to "push in" to go south if the "Left Turn Only" condition was not included. This could lead to:

- Vehicles being left in the northbound lane of Lachlan Street, causing a hazard for northbound vehicles off Kendal Street, and
- Pedestrians "cutting corners" through the proposed development, or walking in the gutter.

The above scenarios are not a desired outcome. In summary, modifying the condition as requested raises concerns with excessive waiting times during school drop off/pick up times and the resulting potential to block pedestrian access in Redfern Street due to an inability to exit to Redfern Street and a replication of this issue in Lachlan Street. It is recommended that the 'left turn only' condition be retained as recommended.

Condition 7: ID Sign

The sign size and location is discussed in Council's report and concludes the sign is too large, although it also agrees that the size is typical for such signs.

The sign size proposed by Council on the other hand does not provide sufficient area to adequately identify the site or the requirement to display fuel prices at easily readable size, and therefore propose a 5m x 1.5m sign, which is 40% smaller than that originally proposed and a significant reduction.

Assessment comment:

A 3m high sign would be able to contain branding and some pricing information like the existing similarly dimensioned smaller sign at the nearby United Service Station pictured below.



A sign of similar height is the only illuminated ID/price sign at the BP Service Station on the Mid Western Hwy:



The two illuminated signs at the Ampol Service Station on the corner of the Mid Western Hwy and Olympic Way are taller however the site and the development on this site is larger and incorporates a heavy vehicle refuelling component. The site also has two Classified road frontages with access and egress to each of them.



The recommended condition aims to allow signage without significantly impacting on visual amenity or duplicating another sign on the site unnecessarily on the Lachlan Street road frontage where access is not available to traffic passing the site. It is noted also that access to the site is not available to vehicles turning from Lachlan Street into Redfern Street. A median strip is proposed on Redfern Street to prevent this from occurring. It is assessed that the signage, as conditioned, takes into consideration the design and scale of the development and it is recommended that the condition be retained as recommended.

Condition 20: Redfern Street Roadworks

Applicant's request: This condition requires the work in Redfern Street to have been constructed and approved by TfNSW before a Construction Certificate can be granted. TfNSW, in its correspondence to Council dated 1st April 2025, states :

The WAD process, including acceptance of design documentation and construction, can take time. The developer must allow sufficient lead time within the project development program to accommodate this process.

Given our experience obtaining WAD and ROL approvals on other projects occupying significant timeframes, we believe the condition should be amended to require the works to be completed to the satisfaction of TfNSW prior to the issue of a Partial or Whole Occupation Certificate.

Assessment comment:

This condition was applied as recommended by TfNSW. The condition reflects a recommendation included in the agency's final response and decision dated 1 April 2025 and was not previously raised as an issue by the applicant. It is assessed that the appropriate pathway to modify the condition would be via an application to modify the development consent, if the development application is approved by Council. This would enable Council to undertake appropriate referral consultation on the matter with TfNSW via the NSW Planning Portal. It is recommended that the applicant undertake preliminary discussions with TfNSW prior to submitting any modification application. In the meantime, it is recommended that the condition be retained as recommended.

Conditions 20 + 29: Hi-Flo diesel

TfNSW has a requirement prohibiting Hi-Flo diesel pumps.

The pump previously designated Hi-Flo is still required as a low flow pump as it is the only pump that also dispenses AdBlue, which is necessary in many modern diesel-powered vehicles to reduce exhaust pollution.

Assessment comment:

It is acknowledged that the designated Hi-Flo pump can be utilised as a low flow pump and the bowser or pump itself does not require removal. Conditions 20 and 29 have been amended to make this clearer.

S4.15(1)(d) The Public Interest

Community Interest

The proposed development is permissible on the subject land and is not expected to adversely impact on the community interests of the area. The proposed development has been considered in terms of the context and setting of the locality in previous sections to this report. The proposed development will positively contribute to development within the locality and will not impose any identified adverse economic or social impacts on the local community.

S7.12 Fixed development consent levies

Development contributions under Section 7.12 (formerly Section94A) of the Environmental Planning & Assessment Act 1979 are applicable to this development and are included in the recommended conditions of consent.

Conclusion

Development Application No. 27/2024 proposes the demolition of existing buildings and construction of a service station with drive through facility and internal seating on Lot 1 DP 801755, 2 Lachlan Street Cowra. The application was lodged by D Kane on 15 March 2024. The property is owned by Ultra Cowra Pty Ltd.

The application was supported by a Statement of Environmental Effects and development plans prepared by the applicant, which provide sufficient information to allow assessment of the proposal.

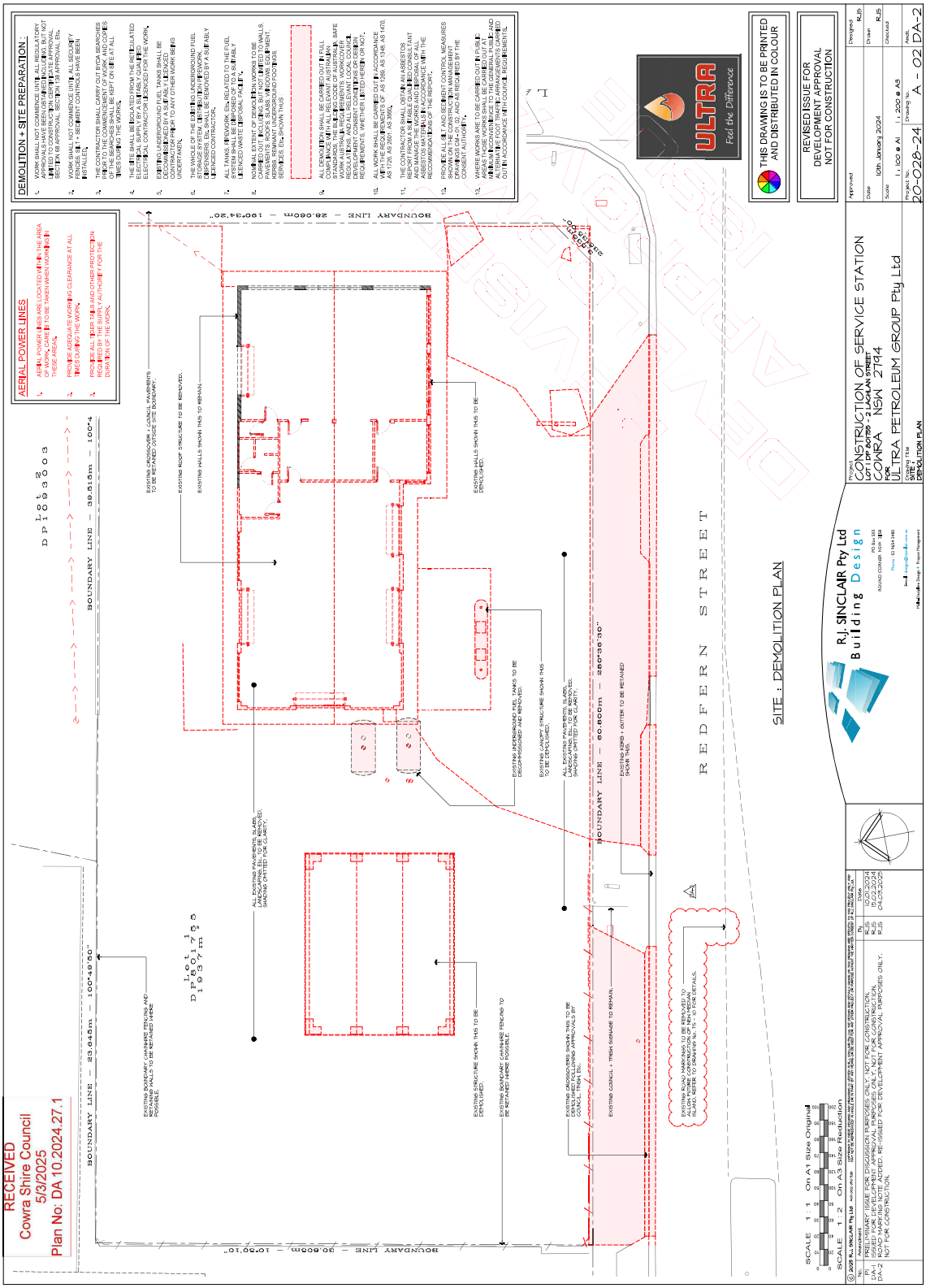
The proposed development has been assessed to be consistent with the requirements of Cowra Local Environmental Plan 2012, relating to development in the E1 zone and is consistent with existing land-use activities of the locality. The variation to Section O.1.9.3.a of Part O of Cowra Council Development Control Plan 2021 is sufficiently justified.

The development application was notified in accordance with Cowra Community Participation Plan 2020. Two submissions were received following the consultation process and are addressed in this report.

Having considered the documentation supplied by the applicant, the findings of site inspection(s) and the comments made from consultation, it is assessed that the impacts of the proposal and the likely environmental interactions between the proposed development and the environment are such that Council should not refuse the development application. Accordingly, a recommendation of conditional approval is listed in the recommendation.

ATTACHMENTS

1. DA 10.2024.27.1 - Development Plans ⇩
2. DA 10.2024.27.1 - Statement of Environmental Effects ⇩
3. DA 10.2024.27.1 - Location map ⇩
4. DA 10.2024.27.1 - Aerial view ⇩
5. DA 10.2024.27.1 - TfNSW response to proposal ⇩
6. DA 10.2024.27.1 - copies of submissions ⇩
7. DA 10.2024.27.1 - Response to submissions from applicant ⇩
8. DA 10.2024.27.1 - Applicant's request to modify conditions of consent & traffic consultant's letter ⇩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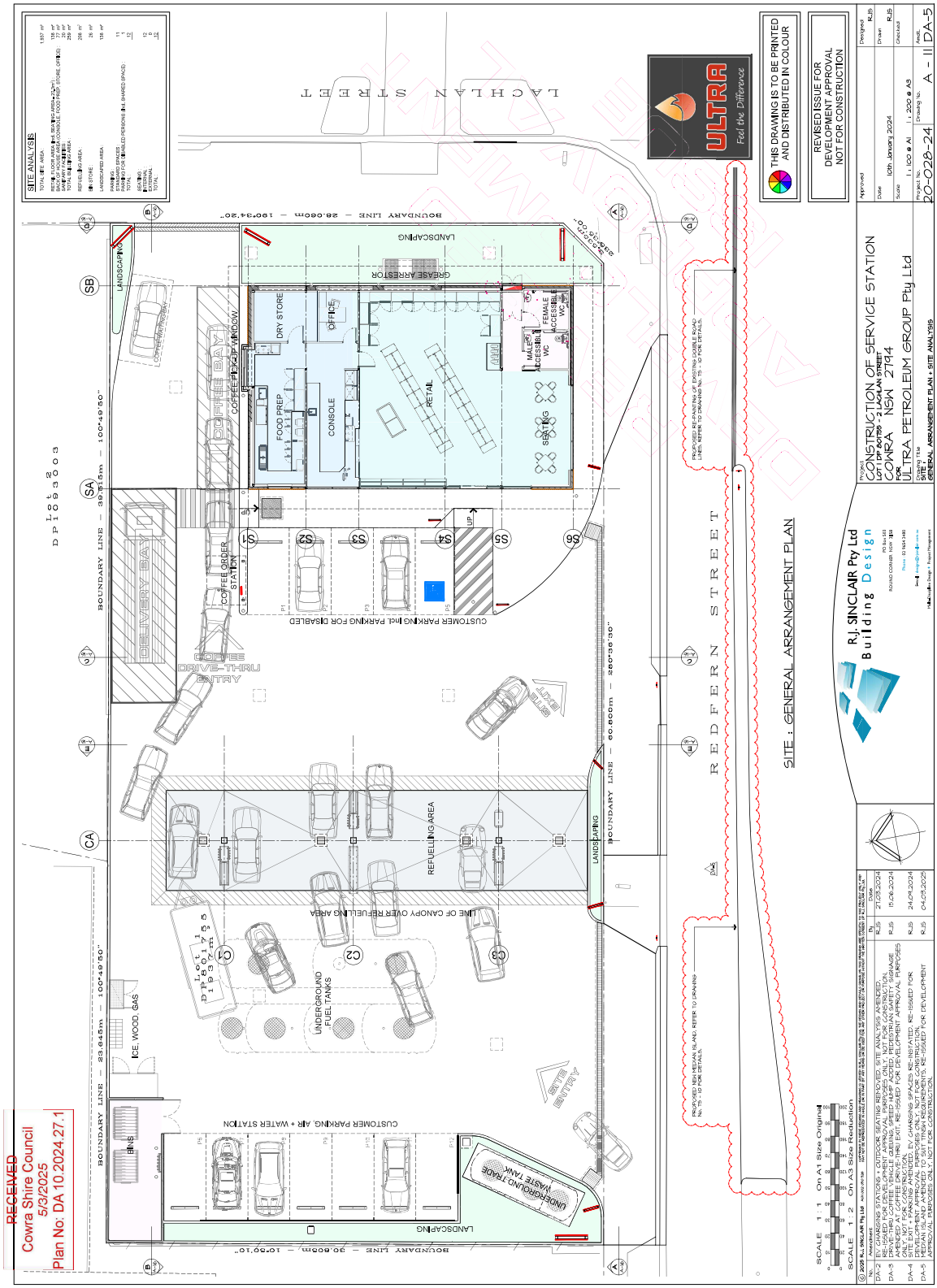
Cowra Shire Council
5/3/2025
Plan No: DA 10.2024.27.1
DEMOLITION + SITE PREPARATION :
AERIAL POWER LINES
THIS DRAWING IS TO BE PRINTED AND DISTRIBUTED IN COLOUR
REVISED ISSUE FOR DEVELOPMENT APPROVAL NOT FOR CONSTRUCTION
ULTRA
Feel the Difference
REDFERN STREET
SITE : DEMOLITION PLAN
R.J. SINCLAIR Pty Ltd
Building Design
CONSTRUCTION OF SERVICE STATION
COWRA NSW 2794
ULTRA PETROLEUM GROUP Pty Ltd
20-028-24
A - 02
DA-2


SITE : GENERAL ARRANGEMENT PLAN
LACHLAN STREET
REDFERN STREET
BOUNDARY LINE – 26.060m – 190°34'30"
BOUNDARY LINE – 39.618m – 100°49'50"
BOUNDARY LINE – 23.845m – 100°49'50"
BOUNDARY LINE – 80.650m – 260°35'30"
BOUNDARY LINE – 29.805m – 10°30'10"
Lot 1 DP 1093003
LANDSCAPING
GREASE ARRESTOR
COFFEE BAY
DRY STORE
OFFICE
FOOD PREP
CONSOLE
RETAIL
SEATING
MALE ACCESSIBLE WC
FEMALE ACCESSIBLE WC
COFFEE DRIVE-THRU WINDOW
DELIVERY BAY
COFFEE ORDER STATION
COFFEE DRIVE-THRU ENTRY
CUSTOMER PARKING incl. PARKING FOR DISABLED
S1
S2
S3
S4
S5
S6
UP
BUS EXIT
REFUELLING AREA
LINE OF CANOPY OVER REFUELLING AREA
UNDERGROUND FUEL TANKS
C1
C2
C3
Lot 1 DP 1093003
ICE, WOOD, GAS
BINS
CUSTOMER PARKING, AIR + WATER STATION
UNDERGROUND TRADE WASTE TANK
SITE ENTRY
PROPOSED REPAINTING OF EXISTING DOUBLE ROAD LINES, REFER TO DRAWING No. DA-2 FOR DETAILS
PROPOSED NEW MEDIAN ISLAND, REFER TO DRAWING No. DA-2 FOR DETAILS
SITE ANALYSIS
TOTAL SITE AREA 1,937 m²
RETAIL FLOOR AREA (INCLUDING MEZZANINE) 135 m²
BACK OF HOUSE AREA (CONSOLE, FOOD PREP, STORE, OFFICE) 77 m²
MEZZANINE FLOOR AREA 27 m²
TOTAL BUILDING AREA 239 m²
REFUELLING AREA 298 m²
CANOPY AREA 35 m²
LANDSCAPED AREA 135 m²
STANDARD SPACES 11
ACCESSIBLE SPACES FOR PEOPLE WITH DISABILITIES (INCL. MARKED SPACES) 1
TOTAL 12
SEATING: INTERNAL 10
EXTERNAL 4
TOTAL 14
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REVISED ISSUE FOR DEVELOPMENT APPROVAL NOT FOR CONSTRUCTION
ULTRA Feel the Difference
R.J. SINCLAIR Pty Ltd
Building Design
CONSTRUCTION OF SERVICE STATION
LOT 1 DP 1093003 - 2 LACHLAN STREET
COWRA NSW 2794
FOR ULTRA PETROLEUM GROUP Pty Ltd
GENERAL ARRANGEMENT PLAN + SITE ANALYSIS
Approved
Date 10th January 2024
Scale 1:200 @ A1 1:200 @ A3
Project No. 20-028-24
Drawing No. DA-5
Designed RJS
Drawn RJS
Checked
Amd. A - II
SCALE 1:2 On A3 Size Reduction
SCALE 1:1 On A1 Size Original
DA-2 EV CHARGING STATIONS + OUTDOOR SEATING REMOVED, SITE ANALYSIS AMENDED, REFUELLING AREA REDUCED, LANDSCAPING INCREASED, RE-ISSUED FOR DEVELOPMENT APPROVAL RJS 21.03.2024
DA-3 DRIVE-THRU COFFEE VEHICLE QUEUING, SPEED HUMP ADDED, PEDESTRIAN SAFETY SIGNAGE AMENDED, A1 COFFEE DRIVE-THRU EXIT, RE-ISSUED FOR DEVELOPMENT APPROVAL PURPOSES RJS 15.04.2024
DA-4 SITE EXIT + PARKING AMENDED, EV CHARGING SPACES RE-INSTATED, RE-ISSUED FOR DEVELOPMENT APPROVAL PURPOSES RJS 24.01.2024
DA-5 MEDIAN ISLAND AMENDED TO SUIT TfNSW REQUIREMENTS, RE-ISSUED FOR DEVELOPMENT APPROVAL PURPOSES ONLY - NOT FOR CONSTRUCTION RJS 04.03.2025
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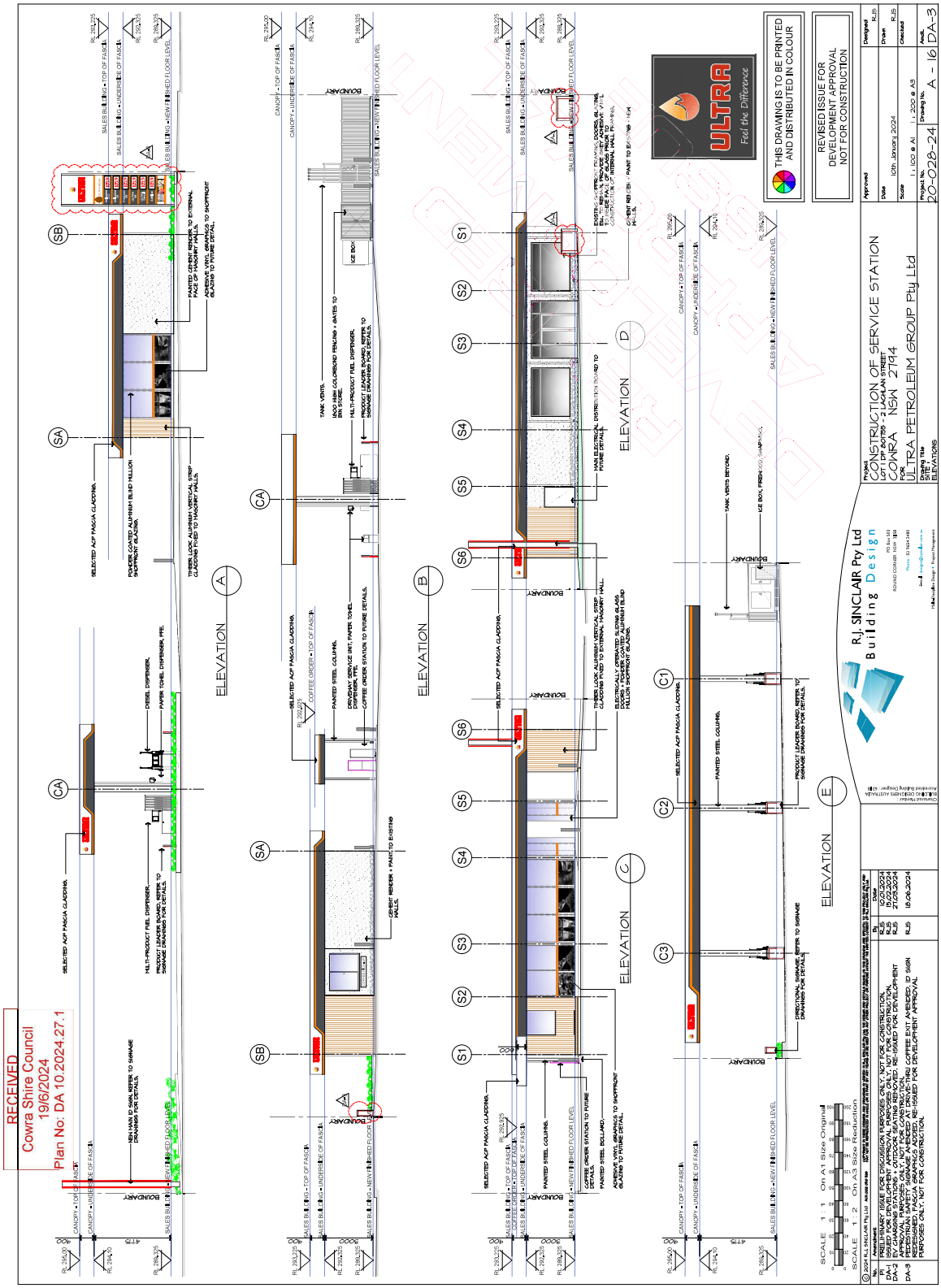
Cowra Shire Council
5/3/2025
Plan No: DA 10.2024.27.1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Cowra Shire Council
19/6/2024
Plan No: DA 10.2024.27.1
ELEVATION A
ELEVATION B
ELEVATION C
ELEVATION D
ELEVATION E
R.J. SINCLAIR Pty Ltd
Building Design
CONSTRUCTION OF SERVICE STATION
LOT 1 DP 820795 - 2 LACHLAN STREET
COWRA NSW 2794
FOR
ULTRA PETROLEUM GROUP Pty Ltd
ULTRA
Feel the Difference
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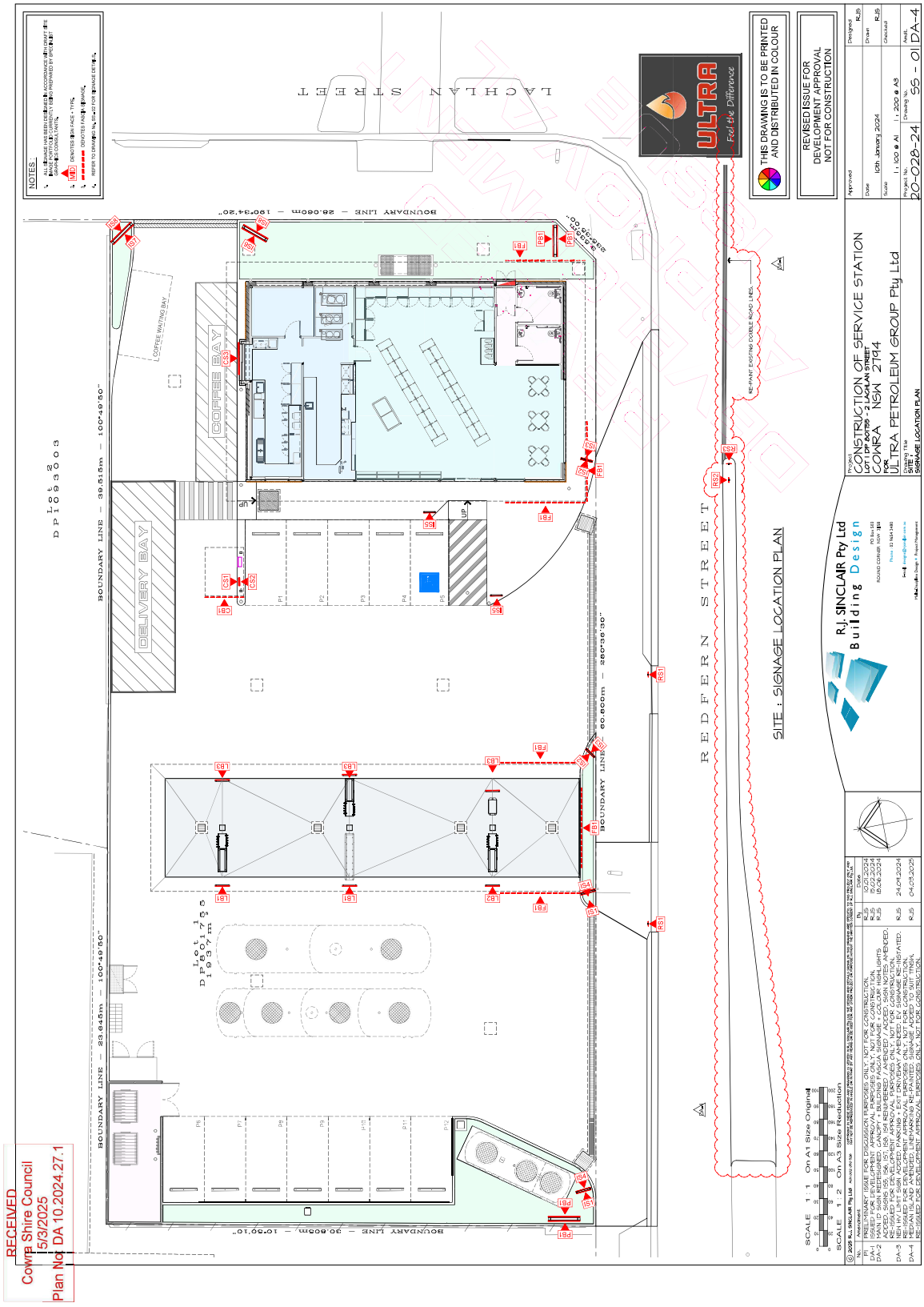
REVISED ISSUE FOR DEVELOPMENT APPROVAL NOT FOR CONSTRUCTION
Project No. 20-028-24
Drawing No. A - 16 DA-3



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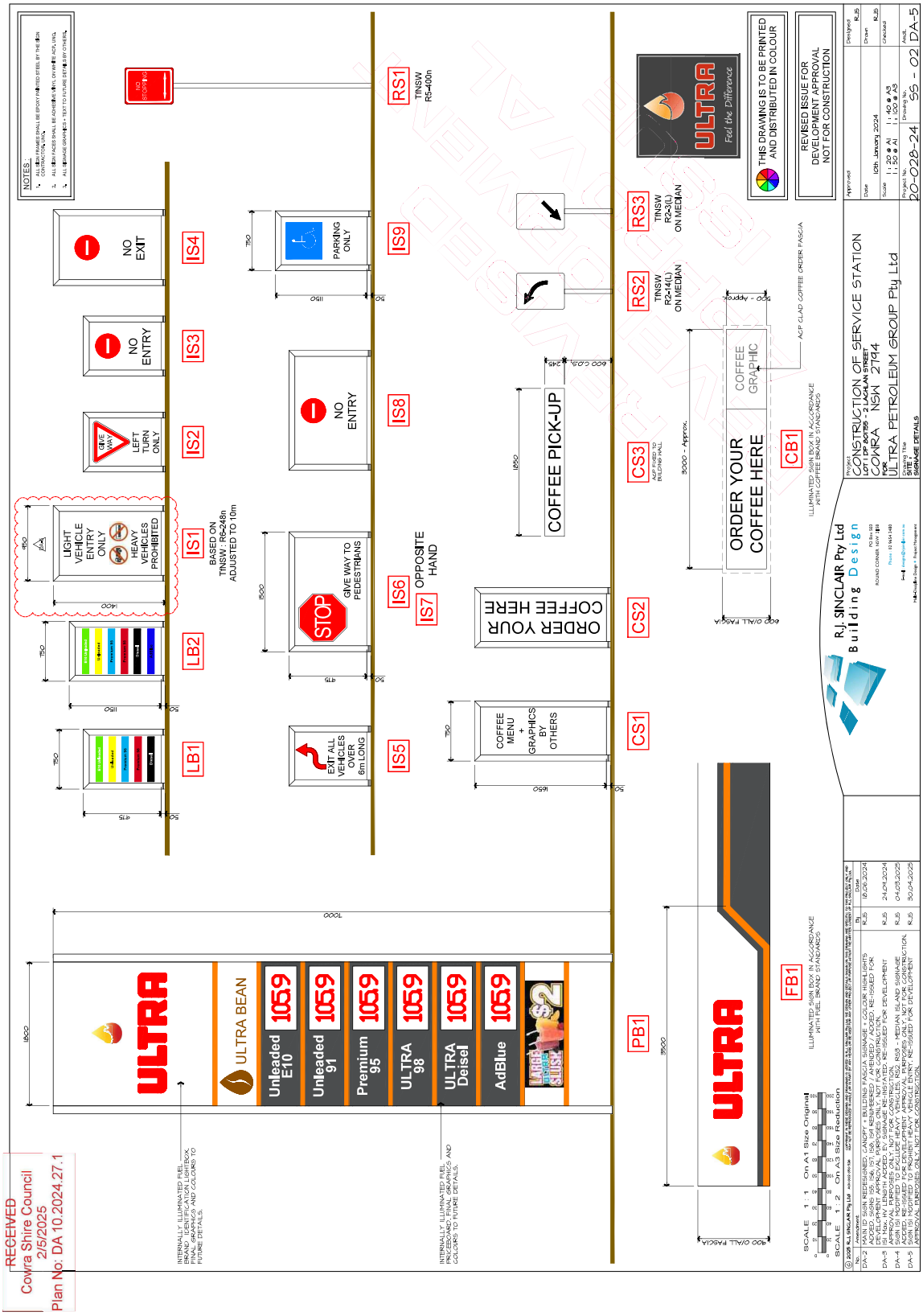
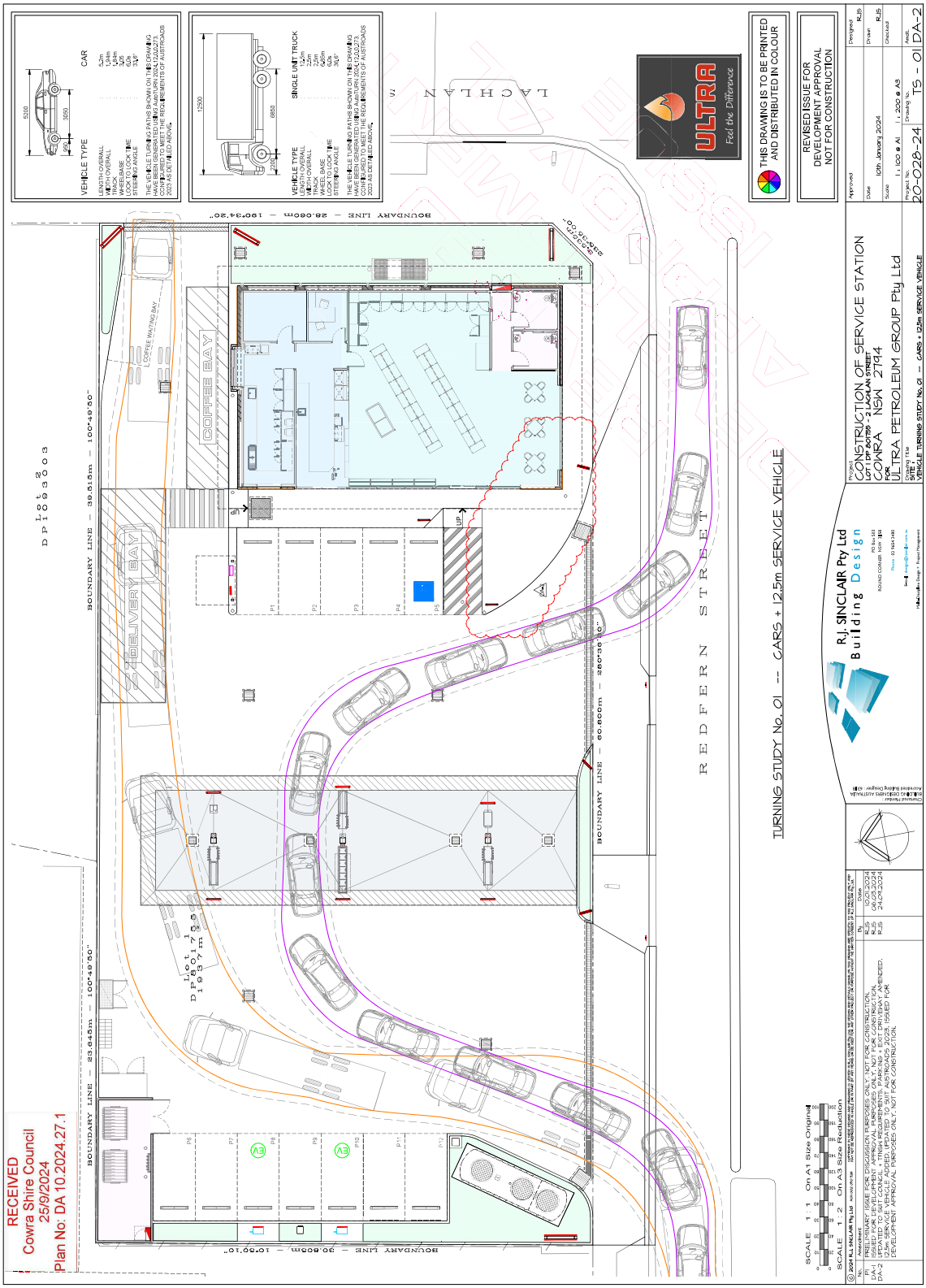
5/3/2025
Plan No: DA 10.2024.27.1


RECEIVED
Cowra Shire Council
2/5/2025
Plan No: DA 10.2024.27.1
ULTRA
ULTRA BEAN
Unleaded E10 1059
Unleaded 91 1059
Premium 95 1059
ULTRA 98 1059
ULTRA Deisel 1059
AdBlue 1059
NO EXIT
NO ENTRY
GIVE WAY
LEFT TURN ONLY
LIGHT VEHICLE ENTRY ONLY
HEAVY VEHICLES PROHIBITED
BASED ON TfNSW : R6-248n ADJUSTED TO 10m
STOP
GIVE WAY TO PEDESTRIANS
EXIT ALL VEHICLES OVER 6m LONG
PARKING ONLY
NO ENTRY
OPPOSITE HAND
COFFEE PICK-UP
ORDER YOUR COFFEE HERE
COFFEE MENU GRAPHICS BY OTHERS
ORDER YOUR COFFEE HERE
COFFEE GRAPHIC
ACP CLAD COFFEE ORDER FASCIA
TfNSW R2-4(L) ON MEDIAN
TfNSW R2-4(L) ON MEDIAN
TfNSW R5-400n
ULTRA Feel the Difference
THIS DRAWING IS TO BE PRINTED AND DISTRIBUTED IN COLOUR
REVISED ISSUE FOR DEVELOPMENT APPROVAL NOT FOR CONSTRUCTION
R.J. SINCLAIR Pty Ltd
Building Design
CONSTRUCTION OF SERVICE STATION
LOT 1 DP 807195 - 2 LACHLAN STREET
COWRA NSW 2794
FOR
ULTRA PETROLEUM GROUP Pty Ltd
SITE PLAN
SERVICE DETAILS
20-028-24
SS - 02
DA-5
LB1
LB2
IS1
IS2
IS3
IS4
IS5
IS6
IS7
IS8
IS9
RS1
RS2
RS3
CS1
CS2
CS3
PB1
FB1
CB1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Plan No: DA 10.2024.27.1
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DELIVERY BAY
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Building Design
CONSTRUCTION OF SERVICE STATION
COWRA NSW 2794
ULTRA PETROLEUM GROUP Pty Ltd
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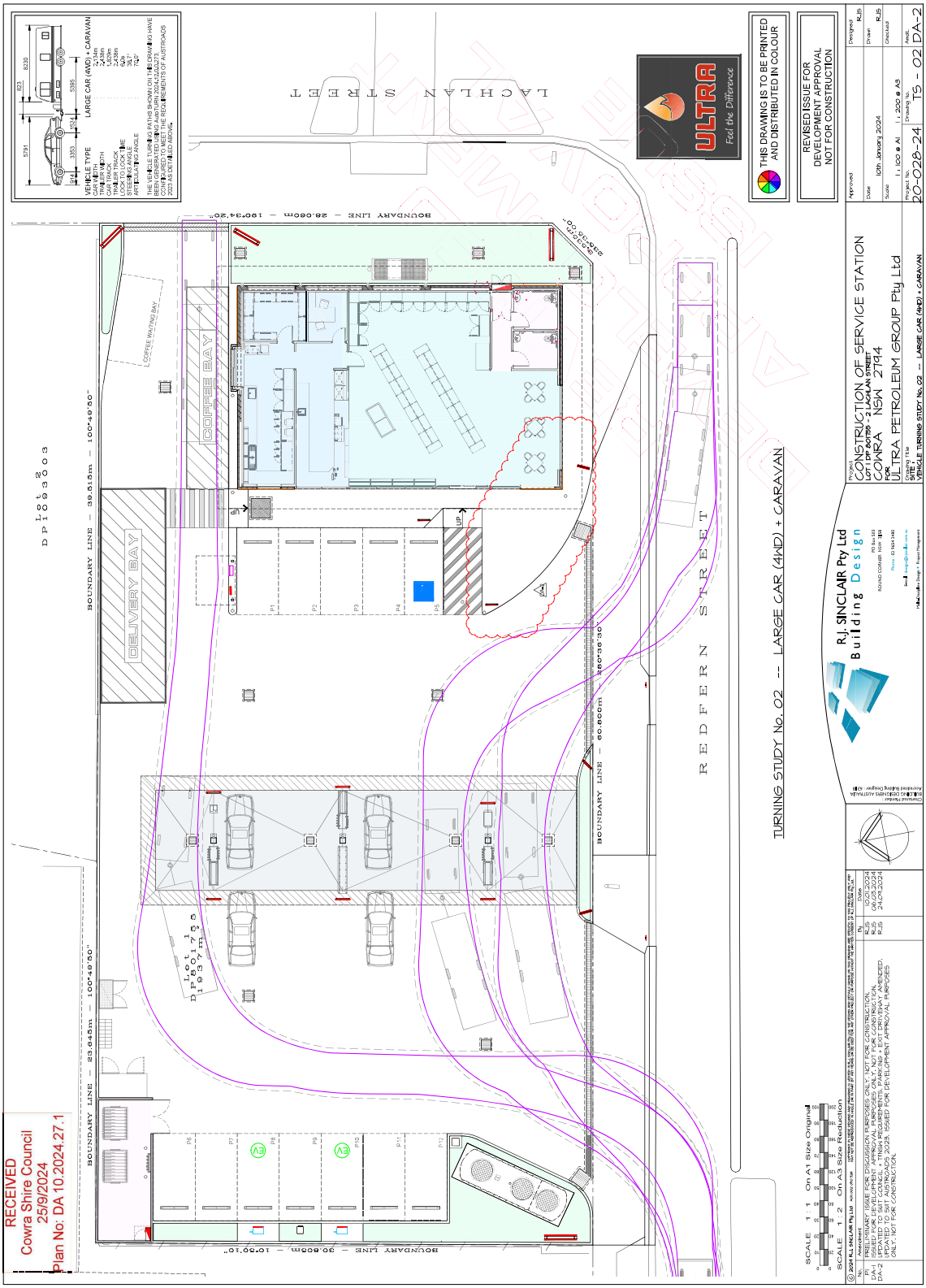
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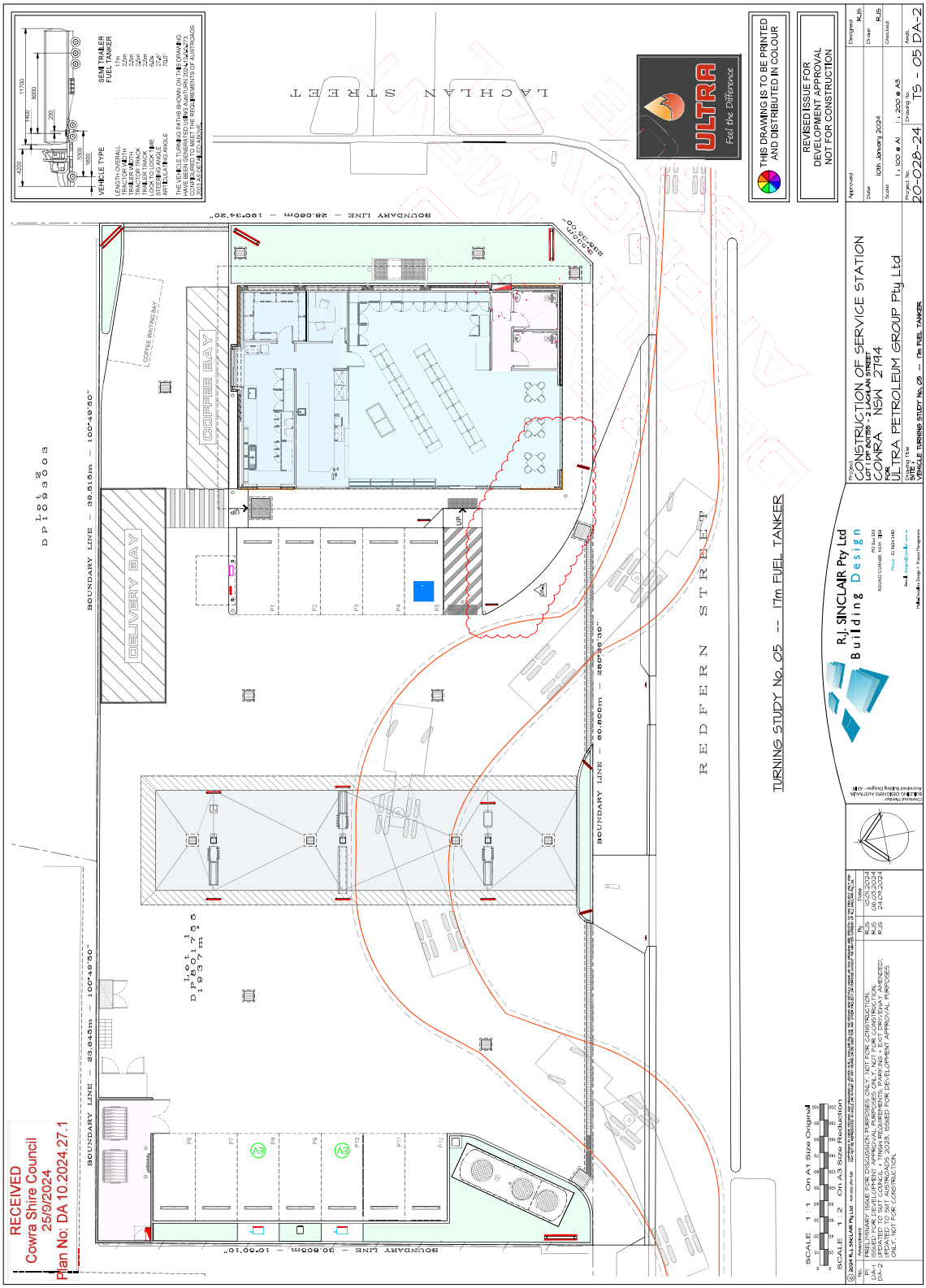
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DELIVERY BAY
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COWRA NSW 2794
ULTRA PETROLEUM GROUP Pty Ltd
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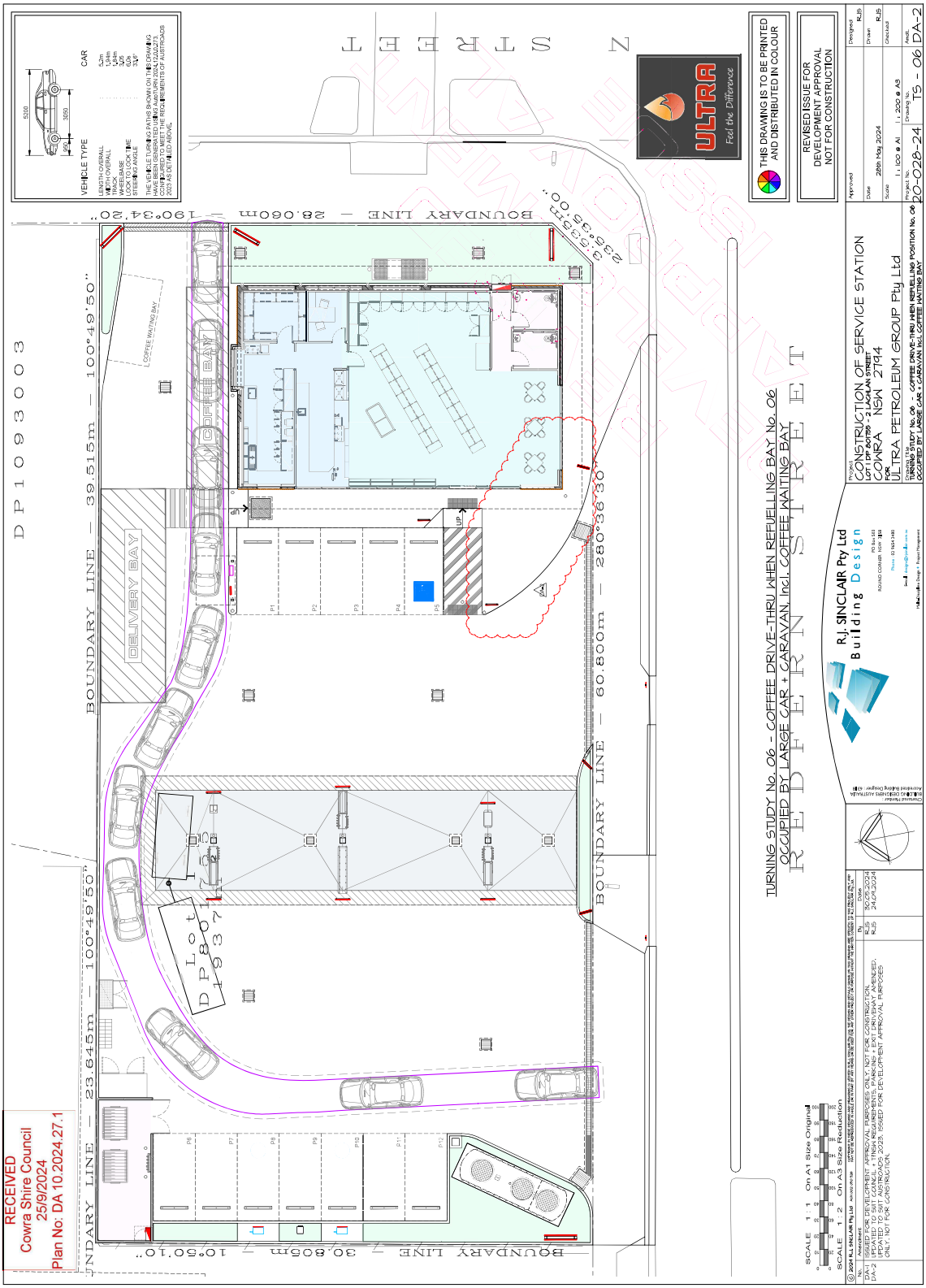
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Plan No: DA 10.2024.27.1
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BOUNDARY LINE – 39.515m – 100°49'50"
BOUNDARY LINE – 28.060m – 190°34'20"
BOUNDARY LINE – 60.800m – 280°36'30"
BOUNDARY LINE – 30.805m – 10°50'10"
BOUNDARY LINE – 23.645m – 100°49'50"
DELIVERY BAY
COFFEE BAY
COFFEE WAITING BAY
Lot 1
DP 801725
19371
REDFERN STREET
TURNING STUDY No. 06 - COFFEE DRIVE-THRU WHEN REFUELLING BAY No. 06
OCCUPIED BY LARGE CAR + CARAVAN, Incl. COFFEE WAITING BAY
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TS - 06
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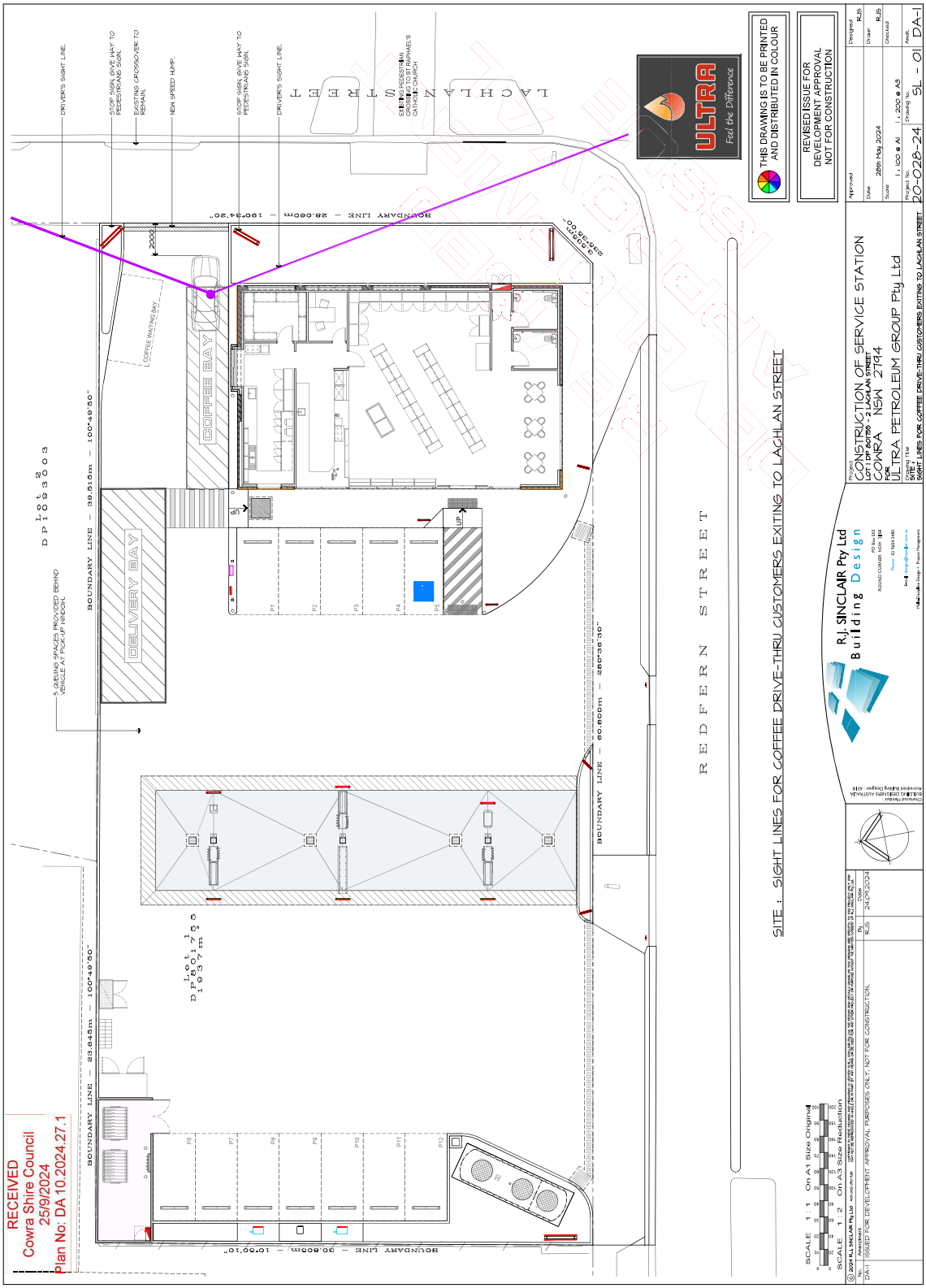
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Plan No: DA 10.2024.27.1
LACHLAN STREET
REDFERN STREET
COFFEE BAY
DELIVERY BAY
SITE : SIGHT LINES FOR COFFEE DRIVE-THRU CUSTOMERS EXITING TO LACHLAN STREET
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Building Design
CONSTRUCTION OF SERVICE STATION
LOT 1 DP 801795 - 2 LACHLAN STREET
COWRA NSW 2794
FOR
ULTRA PETROLEUM GROUP Pty Ltd
SIGHT LINES FOR COFFEE DRIVE-THRU CUSTOMERS EXITING TO LACHLAN STREET
20-028-24
SL - 01
DA-1
ISSUED FOR DEVELOPMENT APPROVAL PURPOSES ONLY - NOT FOR CONSTRUCTION.
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TOWN PLANNING STUDIO

STATEMENT OF ENVIRONMENTAL EFFECTS

DEMOLITION OF EXISTING STRUCTURES AND CONSTRUCTION OF SERVICE STATION FACILITY

2 LACHLAN STREET
COWRA NSW 2794
LOT 1 DP 801755

Prepared By:
Kaeley Draper
BA Urban & Regional Town Planning Hons.
Director Town Planning

Revision 3
2 May 2025

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1 INTRODUCTION

This Statement of Environmental Effects (SEE) has been prepared to support a Development Application for the demolition of the existing structures, decommissioning of existing underground fuel tanks and construction of a new Service Station Facility on the site at 2 Lachlan Street, Cowra. This SEE evaluates the proposed development for its compliance with the statutory controls embodied in various statutory planning instruments, and demonstrates that the development is consistent with the aims and objectives of these instruments. In preparation of this document, consideration has been given to the following:

- The Environmental Planning and Assessment Act (1979) as amended.
- The Environmental Planning and Assessment Regulation 2021.
- Cowra Local Environmental Plan 2012.
- Cowra Development Control Plan 2021.
- Various State Environmental Planning Policies.

This report clearly and comprehensively addresses the statutory regime applicable to the application and demonstrates that the proposed development is complementary and compatible with the area. This SEE provides a description of the subject site and surrounds, an identification of the development proposed by this application and an assessment of the perceived impacts of this proposal for the matters contained within Section 4.15 of the Environmental Planning & Assessment Act, 1979 (EP&A Act), as amended. Specifically, this SEE provides the following information:

- SECTION 2 provides a description of the subject site and surrounding locality.
- SECTION 3 provides a detailed description of the proposed development.
- SECTION 4 provides an assessment of the proposed development against the relevant planning objectives and controls in accordance with Section 4.15(1) of the EP&A Act.
- SECTION 5 provides a summary and conclusion.

2 SITE ANALYSIS

2.1 SITE ANALYSIS

The subject site is located at 2 Lachlan Street, Cowra, and is legally described as Lot 1 DP 801755. Lachlan Street is located within the Central Business District (CBD) of Cowra and is defined by a variety of uses including commercial and retail sites, detached residential dwelling houses and places of public worship. The subject site is arranged on an east-west tangent. **Figures 1** and **2** below show the orientation of the subject site and its location relative to surrounding properties.

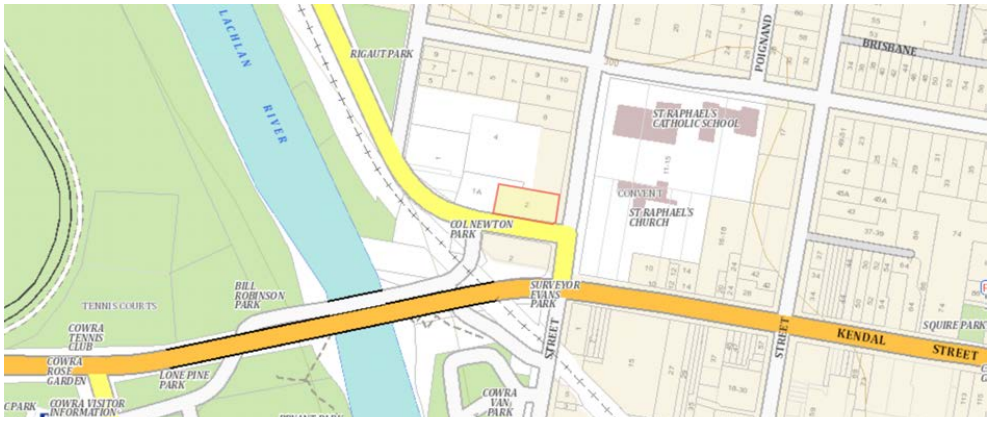


Figure 1: Aerial View of Subject Site (Six Maps)



Figure 2: Aerial View of Subject Site (Six Maps)

The site is rectangular in shape with a 28.06m primary frontage to Lachlan Street, a 60.80m secondary frontage to Redfern Street, a 39.515m northern side boundary and a 30.805m rear boundary. The total site area is 1937m^2. The site currently contains a Boat and Motor Sales Yard however previously operated as a Service Station Facility, with the original Service Station structures still in place on the site including a canopy area for refuelling and a convenience store now used as a workshop/showroom under the current use. Images of the existing development on the site are shown below.

2.2 SITE IMAGES

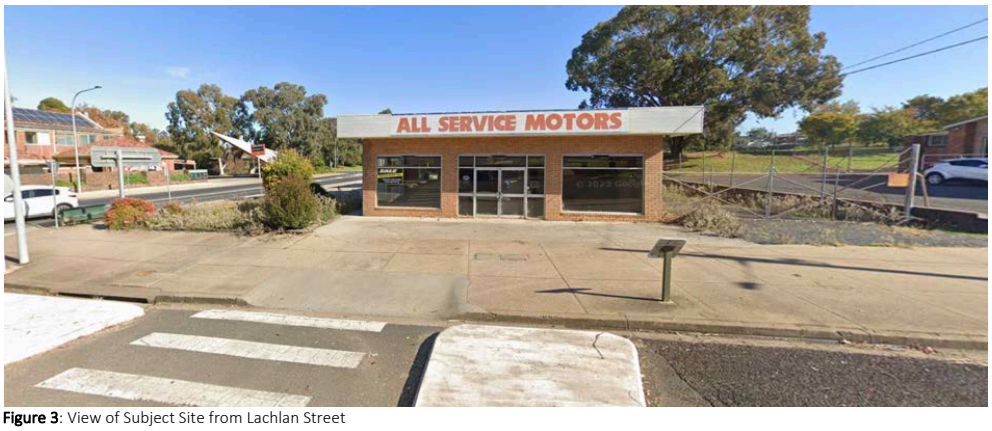


Figure 3: View of Subject Site from Lachlan Street

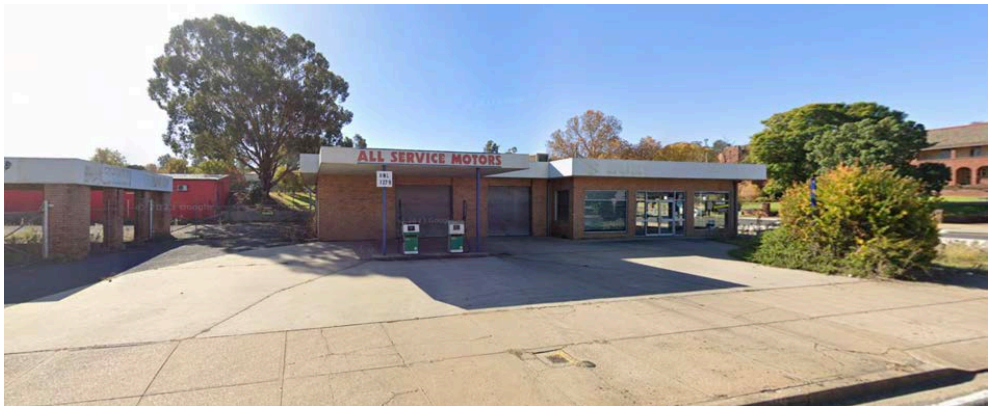


Figure 4: View of Subject Site from Redfern Street



Figure 5: Aerial View of Subject Site

2.3 SITE HISTORY

On the 27th of June 2022, the subject site was approved for a change of commercial premises to Service Station Facility including alterations and additions under DAI09/2020 by Cowra Council. The approved Service Station Facility and ancillary structures comprised the following:

- New entry only driveway from Redfern Street.
- New underground fuel tanks.
- New dispensing area.
- New sales building with retail area, console, food preparation area, cool room and storage.
- Staff and customer amenities.
- Delivery bay.
- HVAC and bin enclosure.
- New staff and customer car parking bays.

The approved development design is shown below.

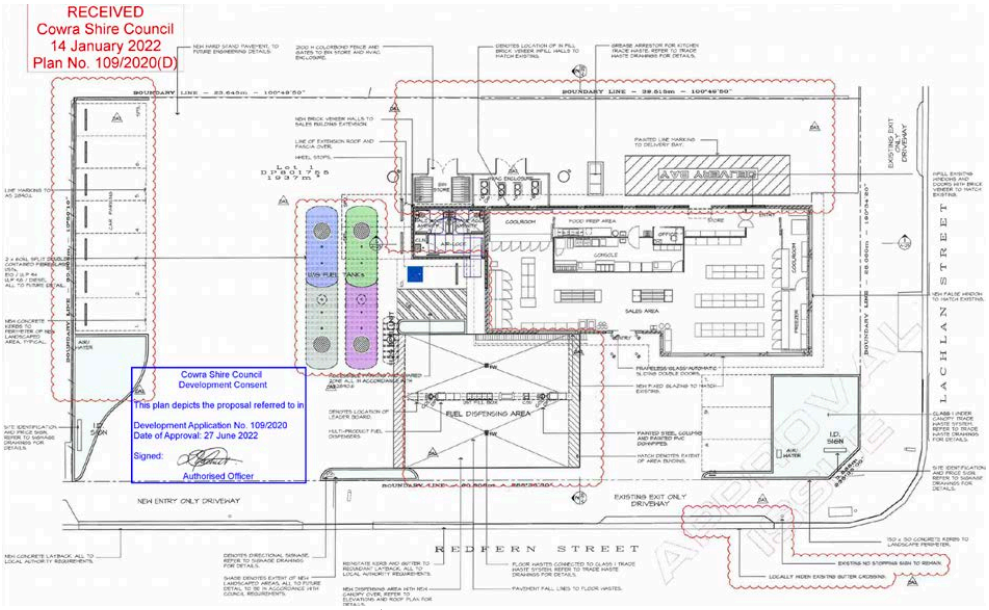


Figure 6: Development Design Approved Under DAI09/2020

The development proposed under this application retains the approved use of the site under DAI09/2020 for a Service Station Facility. Approved buildings and structures on the site are retained in a new layout, with some minor additional elements proposed as described in **Section 3** below.

2.4 STREETSCAPE ANALYSIS

To the north of the subject site at 4 Lachlan Street, Cowra is a Community Hall and recreational open space with car parking along the southern site boundary. The adjoining property is shown at **Figure 7** below.

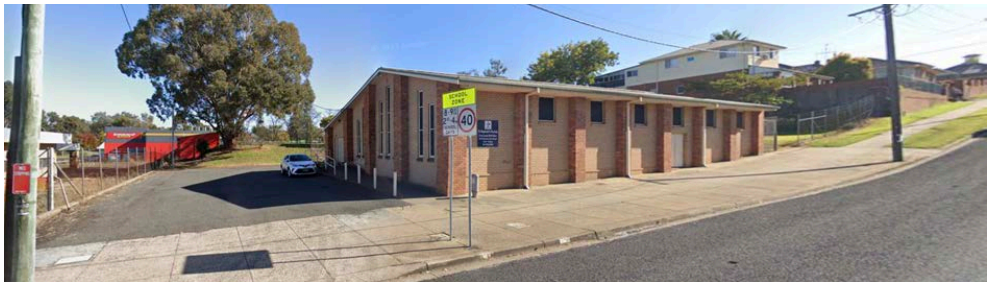


Figure 7: 4 Lachlan Street, Cowra

To the immediate south of the subject site at 2 Kendal Street, Cowra is the Cowra Hotel and associated structures and car parking. The adjoining property is shown at **Figure 8** below.

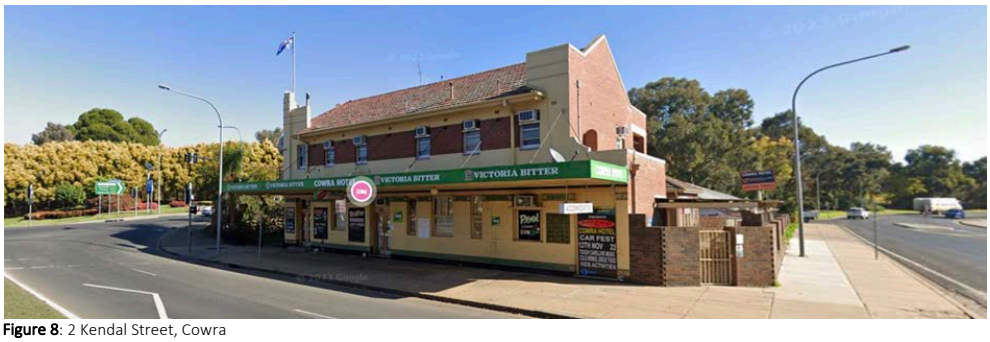


Figure 8: 2 Kendal Street, Cowra

To the immediate east of the subject site at 11-15 Liverpool Street, Cowra is St Raphael's Church and associated buildings and car parking. The adjoining property is shown at **Figure 9** below.



Figure 9: 11-15 Liverpool Street, Cowra

To the immediate west of the subject site at 1A Redfern Street, Cowra is a Supacheap Auto commercial premises with associated car parking. The adjoining property is shown at **Figure 10** below.

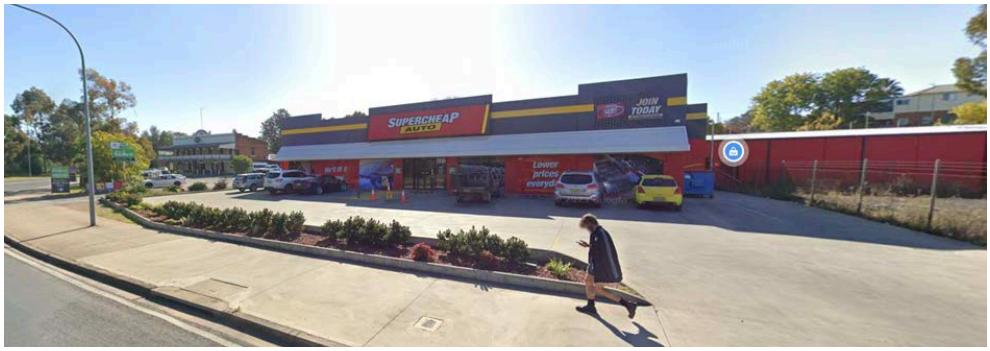


Figure 10: 1A Redfern Street, Cowra

3 PROPOSED DEVELOPMENT

This Development Application is made for the demolition of existing structures, decommissioning of the existing underground fuel tanks and construction of a new Service Station Facility. As noted above, the use of the site for a Service Station Facility under DAI09/2020 is retained.

3.1 DEMOLITION

Demolition on the site is take place in accordance with the Demolition Plan submitted with this application and includes the following works:

- Demolition of selected crossovers.
- Demolition of all existing pavements, slabs and landscaping.
- Demolition of selected building and canopy structures.
- Decommissioning of existing underground fuel tanks.

3.2 PROPOSED LAND USE AND BUILT FORM

The proposed development involves the construction of a new Service Station Facility on the site in accordance with the Architectural Plans submitted with this application and shown below.

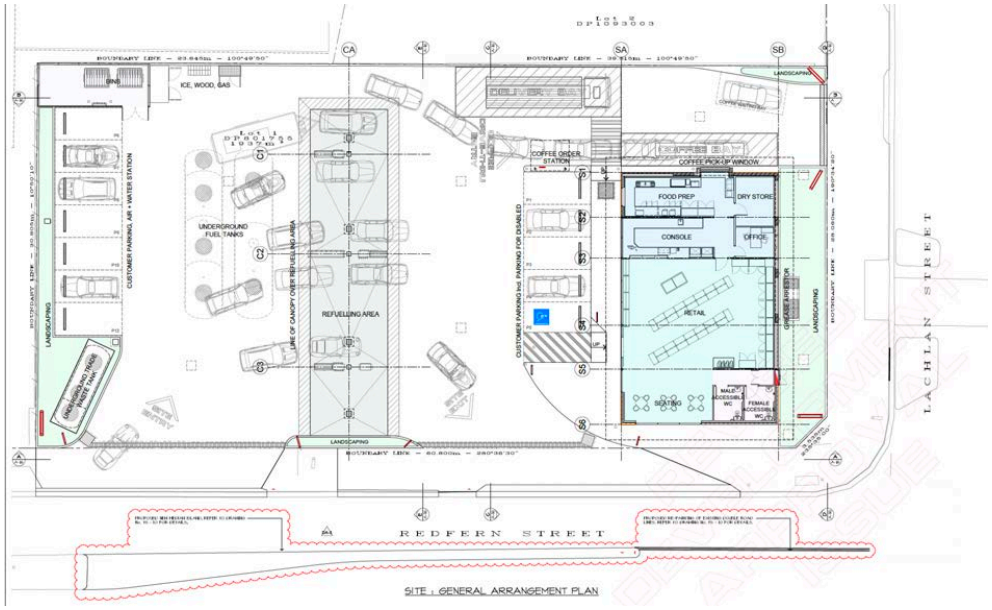


Figure 11: Proposed Development

The Service Station facility will be a specialist facility providing light vehicle refuelling and a modern convenience store with hot food and amenities. Specifically, the Service Station Facility will comprise the following features:

- Refuelling area.
- Underground fuel tanks.
- Sales building.
- Delivery bay.
- HVAC and bin compound area.

- Staff and customer car parking.

The general components of the Service Station Facility approved under DAI09/2020 are retained in the new layout, with the inclusion of internal seating within the sales building and a new coffee drive-thru window.

3.3 SALES BUILDING

A sales building is proposed within the eastern portion of the site comprising the following:

- Retail area
- Seating
- Sales console
- Food preparation area
- Storage room
- Office
- Staff and customer amenities
- Coffee bay with drive-thru

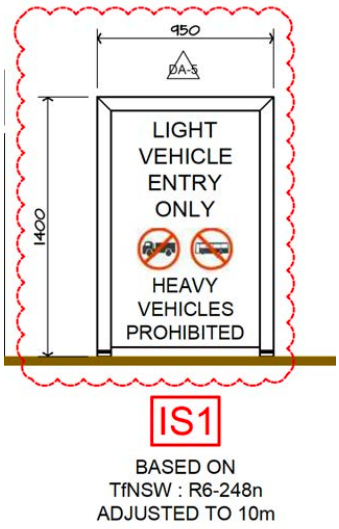
The sales building will offer take away food, with limited seating provided to encourage customers of the Service Station Facility to rest if necessary. The sales building is single storey and of architectural render construction with a zincalume roof. Framed glass automatic sliding doors are proposed on the façade as well as shopfront glazing and a window to the coffee drive-thru bay. Signage is proposed on the southern, eastern and western fascias to ensure clear wayfinding for pedestrians. Fascias are to be aluminium composite panel (ACP) around full perimeter of roof. The sales building is located adjacent to the vehicle refuelling area and car parking for convenient customer access.

3.4 VEHCILE REFUELLING AREA

The proposed vehicle refuelling area will be constructed under a canopied area centrally on the site. The refuelling area will house three separate sets of fuel dispensers resulting in six refuelling bays that are placed a suitable distance apart to allow for the free movement of vehicles and foot traffic within the fuel dispensing area. The canopy to be constructed over the area is designed to provide adequate coverage for vehicles and individuals whilst refuelling takes place.

The canopy roofing will consist of zincalume roof sheeting, blanket insulation and a moisture barrier laid at 2% fall to the 400 x 150 zincalume box gutter. Solar panels are proposed on the canopy roof form. The canopy will include directional light fixtures on the underside and limited surface mounted area lighting so as to provide sufficient illumination for refuelling activities. Pavement beneath the canopy will be designed to include bunding and an appropriate gradient in order to direct floor wastes and stop the ingress of stormwater. Instructional/directional signage will be placed on the dispensers in accordance with relevant industry standards. Leader boards will be included at each end of the fuel dispensers and the canopy itself will contain fascia signage on its southern aspect. Fascias are to be aluminium composite panel (ACP) around full perimeter of roof.

Heavy vehicles, with the exception of those servicing the site, will be prohibited from utilising the site. Reference is made to Sign Type IS1 on Drawing No. SS – 02 Rev DA-5 of the submitted Architectural Plans and shown below. The signage is to be located at the site entry and will clearly communicate the prohibition of heavy vehicles from accessing the site.



3.5 IN-GROUND FUEL STORAGE TANKS

The proposed development will contain in ground tanks for storage of petroleum fuel products catered to by the Service Station Facility. These tanks will consist of the following:

- 1 x 90kl tank with separate compartments for 50kl premium diesel + 40 kl unleaded
- 1 x 90 kl tank with separate compartments for 30kl E10, 25 kl Premium 95, 25 kl Premium 98, 10 kl AdBlue.

The above represents a total overall storage capacity of 180KL for petroleum products on the site. The tanks will be housed below ground level and are to be installed in accordance with the Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2008 as well as AS4897 (2008) Design, Installation and Operation of Underground Petroleum Storage Systems. Underground Petroleum Tanks will be double walled fibre glass fitted with a Hydrostatic Leak Detection System. This system provides ongoing monitoring, preventing product loss and potential contamination to the environment.

3.6 CAR PARKING

Access and egress to the site is maintained in the same locations approved under DAI09/2020. Access to the site is achieved by an entry-only driveway from Redfern Street. All vehicles except customers using the drive-thru coffee will exit onto Redfern Street. The only vehicles using the Lachlan Street exit are delivery vehicles using the delivery bay and light vehicles using the coffee drive-thru. A total of twelve (12) car parking spaces are proposed including parking for disabled drivers.

3.7 TRADE WASTE SYSTEM

As approved under DAI09/2020, the proposed refuelling area will include a Trade Waste System for the site that is a Class 1 oil/separator system. The refuelling areas pavement will be captured and directed to the Trade Waste System before being discharged to the stormwater system. During normal operations, stormwater and/or oily water will be captured on the forecourt of the refuelling areas and then make its way into the separator system and treated by separating the oil and hydrocarbons from the water before discharging the treated water to the on-site stormwater system. The site operator will then be required to organise removal of the fuel spill from the tank by a trade waste contractor to dispose off-site in accordance with local authority requirements. All other

pavement stormwater runoff is captured in stormwater pits throughout the site and drained to Council' stormwater system.

3.8 OPERATIONAL MANAGEMENT

The Service Station Facility is proposed to operate within the following hours:

- Shop: Monday to Friday 5.00am to 12.00am
- Saturday, Sunday & Public Holidays 6.00am to 10.00pm (proposed new hours)
- Fuel: 24hrs (pay at pump)

Fuel deliveries to the site are to be scheduled to occur outside of the following peak hours:

- 8:00am to 9:00am
- 12:30pm to 1:30pm
- 3:15pm to 4:15pm

There will be a total of three (3) people employed, with 1-2 people working at any one time. There will be 2-3 fuel deliveries per week and groceries delivered 3-4 times per week.

For the management of substances and liquid on site there will be the following available:

- Spill kit
- Emergency manifest red box
- Fire extinguishers at each refuelling location and throughout the site
- Fire blanket
- Emergency stop button
- Vapour recovery
- Warning stickers with rules and policies on each pump

4 PLANNING ASSESSMENT

4.1 ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979

The Environmental Planning and Assessment Act 1979 (EP&A Act) provides the overarching framework for the NSW Planning System. In accordance with the provisions of the EP&A Act, a development is considered Integrated Development if it requires development consent and approval under the provisions of one or more of the following Policies:

- Sections 144, 201, 205 or 219 of the Fisheries Management Act (1994)
- Section 58 of the Heritage Act (1977)
- Section 15 of the Mine Subsidence Compensation Act (1061)
- Sections 63 or 64 of the Mining Act (1992)
- Section 90 of the National Parks and Wildlife Act (1974)
- Section 16 of the Petroleum (Onshore) Act (1991)
- Sections 43, 47, 55 or 122 of the Protection of the Environment Operations Act (1997)
- Section 138 of the Roads Act (1993)
- Section 100B of the Rural Fires Act (1997)
- Sections 89, 90 or 91 of the Water Management Act (2000)

The proposed development does not require approval under any of the above listed policies and therefore is not considered to be Integrated Development.

4.2 ENVIRONMENTAL PLANNING AND ASSESSMENT REGULATION 2021

The Environmental Planning and Assessment Regulation 2021 (EP&A Reg) supports the day–to–day requirements of the NSW Planning System. It contains key operational provisions including those relating to development contributions and planning agreements. Division 5 of the EP&A Reg outlines the types of development and criteria pertaining to development that would qualify as Designated Development. A review of these provisions indicates that the proposed development does not meet the definition or criteria of development listed under Division 5. The proposal is therefore not considered to be Designated Development.

4.3 PROTECTION OF THE ENVIRONMENT OPERATIONS ACT 1997

The Protection of the Environment Operations Act 1997 (POEO Act) is the key piece of environmental protection legislation administered by the Environment Protection Authority (EPA). Schedule 1 of the POEO Act lists a number of Scheduled Activities which require an Environmental Protection Licence (EPL). Under Clause 9 of Schedule 1, the following stored substances are considered to be a Scheduled Activity:

Chemical Waste Storage *involves having on site at any time more than 5 tonnes of prescribed waste, not including excluded material (where 1,000 litres of liquid is taken to weigh 1 tonne).*

General Chemicals Storage *involves capacity to store more than 20 tonnes (pressurised gases), 200 tonnes (liquefied gases) or 2000 tonnes (chemicals in any other form).*

Petroleum Products Storage *involves capacity to store more than 20 tonnes (pressurised gases), 200 tonnes (liquefied gases) or 2000 tonnes (chemicals in any other form).*

The proposed development makes provision for the storage of 180KL of products. Calculation of weight for the proposed petroleum products has been achieved by means of factoring volumes and standard densities for these substances. None of the proposed substances stored in the listed volumes exceed the 2000 tonne limit (for general and/or petroleum products) or 200 tonne limit (for LPG) that would require a license to be issued for the operation

of the development. The proposed development therefore does not require the issuing of an EPL in order to operate and is therefore compliant with the POEO Act.

4.4 PROTECTION OF THE ENVIRONMENT OPERATIONS (UNDERGROUND PETROLEUM STORAGE SYSTEMS) REGULATION 2008

Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2008 (POEO Underground Petroleum Reg) aims to minimise the risk to human health and the environment by requiring best practice design, installation, maintenance, and monitoring of underground petroleum storage systems (UPSS) in NSW. The regulation is relevant to the operation of the proposed service station as it requires owners and operators of UPSS to regularly check for leaks in the fuel tanks and pipes used to store and handle petroleum products. Owners and operators also need to meet minimum standards in their day-to-day environmental management of these storage systems and have the following in in place:

- A system for detecting and monitoring leaks.
- Groundwater monitoring wells at sensitive locations and a program to test them.
- An Environment Protection Plan for the facility.
- Systems in place for record keeping, reporting of leaks and notifying the local council when a UPSS is decommissioned.

The fuel systems on the site for the proposed development will demonstrate adherence to this control through design and construction that is in accordance with appropriate Australian Standards for these systems. Underground Petroleum Tanks will be double walled fibre glass fitted with a Hydrostatic Leak Detection System. This system provides ongoing monitoring, preventing product loss and potential contamination to the environment. Petroleum product lines in use at the facility will be tested regularly to ensure quality and compliance. Groundwater monitoring wells will be installed as a part of the underground petroleum storage tank excavations.

4.5 STATE ENVIRONMENTAL PLANNING POLICY (RESILIENCE AND HAZARDS) 2021

The new State Environmental Planning Policy (Resilience and Hazards) 2021 (Resilience and Hazards SEPP) consolidates three SEPPs and is effectively a house keeping measure and does not introduce any substantive changes to the legal provisions. Chapter 3 presents a systematic approach to the assessment of development proposals for potentially hazardous and offensive industry or storage. Through the policy, the permissibility of a proposal to which the policy applies is linked to its safety and pollution control performance. The Resilience and Hazard SEPP provides definitions and provisions which govern the identification of “Hazardous”, “Offensive”, “Potentially Hazardous” and “Potentially Offensive” developments. The above terms are defined as follows:

> ***Potentially Hazardous Industry*** *means a development for the purposes of any industry which, if the development were to operate without employing any measures (including, for example, isolation from existing or likely future development on other land) to reduce or minimise its impact in the locality or on the existing or likely future development on other land, would pose a significant risk in relation to the locality:*
>
> *a) to human health, life or property, or*
> *b) to the biophysical environment,*
> *c) and includes a hazardous industry and a hazardous storage establishment.*
>
> ***Potentially Offensive Industry*** *means a development for the purposes of an industry which, if the development were to operate without employing any measures (including, for example, isolation from existing or likely future development on other land) to reduce or minimise its impact in the locality or on the existing or likely future development on other land, would emit a polluting discharge (including for example, noise) in a manner which would have a significant adverse impact in the locality or on the existing or likely future development on other land, and includes an offensive industry and an offensive storage establishment.*
>
> ***Hazardous Industry*** *means a development for the purposes of an industry which, when the development is in operation and when all measures proposed to reduce or minimise its impact on the locality have been*

employed (including, for example, measures to isolate the development from existing or likely future development on other land in the locality), would pose a significant risk in relation to the locality:

a) to human health, life or property, or

b) to the biophysical environment.

***Offensive Industry** means a development for the purposes of an industry which, when the development is in operation and when all measures proposed to reduce or minimise its impact on the locality have been employed (including, for example, measures to isolate the development from existing or likely future development on other land in the locality), would emit a polluting discharge (including, for example, noise) in a manner which would have a significant adverse impact in the locality or on the existing or likely future development on other land in the locality.*

When assessing the proposed development against the above definitions, it is considered that the design elements included within the application serve to sufficiently mitigate or eliminate any offensive or potentially offensive aspects. The proposed development therefore does not meet the definition of "offensive" or "potentially offensive" under the provisions above.

Chapter 4 of the Resilience and Hazards SEPP introduces planning controls for the remediation of contaminated land and requires an investigation to be made if land contamination is suspected. The proposed development involves the decommissioning of the existing underground fuel tanks and the installation of new fuel tanks on the site, in keeping with the development approved under DAI09/2020. It is noted that the proposed development is situated on land that has historically been used for commercial purposes including a previous Service Station Facility. The proposed development will reinstate the previous use of the site and is therefore not considered to require further contamination investigations under Resilience and Hazards SEPP.

4.6 STATE ENVIRONMENTAL PLANNING POLICY (INDUSTRY AND EMPLOYMENT) 2021

Chapter 3 of the State Environmental Planning Policy (Industry and Employment) 2021 sets out planning controls for advertising and signage in NSW. The SEPP requires signage to be compatible with:

- The future character of an area,
- Provide effective communication in suitable locations and
- Be of a high-quality design and finish.

With regard to the signage involved in the proposed development, the following relevant Sections of the SEPP have been reviewed.

Section 3.16

The only signage involved in the proposed development requiring assessment against the criteria of Section 3.16 is the roadside ID sign. The ID sign has a total height of 7m and an advertising space of less than 20m^2 and therefore does not exceed the dimensional requirements of this section. With these dimensions, Section 3.16 is not applicable to the proposed development. The proposed price board forms part of the main ID signage and is mandatory under NSW Fair Trading Regulations and will continue to comply with the provisions.

Section 3.17

As outlined in Section 3.16 above, the roadside ID signage is 7m in height with an advertising space of less than 20m^2. With these dimensions, this section is not considered applicable to the proposed development.

Section 3.18

The proposed roadside ID signage is considered to be consistent with the skyline within the vicinity of the subject site. When viewed from a distance it will not represent a significant visual departure from surrounding features. The sign is to be internally illuminated with the graphics and colour scheme depicted on the Architectural Plans.

The proposed signage complies with the Assessment Criteria of Schedule 5 in the following ways:

Character of the area
The proposed signage is consistent with the existing character of the site, which has historically been used for the purposes of a Service Station Facility. The new signage will have no greater impact on the streetscape than the previous signage on the site.

Special areas
The subject site is not located within a Special Area. The proposed use of the site is consistent with the historical use as a Service Station Facility.

Views and vistas
Views within the surrounding streetscape are generally limited to neighbourhood views, and the proposed signage will have no greater impact than the previous signage on the site.

Streetscape, setting or landscape
Simple signage is proposed that clearly identifies the site for the purposes of a Service Station and does not preclude the visual quality or landscaping of the surrounding streetscape. The final development is appropriate for the site in the context of the streetscape.

Site and building
The final development including signage is highly compatible with the established character of the area and will replace the previous Service Station.

Associated devices and logos with advertisements and advertising structures
Signage is appropriately designed and fitted with suitable devices where required.

Illumination
Proposed illumination is demonstrated on the Architectural Plans and has been sensitively designed to avoid impacts to vehicles, pedestrians and aircrafts. Illuminated signage is to replace the previous illuminated signage on the site.

Safety
The location of signage has been carefully considered to minimise safety impacts to pedestrians and vehicles. Signage maintains an appropriate height and scale as well as setback distances to the property boundaries to avoid obstruction of sight lines.

4.7 COWRA LOCAL ENVIRONMENTAL PLAN 2012

The Cowra Local Environmental Plan 2012 (CLEP 2012) is the principal planning instrument that governs all development within the Cowra Shire Council LGA. The objectives and provisions of the plan that relate to the proposed development are discussed below.

4.7.1 LAND USE ZONING

The subject site is zoned E1 – Local Centre under the CLEP 2015. The objectives of the E1 zone are as follows:

- *To provide a range of retail, business and community uses that serve the needs of people who live in, work in or visit the area.*
- *To encourage investment in local commercial development that generates employment opportunities and economic growth.*
- *To enable residential development that contributes to a vibrant and active local centre and is consistent with the Council's strategic planning for residential development in the area.*
- *To encourage business, retail, community and other non-residential land uses on the ground floor of buildings.*

- *To ensure the development of the local centre in West Cowra is consistent with the commercial hierarchy of the Cowra township and does not involve major retailing activities or detract from the core commercial functions of the Cowra central business district.*
- *To maximise public transport patronage and encourage walking and cycling.*

The proposed development achieves the objectives of the E1 zone by providing a service to meet the day-to-day needs people who live in, work in and visit the local area. The proposal will also provide employment opportunities during the construction and operation phases of the development.

The proposed development is for the construction of a new Service Station Facility on the site which has the following definition under the CLEP 2012:

Service Station *means a building or place used for the sale by retail of fuels and lubricants for motor vehicles, whether or not the building or place is also used for any one or more of the following—*

a) the ancillary sale by retail of spare parts and accessories for motor vehicles,
b) the cleaning of motor vehicles,
c) installation of accessories,
d) inspecting, repairing and servicing of motor vehicles (other than body building, panel beating, spray painting, or chassis restoration),
e) the ancillary retail selling or hiring of general merchandise or services or both.

Service Station Facilities are permissible in the E1 zone with consent from Council.

4.7.2 HEIGHT OF BUILDINGS

Clause 4.3 of the CLEP 2012 requires that the height of a building on any land is not to exceed the maximum height shown for the land of the Height of Buildings Map. The site is not subject to a maximum building height.

4.7.3 FLOOR SPACE RATIO

Clause 4.4 of the CLEP 2012 requires that the maximum floor space for a building on any land is not to exceed the floor space ratio shown for the land on the Floor Space Ratio Map. The site is not subject to a maximum floor space ratio.

4.7.4 HERITAGE CONSERVATION

Clause 5.10 of the CLEP 2012 states that development consent is required for any works impacting on a Heritage Item, Aboriginal object or Heritage Conservation Area identified on the Heritage Map. The subject site does not contain a Heritage Item or Aboriginal object and is not located within a Heritage Conservation Area.

4.7.5 BUSHFIRE HAZARD REDUCTION

Clause 5.11 of the CLEP 2012 makes provision relating to the carrying out of development on bush fire prone land. The subject site is not identified as bushfire prone land.

4.7.6 FLOOD PLANNING

Clause 5.21 of the CLEP 2012 makes provision relating to the carrying out of development within the flood planning area (FPA). The FPA is defined as land that is at or below the flood planning level (FPL). For residential and commercial development this means the 1:100 ARI plus 500mm freeboard. The subject site is not within the FPA on the flood planning map. However, data contained within the Cowra Floodplain Risk Management Plan identifies the 1:100 ARI level for the site as RL 289.63 which results in an FPL of RL 290.13. Survey levels taken on the site indicate levels as low as RL 288.64 in the south-western corner of the site. It is therefore assessed that the land is within the FPA and is subject to flooding hazard.

The proposed development does not strictly comply with the prescribed floor level, due to the existing topographic conditions of the site. A variation to this control is requested on the basis that the use of the site is for a non-habitable facility whereby majority of the movement throughout the site is via vehicle. The proposed development has been sensitively designed to minimise the flood risk to life and property associated with the

commercial use of the land. The final development is an appropriate bulk and scale and sits comfortably within the site, ensuring that the development is compatible with the flood function and behaviour of the land and accounting for the projecting changes as a result of climate change.

The proposed development design has avoided adverse and cumulative impacts on flood behaviour and the environment, both on the site and for adjoining properties. The proposed development design involves appropriate floor levels to ensure that the customers can move comfortably throughout the site and are at least risk to flood, whilst still allowing for the safe evacuation from buildings in the event of a flood. There is sufficient permeable surface around the permitter of the development to encourage infiltration instead of water run-off.

4.7.7 GROUNDWATER VULNERABILITY

Clause 7.6 of the CLEP 2012 applies to land identified as "Groundwater vulnerable" on the Groundwater Vulnerability Map. Development consent must not be granted to development on land to which this clause applies unless the consent authority is satisfied that—

a) *the development is designed, sited and will be managed to avoid any significant adverse environmental impact, or*
b) *if that impact cannot be reasonably avoided—the development is designed, sited and will be managed to minimise that impact, or*
c) *if that impact cannot be minimised—the development will be managed to mitigate that impact.*

The development design is consistent with the historical use of the site and the previous development approval. The proposed works will not adversely impact on the environmental functions of the land or surrounding properties beyond the current condition and have been designed to achieve a more harmonious integration with the streetscape. Proposed earthworks are captured entirely within the subject boundaries and will not result in groundwater contamination or adverse impacts to groundwater dependent ecosystems. Appropriate measures are to be put in place as part of the construction management plan for the mitigation of potential cumulative impacts to groundwater including impacts on nearby portable water supply.

4.8 COWRA DEVELOPMENT CONTROL PLAN 2021

The Cowra Development Control Plan 2021 (CDCP 2021) provides objectives, advice and controls to facilitate development in the Cowra Shire LGA. According to the EP&A Act, the principal purpose of a development control plan is to provide guidance to facilitate development that is permissible under the relevant planning instrument and achieves the objectives of land zones. The broad aims of the Plan are as follows:

a) *To promote growth and development in the Cowra Local Government Area.*
b) *To ensure growth and development occurs in an orderly, environmentally friendly and sustainable manner.*
c) *To ensure positive planning outcomes are maximised for the benefit of the broader community.*

The proposed development achieves the aims of the CDCP 2021 by providing a development that will be undertaken in an orderly, environmentally friendly and sustainable manner to service the day-to-day needs of the local community. The development will provide a positive planning outcome that will have economic and social benefits for the community and will provide employment opportunities for the local community.

4.8.1 PART H: COMMERCIAL DEVELOPMENT

Section H.1 of the CDCP 2021 applies to any commercial development that is permissible within the E1 – Local Centre zone under CLEP 2012. The objectives for development in the Cowra Central Business District (CBD) are:

a) *To promote functional commercial and business development that makes a positive contribution to the streetscape and visual amenity of the surrounding area.*
b) *To promote a high standard of design, materials and construction.*
c) *To encourage the continued use of street awnings, where these are prominent features of the commercial environment.*

d) *To avoid unsightly or visually intrusive development.*
e) *To minimise the visual impact of larger buildings fronting public spaces or neighbouring residential dwellings.*
f) *To ensure that building height is consistent with the scale appropriate to the location of the land.*
g) *To encourage the creation of secure environments for commercial businesses and customers of those business.*
h) *To reinforce strong definition of streets and public spaces.*
i) *To improve pedestrian amenity and the quality of the public domain.*
j) *To improve pedestrian access and mobility.*
k) *To enable the safe and appropriate use of footpaths for outdoor dining and trading activities.*

The proposed development achieves the relevant objectives of the Cowra CBD by providing a functional commercial development that will make a positive contribution to the streetscape and local community by servicing the day-to-day needs of residents, workers and visitors. The proposed development is of a high standard of design that features a variety of materials and finishes. The eastern façade of the existing building including shopfront glazing features have been retained and contribute to maintenance of the precinct flavour. Installation of large glass panel in new southern wall replicates the existing southern wall of the old building. Safe pedestrian and vehicle access is provided throughout the development site.

Setback Controls
The following setback controls apply to the site:

a) *Reinforce the existing street pattern, character and function.*
b) *Be compatible with adjacent building setbacks.*
c) *Be appropriate for the level of pedestrian activity and proposed land-use.*

The design of the development is in keeping with the prevailing setback distances along the streetscape. Sufficient setback distances are proposed to the side and rear boundaries to maintain a high level of privacy and amenity for adjoining properties. Side and rear setbacks allow for adequate servicing of the development.

Building Height Controls
The following building height controls apply to the site:

a) *New buildings should be designed to be compatible with streetscape character.*
b) *New buildings should be sympathetic to adjacent buildings and, if necessary, provide a transition in height to adjacent buildings to minimise visual impact.*
c) *New buildings should be designed minimise overshadowing of public places and private open spaces of adjacent buildings.*

All proposed buildings and structures on the site are single storey in form in keeping with the built form characteristics of other buildings along the streetscape. The siting and form of these elements will not result in unreasonable overshadowing for adjoining properties.

Building Design Controls
The following general building controls apply to the site:
a) *The continuity of retail, business premises and shop fronts is to be maintained.*
b) *New development should promote an enhanced pedestrian environment through attractive facades and frontage treatments that open up onto the street.*
c) *Passive surveillance of all public places is to be promoted by ensuring appropriate orientation of buildings.*
d) *New commercial buildings should be designed so that all external infrastructure / services (including air conditioning units, plant rooms, ducting etc) can be screened from view from a public place or road (as much as is practically possible).*

The proposed development achieves the above controls as it is in keeping with the prevailing retail and business land uses along the streetscape. Safe pedestrian access is maintained along the streetscape and provided

throughout the development site. The proposal promotes safer by design practice through the siting and orientation of buildings on the site to promote passive surveillance and encourage accessibility by people of all abilities. All external infrastructure and services are screened from view from the public domain and roadway.

The following design controls for articulation apply to the site:

a) *Building elevations / facades (especially for larger buildings) should reduce bulk and scale and provide visual interest through the use of variations in:*
    i. *Facade treatments*
    ii. *Roof lines.*
    iii. *Openings, recesses and windows.*
    iv. *Building materials and colours.*
b) *Large expansive blank walls are not permitted unless abutting a building wall (with no openings) on adjoining allotment.*

The design of the proposed development features high quality materials and finishes that are commensurate with the use of the site as a service station facility. The built form features a variety of colours to express the different elements across the site and provide visual interest. Large expansive walls are not proposed in the design.

The following design controls for street frontages apply to the site:

a) *Development at the ground level adjacent to streets should avoid large blank walls, have clearly defined entrances, incorporate windows for visibility in and out of any business, and promote pedestrian activity.*
b) *Commercial or retail development on corner sites with limited setbacks should incorporate splays, curves, building entries and other architectural elements to reinforce the corner as a landmark feature of the street.*

Continuous accessible paths are provided throughout the development site including from the refuelling and parking areas to the sales building as well as the delivery bay. All elements on the site are located within close proximity to minimise travel distance. The interface of the public domain with the buildings on the site has been designed to promote informal surveillance and use. The sales building entrance is clearly identifiable and is to be well lit. Signage is proposed in several locations throughout the site.

<u>External Lighting Controls</u>
The following external lighting controls apply to the site:

a) *Any external lighting of buildings is to be considered with regard to:*
    i. *The integration of external light fixtures with the architecture of the building (for example, highlighting external features of the building).*
    ii. *The contribution of the visual effects of external lighting to the character of the building, surrounds and skyline.*
    iii. *The energy efficiency of the external lighting system.*
    iv. *The amenity of residents in the locality.*
    v. *The potential impact on motoring safety.*
b) *Floodlights should not be installed on buildings in the Cowra Central Business District.*

Outdoor lighting on the site is incorporated into the final building design to achieve a high level of safety for pedestrians and vehicles. Lighting is to be carefully located and orientated to ensure that it does not adversely impact on adjoining residential properties. All lighting fixtures are to be low energy design.

<u>Fencing and Security Controls</u>
The following fencing controls apply to the site:

a) *Fencing that is visible from a public place should be visually unobtrusive and softened with a high standard of landscaping where physically possible.*

b) *Fencing that is forward of the building should be constructed with a combination of solid and open landscaped elements in a style that complements the commercial building.*

Retention of the existing chain wire fencing is proposed on the northern and western sides of the site, whilst the road facing eastern and southern sides will have no fencing at all. Colorbond fencing will be located around the Bin store area in the north-western corner of the site.

Open Storage and Waste Management Controls

The following open storage and waste management controls apply to the site:

a) *Open storage areas should be screened from public places, including public roads, and are to be sealed.*
b) *Screen fences are to be a maximum of 2.4 metres in height and goods are not to be stacked higher than the actual fence.*
c) *Open storage areas are to be located behind the building or another part of the site that cannot be seen from the street or from adjoining properties.*
d) *Landscaping is generally not an acceptable method of screening on its own, unless it is already well established and the applicant can demonstrate that the storage area will be effectively screened. Landscaping may only be used for screening purposes when undertaken in conjunction with fencing, and other screening devices.*
e) *Full details of the materials likely to be stored on the site are to be provided to Council for assessment as part of the Development Application.*
f) *The storage of hazardous goods, materials or wastes will not be permitted in areas that adjoin residential or other sensitive land-uses. g) Sufficient space must be provided on-site for the loading and unloading of wastes. This activity is not to be undertaken on any public place. Commercial activities that generate and discharge liquid trade waste to the reticulated sewerage system must obtain the relevant Liquid Trade Waste approval from Council. The commercial activity must comply at all times with the requirements of the Liquid Trade Waste Regulation Guidelines and any conditions of the Liquid Trade Waste Approval.*

The proposed development features an enclosed waste storage area. The waste storage area provides sufficient space for the storage and collection of recyclable materials and general waste. The storage area is to provide separate containers for the separation of recyclable materials from general waste and will feature standard and consistent signage on how to use the waste management facilities.

Servicing Controls

The following servicing controls apply to the site:

a) *New commercial developments must be connected to Council's reticulated water and sewerage supply system.*
b) *The design and layout of commercial developments must provide space and facilities to enable efficient and cost-effective provision of reticulated services.*
c) *Any upgrades to public infrastructure including water, sewer, electricity, natural gas, roads and stormwater, necessary to service the proposed development must be carried out by the applicant and at no cost to service providers.*
d) *Commercial activities that generate and discharge liquid trade waste to the reticulated sewerage system must obtain the relevant Liquid Trade Waste approval from Council. The business activity must comply at all times with the requirements of the Liquid Trade Waste Regulation Guidelines and any conditions of the Liquid Trade Waste Approval.*

The proposed refuelling area will include a Trade Waste System for the site. The refuelling areas pavement will be captured and directed to the Trade Waste System before being discharged to the stormwater pit. During normal operations, stormwater and/or oily water will be captured on the refuelling forecourt and then make its way into the Puraceptor and treated by separating the oil and hydrocarbons from the water before discharging the treated water to the on-site stormwater system. The development is connected to the reticulated sewerage system. Liquid trade waste facilities and approvals are provided and obtained where liquid wastes (excluding domestic waste from a hand wash basin or toilet) are to be discharged to the reticulated sewerage system.

4.8.2 PART L: ADVERTISING AND SIGNAGE

Part L of the CDCP 2021 applies to all land within the Cowra Shire where the erection or placement of an advertising sign or structure is permissible under the provisions of CLEP 2012. Advertising and signage should:

a) *Be compatible with the character of the surrounding area.*
b) *Be compatible with the theme for outdoor advertising, where this exists.*
c) *Not detract from the amenity or visual quality of any heritage areas, open space areas or residential areas.*
d) *Not compromise important views or dominate the skyline.*
e) *Have a scale, proportion and form that is appropriate for streetscape, setting or landscape within which it is proposed to be placed.*
f) *Have a scale, proportion and form that is appropriate for the site or building on which it is proposed to be placed.*
g) *Reduce clutter by rationalising and simplifying existing advertising.*
h) *Screen unsightliness.*
i) *Not contain illumination that will result in unacceptable glare for pedestrians, motor vehicles or aircraft.*
j) *Not contain illumination that will detract from the amenity of any nearby residence or other form of accommodation.*

The proposed signage on the site is to be of a modest design that does not compete with the integrity of the established characteristics of the streetscape. The signage integrates seamlessly with the refuelling area canopy and the sales building fascia and has been carefully orientated to ensure it does not adversely impact any adjoining properties. The proposed signage will not result in unreasonable glare or detract from the amenity of any forms of residential accommodation in the vicinity of the site.

4.8.3 PART M: PARKING, ACCESS AND MOBILITY

Section M.1 of the CDCP 2021 provides controls for all aspects of a development concerning the movement and access of vehicles and pedestrians. Council's on-site parking requirements aim to satisfy the parking demand likely to be generated by the development while encouraging other modes of transport.

Service stations have the following car parking requirements:

- *Adequate space adjoining each fuel bowser + queuing area for 3 to 5 cars + 5 spaces for any convenience store.*
- *If a restaurant is included, then add 1 space per 6.5m² of GLFA.*

The proposed development provides 12 total car parking spaces that have been designed in accordance with AS2890.1. The proposed development is considered compliant with the parking requirements outlined for service stations. Parking for disabled persons is provided and signposted in accordance with the requirements of Australian / New Zealand Standard 2890.6.:2009 Parking Facilities – Off Street Parking for People with Disabilities. Parking areas are well sign posted to indicate the availability of off-street parking, with exit and entry points clearly visible from both the street and the site. Pavement arrows clearly indicate the direction of traffic circulation. Pedestrian footpaths have been designed to optimise access to and within the development with footpath gradients minimised taking into account the possible pram and gopher traffic and the need to maximise ease of use. The provision of parking and access aisles does not compromise the equity and amenity of pedestrian access.

4.8.4 PART N: LANDSCAPING

Part N of the CDCP 2021 provides a common set of landscape design, construction and management principles which ensure a high standard of landscape design and implementation for new development within the Cowra Shire LGA where landscaping is required. The landscape design for commercial development is assessed against the following criteria:

a) *Reduces the visual impact of vehicle parking and manoeuvring areas, particularly where these areas are visible from the public domain.*
b) *Reduces the visual impact of large building masses.*

c) *Retains existing mature trees within development sites where possible.*
d) *Promotes public safety.*
e) *Maximises site accessibility and mobility.*
f) *Includes an appropriate drip, trickle or spray irrigation system.*
g) *Includes tree species that are in scale with the size of the proposed development.*
h) *Includes tree species that are appropriate for site conditions such as soil, aspect, drainage and microclimate.*
i) *Includes native species where possible. Examples of native plant species suitable for the Cowra Shire Local Government Area are included in Appendix A of this Part.*
j) *Includes exotic or introduced species only where they will complement a site's or locality's existing landscape character and there is a low chance of the species spreading into native bushland.*
k) *Avoids species which have been declared (in the Cowra LGA) in accordance with Noxious Weeds Act 1993.*
l) *Includes appropriate treatment of areas left exposed by development works including cut and fill.*
m) *Incorporates appropriate edging techniques to separate hardstand areas (i.e. car parking and manoeuvring areas) from landscaped areas.*
n) *Incorporate vegetation and landscaping (or other appropriate measures) to screen less desirable aspects of commercial development including loading / unloading areas and waste disposal.*
o) *Integrates all cut scars, fill batters and retaining walls into the landscape with shrubs, trees or ground covers plantings, or combinations thereof.*
p) *Integrates signage and lighting with landscaped areas.*
q) *Ensures equal access for people with disabilities is provided into and throughout the development site in accordance with relevant legislation and Australian Standards.*
r) *Is sympathetic to and retains any natural, cultural or architectural features of identified heritage items and places.*
s) *Makes provision for adequate drainage including collection or dispersal of stormwater runoff, prevention of pounding of water on pavements, or discharge of runoff onto adjoining properties or public areas.*

Vegetative landscaping will be included as part of the proposed development to assist in providing as much visual integration as possible with surrounding areas. Vegetation to be included on the site for landscaping purposes has been selected based on its ability to provide safe visibility of the site access driveways as well as its level of appropriateness for visual integration into the surrounding locality. Landscaping will consist of low-lying shrubs along the boundaries of the site to provide a soft view to the sight from the roads whilst allowing good visibility to driveways and well as sight distance for vehicle ingress and egress to the site. Directly behind these low-lying shrubs, where appropriate, a mix of medium height trees are proposed.

4.8.5 PART O: ENVIRONMENTAL HAZARD MANAGEMENT

Section O.3 of the CDCP 2021 contains general information and controls about contaminated land. The following is noted with regard to the proposed development of a service station at the site:

- *The subject site is not situated in a location identified as either contaminated land or land within an investigation area as per the listings contained within the NSW EPA Contaminated Lands Register.*
- *The proposed development does not intend to carry out an activity for the purposes of residential, educational, recreational, childcare or hospital purposes.*

The proposed development is situated on land that has historically been used as a service station and motor sales yard. A contamination investigation has previously been undertaken on the site.

As described above, the FPA is defined as land that is at or below the flood planning level (FPL). For residential and commercial development this means the 1:100 ARI plus 500mm freeboard. The subject site is not within the FPA on the flood planning map. However, data contained within the Cowra Floodplain Risk Management Plan identifies the 1:100 ARI level for the site as RL 289.63 which results in an FPL of RL 290.13. Survey levels taken on the site indicate levels as low as RL 288.64 in the south-western corner of the site. It is therefore assessed that the land is within the FPA and is subject to flooding hazard.

The proposed development does not strictly comply with the prescribed floor level, due to the existing topographic conditions of the site. A variation to this control is therefore requested both under the provisions of the CLEP 2012 and the CDCP 2021 on the basis that the use of the site is for a non-habitable facility whereby majority of the movement throughout the site is via vehicle.

The proposed development design has avoided adverse and cumulative impacts on flood behaviour and the environment, both on the site and for adjoining properties. The proposed development design involves appropriate floor levels to ensure that the customers can move comfortably throughout the site and are at least risk to flood, whilst still allowing for the safe evacuation from buildings in the event of a flood. There is sufficient permeable surface around the permitter of the development to encourage infiltration instead of water run-off.

Flood Risk Management

As discussed in Section 4.7.6 above, the subject site is not within the FPA on the flood planning map. However, data contained within the Cowra Floodplain Risk Management Plan identifies the 1:100 ARI level for the site as RL 289.63 which results in an FPL of RL 290.13. Survey levels taken on the site indicate levels as low as RL 288.64 in the south-western corner of the site. It is therefore assessed that the land is within the FPA and is subject to flooding hazard.

The proposed development has been sensitively designed to comply with the Council's flood requirements. The proposal retains the historical commercial use of the site and the previously approved commercial land use, with only changes to the internal layout proposed to improve the functionality of the facility. The proposed floor levels have been designed in accordance with Council's flood requirements to minimise the flood risk to life and property associated with the commercial use of the land. Minimal excavation is proposed for the building structures and all necessary earthworks are contained to the subject boundaries to avoid impacts to adjoining properties. The final development is an appropriate bulk and scale and sits comfortably within the site, ensuring that the development is compatible with the flood function and behaviour of the land and accounting for the projecting changes as a result of climate change.

The proposed development design has avoided adverse and cumulative impacts on flood behaviour and the environment, both on the site and for adjoining properties. The proposed development design involves appropriate floor levels to ensure that the customers can move comfortably throughout the site and are at least risk to flood, whilst still allowing for the safe evacuation from buildings in the event of a flood. There is sufficient permeable surface around the permitter of the development to encourage infiltration instead of water run-off.

4.8.6 PART P: CRIME PREVENTION

Part P of the CDCP 2021 aims to ensure that new development is designed to reduce crime risk and minimise opportunities for crime. Crime Prevention through Environmental Design (CPTED) is about designing and managing buildings and places so as to minimise opportunities for criminal activity. CPTED is based around four principles: surveillance, access control, territorial reinforcement and space management. The CPTED principles are achieved on the site in the following ways:

- Building entrances are located in prominent positions facing the street;
- Entrances are designed to allow users to see into the building before entering;
- Entrances should are easily recognisable through directional signage;
- Blank walls facing or abutting the street are avoided;
- Lighting is directed towards access / egress routes to illuminate potential offenders;
- Quality locks are to be installed on external windows and doors;
- External storage areas are to be secured and well lit;
- Planting types and locations have been carefully selected to promote surveillance and minimise opportunities for intruders to hide; and
- Car parking has been designed to be observed by adjoining sites.

4.8.7 PART Q: LAND MANAGEMENT

Part Q.1 of the CDCP 2021 relates to soil erosion and sedimentation control on building and construction sites. The minimum standard of erosion prevention and sediment control planning required for a development is categorised by the total area of soil surface that will be disturbed. This includes areas of cut and fill, vegetation removal, driveways and access ways. The proposed development contains between 250 and 2500m^2 of disturbed land and therefore an Erosion and Sediment Control Plan (ESCP) is required.

An ESCP is provided within the Architectural Plans submitted with this application and contains the following details in accordance with Part Q.1(1.5):

- Proposed building/structures and disturbed areas;
- Proposed vehicular access;
- Location of temporary and permanent site drainage, erosion and sediment control measures;
- An explanation of any changes to the erosion prevention and sediment controls as the works proceed; and
- Supplementary notes covering inspection and maintenance requirements.

5 ENVIRONMENTAL ASSESSMENT

5.1 STORMWATER MANAGEMENT

Stormwater infrastructure for the proposed development has been designed to capture all stormwater in pits and downpipes and drain to the sites stormwater management system. Roof stormwater capture for the canopy areas and sales building will be directed through the proposed downpipe drainage system. Refer to the Concept Stormwater Drainage Plan submitted with this application.

The floor levels of the existing structures and new pavement levels will remain as is. To ensure the local environment is not adversely affected by contamination if the oil / water separator is inundated, it is proposed to install backflow prevention in the pipework to and from the underground tank and extend the manhole risers above the Council nominated flood level.

5.2 TRAFFIC MANAGEMENT

The proposal will be served by 12 off-street parking spaces including 1 disabled parking space. In addition to the 6 cars parked next to the bowsers, provision has been made for 6 cars to queue behind these refuelling cars. As per the current approval, servicing of the proposed convenience store and takeaway food outlet will be carried out at the rear of the main building by vehicles no larger than the Australian Standard 12.5m long Heavy Rigid Vehicle (HRV). These vehicles will enter from Redfern Street and exit onto Lachlan Street. Signage will be erected at the site entry that prohibits the use of the site by heavy vehicles with the exception of those servicing the site.

The proposal will retain the approved vehicular access arrangements and the central median island on Redfern Street as per the TfNSW requirements. As the proposal seeks to demolish the existing building, there is now scope to accommodate 17m long articulated tankers for fuel deliveries. These vehicles will also enter from Redfern Street, load or unload fuel adjacent to the bowsers and exit back onto Redfern Street.

The drive-thru coffee facility will primarily comprise patrons passing by the service station and tradesmen on their way to work in the morning. It will provide a convenient pick up service for people that do not require fuel or any goods from the convenience store. Drivers collecting coffee from the drive-thru facility will enter from Redfern Street and exit onto Lachlan Street.

The applicant anticipates approximately 12 customers per hour during the weekday AM peak period. While these customers will generate 24 vehicle trips an hour (12 inbound / 12 outbound), the vehicles are already on the road network in the vicinity of the site.

The additional traffic generated by the proposed development is relatively minor (28vtph) which will not have any noticeable or unacceptable effect on the road network serving the site in terms of road network capacity or traffic-related environmental effect.

A Traffic and Parking Assessment Report is submitted with this application.

5.3 NOISE GENERATION

The through flow of vehicles on the site has the potential to generate some noise as traffic passes through the site. The location of the site and the nature of the surrounding properties are such that the impact of this potential noise is consistent with passing traffic on adjacent roads. It is considered that the proposed location of the service station and refuelling canopies will have a positive impact on potential noise generated by the development, with the structures providing an effective buffer between activities on the site and nearby receptors. The only heavy vehicles using the northern driveway are service vehicles delivering to the site, and at a rate of approximately

three per day during the week and one per day on weekends. The coffee drive-thru is only available to light vehicles. The proposed development will not generate noise beyond that approved under DAI09/2020.

5.4 LIGHTING

The Service Station Facility will include canopy lighting mounted to the underside of the canopy for the refuelling area. The proposed development will include some additional area lighting to provide sufficient illumination for the total site including car parking bays and facades of the service station and internal road networks. Future area lighting will be designed in accordance with AS4282:1997 Control of the obtrusive effects of outdoor lighting.

5.5 LANDSCAPING

Vegetative landscaping is included as part of the proposed development to assist in providing as much visual integration as possible with surrounding areas. Vegetation to be included on the site for landscaping purposes has been selected based on its ability to provide safe visibility of the site access driveways as well as its level of appropriateness for visual integration into the surrounding locality. Landscaping will consist of low-lying shrubs along the boundaries of the site to provide a soft view to the sight from the roads whilst allowing good visibility to driveways and well as sight distance for vehicle ingress and egress to the site.

5.6 ODOUR

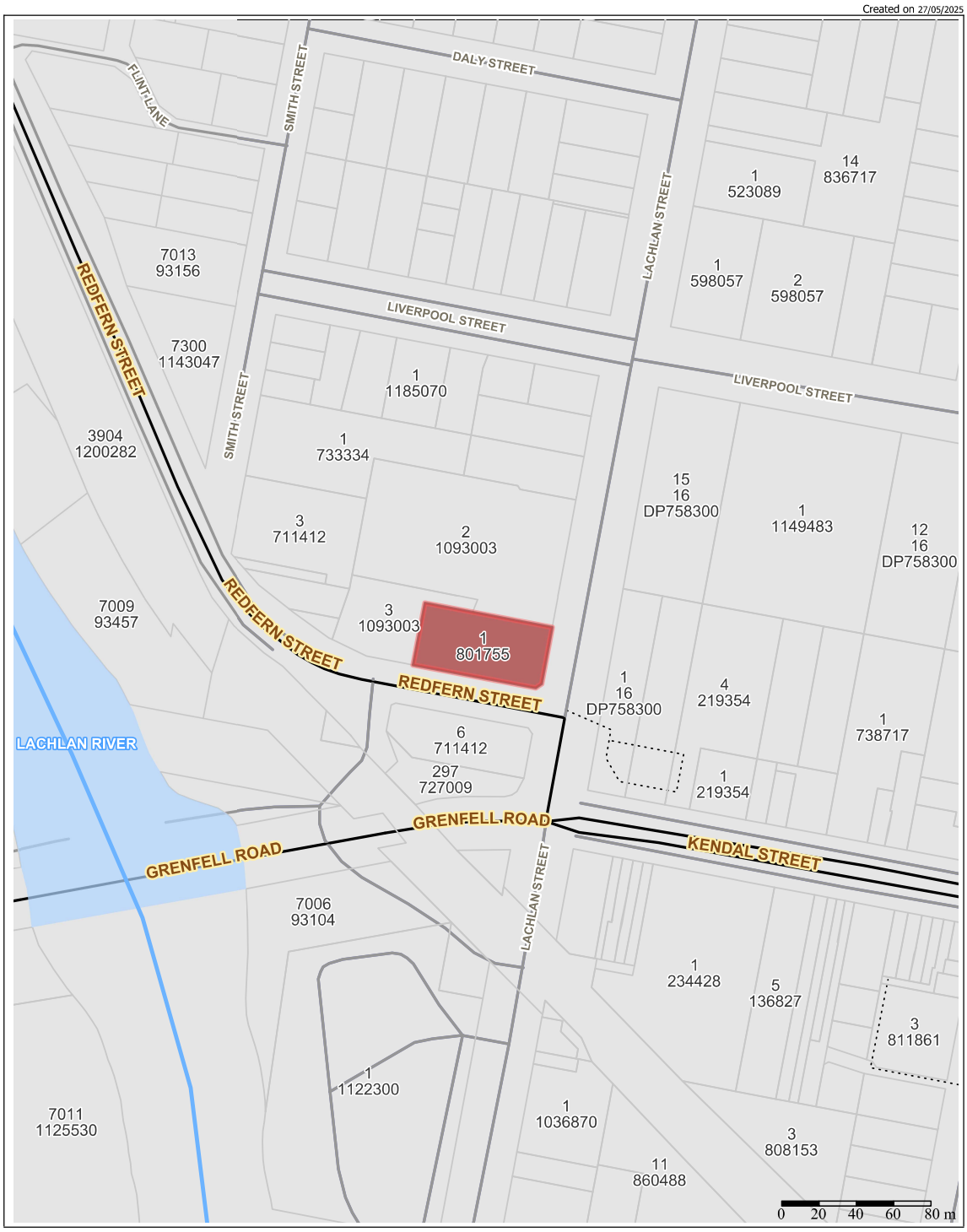
Potential implications of odours from the cooking equipment within the sales building have been assessed. Minimal cooking is to be undertaken on the site however measures have been put in place to mitigate potential impacts. The positioning of the exhaust hood and potential options to locate the exhaust fan equipment away from boundaries will allow a reduction of any potential odours.

6 CONCLUSION

The proposed development at 2 Lachlan Street, Cowra involves the demolition of existing structures, decommissioning of the existing underground fuel tanks and construction of a new Service Station Facility. The impact of the proposed development has been assessed in accordance with the provisions of Section 4.15 of the EP&A Act and is found to be satisfactory. The proposal has also been assessed against the relevant provisions of the Cowra Local Environmental Plan 2012 (CLEP 2012) and the Cowra Development Control Plan 2021 (CDCP 2021) and is considered to be appropriate for the subject site for the following reasons:

- The proposed design elements included within the application serve to sufficiently mitigate or eliminate any offensive or potentially offensive aspects.
- The proposed development is situated on land which has historically been used as a service station and in turn does not require further contamination investigations.
- The proposed development achieves the objectives of the B2 – Local Centre zone by providing a service to meet the day-to-day needs of residents, workers and visitors of the local community.
- Vegetative landscaping will be included as part of the proposed development to assist in providing as much visual integration as possible with surrounding areas.
- Effluent waste for the facilities contained within the development will be catered for via an on-site wastewater management system.
- The proposed location of the refuelling areas and retail building will have a positive impact on potential noise generated by the development, with the structures providing an effective buffer between activities on the site and nearby receptors.
- The site has a recent ESA report which does not identify contamination and the ongoing use as a service station is the same as the previous use as a service station.

The site is therefore considered to be suitable for the proposed Service Station development and will generally have acceptable environmental, social and economic impacts on the immediate area. The proposal is unlikely to result in adverse impacts on the amenity of the locality and accordingly, the proposal is considered to be in the public interest and worthy of Council's support.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Cowra Council
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This information has been prepared for Council's internal purposes and for no other purpose. No statement is made about the accuracy or suitability of the information for use for any purpose (whether the purpose has been notified to Council or not). While every care is taken to ensure the accuracy of this data, neither the Cowra Council nor the SS makes any representations or warranties about its accuracy, reliability, completeness or suitability for any particular purpose and disclaims all responsibility and all liability (including without limitation, liability in negligence) for all expenses, losses, damages (including
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Projection: # GDA2020 / MGA zone 55
DA 27/2024 - 2 Lachlan Street Cowra



Cowra Council

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Drawn By: Cassandra Galley

Projection: # GDA2020 / MGA zone 55

DA 27/2024 - 2 Lachlan Street Cowra

Transport for NSW

1 April 2025

TfNSW reference: WST24/00141/008 | SF2024/070531
Your reference: DA/2024/27/1 | CNR-67344

General Manager
Cowra Shire Council
By Email: council@cowra.nsw.gov.au

Attention: Glenn Oakley

DA/2024/27/1 – Cowra Demolition of Existing Buildings and Construction of Service Station– Lot: 1 DP801755 – 2 Lachlan Street, Cowra

Dear Glenn,

Transport for NSW (TfNSW) is responding to the DA/2024/27/1 referred on 6 March 2025 via the ePlanning Portal.

TfNSW has reviewed the information and is generally **supportive** of the proposed development. Comments are set out in **Attachment 1** to assist the Consent Authority in assessing the development application.

TfNSW notes that in determining the application under Part 4 of the *Environmental Planning & Assessment Act 1979* it is the consent authority's responsibility to consider the environmental impacts of any road works that are ancillary to the development (such as removal of trees, relocation of utilities, stormwater management, etc). Depending on the nature of the works, the Council may require the developer to submit a further environmental assessment for any ancillary road works.

On Council's determination of this matter, please forward a copy of the Notice of Determination to TfNSW. If you have any questions, please contact Development Services (West), on 1300 019 680 or email development.west@transport.nsw.gov.au.

Yours faithfully,

[redacted]

Kylie-Anne Pont
Team Leader Development Services (West)
Transport Planning
Planning, Integration and Passenger

Level 1, 51-55 Currajong Street, PARKES NSW 2870
PO Box 334 PARKES NSW 2870 | DX20256
Email: development.west@transport.nsw.gov.au | Phone: 1300 207 783
transport.nsw.gov.au

Transport for NSW

Attachment 1

DA/2024/27/1 – Cowra Demolition of Existing Buildings and Construction of Service Station– Lot: 1 DP801755 – 2 Lachlan Street, Cowra

This attachment relates to TfNSW's response dated 1 April 2025 reference WST24/00141/008.

Context

TfNSW understands the subject application:

- Proposes the demolition of existing site infrastructure and construction of a new Service Station. The proposed Service Station seeks to provide:
  - Six (6) refueling bays servicing light vehicles,
  - Convenience shop, coffee drive-thru service, and take away food restaurant with seating,
  - Thirteen (13) car park spaces,
  - Operational hours:
    - Monday to Friday (5:00am to 12:00am)
    - Saturday, Sunday and Public Holidays (6:00am to 10:00pm)
    - Fuel: 24 hours (pay at pump during shop closure).
- The affected classified (State) road is Redfern Street (Canowindra Road) (MR310).
- Council requests TfNSW advice to assist the development assessment in accordance with:
  - S.2.122 *Traffic generating development* of the *State Environmental Planning Policy (Transport & Infrastructure) 2021*, and
  - S.138(2) of the *Roads Act 1993*, as TfNSW concurrence would be required for future road works associated with the development (including construction of a central median).

TfNSW notes to Council that further consultation with the proponent was undertaken relating to the matters raised in TfNSW's response to Council dated 17 December 2024. During the consultation the proponent advised on 7 January 2025 that the heavy vehicle fuel sales (refueling) would be removed from the proposal and that only light vehicle fuel sales would be sought in order to addressed TfNSW concerns. TfNSW received a referral from Council on 5 March 2025 that did not include the amendment to remove the heavy vehicle fuel sales from the development application.

Please be advised that TfNSW's position is dependent on the removal of the heavy vehicle fuel sales and Council should be satisfied that this component of the proposal has been removed prior to determining the application.

TfNSW comments

TfNSW's primary interests are in the road network, traffic, and broader transport issues. In particular, the efficiency and safety of the classified road network, the security of property assets and the integration of land use and transport.

TfNSW provides the following matters for Council's consideration in the assessment of the application:

Level 1, 51-55 Currajong Street, PARKES NSW 2870
PO Box 334 PARKES NSW 2870 | DX20256
Email: development.west@transport.nsw.gov.au | Phone: 1300 207 783
transport.nsw.gov.au

Transport for NSW

1. Road works as illustrated on the site plan titled Vehicle Turning Study prepared by R.J. Sinclair Pty Ltd (dated 4 March 2025, Dwg No. TS-10, Amdt. DA-3), including raised centre median works on Redfern Street (MR310), are to be designed and constructed in accordance with Austroads Guide to Road Design, Australian Standards and TfNSW supplements and to the satisfaction of TfNSW and completed prior to the issue of a Construction Certificate.
2. As road works are required on the Redfern Street (MR310), a classified (State) road, the developer must enter into a Works Authorisation Deed (WAD) with TfNSW. TfNSW will exercise its powers and functions of the road authority, to undertake road works in accordance with Sections 64, 71, 72 and 73 of the Roads Act 1993, as applicable, for all works under the WAD.

   Note: The conditions of consent do not guarantee TfNSW's final consent to the specific road work, traffic control facilities and other structures or works, for which it is responsible, on the road network. TfNSW must provide a final consent for each specific change to the classified (State) road network prior to the commencement of any work. The WAD process, including acceptance of design documentation and construction, can take time. The developer must allow sufficient lead time within the project development program to accommodate this process. It is therefore requested that the developer work through this process as soon as possible with TfNSW.
3. Prior to the operation of the development, the proposed ingress and egress accesses be designed and constructed in accordance with Council's engineering standards,
4. Works to remove, remediate or construct a new driveway on Redfern Street must match existing kerb and gutter and footway formations to Council's satisfaction.
5. Prior to the commencement of construction work impacting traffic on Redfern Street (MR310), the proponent is to contact the TfNSW Road Access Unit at road.access@transport.nsw.gov.au to determine if a Road Occupancy Licence (ROL) is required. In the event an ROL is required, the proponent is to provide the consent number in the ROL application. Please note that up to 10 working days is required for ROL applications to be assessed and processed. For more information about ROL see:

   https://roads-waterways.transport.nsw.gov.au/business-industry/road-occupancy-licence/index.html
6. All road works associated with the subject application must be undertaken at full cost to the developer and at no cost to TfNSW or Council.
7. No Hi-flow diesel bowsers are to be installed in the service station.
8. Fuel deliveries to the site are to be scheduled to occur outside of the peak hours.
9. "No Right Turn" (R2-6(R)) signs are to be provided on Lot 1 DP801755 at each side of the exit driveway to Redfern Street prior to issuing of the occupation certificated.
10. "No Entry" (R2-4) signs (minimum Size B) are to be provided on Lot 1 DP801755 at each side of the exit driveways prior to issuing of the occupation certificate. The signs are to face Redfern Street to advise motorists not to enter the exit driveway.
11. All signs should meet the criteria contained in the Department of Planning's *Transport Corridor Outdoor Advertising and Signage Guidelines (November 2017)* including, but not limited to, Section 3.3.3 *Illumination and reflectance*.

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Transport for NSW

12. All construction activities, including loading, unloading, storage of materials and construction activities must be undertaken wholly within the site and not impact the safety of all road users, including pedestrians or the efficiency of the public road network.
13. Any landscaping, fencing and signage provided within the site or along the boundary with any adjoining road reserve is to be designed and maintained to provide safe sight distance to pedestrians for motorists entering and exiting the site to minimise conflict in accordance with Austroads SISD and Australian Standard *AS2890.1-2004 Off-street car parking*. All vehicles must enter and exit the site in a forward direction.
14. Council must be satisfied that any stormwater drainage works, including kerb inlet pits, or modifications to an existing pits and associated pipe connections, have been suitably designed to relevant standards.

Additional comments

TfNSW has identified the following areas that should be considered to achieve better outcomes for the transport network:

1. TfNSW note that the proposed signage height (975mm) at the exit access on Lachlan Street may impede the sightlines of drivers to any approaching pedestrian. Council should be satisfied that the proposed signage at the access is positioned to ensure that driver sightlines are maintained in accordance with Austroad Guidelines and Australian Standards (*AS/NZS 2890.1:2004 Parking facilities - Off-street car parking).*

Level 1, 51-55 Currajong Street, PARKES NSW 2870
PO Box 334 PARKES NSW 2870 | DX20256
Email: development.west@transport.nsw.gov.au | Phone: 1300 207 783
transport.nsw.gov.au

From: Michelle Deschamps
To: Cowra Council
Cc: Fr Laurie Beath
Subject: Re Proposed Petrol Station on Redfern/Lachlan St
Date: Tuesday, 23 April 2024 1:39:27 PM

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 Whom It May Concern

I have been the Principal at St Raphael's Catholic K-12 School since January 2022. Since commencement I was presented with prior plans for a petrol station on the corner of Redfern and Lachlan St, Cowra. Our Parish Priest at that time, Father Laurie Beath and the prior Principal, Michael Gallagher, each had addressed the many concerns with Council about the construction of the Petrol station and the direct impact on two entities, St Raphael's Catholic Church and St Raphael's Catholic K-12 School.

Since my time as Principal at St Raphael's School, I have gained significant insight into the impact that the proposed Petrol/Café would have on the two entities: St Raphael's Catholic School and St Raphael's Catholic Church.

Both entities hold importance as heritage listed sites in Cowra, with long historical relevance, significance and importance for Cowra. It is important that we protect our heritage sites, and give them the elevation of thought and protection, so they retain their cultural and historical prestige.

Already both sites are impacted by the enormity of traffic exiting Redfern St onto Lachlan St, and along Lachlan St. The traffic involves huge agricultural trucks and vehicles along with the heavy car traffic in those areas. In particular, the pedestrian crossing aligns with the proposed frontage of the petrol/café station on Redfern St, and the exit for traffic from Redfern St.

The addition of the petrol/café station, would seriously impact the safety of pedestrians crossing to go to church (many are elderly) and further impact the Kindergarten to Year 12 students we have at St Raphael's Catholic School, who need to access the Parish Hall and our sporting fields which are situated on Lachlan St.

Traffic along Lachlan St appears to often travel more than the 50 km residential speed limit. Also, existing traffic is already extensive along Lachlan St and poses ongoing threat to our students who cross the road for sports every day. Whilst high school students are more traffic aware, our Kindergarten to Year 6 students are not so savvy. The current road traffic along Lachlan St is already a hazard to our students, so additional traffic from the petrol/café would further increase the safety issues we already navigate. As a school we

have limited space now and have grown in size, so accessing our fields on Lachlan St is vital for our students. These students are Cowra's future and their safety and welfare should be a major concern for Council. Is the council willing to put our students in increased danger with the potential for life threatening injury?

Currently traffic can only exit the proposed petrol/café station to the right due to double yellow lines. This would mean all traffic would need to turn left out of the petrol/café and enter Lachlan St. If the traffic lines are changed, the congestion would still occur with traffic entering from Lachlan St, potentially wanting to turn right into the petrol/café station on Redfern St. This will certainly cause accidents for example enormous trucks turning into Redfern St from Lachlan St and not realising they have to abruptly stop with limited space to do so. Other vehicles may also have the same issue. Furthermore, cars turning right out of the petrol/café station onto Redfern St, are also likely to be involved in a collision with cars turning into Redfern St from Lachlan St.

The present petrol station adjoining St Raphael's Catholic School, causes a great deal of air pollution when the gas and petrol is being filled. The toxicity for the students is significant. It smells like a major gas leak. Therefore an additional station next to our students would further impact the safety of our students.

Whilst we are not opposed to the growth and advancement of Cowra in any way, surely the proposed site for the petrol/café is not desirable for the continued advancement of our town.

Kind regards
Michelle Deschamps
Principal
St Raphael's Catholic School, Cowra

[redacted]

I acknowledge the Traditional Owners of the land where I live and work, the Wiradjuri people, and pay my respects to the Elders both past and present.

Catholic Education Diocese of Bathurst works on the Country of Wiradjuri,

Parish of St Raphael

Founded 1889



St. Edward's Canowindra



St. Raphael's Cowra



St. John the Baptist, Eugowra



St. Malachy's Gooloogong



St. Brigid's Woodstock



St Vincent's Wyangala

Friday, 26 April 2024

Mr Paul Devery
General Manager
Cowra Shire Council
Private Bag 342
COWRA NSW 2794

Dear Mr Devery

DEVELOPMENT:
PROPOSED SERVICE STATION - OBJECTION TO DEVELOPMENT
Subject Land: Lot 1 DP 801755, 2 Lachlan St, Cowra
Development Application (DA) No. 10.2024.27.1

Please accept this objection to the proposed service station development at 2 Lachlan Street, Cowra, made on behalf of St Raphael's Parish.

We did not receive Council's letter notifying us of this development application until 17 April 2024, even though it was dated 11 April, and note the deadline to make a submission is 26 April 2024. Exhibiting the proposal over school holidays and having the submission period further constrained by a public holiday is concerning. In our view, Council should extend the exhibition period to give all parties a genuine chance to have their say. This would also provide the opportunity for further consultation with Transport for NSW / Roads and Maritime Services, which is essential.

As you know, the Parish made formal objections in relation to an earlier development proposal for a service station on the site. Copies of those objections are attached. While we note this is a different proposal, our grounds of objection including safety risks, traffic impacts, air quality and noise remain fundamentally the same - we reiterate them and look forward to them being addressed comprehensively in Council's assessment report.

The latest proposal is actually far worse than the previous one in some important respects and we wish to highlight some particular issues that necessitate Council's refusal of the development application.

Under the new proposal, many more vehicles will exit onto Lachlan St after using the service station, especially users of the proposed drive-through coffee facility. These people will exit the site almost on top of the existing pedestrian crossing with hot beverages in their hands and – depending on the time of day – the sun in their eyes. The safety risks are totally unacceptable, especially to all those seeking to access Parish and school facilities on the western side of Lachlan St next to the proposed service station. Those pedestrians will have to walk across the service station driveway that will be in constant use. It is completely unacceptable and will put lives at risk, including those of children.

PO Box 39, 15 Lachlan Street, Cowra NSW 2794, Australia Ph: 02 6342 1369 Email: office.cowra@cdob.org.au

The new development application also reinstates heavy vehicle refuelling on the site, something which was removed from the previous plans after concerns about unacceptable safety and traffic impacts were expressed by objectors and Transport for NSW / Roads and Maritime Services. Having heavy vehicle refuelling on the site was not acceptable in 2022 and it is not acceptable now.

Where the previous proposal had two 60kl underground fuel storage tanks (total 120kl), the new development application has two 90kl underground fuel storage tanks (total 180kl). That is an entirely inappropriate additional amount of fuel to be stored on a site right next to school and community facilities.

This new development application suggests to us that a service station on this site is not viable within the parameters Council considered it wise to impose a mere two years ago.

In determining the development application, the *Environmental Planning and Assessment Act 1979* (NSW) requires Council to have regard to factors including the likely impacts of the development (section 4.15(1)(b)), the suitability of the site for the development (section 4.15(1)(c)), and the public interest (section 4.15(1)(e)). This proposal fails on each one of those grounds and must be refused.

Please notify us of the date that this DA is on the meeting agenda for consideration and determination by Council. We request the opportunity to address that meeting.

We remain opposed to any service station development whatsoever on this site. The proposed development is in the wrong place and is not in the public interest. We look forward to Council's refusal of this DA.

Yours sincerely



Fr Dong Van Nguyen
Parish Priest

St Raphael's Catholic Parish
15 Lachlan St (PO Box 39)
Cowra NSW 2794

PO Box 39, 15 Lachlan Street, Cowra NSW 2794, Australia Ph: 02 6342 1369 Email: office.cowra@cdob.org.au

Parish of St Raphael

Founded 1889

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St. Edward's Canowindra



St. Raphael's Cowra



St. John the Baptist, Eugowra



St. Malachy's Goolagong



St. Brigid's Woodstock



St. Vincent's Billimari

Thursday, 10 February 2022

Mr Paul Devery
General Manager
Cowra Shire Council
Private Bag 342
COWRA NSW 2794

Dear Mr Devery

DEVELOPMENT:
PROPOSED SERVICE STATION - OBJECTION TO DEVELOPMENT
Subject Land: Lot 1 DP 801755, 2 Lachlan St, Cowra
Development Application (DA) No. 109/2020

This submission is made on behalf of St Raphael's Parish Finance Committee as a further objection to the proposed service station development at 2 Lachlan Street, Cowra.

I note that Council has refused our written request for an extension of time within which to make a submission in relation to the re-exhibited DA, and has asked us to justify our request for information as to the public availability of previous submissions and advice on the proposal, including from RMS / Transport for NSW.

We appreciate that the original DA has been modified, most significantly via removal of the proposed heavy vehicle refuelling facility and deletion of the proposal to relocate the pedestrian crossing on Lachlan St that provides our school and parish pedestrians with access to our facilities located on the western side of Lachlan St.

Nonetheless, the development as now proposed remains of great concern to us with our grounds of objection including safety risks, traffic impacts, air quality, noise, and the applicant's failure to properly address and/or justify departures from/non-compliances with relevant planning instruments/controls.

We reiterate the grounds of objection detailed in our submission of 10 December 2020 (copy attached, with hand annotations to reference the relevant parts of the new Cowra Development Control Plan (C DCP) 2021, that instrument having replaced Cowra DCP 2014, which was in force when the original application was lodged).

We also offer the following points as additional grounds of objection.

Under the revised proposal, delivery vehicles still exit onto Lachlan St and this continues to present totally unacceptable safety risks to users of the pedestrian crossing. It is never acceptable to risk lives, including those of children.

We note the revised DA says tankers entering the site to refill its underground fuel tanks would enter and exit on Redfern St, following a path along the southern boundary of the site (and blocking access to bowsers for the duration of their stay). If they followed the path of travel in the DA, the tankers would not park above the underground tanks. If tankers do have to park above or anywhere near the tanks, the reality is that they would either exit onto Lachlan St - which is totally unacceptable to us on safety grounds given the proximity of the exit to the pedestrian crossing - or they would have to reverse back out into the Redfern St traffic to get back onto the exit path shown in the DA - also a major safety risk and likelihood of further traffic chaos.

Council correctly describes the proposed development as 'change of use of commercial premises to service station including alterations and additions'. The DA also makes a number of references to 'reinstating' the 'previous' use of the site (thereby admitting that it is not currently used as a service station), but a lot has changed since then. The prevalence of semi-trailers and B doubles today has exacerbated traffic problems in the area significantly. The traffic counts included in the original DA were taken at a time when levels of activity would have been lower than normal because of COVID, and they have not been updated. We also note the removal of data in relation to Redfern St and the underpass. There is no information about the amount of time vehicles are stationary in the area today because of congestion, nor about how much more time people would spend sitting in traffic if the development was approved. Even with the inadequate information and analysis provided, though, it is clear that adding a 24 hour service station and fast food premises into what is probably the most congested part of Cowra makes no sense at all.

The proposal presents a number of other traffic related problems. Firstly, the new part of the DA about flood impacts admits the site may be subject to flooding and refers to clause 5.21 (e) of the Cowra Local Environmental Plan (LEP). This says that the consent authority needs to be satisfied that a development will not adversely affect efficient evacuation or the capacity of existing evacuation routes, but nothing further is said on the issue in the DA. This is of great concern, especially considering the low-level bridge is closed when the river is high, and this means serious congestion of available evacuation routes. Secondly, the DA says people exiting the site will be able to turn right or left onto Redfern St. Turning right would be either illegal or bound to create further traffic problems. Also to be considered is the impact of this upon traffic, including heavy vehicles, coming off the Cowra bridge and negotiating two sharp left-hand turns into Redfern St. This will cause an increased risk of accidents in this area, due to vehicles turning right upon exiting the proposed service station. This is yet another layer of complexity in an already congested intersection. Thirdly, how will west-bound vehicles be prevented from turning into the site, or trying to, with associated traffic impacts?

We also remain concerned about the potential air quality/health impacts of the proposed development, particularly the impact of fuel and exhaust fumes on users of our property located on the northern boundary of the site. The applicant's site analysis at 2.1 fails to mention that the land next door is heavily used seven days a week both during and outside school hours for school and parish purposes, and the description of adjoining development at 2.3 is misleading. Our growing school has been operating on two sites for the better part of a decade. Figure 8 is actually our hall, used by our 500 school students for assemblies, school social events, educational classes, indoor sport and exams - it is not a community hall with the implied infrequent use. The above use of the hall is in addition to parish activities including regular community lunches, wakes following funerals and social events. What is described as 'recreational open space' is actually the school sports field, playground, a science learning space and is used constantly by all our students, including those studying HSC Agriculture.

We have equivalent concerns in relation to potential noise/health impacts.

15 Lachlan Street, Cowra NSW 2794 *Phone: 02 6342 1369* *Fax: 02 6341 1983*

In terms of the applicant's failure to properly address and/or justify departures from/non-compliances with relevant planning instruments/controls, the application fails to consider or even mention parts I (especially regarding land use conflicts) and P (crime prevention through environmental design) of C DCP 2021 as required in the land use matrix. The DA says one of the objectives of the C DCP 2021 is to ensure positive planning outcomes are maximised for the benefit of the broader community, but it fails to demonstrate how this proposal contributes to this objective's achievement. The proposed development actually reduces pedestrian amenity, inconsistent with the objective H.1 i) of C DCP 2021. Scant attention (two sentences and a map extract) is paid to heritage too, despite the DA noting the requirements of clause 5.10 of the Cowra LEP, and there is no analysis of the proposal's impact on nearby heritage items including St Raphael's Church.

We also have a few other issues. In relation to contamination, the DA notes the site is not proposed for educational uses, but does not say how the applicant will do the impossible and ensure that any contamination which occurs will stop at the site boundary and not seep onto our adjoining property that is used for educational purposes. The DA says, too, that groundwater risks and impacts will not be investigated until construction certificate stage. This is unacceptable - such issues must be investigated and addressed before development consent is granted.

Lastly, we draw Council's attention to various inconsistencies in the revised DA. Is it light vehicle refuelling 'canopies' as per 3.3, or should that be singular as per 3.3.2? At 3.3.1 the DA says seated dining will not be offered, but at 6 it says sit down hot food will be offered?

Please notify us of the date that this DA is on the meeting agenda for consideration and determination by Council. We request the opportunity to address that meeting.

We remain opposed to the development in its entirety and unwilling to support it even if operational controls were imposed (eg to restrict the times delivery vehicles could service the site). The proposed development is in the wrong place and is not in the public interest. We look forward to Council's refusal of this DA.

Yours sincerely

[redacted]

Fr. Laurie Beath
Parish Priest

15 Lachlan Street, Cowra NSW 2794 *Phone: 02 6342 1369* *Fax: 02 6341 1983*

Vision
Town Planning Consultants

44 Macquarie Street
COWRA NSW 2794
PO Box 852
1300 240 827
ACN 614 159 698

10 December, 2020

Mr Paul Devery
General Manager
Cowra Shire Council
Private Bag 342
COWRA NSW 2794

Dear Mr Devery,

DEVELOPMENT: PROPOSED SERVICE STATION - OBJECTION TO DEVELOPMENT
Subject land: Lot 1 DP 801755, 2 Lachlan Street, Cowra
Development Application No. 109/2020
Version 2 - replacing the initial version of the same date

On behalf of The Trustees of the Roman Catholic Church Committee (Committee) Vision Town Planning Consultants has been engaged to review the Development Application placed on public exhibition of which it was notified by letter as an adjacent and adjoining land owner. The Committee wish to express to you its concerns and objections to the proposed development. The Trustees of the Roman Catholic Church owns the land containing St Raphaels Church with associated buildings and St Raphaels school accommodating kindergarten to year 12 as well as the land adjoining the northern boundary of the subject land containing an assembly hall. The Committee has requested the following reasons for objection be detailed by Vision as they relate to the school, school assembly hall and church:

1. Non-compliance with Planning Standards
2. Traffic impacts in an area already congested by traffic
3. Exacerbated safety concerns
4. Creation of a noise impact

Vision Town Planning Consultants has completed a comprehensive review of the development application documents and plans that were downloaded from the Council's website on Tuesday 1st December 2020 through the public exhibition document section.

As the development application for a proposed service station is a complex application accompanied by plans and documents in support of the proposal, the Committee requests Council allow it to submit additional information in support of the objection that could not be gathered in the 2 weeks provided. The Committee requests to be able to provide additional information up to the closing date for submission of any report to a meeting of Council at which the proposal is included in the meeting agenda to be determined. The Committee wishes to be notified of this date. The Committee believes this is a reasonable request that will enable it to gather/arrange information in support of the concerns that are its reasons for objection.

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In addition the Committee wishes to request a meeting with Council development assessment staff to view images and films it has gathered depicting existing traffic congestion at the precinct illustrating its concerns as well as the opportunity to present to an extraordinary meeting of Councillors for the same purpose. The committee considers this necessary to effectively convey their concerns and reasons for objection.

The Committee objects to the construction of a service station in the location as it is not considered an appropriate site for that development type. The Committee fees that it will result in exacerbation of traffic congestion already occurring in and around the intersection and immediate precinct of Redfern and Lachlan Streets. The development will result in the pedestrian crossing on Lachlan Street in front of the site becoming unsafe. Lastly, the development will create a new, unmitigated noise impact on the school assembly hall and school buildings located opposite the site.

Yours Faithfully,

[redacted]

Patrick Fitzsimmons
Town Planner, Managing Director
VISION Town Planning Consultants Pty Ltd

Vision

Disclaimer: This report has been prepared using information provided by the client and investigations undertaken by professional staff of VISION Town Planning Consultants Pty Ltd. Whilst every effort has been made to provide accurate advice, Council and any other authority may not agree with the recommendations included in this report. This document and the information and recommendations included are solely for the use of the authorised recipient and may not be used, copied or reproduced either wholly or in part for any purpose other than which it was supplied by VISION Town Planning Consultants Pty Ltd. VISION Town Planning Consultants Pty Ltd make no representation, undertakes no duty and accepts no responsibility to any third party who may use or rely upon the information in this document.

Abbreviations

The Act – Environmental Planning and Assessment Act 1979
EPI – Environmental Planning Instrument
LEP – Cowra Local Environmental Plan 2012
DCP – Cowra Shire Council Development Control Plan 2014
SEE – Statement of Environmental Effects

Contents

1. Non-compliance with Planning Standards
2. Traffic impacts in an already congested area
3. Exacerbated safety concerns
4. Creation of a noise impact

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1. Non-compliance with Planning Standards

Part M Parking Access and Mobility - DCP

Section 1.8.3 Site Access of Part M states that a *"vehicle access should not be located within 12 metres on the approaches to a stop or give way sign"*. Now M.3.2 a ii C DCP 2021

The applicant addresses Part M in Section 4.8.3 of the Statement of Environmental Effects (SEE) submitted with the development application. It states that the development fully complies with parking requirements for the site, notes that the parking provisions do not compromise the equity and amenity of pedestrian access and states that exit and entry points are clearly visible from both streets. The SEE does not include any application for any variation to controls contained in Part M.

However, the plans do not include dimensions or depict the location of existing street signage including the alignment of a give way sign located at the intersection of Redfern and Lachlan Street facing east bound traffic on Redfern Street.

It is therefore impossible to determine if the design of the proposal complies with the standard contained in Section 1.8.3 listed above as the distance from the existing exits to the intersection is not displayed.

Despite the fact that the existing exit only driveway crossings are not required to be fully newly constructed, the development will represent a substantial increase in the volume of traffic attending the site and use of the exits. It is considered that the exit around the development should be designed so as to fully comply with this development standard without variation.

Section 1.8.3 also states that a vehicle access *"should be located no closer than 1.5 metres from the boundary of the site and no closer than 6 metres to a corner boundary"*. Like the above, it is impossible to determine if the existing vehicle crossing on Lachlan Street or proposed lay back on Redfern Street will comply with this standard. M. 3.2 a. i C DCP 2021

Section 1.8.3 states that:

"public safety is the main consideration when planning the location of access to a development. The location of safe access depends on the following: (d) potential conflicts."

The development proposes to construct a new canopy over new diesel fuel high flow dispensing bowers for heavy vehicles including semi-trailers on the northern side of the existing building on the site. The site layout means that semi trailers would need to enter via the one way driveway

Vision

proposed to be located on Redfern Street when travelling east and follow a one way internal driveway to get to the new dispensing point. The vehicles would then be required to exit on the exit only vehicle crossing onto Lachlan Street and turn right back toward the heavy vehicle route, travelling through the existing pedestrian crossing The pedestrian crossing is located so close the exit from the proposed service station that the development plans show that the existing concrete pedestrian safety islands need to be trimmed to be more narrow and reshaped so trucks exiting the site can complete the turn. Drivers of large vehicles would be required to exit the site whilst navigating two lanes of traffic close to a nearby intersection whilst turning toward and over a pedestrian crossing.

The close proximity of this proposed exit from the high flow fuel dispensing point means that there is a distinct possibility that a large vehicle attempting to make a right hand turn could become stuck parked across two lanes of traffic whilst waiting for a pedestrian to cross.

The pedestrian crossing provides a crossing from the St Raphael's Primary and High Schools located as part of the complex of St Raphael's Church as well as a crossing for persons leaving a service being held at St Raphael's Church and wishing to attend the St Raphael's hall located on the northern side of the subject land.

Members of the Committee have witnessed groups of school children leaving the St Raphael's grounds and using the pedestrian crossing on a regular basis to attend the hall located at Lot 2 DP 1093003 addressed 4 Lachlan Street. The proposal does not meet the primary consideration of public safety described above in Council's controls.

M.3.2 D Table 2 C DCP2021

Section 1.8.3 includes a table which is extracted from the NSW Roads and Maritime Services Standards including adopted types of access driveways. As the development caters for heavy vehicles the table states that types 6 and 7 should apply. Column 3 of the table states that exits should be 8 to 10 metres or 10 to 12 metres wide for heavy vehicles in particular circumstances. From the plans provided it is not possible to determine if the existing vehicle curb crossing and widths meet this standard. Again it is unclear whether application for variation on the Part A of the DCP is required for this section based on the information provided.

The curvature of Redfern Street commences in front of the adjoining site, Lot 3 DP 1093003 containing Super Cheap Auto. The information submitted with the application does not adequately address site distance as it relates to east bound traffic and the potential impacts that could occur as a result of vehicles queuing to enter the site via the proposed new entry. Section 1.8.3 of the Development Control Plan states:

"vehicle accesses should also make provision for the following: (d) driveways shall not be permitted in close proximity to traffic signals, intersections or where sight distance is considered inadequate by Council."

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Given the potential for queuing by vehicles wishing to enter the site at the only possible entry point at the south western corner of the development, there is great potential for collision between vehicles travelling east bound on Redfern Street and turning the corner that commences in front of the existing Super Cheap Auto building facility without having adequate time to view the queuing traffic and stop. The plans provided do not demonstrate that adequate site distance is achieved. Members of the Committee who regularly attend St Raphael's Church and school and have view of the Redfern Street Lachlan Street intersection as well as of the length of Redfern Street from this location, have witnessed vehicles queuing along this section of Redfern Street during busy times. Additional traffic at the proposed service station would exacerbate this situation.

Part A – Preliminary

Section 1.8 of Part A states that

"where an aspect of a development does not comply with the provision or standard in this plan, Council may consent to the Development Application but only where a written statement has been provided which seeks to justify the non compliance and evaluate how any proposed alternative solutions achieves the objectives of the provision or standards for dealing with that aspect of the development."

As it appears that the development does not comply with the standards included in Part M. The applicant has not satisfied the requirements of the Development Control Plan as it has not made written application including justification explaining how alternative solutions have been provided to achieve the objectives of the prescribed standards.

The development therefore does not comply with the DCP.

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State Environmental Planning Policy (Infrastructure) 2007

"101 Development with frontage to classified road

(1) The objectives of this clause are—

(a) to ensure that new development does not compromise the effective and ongoing operation and function of classified roads, and

(b) to prevent or reduce the potential impact of traffic noise and vehicle emission on development adjacent to classified roads.

(2) The consent authority must not grant consent to development on land that has a frontage to a classified road unless it is satisfied that—

(a) where practicable and safe, vehicular access to the land is provided by a road other than the classified road, and

(b) the safety, efficiency and ongoing operation of the classified road will not be adversely affected by the development as a result of—

(i) the design of the vehicular access to the land, or

(ii) the emission of smoke or dust from the development, or

(iii) the nature, volume or frequency of vehicles using the classified road to gain access to the land, and

(c) the development is of a type that is not sensitive to traffic noise or vehicle emissions, or is appropriately located and designed, or includes measures, to ameliorate potential traffic noise or vehicle emissions within the site of the development arising from the adjacent classified road."

Comments:

Sub-Section 2 of Section 101 of State Environmental Planning Policy (Infrastructure) 2007 highlighted above states that a consent authority must not grant consent to a development where vehicular access is provided by another road other than the classified road if the safety, efficiency and ongoing operation of the classified road will be adversely affected by the development as a result of the design of the access or the nature, volume and frequency of vehicles using the classified road to gain access to the land.

The Committee contends that the precinct outside the subject development on Lachlan Street, Redfern Street and the intersection of those two roads is already congested due to traffic coming from a number of different facilities in the area including the school which requires drop off and pick up of children from private vehicles and buses, from vehicles entering and exiting the car park

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located beside and behind the church for students, teachers, and people in attendance at St Raphael's Church, and from the regular users of Redfern Street which is a thoroughfare from Canowindra and users of Lachlan Street which connects the towns main street to the residential area in the northern half of Cowra.

Use of the road precinct and intersection is greatly exacerbated when the Lachlan River level is raised so that the low level bridge is closed.

Did the traffic data collected by R.O.A.R. Data on the 9th, 10th and 11th September account for any increased traffic as a result of the low level bridge being in flood?

The low level bridge being closed is known by the Committee members to dramatically increase the traffic using the Redfern Lachlan Street intersection as a great number of vehicles are unable to turn right under the underpass of the bridge to travel into Cowra's south or use the low level bridge to travel to West Cowra

The traffic data collected in September is unlikely to have captured the increase in traffic in the form of trucks and agricultural machinery that occurs in the region during the peak harvest period, typically in November and December. This is an important factor as both trucks and large harvest equipment may represent slow moving traffic at the intersection, resulting in an overall increase in traffic movements but also in traffic congestion and reduced safety. The information above is gathered by the collective knowledge of the Committee who live locally and are in regular attendance at both the St Raphael's Church and the School witnessing activities that occur at the subject intersection and precincts of Redfern and Lachlan Street.

The information submitted with the development application displays the only entry to the site being from Redfern Street. This entry must accommodate light and heavy vehicles alike. However, the plans submitted with the application do not display how many heavy vehicles could be accommodated at the site at any one time. The plans also do not display the result of a number of heavy vehicles having to queue within the site, resulting in the need for queuing of traffic eastbound on Redfern Street.

The proposed development has the potential to create safety risks and to negatively affect the efficiency and ongoing operation of the classified road. It is therefore considered that the application as proposed cannot meet the requirements of Sub-Section 2 and the consenting authority is not in a position to grant consent.

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2. Traffic impacts in an already congested area

As detailed above there are a number of existing facilities within the vicinity that contribute to the existing traffic congestion that occurs in the precinct including:

- The existing St Raphael's Church and school car park is used on a daily basis for church services including a mixture of funerals and weddings as well as parking for staff and students. The exit for this car park is immediately opposite Redfern Street and into the intersection of the two roads. This presently creates a difficult traffic environment to navigate without additional traffic from the proposed service station.
- St Raphael's school, which requires drop off and pick up on Lachlan Street north of the existing pedestrian crossing including buses and private vehicles increasing the overall traffic numbers in this precinct.
- St Raphael's hall located on land adjoining the northern property boundary of the subject site which is used by St Raphael's for a number of functions including exams and by the church for functions associated with services and used for post service activities including wakes and as a venue for wedding receptions. This increases the volume of traffic in attendance and parking in this precinct.
- There is a daily mass service at 9 o'clock at the church in which attendees are parking in the church car park south of the church building and subsequently exiting into the Redfern Street intersection.
- The Committee confirms that in 2019 there was an average of 1 funeral per week held at the St Raphael's church and that on occasion the NSW Police had to attend as the funerals were so large they were required to control traffic so that the procession of vehicles could leave the church car park.

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3. Exacerbated safety concerns

The Committee wishes to express concerns that adding a potentially large increase in traffic volume exiting the site from two points on the land, in particular an exit from Lachlan Street for heavy vehicles only turning right across two lanes of traffic and immediately into a pedestrian crossing creates a situation for drivers of heavy vehicles that is unsafe to navigate. An increase in the congestion in this area would also be caused by traffic exiting the service station into the existing conditions, increasing the likelihood of traffic collisions with pedestrians.

The school representative of the committee confirms that regular classes are conducted in the hall, and activities including lunch time activities are undertaken at the sports fields at the back of the hall and at the ag plots behind the hall. This means that groups of children regularly need to use the crossing back and forth over Lachlan Street. As the school caters for years Kindergarten through primary, some of the children are young and likely to have less road awareness than others, making it more dangerous for them. The area of the development in Lachlan Street is a school zone and not presently part of a heavy vehicle route. The Committee considers that the proposal which results in groups of children exposed to the turning path of heavy vehicles that would otherwise not be in this location, crossing in front of heavy vehicles in two locations, once on the footpath and once on the crossing is reckless.

It is considered by the Committee to be impractical to move the pedestrian crossing to any other location as it is used by the church and school but also pedestrians walking to the Central Business District of Cowra along Redfern Street. Moving the pedestrian crossing in a northerly direction along Lachlan Street would result in pedestrians from Redfern Street crossing in a dangerous manner without using the pedestrian crossing at the intersection. Repositioning the crossing closer to the bottom of the Lachlan Street hill is not an option either as it would make it more hazardous for people travelling downhill to stop for pedestrians.

Creation of new safety hazard

The development does not propose any mitigation for the creation of toxic fumes at the site blowing into the school hall through existing windows and double doors and to the nearby playing fields. Fumes will be created at the site as a result of:

1. Idling cars and trucks alike waiting to refuel and/or re-enter the roadway
2. Fumes from petroleum and diesel being dispensed into cars and trucks
3. Fumes from petroleum and diesel being delivered to the site
4. Fumes from cars and trucks restarting after refuelling
5. Odour from all of the above

It is considered by the Committee that these unmitigated fumes pose a health risk to any person attending the hall or nearby playing field. These fumes can irritate eyes and respiratory system and the development should not be permitted to proceed given the unmitigated health risk being created.

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4. Creation of noise impact

NSW EPA Noise Policy 2017

Section 1.4 of the NSW EPA Noise Policy for Industry states that:

"local Government may find the policy helpful in assessing noise from premises it regulates...." The policy also states *"in general, the types of premises dealt with in this policy include: commercial premises..."*

Section 1.5 what has been excluded from this policy - does not list service stations as being a type of development that is generally covered by other policies, guidelines or legislation.

The application fails to identify sensitive noise receivers being the school hall located on adjoining Lot 2 DP 1093003 which includes a brick building that has existing windows in its southern wall facing directly towards the proposed heavy vehicle refuelling bay with high pressure flow diesel pumps. The development does not propose any mitigation measures that could be implemented to soften the impact of noise from the proposal on activities being undertaken within the hall which include exams, assemblies, and post church service functions including wakes following a funeral or receptions following a wedding.

Section 5.3 of the SEE submitted with the application states that:

"the location of the site and nature of the surrounding properties are such that the impacts of this potential noise is consistent with passing traffic on adjacent roads."

The applicant has failed to address the NSW EPA Noise Policy which as it states in the policy is a useful tool in assessing the potential for noise impacts. At present heavy vehicles do not enter the site on a regular basis. Heavy vehicles do not enter the site from Redfern Street and travel to the sites western boundary. Heavy vehicles presently travel on the nominated heavy vehicle route being Redfern Street with a right hand turn only onto Lachlan Street and continuing onto Kendal Street.

The proposed development will direct heavy vehicles onto the subject land and west of the existing building bringing heavy vehicles closer to both residential dwellings on Lachlan Street and far closer to the assembly hall adjoining the lands northern boundary.

There is presently a chain link fence on the boundary that divides the subject land from the land containing the St Raphael's assembly hall. The assembly hall contains a number of existing windows as well as large entry doors on its southern side facing the subject site. The development does not propose any acoustic treatments to this northern boundary to mitigate or avoid noise created by heavy vehicles now entering this part of the site.

Accordingly, the committee does not accept the analysis by the applicant that noise from the development will be consistent with passing traffic on the adjacent roads. The noise trigger level as defined under the New South Wales EPA Policy is the level at which noise already occurs in the vicinity. The relocation of heavy vehicles to be much closer to the neighbouring assembly hall will increase the overall noise pollution from vehicles arriving, departing, stopping and restarting in the proposed location in the northern part of the site. The noise pollution from the development is

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therefore going to substantially increase above the noise trigger level and/or the ambient noise level. Due to the increased traffic at the site which the applicant refers to as a *"significant amount of vehicle traffic during it's operation"* in Section 5.3 of the SEE, the cumulative effect of these traffic movements in terms of noise impacts will be considerable and unmitigated.

The applicants have not treated the assembly hall or the school located directly opposite the site as sensitive noise receivers, however the uses of the hall listed above would be negatively impacted by noise. Noise generation is an overall factor that contributes to the subject site being inappropriate for a proposed service station.

R.J. SINCLAIR Pty Ltd
Building Design
PO Box 503
ROUND CORNER NSW 2158

ACN : 002 050 526
ABN : 74 002 050 526

Phone : 02 9654 2480
E-mail : designs@rjsinclair.com.au
Web : www.rjsinclair.com.au

Multi-Discipline Design + Project Management

17th June 2024
Project No. **20 - 028 - 24**

The General Manager
c/o Mr Glenn Oakley
Manager – Planning Services
COWRA SHIRE COUNCIL
Private Bag 342
COWRA NSW 2794

Dear Mr Oakley,

RE : SERVICE STATION - DA/2024/27/1

We write on behalf of the Applicant Mr Dimitry Kane in respect to Council's RFIs received through the ePlanning portal on various dates, regarding the subject Development Application.

In response we provide the following information :

CSC Correspondence 15th April 2024

Flooding

New Section 4.7.6 has been included in the amended Statement of Environmental Effects (SoEE) by the town planner to address the issues relating to Clause 5.21 of the Cowra LEP - Floodplain Risk Management Plan.

Section 4.7.6 concludes (in part) …*The proposed development design has avoided adverse and cumulative impacts on flood behaviour ands the environment* … and … *ensure that customers can move comfortably throughout the site and are at least risk to flood, whilst still allowing for safe evacuation from buildings in the event of a flood.* …

Ground Water Vulnerability

New Section 4.7.7 has been included in the amended SoEE by the town planner to address the issues relating to Clause 7.6 of the Cowra LEP - Groundwater Vulnerability.

Section 4.7.7 concludes (in part) *… The proposed works will not adversely impact on the environmental functions of the land or surrounding properties …*

R.J. SINCLAIR Pty Ltd
Building Design

CSC Correspondence 16th April 2024

Missing Construction Management Plans

Due to an internal oversight the drawings were omitted from the initial application documents, however, were subsequently uploaded to the NSW ePlanning portal on 29th April 2024.

CSC Correspondence 16th April 2024

Drive Through Queuing + Parking

In order to show that the queuing and parking for all aspects of the proposed development meets the requirements of the DCP additional information is provided :

Drawing No. PS - 01 is a detailed parking and queuing study and has been prepared to highlight the Cowra DCP requirements and highlights compliance with the requirements. The study has assumed, for the purpose of queuing compliance, that Refuelling Bay Nos. 1 and 6 are occupied by large vehicles ensuring adequate queuing is provided.

Drawing No. TS - 06 is a new drawing showing a turning study for vehicles using the Drive-Thru Coffee facility and has been prepared assuming Fuel Bay No. 6 is occupied by a large vehicle and caravan, and a new Coffee Drive-Thru Waiting Bay in the event that a customer needs to wait.

We believe that all requirements of the DCP in respect to queuing and parking have been met or exceeded in all cases and a variation to the DCP requirements is not warranted.

CSC Correspondence 29th April 2024

TfNSW correspondence

With respect to TfNSW's correspondence Terraffic, the applicant's traffic and parking consultant, has prepared a detailed response to each of the seven issues raised which accompanies this correspondence.

Objector's Submissions

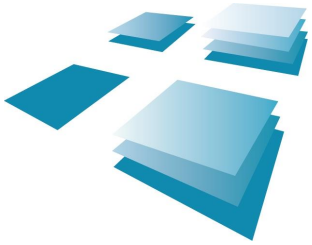
We have reviewed the submissions received by Council, and provide the following comments :

Objection 1 : St Raphael's Catholic School

Heritage :

The heritage value of St Raphael's Catholic Church is not lost on the applicant.

The issue of visual impact on the church was raised in a pre-DA meeting held with Council staff and serious consideration has been given to the treatment of the eastern building façade opposite the church.



R.J. SINCLAIR Pty Ltd
Building Design

The eastern wall of the existing building is to be retained, including the glazed shopfront , and a new extension to the masonry wall extended southwards. The existing fascia above the existing eastern wall is to be retained and extended over the new portion of wall.

We believe that this approach minimises any visual effect on the church and does not detract from the existing heritage value and maintains its existing cultural and historical prestige.

Traffic :

The service station will draw the great majority of customers from the existing traffic flow in Redfern Street and not alter the density of traffic in Redfern Street by any significant volume if some new customers are attracted by the proposed development.

Pedestrian Safety :

The objection refers to the proposed frontage of the service station being aligned with the existing pedestrian crossing in Lachlan Street, however, this is not the case as the eastern face of the building is actually the rear of the development and there are no access or egress openings in the building envelope facing either Lachlan or Redfern Streets.

Any vehicle leaving the site after obtaining service from the drive-thru coffee facility has a clear line of sight to pedestrians as the building is set back approx. 3.9m from the site boundary.

All vehicles are obliged to obey a STOP sign at the site boundary before proceeding into Lachlan Street, thereby protecting pedestrians using the footpath in Lachlan Street. Additionally, it is now proposed to also install a speed hump and additional Give Way to Pedestrians signage at this location as a further method of ensuring vehicles do not use excessive speed at this location.

Air Pollution :

Reference is made to air pollution generated by an existing service station adjoining the objector's site.

The proposed development is remote to the objector's site, fuel tanks and dispensing areas are located on the western side of the buildings, LPG is not dispensed at the site, and therefore we believe that any odour that *may* emanate from the site will be dispersed by distance before it reaches that property.

Objection 2 : St Raphael's Catholic School

Previous objections :

The objector makes the point that it objected to previous development proposals for the site and attaches previous reports from its town planner.

R.J. SINCLAIR Pty Ltd
Building Design

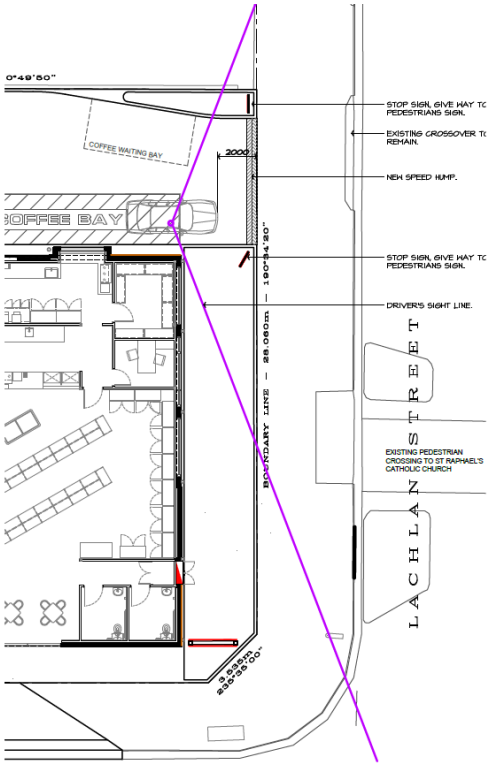
This report will address the issues expressed in the objector's letter dated 26th April only, as the attached correspondence relates to the previous application.

More vehicles will exit onto Lachlan Street :

There will be an increase in light vehicles leaving the site from the drive-thru coffee facility into Lachlan Street, however, this has been addressed in our previous response to Pedestrian Safety raised by the school.

It is said that the vehicles leaving the drive-thru … *will exit the site almost on top of the pedestrian crossing …* however the pedestrian crossing is more than 10 metres from the site exit, providing further assurance pedestrians will easily be seen.

The sketch below shows the driver's sight lines, towards the pedestrian crossing, when leaving the drive-thru coffee facility and it is clearly seen that the driver has an extremely good view of the crossing and any pedestrians on the public footpath.



DRIVER'S SIGHT LINES WHEN LEAVING COFFEE DRIVE-THRU

Not To Scale

R.J. SINCLAIR Pty Ltd
Building Design

Combined with the STOP sign, Give Way to Pedestrians signage and the speed hump, we believe the that pedestrian safety has been thoroughly considered and maximised.

Reinstate heavy vehicle refuelling :

This statement is inaccurate as the previous Development Consent allowed heavy vehicles up to 12m to access the site for refuelling.

The turning studies accompanying this application show that heavy vehicles up to 19m long can access the site safely for refuelling, is supported by the accompanying Traffic Report and remains consistent with the application as made.

Furthermore, heavy vehicles can only leave the site through the Exit into Redfern Street, which has no impact on either the church.

Volume of fuel stored :

It is said that the increased volume of storage on the site is entirely inappropriate, although the statement has not been justified on any technical grounds and therefore cannot be logically responded to.

Service station not viable :

The Development Consent issued in 2022 allowed the operation of a service station and the proposed development will, if approved, continue a similar viable use on the site in accordance with new conditions.

Environmental Planning and Assessment Act 1979 :

The objector lists various clauses within the EP + A Act and says that the application *fails on each of these clauses*, again without any supporting arguments appears to be a generalisation.

Each of the clauses is briefly addressed as follows :

Clause 4.15 relates to matters of relevance to be considered in determining a development application and the clauses quoted are applicable.

Clause 4.15(1)(b) refers to the likely impacts, including environmental, social and economic impacts, on the natural and built environments.

The impacts of the development on the natural and bult environments has been considered by various design elements such as no significant increase in existing floor area, new landscaping, double bunded self- contained underground fuel tanks, treatment of oily wastes generated on the refuelling forecourt, etc.

Clause 4.15(1)(c) refers to the suitability of the site for the development.

The site is suited for the proposed development as it is currently a disused service station, with current approval for a major rebuild, and is therefore a suitable development on the site.

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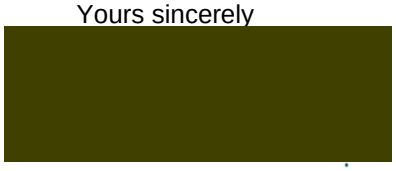
Clause 4.15(1)(e) refers to the public interest.

The public interest is served as the proposal totally rejuvenates a disused property, enhancing the streetscape, and provides a totally new service by the drive-thru coffee facility, to the community.

Summary

We thank Council for the opportunity of providing this information to remove any doubt about the suitability of the proposed project and trust the above meets with Council's approval, however, please do not hesitate to contact me if there are any further questions Council may have.

Yours sincerely



Dick Sinclair
R.J. SINCLAIR Pty Ltd

R.J. SINCLAIR Pty Ltd
Building Design
PO Box 503
ROUND CORNER NSW 2158

ACN : 002 050 526
ABN : 74 002 050 526

Phone : 02 9654 2480
E-mail : designs@rjsinclair.com.au
Web : www.rjsinclair.com.au

Multi-Discipline Design + Project Management

9th June 2025
Project No. **20 - 028 - 24**

The General Manager
c/o Mr Glenn Oakley
Manager – Planning Services
COWRA SHIRE COUNCIL
Private Bag 342
COWRA NSW 2794

Dear Mr Oakley,

RE : SERVICE STATION - DA/2024/27/1

We write on behalf of the Applicant Mr Dimitry Kane in respect to the above Development Application to be reviewed by Council's Development Committee this evening.

We have reviewed the proposed Conditions of Consent and Council's internal Planning Report and whilst we generally find the conditions reasonable and acceptable, we ask that the committee consider the following items and associated changes to the proposed conditions :

Condition 5 : Service Vehicles

The condition requires service vehicles to be a maximum length of 12.5m, which is not contested, however, a standard fuel tanker is a semi-trailer and we request the condition be amended to exclude fuel tankers.

Condition 6 : Left Turn Only into Lachlan St

Given that the coffee drive-thru generates far less traffic than the service station we don't see the necessity for this condition, especially when users of the car park immediately adjacent the exit into Lachlan St can turn right.

Further discussion of this is enclosed in the supplementary letter from our traffic consultant Terraffic Pty Ltd.

Condition 7 : ID Sign

The sign size and location is discussed in Council's report and concludes the sign is too large, although it also agrees that the size is typical for such signs.

The sign size proposed by Council on the other hand does not provide sufficient area to adequately identify the site or the requirement to display fuel prices at easily readable size, and therefore propose a 5m x 1.5m sign, which is 40% smaller than that originally proposed and a significant reduction.

R.J. SINCLAIR Pty Ltd
Building Design

Condition 20 : Redfern Street Roadworks

This condition requires the work in Redfern Street to have been constructed and approved by TfNSW before a Construction Certificate can be granted.

TfNSW, in its correspondence to Council dated 1st April 2025, says :

The WAD process, including acceptance of design documentation and construction, can take time. The developer must allow sufficient lead time within the project development program to accommodate this process.

Given our experience obtaining WAD and ROL approvals on other projects occupying significant timeframes, we believe the condition should be amended to require the works to be completed to the satisfaction of TfNSW prior to the issue of a Partial or Whole Occupation Certificate.

Conditions 20 + 29 : Hi-Flo diesel

TfNSW has a requirement prohibiting Hi-Flo diesel pumps.

The pump previously designated Hi-Flo is still required as a low flow pump as it is the only pump that also dispenses AdBlue, which is necessary in many modern diesel-powered vehicles to reduce exhaust pollution.

Summary

We trust the above meets with Council's approval, however, if you have any questions, please do not hesitate to contact me.

Yours sincerely

[redacted]

Dick Sinclair
R.J. SINCLAIR Pty Ltd

Terraffic Pty Ltd
Traffic and Parking Consultants
ABN 83 078 415 871

9th June 2025
Ref 21091

The General Manager
Cowra Shire Council
Private Bag 342
COWRA NSW 2794

Attention: Mr Glenn Oakley

Dear Mr Oakley,

DA/2024/27/1: 2 LACHLAN STREET, COWRA
PROPOSED SERVICE STATION DEVELOPMENT

I refer to draft condition No.6 for the abovementioned development application which states the following:

> *6. All traffic movements in and out of the development are to be in a forward direction. Vehicles exiting to Lachlan Street must turn left. No right turn is to be permitted. Vehicles are not to block pedestrian access via the footpath.*

The Austroads publication *"Guide to Road Design Part 4A: Unsignalised and Signalised Intersections"* (Edition 3.2 published May 2023) specifies that Approach Sight Distance (ASD) is the minimum level of sight distance which must be available on the minor road approaches to all intersections. ASD is measured from a driver's eye height (1.1 m) to 0.0 m, which ensures that a driver is able to see any line marking and kerbing at the intersection. In this instance, it is the pedestrian crossing on Lachlan Street.

A copy of Figure 3.1 from the Austroads Guidelines illustrating how ASD is applied is reproduced in Annexure A. The formula for calculating ASD is also reproduced in Annexure A.

The swept path of the Australian Standard B85 vehicle (Ford Falcon) departing the Lachlan Street access driveway and turning right towards the pedestrian crossing is reproduced in Annexure B. As can be seen, the driver has a clear sight line to the pedestrian crossing and travels a distance of 21.7m from the driveway to the pedestrian crossing.

When applying the ASD calculation with a 1.5 second reaction time to that 21.7m distance, a vehicle would need to be travelling at a speed of **32km/h**. As can be appreciated, a car turning right from the driveway would not achieve a speed of 15km/h before reaching the pedestrian crossing. In fact, a travel speed of 15km/h only requires an ASD of 8.1m. This distance gives

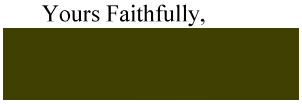
the driver time observe the situation (such as a pedestrian) and come to a complete stop before reaching the conflict point.

To that end, there are no safety implications that would warrant a ban on right turns from the Lachlan Street access driveway. Condition 6 should be modified to read as follows:

> 6. *All traffic movements in and out of the development are to be in a forward direction.*

Should you wish to discuss these matters further, please do not hesitate in contacting Michael Logan on 0411 129 346 during office hours.

Yours Faithfully,

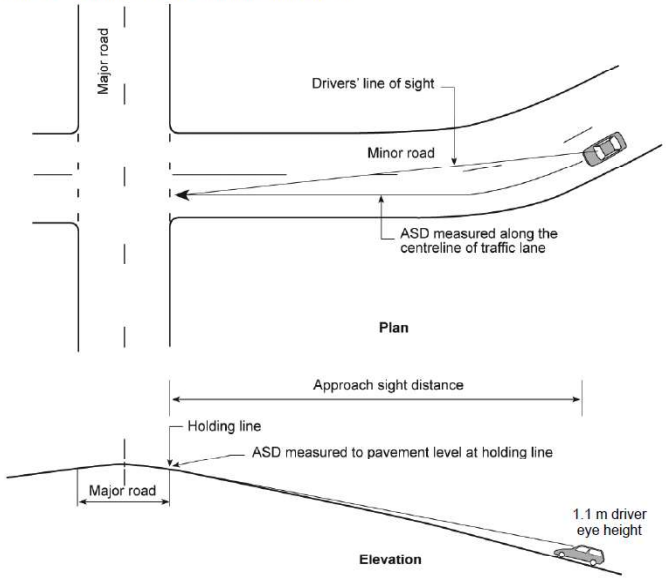


Michael Logan *MTraff (Monash University)*
Director
Terraffic Pty Ltd

ANNEXURE A

AUSTROADS APPROACH SIGHT DISTANCE REQUIREMENT

Figure 3.1: Application of approach sight distance (ASD)



3.2.1 Approach Sight Distance (ASD)

Provision of ASD for cars

ASD is:

- the minimum level of sight distance which must be available on the minor road approaches to all intersections to ensure that drivers are aware of the presence of an intersection
- also desirable on the major road approaches so that drivers can see the pavement and markings within the intersection and should be achieved where practicable.
  However, the provision of ASD on the major road may have implications (e.g. cost; impact on adjacent land and features) in which case SSD is the minimum sight distance that should be achieved on the major road approaches to the intersection and within the intersection.
- measured from a driver's eye height (1.1 m) to 0.0 m, which ensures that a driver is able to see any line marking and kerbing at the intersection. In some situations this may not be possible due to the vertical alignment. Section 2.2.2 provides some guidance on additional visual cues that can be incorporated in these situations.

Equation 1 provides the formula for ASD and Figure 3.1 illustrates the application of ASD:

$$ASD = \frac{R_T \times V}{3.6} + \frac{V^2}{254 \times (d + 0.01 \times a)} \quad 1$$

where

ASD = approach sight distance (m)

R_T = reaction time (sec), refer to *AGRD Part 3* (Austroads 2016a) for guidance on values

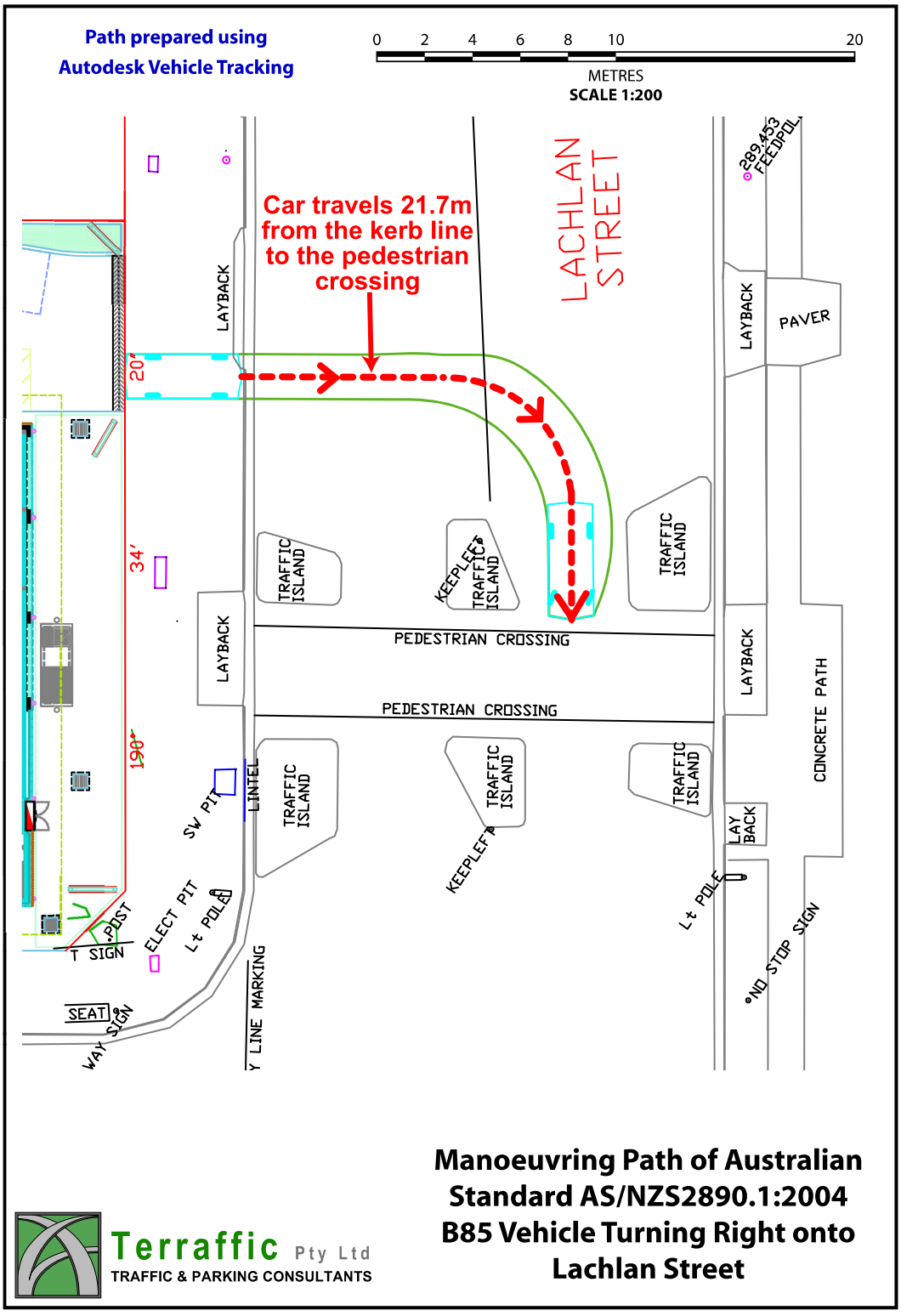
V = operating (85th percentile) speed (km/h)

d = coefficient of deceleration, refer to Table 3.1. Refer also to *AGRD Part 3*, Table 5.3 for further information on coefficient selection

a = a longitudinal grade in % (in direction of travel: positive for uphill grade, negative for downhill grade)

ANNEXURE B

B85 VEHICLE SWEPT PATH
FROM LACHLAN STREET DRIVEWAY


Path prepared using
Autodesk Vehicle Tracking
0 2 4 6 8 10 20
METRES
SCALE 1:200
Car travels 21.7m from the kerb line to the pedestrian crossing
LACHLAN STREET
LAYBACK
PAVER
289.453 FEEDPIL
20'
34'
19'
TRAFFIC ISLAND
KEEPLEFT
PEDESTRIAN CROSSING
PEDESTRIAN CROSSING
CONCRETE PATH
LAY BACK
LINTEL
SW PIT
ELECT PIT
Lt POLE
POST
T SIGN
SEAT
WAY SIGN
Y LINE MARKING
NO STOP SIGN
Manoeuvring Path of Australian Standard AS/NZS2890.1:2004 B85 Vehicle Turning Right onto Lachlan Street
Terraffic Pty Ltd
TRAFFIC & PARKING CONSULTANTS

7.2 Section 355 Committee Draft Minutes - Access Committee Meeting held 5 May 2025

File Number: D25/1064

Author: Larissa Hackett, Director - Environmental Services

RECOMMENDATION

1. **That Council notes the draft minutes of the Access Committee meeting held on 5 May 2025.**

2. **That Council appoints Mr Peter Dawson as a member of the Access Committee.**

3. **That Council acknowledges Ms Narrelle Russell's resignation from the Access Committee and that the Mayor sends a letter of appreciation.**

INTRODUCTION

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

A copy of the minutes is included in Attachment 1.

BACKGROUND

The Access Committee acknowledged Mr Pater Dawson's membership application and Ms Narrelle Russell's resignation.

Mr Peter Dawson will be attending the Access Committee meetings on behalf of the Neighbourhood Centre and Mr Danny Jackett, who is currently on extended leave. The committee recommends that Council consider approving Peter as a new member.

A copy of Peter's application is included in Attachment 2. A copy of the Access Committee Instrument of Delegation is included in Attachment 3.

The committee recognised Narrelle's valuable and dedicated contribution to the committee over the years.

The total Access Committee membership including the above changes will be 9 members.

ATTACHMENTS

1. Draft Access Committee Minutes - 5 May 2025 ⇩
2. Access Committee Membership Application - Mr Peter Dawson ⇩
3. Access Committee - Instrument of Delegation ⇩

MINUTES

Access Committee Meeting

Monday, 5 May 2025

Order Of Business

1 Apologies **3**
2 Confirmation of Minutes **3**
3 Reports of Council Officers **3**
3.1 Membership Application - Peter Dawson 3
3.2 Application - Access Incentive Fund - St Raphael's Catholic School 4
4 Action Items **4**
4.1 Access Committee Action Items - Monday 5 May 2025 4
5 General Business **4**
5.1 Disabled Parking - Salvation Army 4
5.2 Disabled Parking - Club Cowra 5
5.3 Narelle Russell Resignation 5
5.4 Pedestrian Crossings 5
5.5 Aquatic Centre Access 5
5.6 Disability Inclusion Action Plan (DIAP) 5
6 Next Meeting Date **5**
7 Meeting Close **5**

MINUTES OF COWRA COUNCIL
ACCESS COMMITTEE MEETING HELD AT THE COMMITTEE ROOM 1, COUNCIL ADMINISTRATION BUILDING,, 116 KENDAL STREET, COWRA ON MONDAY, 5 MAY 2025 AT 10.30AM - 12.30PM

PRESENT: Chairperson Nikki Kiss OAM, Mr Peter Dawson, Ms Julie Stephenson, Mr Michael Aston-Brien, Ms Robyn Ambachtsheer

IN ATTENDANCE: Mrs Larissa Hackett (Director - Environmental Services), Ian Thomas (Manager-Assets & Technical Services), Cassandra Gailey (Secretariat)

1 APOLOGIES

The committee notes apologies from Ms Jayne Hook, Mr Paul McCaffery, Ms Narelle Russell and Mr Rod Stammers.

LEAVE OF ABSENCE

The committee notes leave of absence from Danny Jackett.

2 CONFIRMATION OF MINUTES

COMMITTEE RESOLUTION

Moved: Julie Stephenson
Seconded: Michael Aston-Brien

That the minutes of Access Committee Meeting held on 17 February 2025 be confirmed.

3 REPORTS OF COUNCIL OFFICERS

3.1 Membership Application - Peter Dawson

The committee noted the membership application from Peter Dawson, who will be temporarily filling in for Danny Jackett at CINC during his extended leave.

RECOMMENDATION

Moved: Cr Nikki Kiss
Seconded: Ms Robyn Ambachtsheer

That Council accept Peter Dawson as a new member of the Access Committee.

At 10:47 am, Chairperson Nikki Kiss OAM declared a conflict of interest with St Raphael's Catholic School and left the meeting.

3.2 Application - Access Incentive Fund - St Raphael's Catholic School

The committee reviewed the Access Incentive Fund application submitted by St Raphael's Catholic School and noted that approval would reduce the fund balance to $6,765.63. All members supported recommending that Council consider approving a contribution of $10,000 towards the installation of an access ramp and new door.

RECOMMENDATION

Moved: Michael Aston-Brien
Seconded: Julie Stephenson

That Council consider the Access Incentive Fund Application received from St Raphaels Catholic School and recommend that the application be approved.

At 10:56 am, Chairperson Nikki Kiss OAM returned to the meeting.

4 ACTION ITEMS

4.1 Access Committee Action Items - Monday 5 May 2025

The Action List as presented was received and updated, as follows;

- AI# 40 – Upgrade of Brougham Park pathways and tables/seating - propose to include in Operational Plan
- AI# 42 – Inclusive Playground - propose to include in Operational Plan
- AI# 73 – POW Disabled parking – pavement markings completed, awaiting signage
- AI# 74 – Garrison Walk signage – sign received and programmed to be installed
- AI# 75 – Reduce CBD to 40km – referred to TfNSW for an assessment
- AI# 76 – Accessible Places map – included in Operational Plan
- AI# 77 – Kendal Street seating – advised that there will be no additional seating for the festival however, the committee is concerned that permanent seating is required due to the distance between the existing seating.
- AI# 78 – Garry Starr Plaque – plaque is completed and a reveal is to be organised.
- AI# 80 – Uniting Church Disabled Parking – marking and ramp completed, awaiting signage
- AI# 81 – Operational and Strategic Plans – currently on Exhibition and committee is encouraged to review and provide comments

5 GENERAL BUSINESS

5.1 Disabled Parking - Salvation Army

A request was made for additional disabled parking spaces, as the current provision is insufficient. Concerns were raised that occupants are experiencing difficulty accessing the church from the existing space, and that trucks are frequently parking in this area. I&O have conducted a preliminary review, but further clarification is required.

5.2 Disabled Parking - Club Cowra

Complaints received about confusion with signage around the Disabled Parking spaces. I&O to investigate further.

5.3 Narelle Russell Resignation

The committee acknowledged Narelle Russell's resignation and expressed appreciation for her valuable contributions and dedicated service over the years.

RECOMMENDATION

Moved: Cr Nikki Kiss
Seconded: Ms Robyn Ambachtsheer

That Council accept Narrelle Russell's resignation from the Access Committee and that the Mayor send a letter of thanks.

5.4 Pedestrian Crossings

The committee acknowledged the use of Pelican Crossings in other towns and discussed the potential for their implementation locally and are seeking to include in the Operational Plan at multiple crossings.

The need for community education on pedestrian crossing awareness was identified. It was also noted that other councils share a Road Safety Officer to support such initiatives.

5.5 Aquatic Centre Access

The committee noted that as part of the planned upgrades to the Aquatic Centre, a ramp will be installed to provide access to the pool. However, due to delays in grant funding, works are not expected to commence until 2026.

5.6 Disability Inclusion Action Plan (DIAP)

It is anticipated that the Draft DIAP will be presented to Council in May requesting to go on Public Exhibition.

The committee is encouraged to review the Draft and provide comments for consideration of the final version.

6 NEXT MEETING DATE

The next meeting will be held on Monday, 16 June 2025 at 10.30am - 12.30pm in the Committee Room 1, Council Administration Building,, 116 Kendal Street, Cowra.

7 MEETING CLOSE

The Meeting closed at 11.27am.

.....

CHAIRPERSON

Cowra Council

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

Nomination Form

Access Committee

Name: PETER DAWSON

Address: [redacted]

Organisation Representing: *(If applicable)* COWRA CINC

Phone - Day: _____ Evening: _____

Mobile: [redacted]

Email: Services@cinc.org.au

☑ Yes ☐ No I would like to receive all relevant paperwork (Agendas, Minutes etc) via email

Reason for Expression of Interest: I'M FILLING IN FOR DANNY JACKOT WHILE HE IS ON EXTENDED LEAVE.

Instrument of Delegation

Cowra Access Committee

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

- Foster and advocate for the community to support people with disability so that they can be included in social and economic life to the extent of their ability; to be able to contribute as a valued member of their community; and to achieve good life outcomes;
- Provide advice to Council in relation to the actions contained within the Disability Inclusion Action Plan 2017;
- Assist in providing a community where people can feel welcome and included with dignified and equal access to places, events, information and opportunities;
- Seek to ensure that all public facilities are available to all users regardless of their disability;
- Provide advice to Council in relation to the accessibility of road and footpath infrastructure where required; including signage, safety, parking and usability for all users;
- Supporting and promoting schemes and programs to encourage people to enjoy all Council facilities and activities;
- Providing advice and support to Council in relation to grant funding for infrastructure projects for improved access and facilities throughout the Shire.

8 LATE REPORTS

9 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:

10 CONFIDENTIAL GENERAL COMMITTEE RECOMMENDATIONS - TUESDAY, 10 JUNE 2025

10.1 Request for Tender S1_2025: Supply and Delivery of Bulk Fuel for Central NSW Councils

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

11 CONFIDENTIAL DIRECTOR-INFRASTRUCTURE & OPERATIONS

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

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

11.2 Expression of Interest - Cowra Aquatic Centre Upgrade

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

11.3 Electricity Procurement

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.