



AGENDA

Ordinary Council Meeting

Date: Monday, 23 February 2026

Time: 5:45 PM

**Location: Cowra Council Chambers
116 Kendal Street, Cowra**

**Paul Devery
General Manager**

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I INTRODUCTION

I.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.

I.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.

I.3 Apologies and Applications for Leave of Absence by Councillors

List of apologies for the meeting.

I.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?

I.5 Presentations

2 CONFIRMATION OF MINUTES

Confirmation of Minutes of Ordinary Council Meeting held on 27 January 2026



MINUTES

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Tuesday, 27 January 2026**

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**MINUTES OF COWRA COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE COWRA COUNCIL CHAMBERS, 116 KENDAL STREET, COWRA
ON TUESDAY, 27 JANUARY 2026 AT 5:45 PM**

- PRESENT:** Cr Paul Smith (Mayor), Cr Nikki Kiss OAM (Deputy Mayor), Cr Karren Cave, Cr Cheryl Downing, Cr Ruth Fagan, Cr Tony Horton, Cr Cheryl Speechley, Cr Erin Watt, Cr Peter Wright
- IN ATTENDANCE:** Paul Devery (General Manager), Larissa Hackett (Director-Environmental Services), Dirk Wymer (Director-Infrastructure & Operations), Alan Dalton (Director-Corporate Services)

I INTRODUCTION

1.1 Recording & publishing

The Mayor advised that the meeting was being recorded.

1.2 Acknowledgement of Country

The Mayor delivered the Acknowledgment of Country.

1.3 Apologies and Applications for Leave of Absence by Councillors

Nil

1.4 Disclosures of Interest

Cr Tony Horton declared a non-pecuniary interest in relation to item 5.4 Development Application No. 10.2025.18.1, Lot 2 DP 603501, 7 Vaux Lane Cowra, due to a family member's employment at the Cowra Information and Neighbourhood Centre and will leave the Chamber during consideration of this item.

Cr Cheryl Speechley declared a non-pecuniary interest in relation to:

- Item 5.4 Development Application No. 10.2025.18.1, Lot 2 DP 603501, 7 Vaux Lane Cowra because she is a Board Member of the Cowra Information and Neighbourhood Centre, and will leave the Chamber during consideration of this item.
- Item 4.1. Donation Request - Galari Bloodlines participation at Queanbeyan Kanberri Connections Knockout because she is a Board Member of the Cowra Information and Neighbourhood Centre which is donating to the Galari Bloodlines, and will remain in the Chamber during consideration of this item.

Cr Erin Watt declared a non-pecuniary interest in relation to item 5.4 Development Application No. 10.2025.18.1, Lot 2 DP 603501, 7 Vaux Lane Cowra due to a family member's involvement in the submission preparation and will leave the Chamber during consideration of this item.

Cr Cheryl Downing declared a non-pecuniary interest in relation to item 5.3 Application - Access Incentive Scheme Grant - Cowra Physiotherapy, 12-18 Young Road Cowra, due to being a long-term client of the applicant, 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 Development Application No. 10.2025.18.1, Lot 2 DP 603501, 7 Vaux Lane Cowra as she is Chair of the Cowra Information and Neighbourhood Centre, and will leave the Chamber during consideration of this item.
- Item 4.1 Donation Request - Galari Bloodlines participation at Queanbeyan Kanberri Connections Knockout, as she is Chair of Cowra Information and Neighbourhood Centre which is donating to the Galari Bloodlines, and will remain in the Chamber during consideration of this item.

1.5 Presentations

Nil

2 CONFIRMATION OF MINUTES

RESOLUTION 1/26

Moved: Cr Tony Horton

Seconded: Cr Nikki Kiss OAM

That the minutes of Ordinary Council Meeting held on 15 December 2025 be confirmed.

CARRIED

3 GENERAL MANAGER

3.1 Suspension of Alcohol Free Zone for Festival of International Understanding

RESOLUTION 2/26

Moved: Cr Nikki Kiss OAM

Seconded: Cr Cheryl Downing

That the CBD Alcohol Free Zone be suspended for 24 hours for the annual Festival of International Understanding.

CARRIED

3.2 Draft Child Safe Policy**RESOLUTION 3/26**

Moved: Cr Erin Watt

Seconded: Cr Nikki Kiss OAM

That Council place the draft Child Safe Policy on public exhibition.

CARRIED

4 DIRECTOR-CORPORATE SERVICES4.1 Donation Request - Galari Bloodlines participation at Queanbeyan Kanberri Connections Knockout**RESOLUTION 4/26**

Moved: Cr Nikki Kiss OAM

Seconded: Cr Erin Watt

That Council provide a donation of \$1,500 from the Section 356 Donations – General budget to Galari Bloodlines to assist with the costs of its members attending the Queanbeyan Kanberri Connections Knockout on 27 September 2026 in Canberra.

CARRIED

4.2 Donation Request - Mstr Safallah Blazely Attendance at Barca Academy**RESOLUTION 5/26**

Moved: Cr Nikki Kiss OAM

Seconded: Cr Peter Wright

That Council approve a donation of \$800 from the Section 356 Donations - General budget to assist Mstr Safallah Blazely attending the Barca Academy (FC Barcelona) in Spain from 8 to 17 March 2026.

CARRIED

4.3 Investments and Financial Report**RESOLUTION 6/26**

Moved: Cr Nikki Kiss OAM

Seconded: Cr Erin Watt

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

CARRIED

4.4 Loan Refinancing - Initial Analysis

RESOLUTION 7/26

Moved: Cr Erin Watt

Seconded: Cr Nikki Kiss OAM

That Council note that:

- an initial analysis on refinancing selected Council borrowings, based on indicative interest rates provided by commercial lenders, suggests that there is likely to be utility in doing so;
- subsequent to staff enquiries about refinancing terms, lender advice is that their internal processes for offering a formal quote require at least two weeks' notice;
- refinancing terms will be sought from lenders to inform recommendations for Council's 23 February 2026 meeting on re-setting selected borrowings; and
- the February advice will be provided as a late paper circulated on the day of the meeting, as lending institutions generally hold an interest rate offer for no more than 24 hours.

CARRIED

5 DIRECTOR-ENVIRONMENTAL SERVICES

5.1 Section 355 Committee Draft Minutes - Access Committee Meeting held 15 December 2025

RESOLUTION 8/26

Moved: Cr Nikki Kiss OAM

Seconded: Cr Ruth Fagan

That Council notes the draft minutes of the Access Committee meeting held on 15 December 2025.

CARRIED

5.2 Development Application No. 10.2025.114.1, Lot 1 DP 516926, 31 Bourke Street Cowra, carport, lodged by M A Smith. The property owner is M A Smith & M J Mulquiney.

RESOLUTION 9/26

Moved: Cr Ruth Fagan

Seconded: Cr Nikki Kiss OAM

- I. **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 E.5.3.1 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.5.3.1 of Part E of Council's Development Control Plan 2021 for this development to allow for a carport width of 7.4 metres; and
3. That Development Application No. 10.2025.114.1, for the construction of a carport on Lot 1 DP 516926, 31 Bourke Street Cowra be 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 were modified by any conditions of this consent.

Plan No./ Supporting Document	Prepared by/Reference Details	Cowra Shire Council Reference
Site plan Sheet No. 1	M A Steel 06/11/2025	Received 17 th November 2025 Plan No. DA 10.2025.114.1
Site plan Sheet No. 2	M A Steel 06/11/2025	Received 17 th November 2025 Plan No. DA 10.2025.114.1
Foundation Plan Sheet 1 of 5	M A Steel 4/11/2025	Received 17 th November 2025 Plan No. DA 10.2025.114.1
Elevations Sheet 2 of 5	M A Steel 04/11/2025	Received 17 th November 2025 Plan No. DA 10.2025.114.1
Statement of Environmental Effects	M A Steel & Sheds	Received 17 th November 2025 Plan No. DA 10.2025.114.1

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).

CONDITIONS TO BE COMPLIED WITH PRIOR TO THE COMMENCEMENT OF WORKS

3. 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.

4. 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.
5. 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'.
6. 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

7. 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.
8. 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*.
9. 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.
10. 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.

11. All roofed and paved areas are to be properly drained in accordance with the Plumbing Code of Australia and discharged to Council's street stormwater management system.
12. 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 PRIOR TO OCCUPATION OR COMMENCEMENT OF USE

13. The Applicant must not commence occupation or use of the carport 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.
- 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, Nikki Kiss OAM, Karren Cave, Cheryl Downing, Ruth Fagan, Tony Horton, Cheryl Speechley, Erin Watt and Peter Wright

Against: Nil

CARRIED 9/0

At 6:28 pm, Cr Cheryl Downing left the meeting.

5.3 Application - Access Incentive Scheme Grant - Cowra Physiotherapy, 12-18 Young Road Cowra

RESOLUTION 10/26

Moved: Cr Erin Watt

Seconded: Cr Nikki Kiss OAM

That Council provides \$10,000 from the Access Incentive Scheme Fund to Cowra Physiotherapy to assist with the costs of installing an accessible ramp and path to the entrance at Gumbuya, 12-18 Young Road Cowra.

CARRIED

At 6:32 pm, Cr Cheryl Downing returned to the meeting.

At 6:32 pm, Cr Cheryl Speechley, Cr Erin Watt, Cr Tony Horton, Cr Nikki Kiss OAM left the meeting.

5.4 Development Application No. 10.2025.18.1, Lot 2 DP 603501, 7 Vaux Lane Cowra, change of use of a dwelling to community facility and addition of an activity room, lodged by Cowra Information & Neighbourhood Centre Inc. The property owner is Cowra Information & Neighbourhood Centre Inc.

RESOLUTION 11/26

Moved: Cr Paul Smith

Seconded: Cr Ruth Fagan

That Council defers consideration of Development Application No. 10.2025.18.1, for the change of use of a dwelling to community facility and addition of an activity room on Lot 2 DP603501, 7 Vaux Lane Cowra to the February Council meeting to obtain clarification regarding the plans.

CARRIED

In Favour: Crs Paul Smith, Karren Cave, Cheryl Downing, Ruth Fagan and Peter Wright

Against: Nil

CARRIED 5/0

At 6:34 pm, Cr Erin Watt, Cr Cheryl Speechley, Cr Tony Horton, Cr Nikki Kiss OAM returned to the meeting.

6 LATE REPORTS**6.1 Councillor Queries****RESOLUTION 12/26**

Moved: Cr Ruth Fagan

Seconded: Cr Cheryl Downing

That Council note the responses provided to questions raised after the agenda was published.

CARRIED

7 CONFIDENTIAL MATTERS**RESOLUTION 13/26**

Moved: Cr Ruth Fagan

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:

8 CONFIDENTIAL DIRECTOR-INFRASTRUCTURE & OPERATIONS**8.1 Request for Tender W3_2024 - Asset Management of Sewer Pipes**

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.

8.2 Request for Tender 8/2025 - Replacement of Plant 451 - One Landfill Compactor

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

CARRIED

3 MAYORAL MINUTES

3.1 Mayoral Minute - Planning System Reforms

File Number: D26/212

Author: Paul Smith, Mayor

RECOMMENDATION

That Council:

1. Express its strong objection to the NSW Government's planning reforms that remove elected councillors from development assessment, impose Local Planning Panels without councillor representation, and enable complying development to override Council's adopted development standards.
 2. Write to the NSW Minister for Planning, the Hon. Paul Scully MP, outlining Council's opposition and seeking urgent reconsideration of these aspects of the reforms.
 3. Write to the local State Member, the Hon. Steph Cooke MP, requesting advocacy on behalf of Cowra and other regional councils.
 4. Write to Local Government NSW (LGNSW) seeking statewide advocacy for restoration of councillor involvement in development decision-making.
 5. Write to the Country Mayors Association of NSW requesting coordinated regional representation on the issue.
-

INTRODUCTION

This Mayoral Minute seeks Council's endorsement to formally object to recent NSW Government planning reforms that significantly erode the role of elected councillors in development assessment and expand mechanisms enabling developments to proceed outside adopted local planning controls. These changes materially alter the balance between democratic oversight, local autonomy, and development assessment processes in ways that are deeply concerning for regional councils such as Cowra.

BACKGROUND

The Environmental Planning and Assessment Amendment (Planning System Reforms) Act 2025 ("the PSR Act") was assented to on 24 November 2025, with staged commencement beginning 15 December 2025.

A central element of the reforms is a structural shift in how development applications (DAs) are determined. The reforms:

- Remove councillors from any role in development assessment, transferring all DA determination powers to Local Planning Panels (LPPs) or council staff, except where no LPP exists.
- Enable the constitution of joint Local Planning Panels across regional NSW, with no requirement that councillors sit on these bodies.

These changes remove an essential democratic function - representation of community views by elected councillors in planning decisions that shape our towns, villages, landscapes, and growth patterns.

The reforms also expand the Complying Development pathway, permitting applicants to obtain approval for developments that vary from council's adopted development standards - through the introduction of "variation certificates." If councils do not respond within prescribed timeframes (10–20 days), variations are deemed approved.

This mechanism allows development to proceed outside and contrary to the strategic planning work, DCP controls, and development standards adopted by Council, effectively removing local policy discretion and democratic oversight.

Issues of Concern

1. Removal of councillors from development assessment
The PSR Act explicitly shifts consent authority functions away from councillors to LPPs or staff. This diminishes the voice of locally elected representatives and weakens accountability to the community. Councillors understand local context, heritage values, neighbourhood character, infrastructure constraints and community priorities - factors that should not be divorced from development decisions.
2. Local Planning Panels without councillor representation
The new structure permits the Planning Secretary to constitute single or joint LPPs across regional areas, with no requirement for councillor membership. Panels will consist primarily of State-appointed experts, reducing community-responsive decision-making.
3. Ability to override council standards through expanded Complying Development
The introduction of a variation certificate system - allowing variations to standards such as setbacks, landscaping, height, bulk and design - means developments may proceed that significantly diverge from Council's established controls. This undermines the integrity of Cowra's LEP/DCP framework and limits Council's ability to manage built form, amenity and character outcomes.
4. Reduced transparency and public participation
Movement of decisions from public council meetings to unelected panels reduces visibility of decision-making processes and reduces opportunities for community input. In rural and regional communities, trust in planning decisions is built through openness and involvement of elected representatives.

Conclusion

The reforms represent a profound shift away from democratic, local decision-making in the NSW planning system. Cowra Council must clearly advocate for the restoration of local representative roles in development assessment and for the protection of our community's right to shape its own future.

ATTACHMENTS

1. Information Sheet - Planning Reforms [↓](#)
2. Reforming the Planning System [↓](#)

Information sheet: First commencement of the Environmental Planning and Assessment Amendment (Planning System Reforms) Act 2025

Purpose

The *Environmental Planning and Assessment Amendment (Planning System Reforms) Act 2025* (PSR Act), which amends the *Environmental Planning and Assessment Act 1979* (EP&A Act), was given assent on 24 November 2025.

The PSR Act makes a number of significant changes to the NSW planning system. The provisions in the PSR Act commence in stages by proclamation.

The first provisions commence on 15 December 2025. This information sheet explains which provisions have commenced and how any savings and transitional provisions operate.

It aims to assist users of the planning system understand how the changes apply, particularly to development applications (DAs) that have been lodged but not determined or are in the course of being prepared.

For more information on the substance of the PSR Act see the Overview document [here](#).

Objects of the EP&A Act

The PSR Act repeals and replaces the objects of the EP&A Act. The objects have been recast to respond to modern challenges such as the need for housing and climate change resilience. A new object has also been introduced to promote a proportionate and risk-based approach to planning.

Commencement of provision

The new objects in section 1.3 of the EP&A Act commence on 15 December 2025.

Savings and Transitional Provisions

The new objects do not apply to DAs and modification applications lodged before their commencement.

Information sheet: First commencement of the Environmental Planning and Assessment Amendment (Planning System Reforms) Act 2025



For the purpose of section 3.13 of the EP&A Act, any proposed Environmental Planning Instrument (EPI) that was in the course of preparation at the time the new objects commenced, may continue to be made to achieve any of the previous objects that were in force immediately before commencement.

This savings and transitional provision only applies for the first 12 months after commencement. After this time, any EPI made will be subject to the new objects regardless of when preparation began.

Legislative establishment of the Housing Delivery Authority

The PSR Act gives legislative recognition to the Housing Delivery Authority (HDA) by inserting Division 2.3A into, and making other consequential amendments to, the EP&A Act. The provisions provide for the constitution, membership and functions of the HDA. Additionally, amendments to section 3.22 provide power to amend an EPI to deal with matters the HDA considers reasonably necessary to enable the carrying out of certain State significant development.

The HDA was previously established under the *Environmental Planning and Assessment (Housing Delivery Authority) Order 2024* (the HDA Order).

More information on the HDA can be found [here](#).

Commencement of provisions

Division 2.3A, amendments to section 3.22 and other consequential amendments commence on 15 December 2025.

Savings and Transitional Provisions

Savings and transitional provisions have been made to avoid disruption to the ongoing work of the HDA. The PSR Act revokes the HDA Order but provides that anything previously done under the HDA Order continues to have effect under the new provisions. Members of the HDA are also taken to be appointed under the EP&A Act.

Information sheet: First commencement of the Environmental Planning and Assessment Amendment (Planning System Reforms) Act 2025



Establishment of the Development Coordination Authority

The PSR Act establishes the Development Coordination Authority (DCA), a new authority within the Department that will centralise the State's inputs on development applications and rezonings.

Once fully established the DCA will:

- issue general terms of approval for integrated development
- provide concurrences under various Acts
- provide expert advice to support the assessment of State significant development and State significant infrastructure applications, planning proposals, and State-led rezonings.
- provide responses to statutory consultation under various Acts
- issue Biodiversity Development Assessment Report waivers
- respond to requests to review decisions of the DCA.

However, the new provisions will commence in stages, with the DCA expected to be fully operational by July 2026.

Commencement of provisions

On 15 December 2025, a range of provisions commence allowing the formal establishment of the DCA.

In January 2026, following the commencement of these provisions, DCA will:

- act as a single point of contact for enquiries on local development and modification applications requiring input from NSW Government agencies
- coordinate work to resolve enquiries related to integrated developments, concurrences, referrals and housing related post consent issues
- identify solutions to resolve post consent delays on housing construction and completion, covering consents issued under local and state significant development pathways, and providing case management services.

The DCA will issue general terms of approval, provide expert advice and carry out other statutory functions from July 2026.

Information sheet: First commencement of the Environmental Planning and Assessment Amendment (Planning System Reforms) Act 2025



Savings and Transitional Provisions

No savings and transitional provisions are required to support the first stage of commencement of the DCA.

Savings and transitional provisions will be enacted alongside the commencement of broader statutory powers in July 2026.

Constitution of joint local planning panels and regionally significant development

The PSR Act includes the staged repeal of the regionally significant development (RSD) pathway along with the associated Sydney district and regional planning panels. The reform will create a single planning panel model based on Local Planning Panels. Once fully implemented, all DAs will be determined either by council staff or local planning panels (LPPs). To ensure a smooth transition, there will be a staged approach to implementation.

Commencement of provisions

On 15 December 2025, amendments to section 2.17 of the EP&A Act and related provisions commence to allow the Secretary of the Department of Planning, Housing and Infrastructure (Secretary) to constitute joint local planning panels in areas without them. However, this power will not be used immediately. Consultation will occur with Local Government NSW and affected councillors before the creation of LPPs in regional areas where they do not already exist.

Amendments to sections 4.32 and 4.33 of the EP&A Act also commenced to transfer the functions of Sydney District Panels to LPPs to determine Crown development applications that are referred to them, but only in Greater Sydney, Wollongong and the Central Coast where LPPs already exist.

On 16 January 2026, two additional instruments will come into effect to further support the transfer of Sydney district and regional panel responsibilities. They include an amendment to section 275 of the *Environmental Planning and Assessment Regulation 2021* (Regulations), which gives effect to a new [Instruction on functions not exercisable by council on behalf of Sydney district or regional planning panels – certain regionally significant development applications](#) and a new section 9.1 Direction [here](#).

Together, these will divert all new and certain existing RSD applications to LPPs for determination, but only where a LPP exists.

Information sheet: First commencement of the Environmental Planning and Assessment Amendment (Planning System Reforms) Act 2025



Savings and Transitional Provisions

Areas where no LPP currently exists

The provisions will not immediately change the operation of regional planning panels in locations where no LPP currently exists.

Consultation will occur before any new individual or joint LPP is established by the Secretary.

Areas where a LPP currently exists

The commencement of the provisions will facilitate the gradual transition away from Sydney district and regional panel determination of DAs.

Crown DAs

Any Crown DA made after 15 December 2025 will be referred to the LPP instead of the Sydney District Panel for determination where the council has not determined the DA within the required period.

Savings and transitional provisions have been included so that Crown DAs that have been made but not determined as at 15 December 2025 will continue to be referred to the relevant Sydney district panel for determination where the council has not determined the DA within the required period.

RSD applications

From 16 January 2026, any new RSD application and most pending RSD applications will be determined by the relevant LPP.

The only circumstances in which RSD applications will remain with the Sydney district or regional planning panels for determination are where:

- the application was lodged before 4 September 2024
- the council has submitted an assessment report to the panel by 16 January 2026, or
- a deemed refusal appeal is underway in relation to the application as at 16 January 2026.

Information sheet: First commencement of the Environmental Planning and Assessment Amendment (Planning System Reforms) Act 2025



Secretary's requirements for DAs

The new section 4.12(10) of the EP&A Act allows the Secretary to specify the form and content of documents required to accompany a DA.

Commencement of provisions

Section 4.12(10) commences on 15 December 2025. However, until the Secretary publishes requirements under this provision on the NSW Planning Portal, it will have no immediate effect. These requirements will be publicly exhibited before they commence.

Savings and Transitional Provisions

There are no savings and transitional provisions relating to these requirements.

The application of any Secretary's requirements to pending DAs will be clarified at the time the requirements are published on the NSW Planning Portal.

Matters for consideration when assessing a DA

The PSR Act makes a number of amendments to section 4.15 of the EP&A Act which sets out matters for consideration when assessing a DA. Related amendments have also been made to section 4.17 Conditions of consent and a new Regulation. Some of these provisions commence on 15 December 2025.

Provisions relating to the targeted assessment development pathway and non-discretionary development standards will commence at a later date.

More information on the changes to section 4.15 can be found in the Section 4.15 Practice Note [here](#).

Commencement of provisions

The following provisions commenced on 15 December 2025:

- Amendments to section 4.15(1)(b) to insert the word "significant" before "likely impacts"
- New provisions - section 4.15(1A)-(1B) which allow the Regulations to identify factors that are and are not relevant to an assessment under section 4.15 (1)(b), (c) and (e).
- New provision – section 4.17(1)(a1) which allows a condition to be imposed if it relates to a likely impact of the development

Information sheet: First commencement of the Environmental Planning and Assessment Amendment (Planning System Reforms) Act 2025



- New Regulation – section 65A made under the new section 4.15(1A) which declares the impacts of other development not included in a DA not to be a relevant factor when undertaking an assessment of the significant likely impacts of development under section 4.15(1)(b).

Savings and Transitional Provisions

Application to DAs and modifications lodged but not determined

Savings and transitional provisions ensure that the changes do not apply to DAs and modification applications lodged before the commencement of the provisions. These savings provisions will only remain in effect for 12 months. Pending DAs or modifications that take longer than 12 months to determine will need to be assessed under the new provisions.

Application to DAs and modifications submitted but not lodged or not yet submitted

The new provisions will apply to all DAs or modifications lodged after commencement. This includes applications that have been submitted but not formally accepted as lodged.

Given the nature of the amendments made to section 4.15, in most cases it will not be necessary to update draft applications. This should, however, be considered on a case by case basis. Generally, councils should be able to assess and determine an application against the new provisions using documentation that has been prepared prior to commencement.

Application to State Significant Development (SSD)

There are no savings or transitional provisions for SSD for which Secretary's Environmental Assessment Requirements (SEARS) have been issued, but the DA has not yet been lodged.

Applicants should contact the Department if concerned that SEARS do not reflect the changes made to section 4.15.

Historical development consents

Amendments to section 4.57 of the EP&A Act broaden the power of the Secretary to modify or revoke a development consent, so that the power can be used in relation to an



Information sheet: First commencement of the Environmental Planning and Assessment Amendment (Planning System Reforms) Act 2025

existing EPI. A new section 116A of the Regulation specifies that this power can only be exercised if the consent was granted more than 25 years ago.

Amendments have also to been made to sections 9.34, 9.35 and Schedule 5 of the EP&A Act to broaden the powers to issue a Development Control Order for the completion of works under a development consent. These amendments ensure a complete works order can be issued where the works have commenced but have not been completed.

Commencement of provisions

All of the above provisions commence on 15 December 2025 .

Savings and Transitional Provisions

No savings and transitional provisions are required. The amendments will apply to existing and future development consents.

Minister's approval for planning agreements

Amendments have been made to section 7.4 of the EP&A Act to remove the need for the Minister or a consent authority to be party to a planning agreement that excludes the application of section 7.11 or 7.12, as long as the Minister has approved the planning authority/authorities entering into the planning agreement.

Commencement of provisions

These provisions commence on 15 December 2025.

Savings and Transitional Provisions

No savings and transitional provisions have been made in relation to any draft or future planning agreement that has not yet been publicly notified.

Where a draft planning agreement has been or is currently being notified with the Minister or the consent authority as a party to the agreement, savings and transitional provisions allow the Minister to give approval to the agreement under the new provisions rather than the Minister or the consent authority being a party, without further notification.

Other minor and housekeeping amendments

A number of minor amendments to the EP&A Act also commence on 15 December 2025.

Information sheet: First commencement of the Environmental Planning and Assessment Amendment (Planning System Reforms) Act 2025



Table 1 sets out these provisions including their purpose and whether any Savings and Transitional provisions apply.

Provision	Effect	Savings and transitional provisions
Section 1.4 definition of 'NSW Planning Portal'	Amends the URL for NSW planning portal to www.planning.nsw.gov.au	N/A
Section 3.14 Content of Environmental Planning Instruments	Adds a clarifying note to the provision	N/A
Section 4.13 and s4.64(1) Notification, consultation and concurrence and s4.6 Provisions relating to the Independent Planning Commission	Allows an agency to be notified as an alternative to consultation and concurrence and consequential changes	No. Transitional provisions will be included with any new notification requirements
Section 4.40 Application of Part 4 to SSD	Clarifies that part 4 of the EP&A Act applies to SSD	N/A
Section 4.53 Lapsing of consent	Removes extended covid lapsing provisions that have limited future application	Yes. The new provision does not apply to remaining consents that have extended lapse dates under the previous covid provisions.
Section 4.64 Regulations-part 4	Allows a regulation to be made imposing a compliance levy on complying development certificates	No. Transitional provisions will be included with any future regulation.

Information sheet: First commencement of the Environmental Planning and Assessment Amendment (Planning System Reforms) Act 2025



Section 4.66 and 4.68 Continuance of and limitations of existing and other lawful uses	Removes extended covid abandonment provisions that no longer apply	N/A
Section 5.12 Development that is State Significant Infrastructure (SSI)	Removes the requirement for a SEPP to be amended when an SSI declaration is made by Ministerial Order.	N/A
Section 7.31F Treasurer to give annual report	Extends the period in which the Treasurer must provide an annual report to Parliament on the SBC and HAP funds from 4 months to 6 months	N/A
Section 10.13(2) Regulations	Omits section 10.13(2) as this power is already provided for in the <i>Interpretation Act 1987</i>	N/A
Schedule 7 Dictionary 'public notification development'	Extends the definition to modification applications	N/A
Savings, transitional and other provisions	Additional savings and transitional provisions relating to pending RSDAs, Division 8.2 and development standards have commenced but will have no effect until the related substantive provisions commence.	N/A

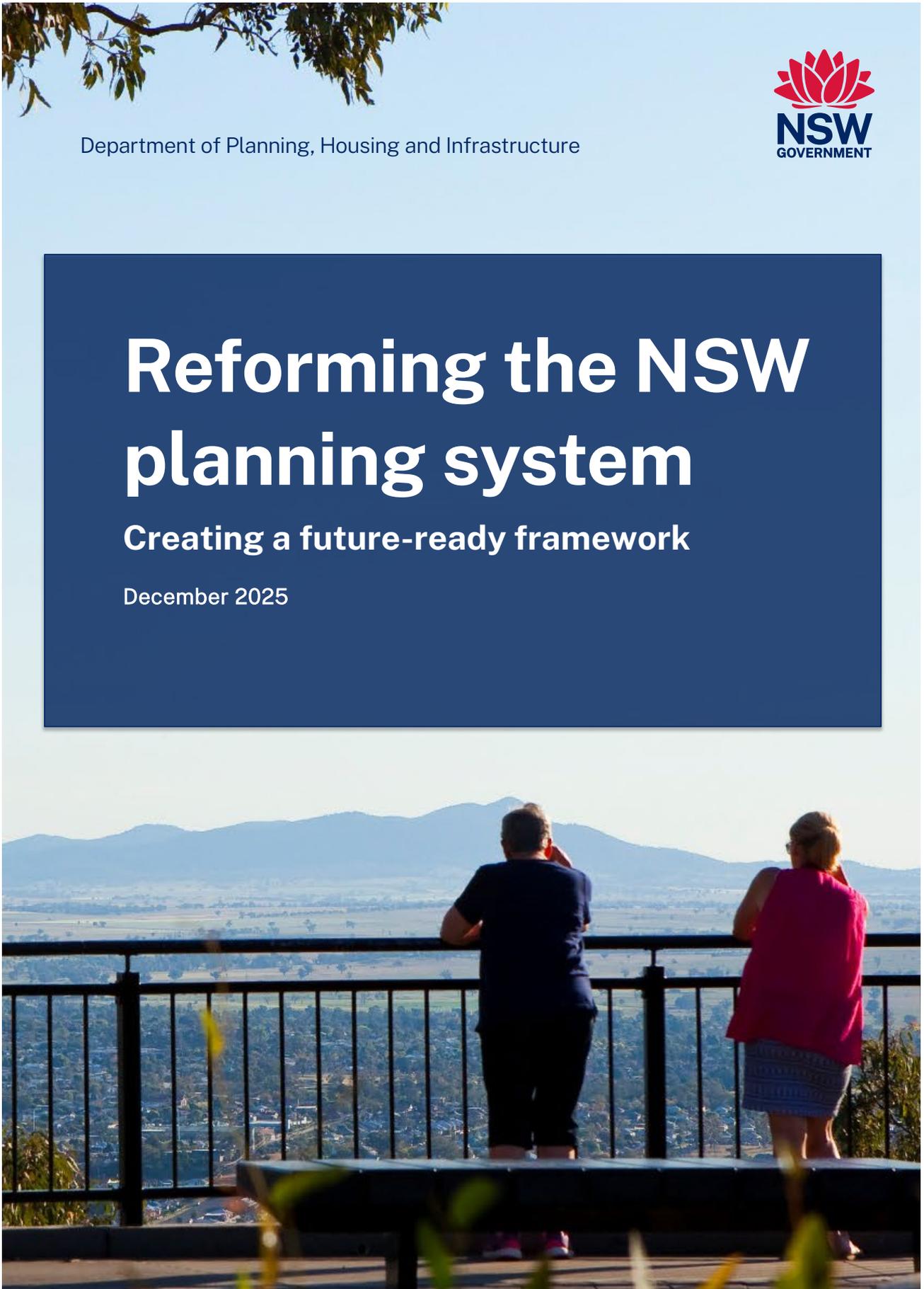
Department of Planning, Housing and Infrastructure



Reforming the NSW planning system

Creating a future-ready framework

December 2025





Acknowledgement of Country

The Department of Planning, Housing and Infrastructure acknowledges that it stands on Aboriginal land. We acknowledge the Traditional Custodians of the land, and we show our respect for Elders past, present and emerging through thoughtful and collaborative approaches to our work, seeking to demonstrate our ongoing commitment to providing places in which Aboriginal people are included socially, culturally and economically.

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Reforming the NSW planning system

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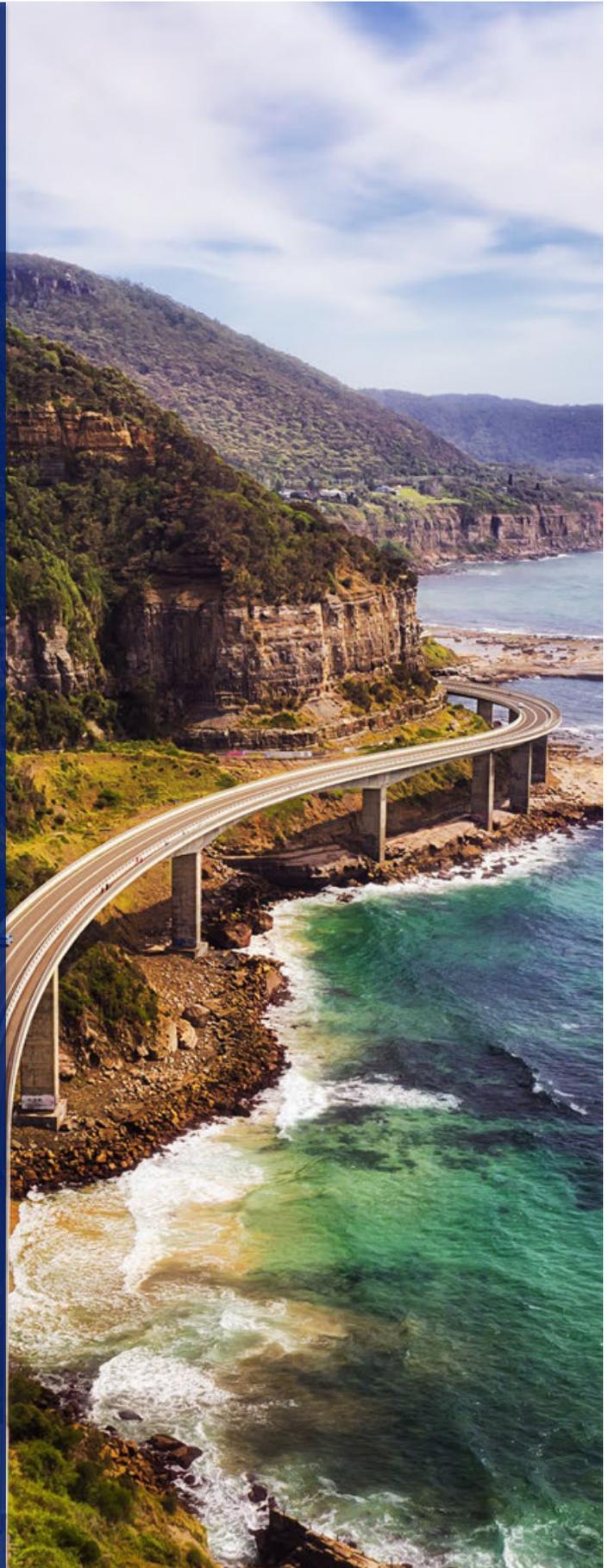
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Minister's foreword





The passage of the Planning System Reforms Act 2025 marks a defining moment in the evolution of the planning framework. It lays the foundation for a modern planning system that is faster, fairer, and outcomes focused.

For more than four decades, the Environmental Planning and Assessment Act (1979) (EP&A Act) has guided planning in NSW. However, it has not kept pace with the State's contemporary needs. Growing complexity has slowed the delivery of new homes, hindered investment, and added unnecessary costs. This reform changes that. It streamlines approvals, cuts red tape, and provides greater certainty for communities, councils, and industry.

The Planning System Reforms Act 2025 is part of the Minns Labor Government's broader housing and planning agenda – the most ambitious in our state's history. Alongside initiatives such as the Transport-Oriented Development Program, the Low and Mid-Rise Housing Policy, the Infill Affordable Housing Bonus, and the

Investment Delivery Authority, we are reshaping how NSW grows and thrives.

Our goal is clear: to make it easier to build the homes and create the jobs our State needs, while supporting young people, families, and key workers to live in the communities they love – all while protecting and enhancing our environment for future generations.

With the legislative foundations now set, attention can turn to simplifying and consolidating the extensive suite of policies, guidelines and instruments.

Together with cultural and practice change across the system, these reforms will help build a planning system that is easier to navigate, more proportionate, better aligned to contemporary needs and more capable of delivering resilient communities for generations to come.

Reform of the Act was overdue. But this is just the beginning. The real work starts now, and we will be working closely with industry, local government, and professional bodies to ensure the reforms are implemented and embedded in how we operate.

By doing so, we will make sure the reforms translate into real outcomes and a planning system that better supports housing delivery, encourages investment, and benefits communities across NSW.

The Hon. Paul Scully MP

Minister for Planning and Public Spaces

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Planning reforms at a glance



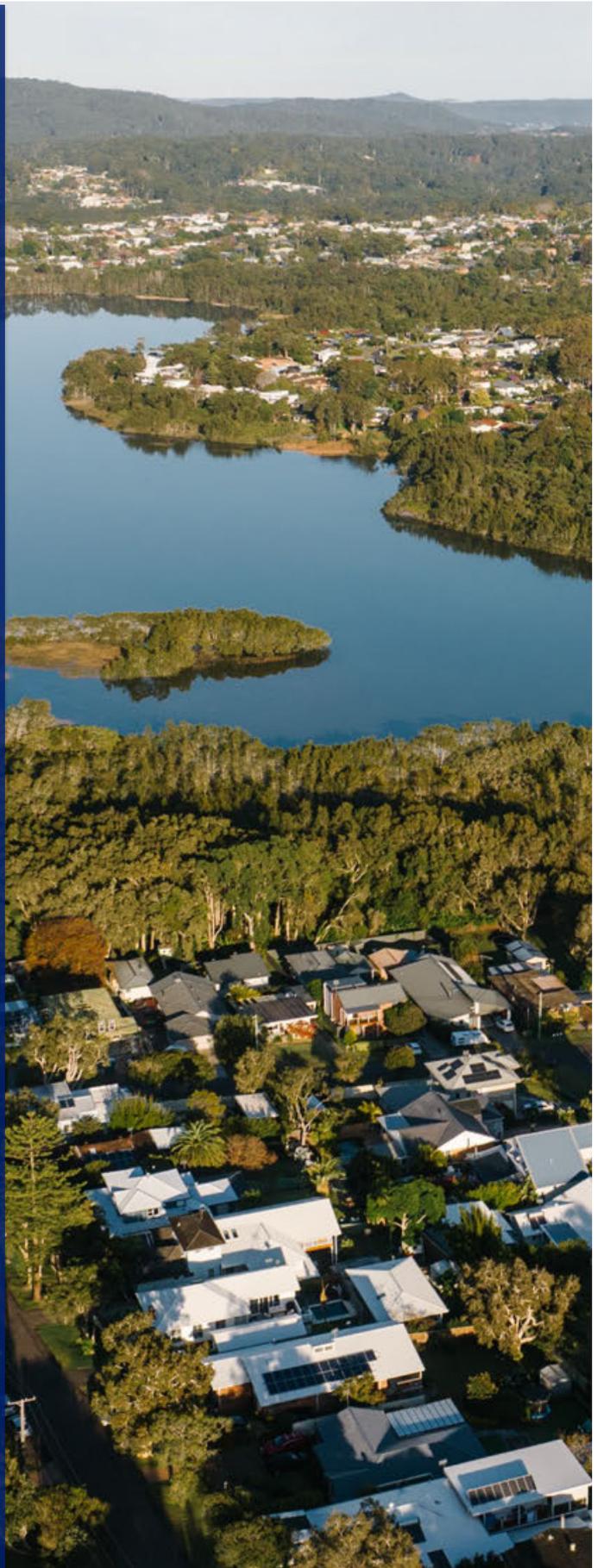
4. Planning reforms at a glance



Figure 1: Overview of the planning reforms

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Our blueprint for reform



4. Our blueprint for reform

Legislative reforms

The NSW Government is implementing legislative reforms to make the planning system faster, clearer and outcomes focused. These changes respond to long-standing concerns about complexity and delays.

A more flexible complying development system, streamlined assessment pathways, and concurrent rezonings will speed up housing delivery, and clearer rules and standardised processes will give applicants greater certainty and refocus the system on what matters most.

The reforms also modernise how the system works, with a new Development Coordination Authority, restructured planning panels, and updated statutory objects to reduce red tape, improve decision-making, and address contemporary challenges such as housing supply and climate change.

Objects of the EP&A Act

The objects of the EP&A Act have been modernised to reflect the evolving priorities of planning in NSW. The previous framework no longer reflected the scale and urgency of challenges such as housing supply, climate resilience and economic productivity. The reforms bring the EP&A Act into alignment with modern policy

objectives, ensuring it remains an effective framework for achieving sustainable, long-term planning outcomes.

Key changes include broadening the housing object to focus on delivery across all housing types, not just affordable housing, and introducing new objectives around climate adaptation, natural disaster resilience, and land use productivity. These additions reflect the growing need for planning to support sustainable, inclusive, and economically viable communities.

A new object promotes a proportionate and risk-based approach to environmental assessment and planning. This change embeds proportionality into planning processes and decision-making, ensuring that assessment efforts are commensurate with the scale and impact of development proposals.

Housing Delivery Authority

The Housing Delivery Authority (HDA) has been legislated to formalise the NSW Government's role in assessing major housing proposals. By creating a state-led pathway, the HDA offers an alternative to local assessment, ensuring that large-scale developments are evaluated consistently and strategically.

The reforms embed the HDA's structure and function within the EP&A Act, securing its long-term role in supporting housing delivery across Greater Sydney and regional NSW. Eligible projects will continue to benefit from this optional

4. Our blueprint for reform

streamlined assessment and concurrent rezoning processes, with proposed amendments to environmental planning instruments (EPIs) considered as part of a single merit-based evaluation. These changes will accelerate approvals, reduce duplication, and ensure the planning system is better equipped to meet the state's housing targets.

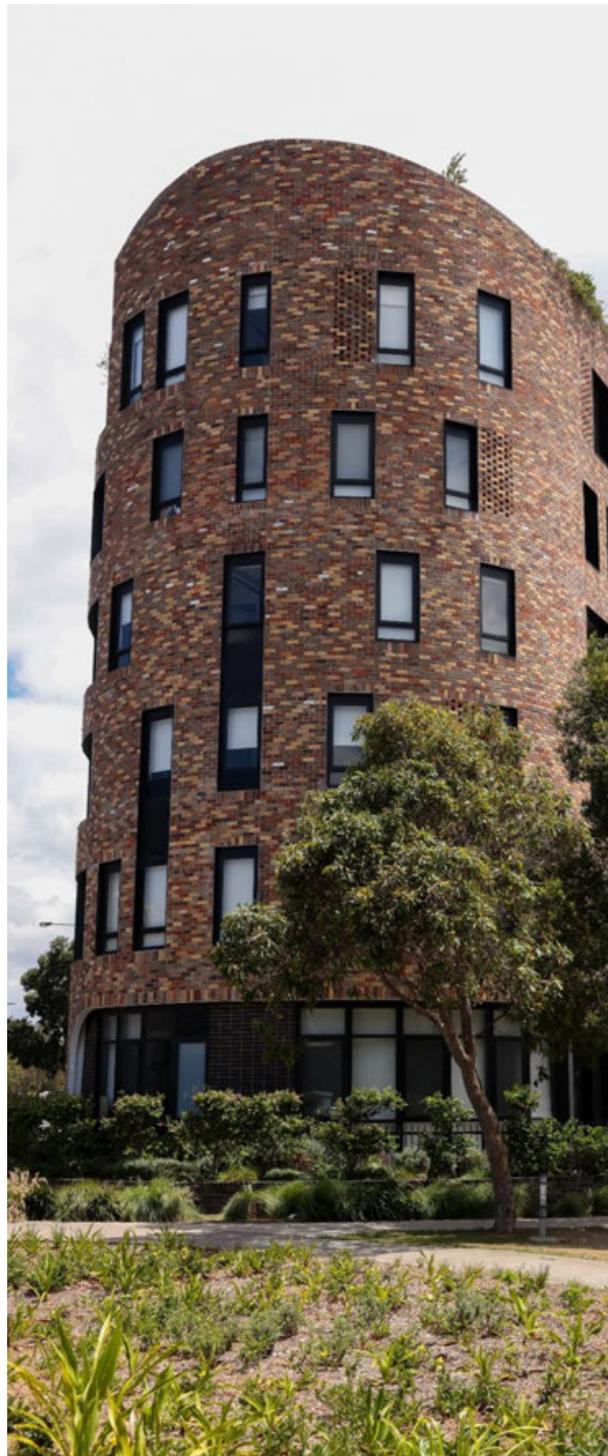
So that the system is transparent, the HDA will be subject to regular reviews by a Joint Select Committee of Parliament to make sure it achieves its objectives.

Development Coordination Authority

The Development Coordination Authority (DCA) will be established to streamline and centralise the State's role in planning approvals. The DCA will address long-standing inefficiencies caused by fragmented referral processes across multiple agencies.

Development applications can require input from up to 22 different State agencies and entities, resulting in significant delays, with each additional referral adding up to 100 days to assessment timeframes.

The responsibility for providing State agency advice on development applications and planning proposals will be consolidated into a single authority, being the DCA.



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It will provide one coordinated response on concurrences and referrals (see Figure 2 below), integrate technical advice directly into the assessment of State significant projects and planning proposals, and serve as a single point of contact for councils, applicants, and other stakeholders.

The DCA will not diminish environmental protections. It will continue to operate within existing legislative frameworks and collaborate with agencies where specialised expertise is required.

By resolving conflicts quickly and improving customer service, the DCA will reduce red tape, accelerate project delivery, and ensure the planning system is more responsive, consistent, and transparent.

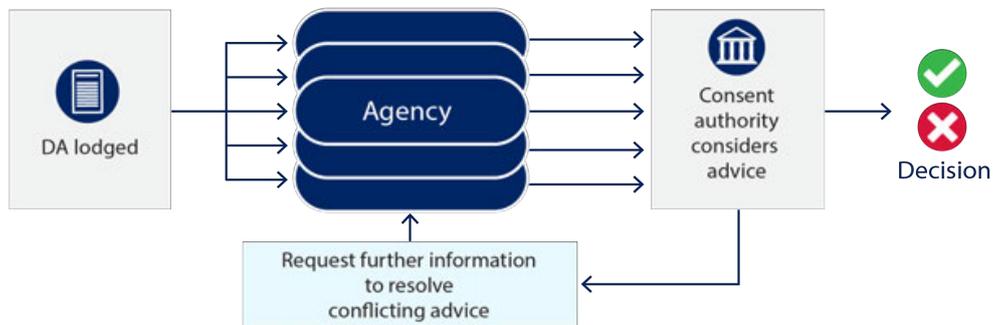
The reforms will enable the DCA to assume responsibilities currently spread across government and deliver a more efficient pathway from application to construction.

The DCA will be rolled out in stages, with full statutory powers commencing in July 2026.

Determination functions will be unchanged, and councils, panels and the Department will continue to make decisions on development applications.

The operations of the DCA will be detailed each year in the Department’s annual report.

Current system



After DCA established

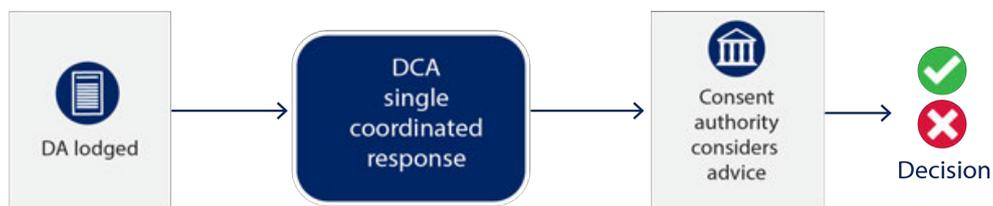


Figure 2: DA system before and after establishment of the DCA

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Consent authorities

The roles and functions of consent authorities will be consolidated to simplify decision-making and reduce duplication across the planning system. These changes aim to streamline the structure of planning panels and return more development applications to council staff for determination.

A key reform is the removal of the Regionally Significant Development pathway and the associated Sydney District and Regional Planning Panels. Their responsibilities will be transferred to Local Planning Panels or councils. This change will return about 350 development applications per year to local determination, improving efficiency and reducing delays.

These changes will be rolled out in stages. Initially, some existing and new Regionally Significant DAs will be determined by Local Planning Panels, where they already exist. Over time, single or joint Local Planning Panels will be introduced in Local Government Areas (LGAs) where they do not currently exist.

The reform supports a more locally based and responsive planning system, where decisions are made closer to the communities they affect. Importantly, councils already assess these applications, so the change does not increase their

workload. It simply shifts decision-making authority back to local panels or council staff.

Revised referral criteria will be prepared to ensure expert panel input is focused on larger, more complex projects. Applications that fall outside these criteria will be determined by council staff.

Local Planning Panels generally determine applications more quickly than regional panels, meaning this reform is expected to reduce delays in the assessment of regionally significant development.

By consolidating panel functions and clarifying referral pathways, the NSW Government is improving the efficiency, transparency and responsiveness of the planning system.



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Consultation

Currently, over 100 different Community Participation Plans (CPPs) operate across NSW, leading to fragmented consultation practices and inconsistent timeframes.

These inconsistencies mean that similar developments can be subject to vastly different levels of community input depending on location. The reforms will repeal individual CPPs and introduce a single, State-wide approach.

The new CPP will standardise consultation timeframes across all planning authorities, ensuring that engagement is tailored to the scale and impact of proposals.

It will reduce unnecessary consultation for low-risk or strategically assessed projects while preserving meaningful input on significant developments. Councils will retain the ability to consult on non-planning

matters through separate engagement plans. The new framework will be exhibited for public comment, allowing communities to help shape how participation is carried out across NSW.

Planning Pathways

A key objective of the reforms is to ensure that development proposals are directed into the most appropriate planning pathway. The changes aim to better align the level of assessment with the scale and impact, creating a system in which minor developments are assessed more efficiently while projects with greater complexity or potential impacts receive the scrutiny they require.

The current system is overly rigid, forcing development into two main pathways: either complying development or a development application (see Figure 3). This means that most development must go through the same application process, creating inefficiencies and delays.



Figure 3: Current planning pathways and timeframes

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Complying Development

The complying development pathway will be expanded to accelerate approvals for low-risk, low impact development by introducing greater flexibility into the current framework. At present, even minor design variations – such as a 20 millimetre setback discrepancy – can push otherwise code-compliant proposals into the full development application pathway. These minor variations clog the planning system and divert council resources away from complex or strategic developments.

The changes will allow councils to approve minor variations to development standards, such as setbacks and landscaping, without triggering a full DA.

If a council does not respond within a set timeframe, the variation will be deemed approved. The period is 10 days, or 20 days if council is also assessing the complying development certificate.

These changes aim to increase the share of applications handled through complying development while maintaining safeguards to ensure quality outcomes. Certifiers and councils will continue to assess applications against complying development standards, whilst councils will be responsible for approving any variations.

These reforms aim to reduce red tape, support infill housing, provide greater certainty for homeowners and builders, and free up council resources to focus on higher-impact planning decisions.



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Targeted Assessment Pathway

A new planning pathway is being introduced to help deliver development more efficiently.

The targeted assessment pathway will allow certain types of development that have undergone strategic planning or meet specific codes and controls to access a fast-track approval.

Under this pathway, certain steps in the development assessment process – such as public exhibition or agency referrals – can be turned off where those matters have already been addressed through earlier planning processes.

The pathway also turns off the need to consider all environmental impacts, the suitability of the site and the public interest, on the basis that this work is done

more strategically. By frontloading more of this work, the pathway is expected to reduce assessment timeframes for eligible projects by up to 50% (see Figure 4).

Development or a class of development can be declared to be targeted assessment in a State Environmental Planning Policy (SEPP). There will be clear eligibility criteria, procedural steps, and safeguards to ensure the process remains fair, consistent and environmentally responsible.

Before any development is declared, the Department will publicly exhibit an explanation of the intended effect for a minimum of 28 days and invite submissions.

The pathway will help fill the gap between complying development and a full merit assessed development application. It could apply to low-to-mid-rise housing where



Figure 4: Estimated approval periods for different developments

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validated design standards, such as those in the NSW Housing Pattern Book, are already in place, the roll-out of community batteries or upgrades to community sporting facilities.

It will not apply to complex projects with significant environmental impacts. Designated development and development that would have been designated were it not State significant development, will not be eligible.

The new pathway will ensure that assessment pathways are proportionate to the level of risk and complexity, while still maintaining transparency and accountability. By streamlining approvals for well-planned, low-risk development, it will help accelerate the delivery of housing supply across NSW

Development applications

The reforms also improve how all other development applications are assessed.

Matters for consideration

Section 4.15 of the EP&A Act has been updated to embed a more proportionate, risk-based approach, ensuring that assessment effort is directed to the issues that matter most.

Consent authorities are now required to focus on significant likely impacts, rather than minor or negligible ones. Importantly, authorities still retain the ability to condition less than significant impacts.

The reforms also clarify that impacts from certain other development not included in the application do not need to be considered. This addresses past legal uncertainty and ensures assessments remain focused on the proposal at hand. A detailed Practice Note explaining how the new section 4.15 operates is available [here](#).



Minor modifications

The reforms are also making it easier to approve minor modification applications that do not impact the environment. The category of administrative modifications under section 4.55(1) will be expanded to include any modifications that do not have an environmental impact.

Consent authorities will have 14 days to determine a 4.55(1) application. If not determined within this timeframe, the application cannot be refused, and any conditions imposed must reflect the modification sought. This means lower fees and a simpler, faster approval process. This approach provides greater certainty for

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applicants and helps avoid construction delays.

Consequential changes will be made to section 4.55(1A). These ensure that minor, non-environmental changes are streamlined under section 4.55(1), while 4.55(1A) is reserved for cases where environmental impacts need closer consideration.

Conditions of consent

Standard and model conditions of consent will be introduced to make development approvals more consistent, transparent, and easier to understand.

These conditions will be set out in a SEPP and will include mandatory conditions that automatically apply to certain developments and model conditions that must be used when relevant.

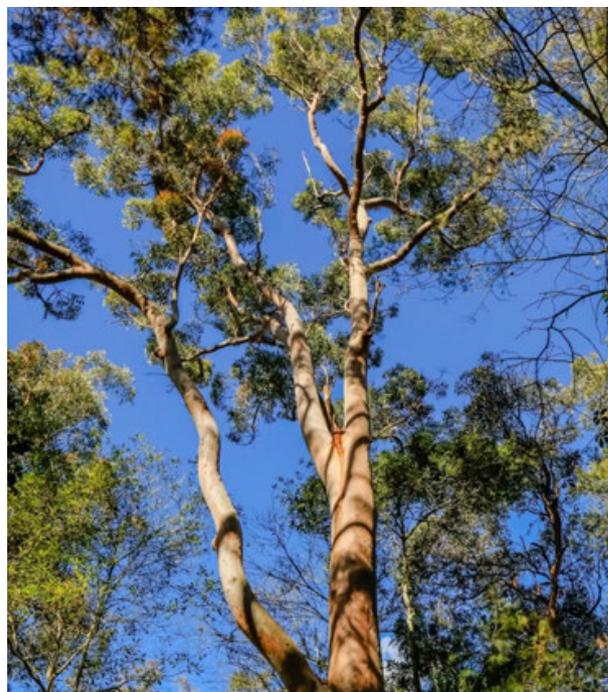
This change will help consent authorities apply conditions in a structured and consistent way, speeding up decisions and improving outcomes. For applicants, it means less confusion, making it easier to understand and comply with development consents.

For certain developments, consent authorities will be required to consult with applicants on draft conditions before issuing consent. This proactive step will help identify and avoid minor errors that often lead to costly delays and unnecessary modifications.

By improving the quality and consistency of conditions, the NSW Government aims to speed up approvals and reduce barriers to construction – helping deliver homes and other supporting infrastructure faster.

Bush fire referrals and mapping

Bush fire risk assessments will consider the rigorous standards set by the Rural Fire Services' Planning for Bush Fire Protection, which will be maintained as a statutory document for certain development on bush fire prone land. Bush fire consultation requirements will be moved to a new SEPP, allowing for more frequent revisions based on contemporary science and best practice. The Department will publicly exhibit an explanation of the intended effect for a minimum of 28 days and invite submissions on the proposed new SEPP.



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Changes to Part 5 assessment

Part 5 of the EP&A Act, which sets out how public authorities must assess the environmental impacts of activities that do not require development consent, is also being updated. Examples include infrastructure works carried out by councils, utilities, or state agencies. These assessments ensure that environmental considerations are factored into decision-making for routine or essential public works.

Currently, public authorities are required to consider environmental impacts “to the fullest extent possible”.

This will be replaced with a more proportionate and risk-based approach, meaning the level of assessment will better reflect the scale and potential environmental impact of the activity.

This change is designed to maintain strong environmental safeguards while reducing unnecessary detail for low-impact proposals, helping public authorities deliver infrastructure and services more efficiently.



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Reviews and appeals

The internal review process will be improved to give applicants a more practical and accessible alternatives to court proceedings.

Applicants will now have 6 months to request a review of a development application decision, with no set timeframe for councils to make a determination. The merit appeal period to the Land and Environment Court will also be paused while a review is underway, ensuring applicants do not lose their right to appeal if they choose to pursue a review first. Additionally, applicants will have more

flexibility in how reviews are handled, including the option to have their review determined by a Local Planning Panel instead of council staff.

Changes are also being made to deemed refusal appeals, which apply when a consent authority does not make a decision within the required timeframe. Currently, applicants only have 6 months to lodge an appeal after the assessment period ends. The new rules will allow appeals to be lodged any time after the end of the assessment period up until when a decision is made. These changes will provide applicants with greater certainty and access to recourse when delays occur.

The changes are outlined in Figure 5 below.



Figure 5: Changes to review and appeal timeframes

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Zombie DAs

Powers to deal with historical development consents – known as “zombie DAs” – have also been expanded. These are consents that were granted many years ago, have legally commenced but have not been fully constructed.

In some cases, these applications are inconsistent with current planning and environmental controls. New provisions provide additional powers to deal with these issues. They allow the Planning Secretary to modify or revoke these consents if they are more than 25 years old and are inconsistent with an existing EPI.

The Minister or Planning Secretary will also be able to issue a complete works order even where they are not the consent authority. This will allow them to require the completion of consents more than 5 years old. These changes offer a targeted interim solution to address historical consents while a broader Parliamentary Inquiry is underway.

Streamline and clarify provisions

A range of housekeeping amendments will improve the interpretation and useability of the EP&A Act.

The definition of ‘development standards’ will be clarified to improve consistency across the planning system and reduce the risk of legal disputes.

This change will make it easier for applicants and councils to identify which standards in EPIs can be varied. A transitional period will be provided to allow time for SEPPs and LEPs to be updated, easing the burden on councils.

Non-discretionary development standards (NDDSs) will also be clarified. NDDSs limit a consent authority’s ability to consider certain impacts of a development if the relevant standard is met. The updated approach makes it clear that the NDDS can still be considered in a merit assessment if it is exceeded.

This will give applicants greater certainty and help councils apply standards that are fit for purpose. It will also confirm that a clause 4.6 variation request is not needed when an NDDS is not met, resolving a common source of confusion.

Housekeeping and miscellaneous amendments

Minor housekeeping amendments will be made to the EP&A Act and *Environmental Planning and Assessment Regulation 2021* (EP&A Regulation) to improve clarity, consistency, and useability. These include fixing drafting errors and outdated references, aligning provisions with other regulatory frameworks, and clarifying the application of Part 4 to State Significant Development.

Other changes allow a regulation to impose a compliance levy on complying development certificates, simplify lapsing provisions, remove COVID-related

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measures, and update agency notification processes. A new regulation-making power will also allow the Planning Secretary to set clear information requirements for development applications, helping reduce unnecessary and inconsistent requests.

Non-legislative reforms

The NSW planning system has become increasingly complex, with development application requirements dispersed across regulations, environmental planning instruments, and the NSW Planning Portal. Additional requirements imposed by individual councils have led to inconsistency across the State, creating confusion for applicants and contributing to poor DA quality. This, in turn, results in delays and increased costs, as councils and the Department spend significant time correcting or supplementing submitted information.



Regulatory barriers and inconsistent processes have added to the administrative burden and reduced certainty for applicants and consent authorities.

To address these challenges, the NSW Government is progressing a suite of non-legislative reforms aimed at streamlining and simplifying the planning system. The goals for non-legislative reform are shown in Figure 6. Specific actions will include, but are not limited to:

- establishing a consistent set of DA requirements across NSW to improve application quality,
- removing regulatory barriers and clarifying submission, lodgement, assessment and information request processes to enable faster decisions,
- standardising and simplifying planning certificates to ensure land information is accurate and accessible, and
- introducing clear notification protocols for legislative changes affecting planning certificates.

Reforms will also target the environmental assessment framework for State Significant projects. Current Secretary's Environmental Assessment Requirements (SEARs) are often too broad or generic, leading to lengthy and unfocused Environmental Impact Statements (EIS) that increase costs and delays without improving environmental outcomes. Industry-specific SEARs can add unnecessary requirements, particularly for low-risk proposals, resulting in excessive documentation.

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Figure 6: Goals for non-legislative reform

To address these issues, reforms will focus on applying a more proportionate and risk-based approach, including:

- reforming the SEARs process to ensure scoping exercises are rigorous and requirements are targeted to key environmental risks,
- re-evaluating the need for industry-specific SEARs (ISEARs), with simpler requirements for low-risk proposals,

and removing ISEARs where they do not add value,

- amending SSD and SSI guidelines to reflect the reinvigorated scoping process, the principle of proportionality, and other relevant changes to the EP&A Act.

In addition, the system’s broader complexity – driven by hundreds of overlapping and often outdated planning

4. Our blueprint for reform

documents – will be addressed through a targeted review and rationalisation of circulars and guidance materials. Many circulars will be withdrawn or consolidated into concise, subject-specific practice notes, and obsolete documents will be removed from the Department’s website.

Together, these non-legislative reforms aim to create a more consistent, efficient, and user-friendly planning system that is responsive to contemporary development needs. They also ensure assessment processes remain proportionate to the scale and risk of each proposal.

Supporting cultural change

A modernised legislative framework and streamlined policies can only achieve their full impact if they are supported by meaningful cultural change across the planning system. Cultural change is fundamental to creating a system that is outcomes-focused, proportionate and risk-based, and responsive to the needs of a growing and evolving NSW.

For many years, complexity has grown not only through legislation and policy, but also through practice norms, inherited assumptions and long-standing interpretations of the EP&A Act. These patterns can influence how planners, agencies, industry and communities approach decision making, engagement

and assessment. Addressing this will require a deliberate shift in the way consent authorities and users of the system think, collaborate and solve problems.

To support this shift, the NSW Government is committed to a series of targeted actions that will promote cultural change across the planning system.

- Publish clear guidance to define expectations around proportionality, risk, and outcomes-based decision-making, ensuring consistent interpretation and application across consent authorities.
- Engage and communicate with all users of the planning system and work collaboratively to ensure the benefits of practice change are well understood.
- Deliver training programs to build capability and support planners, applicants, and stakeholders in applying the new framework and principles in practice.
- Strengthen accountability by monitoring trends in interpretation and practice, and regularly publishing updated, practical advice to guide decision-making and improve transparency.
- Establish stronger governance and oversight to make sure that new policies are justified against defined criteria, including the need to minimise cumulative complexity and burden on users, ensure alignment with existing instruments (to avoid duplication and

4. Our blueprint for reform

inconsistency) and deliver clear public value.

- Continue to evaluate and improve the Registered Environmental Assessment Practitioner (REAP) Scheme, and consider how REAPs can contribute to more proportionate and risk-based approaches to environmental impact assessment.
- Trial the use of AI and other digital tools for pre-screening, compliance checks and simple assessments, particularly for low-risk or routine applications.

Changing planning system culture and practice is a multi-year endeavour, that must begin with a change in the Department's own approach to administering the EP&A Act.

The Department has a critical leadership role to play in modelling the behaviour we want to see others adopt, but to be successful, all shoulders must press the wheel of change.

Cultural change is not a one-off initiative but an ongoing commitment to improving how the system operates and how decisions are made. This commitment is essential to delivering a planning culture that is more agile, consistent and focused on delivering high-quality outcomes.



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5

Roadmap



5. Roadmap

The EP&A Act reforms will start in stages and will be supported by amending regulations, planning instruments, and guidance materials to assist in the implementation and interpretation of the changes.

The first stage of the reforms under the first proclamation commenced on 15 December 2025 and includes:

- updated Objects of the EP&A Act.
- legislative recognition of the HDA and DCA.
- the ability for the Secretary to constitute joint local planning panels outside of Greater Sydney.
- changes to the matters for consideration when assessing a DA under section 4.15 and associated provisions.
- the increased ability for the Secretary to intervene in historical development consents.
- other minor amendments.

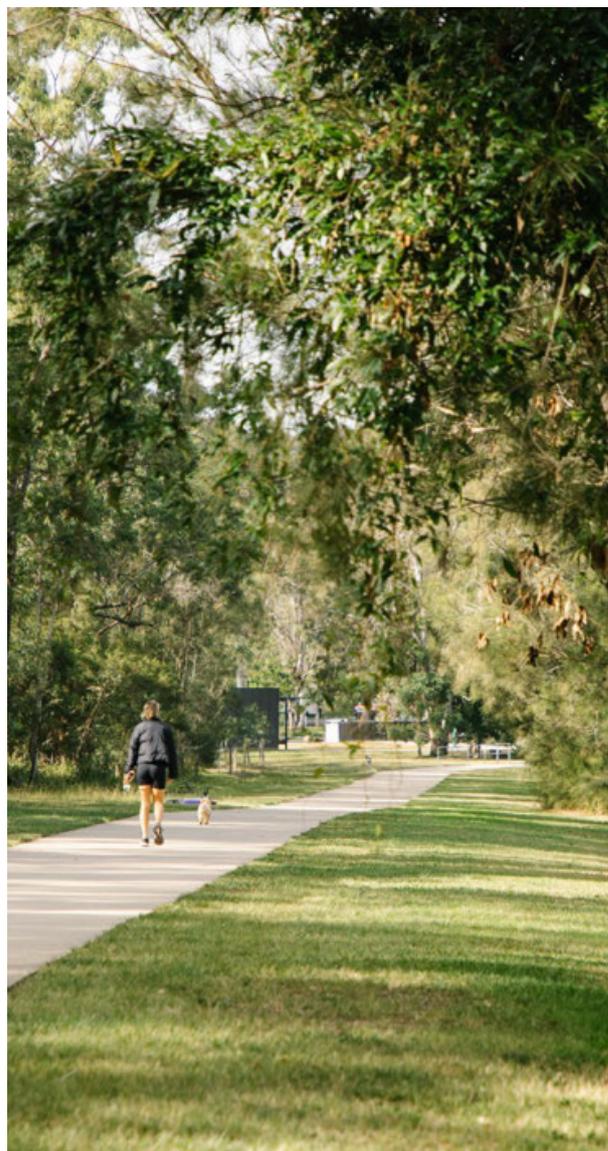
More information on the first proclamation can be found [here](#).

The Department will consult with stakeholders throughout 2026 to inform the development of the other key reforms, including the:

- consolidation and reduction of concurrence and referral provisions.
- Statewide Community Participation Plan.
- model and standard conditions of consent.

- variations to complying development standards.
- submission requirements for DAs.
- declaration of development as eligible for targeted assessment.

See Figure 7 below for a timeline of the reforms.



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5. Roadmap

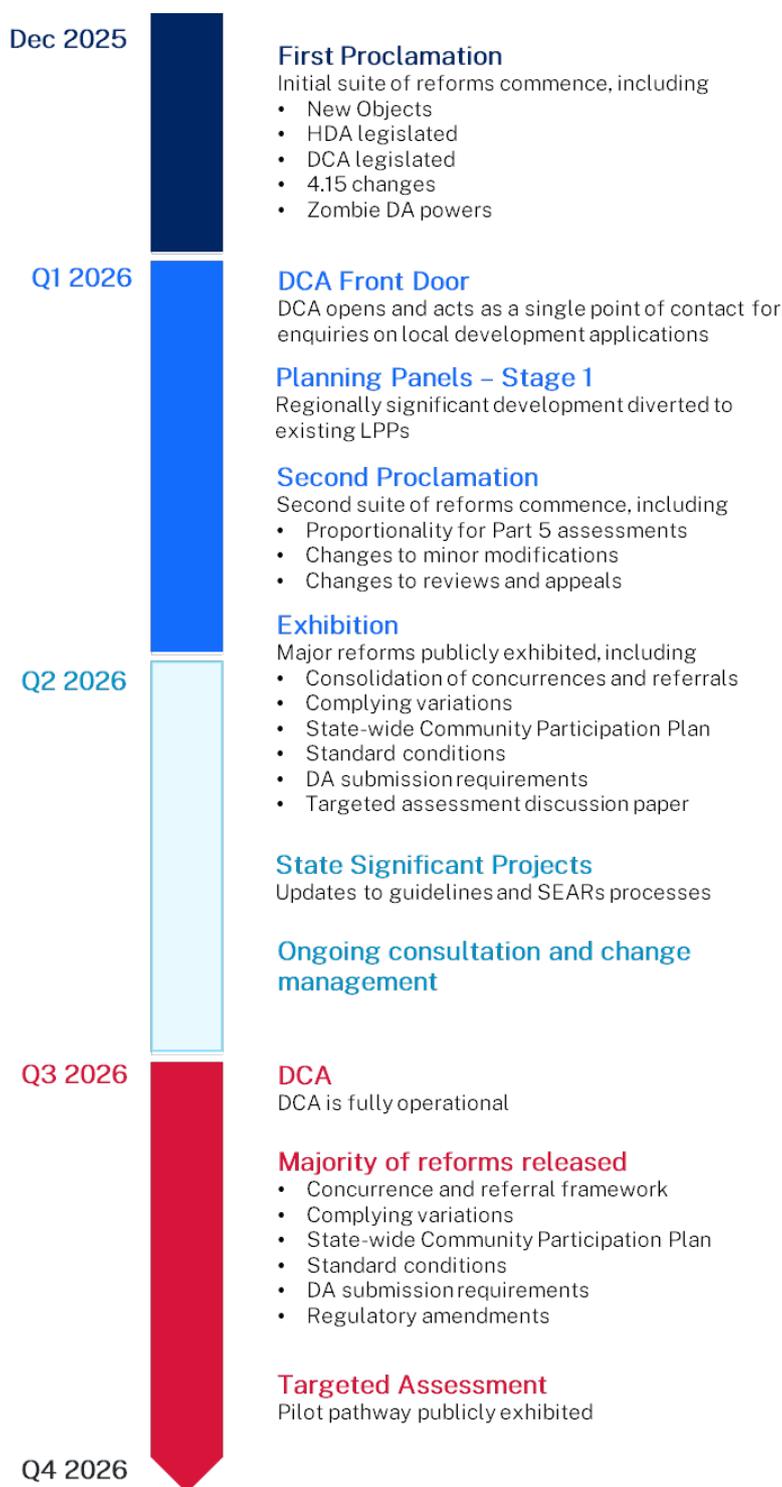


Figure 7: Timeframes for implementation

5. Roadmap

How to stay updated

To stay informed about the implementation of the EP&A Act reforms and related planning system updates:

- Subscribe to receive regular updates on the Department's [website](#).
- Engage with your professional networks and peak bodies, which will continue to be briefed throughout the implementation process.
- Email our team at planningsystemreform@dphi.nsw.gov.au with any questions you may have.



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4 GENERAL COMMITTEE RECOMMENDATIONS - MONDAY, 9 FEBRUARY 2026

File Number: D26/240

Author: Alan Dalton, Director - Corporate Services

The Committee refers the following recommendations to Council:

DIRECTOR-CORPORATE SERVICES REPORT

4.1 Policy Review - Public Interest Disclosures Policy

RECOMMENDATION

That consideration of the adoption of the Public Interest Disclosures Policy be deferred to give council staff time to review questions raised by Council.

4.2 Investments and Financial Report

RECOMMENDATION

That Council note the Investments and Financial Report for January 2026.

DIRECTOR-INFRASTRUCTURE & OPERATIONS REPORT

4.3 Strategic Infrastructure Requirements for Cowra Land Development and Growth

RECOMMENDATION

That the information provided on strategic level infrastructure requirements for Cowra be received and noted and used to inform the review of Developer Contribution Plans.

4.4 Request from Adjoining Landowner to Close and Purchase Council Road Reserve under the Roads Act 1993

RECOMMENDATION

That Council proceed with the process for the proposed road closure of the road reserve that runs southwest off Gleneriffe Road Wattamondara and adjoins the railway line Lot 7016 DP 1291031, including public notification of the proposal and referral to various agencies and landowners who adjoin the

road reserve.

DIRECTOR-ENVIRONMENTAL SERVICES REPORT

- 4.5 Development Application No. 10.2025.18.1, Lot 2 DP 603501, 7 Vaux Lane Cowra, change of use of a dwelling to community facility and addition of an activity room, lodged by Cowra Information & Neighbourhood Centre Inc. The property owner is Cowra Information & Neighbourhood Centre Inc.

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 Sections M.3.2 and M.3.5 of Part M of Council's Development Control Plan 2021 are sufficiently justified. The application was publicly notified, and one submission was received and has been satisfactorily addressed; and
2. That Council approves a variation to Sections M.3.2 and M.3.5 of Part M of Council's Development Control Plan 2021 for this development to allow a 4.465m driveway width and a 5.53m internal circulation width; and
3. That Development Application No. 10.2025.18.1, for the change of use of a dwelling to community facility and addition of an activity room on Lot 2 DP603501, 7 Vaux Lane 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
Existing Site Plan Job 158/24 Drawing A001	Vision Property Development Hub 15/8/2024	Received 22/8/2025 Stamped DA 10.2025.18.1(B)
Context Plan Job 158/24 Drawing A002	Vision Property Development Hub 13/2/2025	Received 22/8/2025 Stamped DA 10.2025.18.1(B)
Proposed Site Plan Stage 2 Job 158/24 Drawing A003C	Vision Property Development Hub 10/11/2025	Received 15/12/2025 Stamped DA 10.2025.18.1(C)

Demolition Plan Stage 2 Job 158/24 Drawing A004	Vision Property Development Hub 15/11/2024	Received 22/8/2025 Stamped DA 10.2025.18.1(B)
Existing Floor Plan Job 158/24 Drawing A101	Vision Property Development Hub 15/8/2024	Received 22/8/2025 Stamped DA 10.2025.18.1(B)
Stage 1 Demolition Plan Job 158/24 Drawing A102	Vision Property Development Hub 15/11/2024	Received 22/8/2025 Stamped DA 10.2025.18.1(B)
Proposed Stage 1 Floor Plan Job 158/24 Drawing A103	Vision Property Development Hub 15/11/2024	Received 22/8/2025 Stamped DA 10.2025.18.1(B)
Proposed Floor Plan Stage 2 Job 158/24 Drawing A104A	Vision Property Development Hub 27/11/2025	Received 22/8/2025 Stamped DA 10.2025.18.1(B)
Proposed Dimensioned Floor Plan Stage 2 Job 158/24 Drawing A105	Vision Property Development Hub 15/11/2025	Received 22/8/2025 Stamped DA 10.2025.18.1(B)
Proposed Elevations Stage 2 (North and South) Job 158/24 Drawing A201A	Vision Property Development Hub 27/11/2025	Received 22/8/2025 Stamped DA 10.2025.18.1(B)
Proposed Elevations Stage 2 (East and West) Job 158/24 Drawing A202A	Vision Property Development Hub 27/11/2025	Received 22/8/2025 Stamped DA 10.2025.18.1(B)
Statement of Environmental Effects Version 6	Vision Property Development Hub 27/01/2026	Received 03/02/2026 Stamped DA 10.2025.18.1(E)
Traffic Impact Statement Ref 25.181r01v06	Traffix 17 December 2025	Received 18/12/2025 Stamped DA 10.2025.18.1(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 4, Division 2 of the Environmental Planning and Assessment Regulation 2021 (see attached Advisory Note).
3. 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.
4. All traffic movements in and out of the development are to be in a forward direction
5. Provide on-site parking for a minimum of 12 car parking spaces in accordance with the submitted plans. Car parking and trafficable areas shall be designed and maintained in accordance with Cowra Council Development Control Plan 2021.
6. 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 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.
7. Parking for disabled persons is to be provided and signposted 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.
8. The primary entrances and pathways to the buildings 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.
9. Tactile surface indicators shall be provided through the car park and pedestrian areas/walkways to assist vision impaired persons to access the premises.
10. 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.

11. The approved hours of operation are:

- 9:00am to 4:00pm Monday to Friday
- Nil Saturday, Sunday, & Public Holidays

CONDITIONS TO BE COMPLIED WITH DURING DEMOLITION WORKS

12. Any 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.
13. Any 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. Any 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.
14. 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.
15. Any 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.
16. Demolition 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.
17. 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 development site prior to work commencing and shall be maintained for the term of the demolition 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 demolition site.
18. On the completion of any asbestos removal works, a Clearance Certificate is to be obtained in accordance with the *Work Health and Safety*

Regulations 2011 and provided to Council.

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

19. Prior to the issue of a Construction Certificate, the Applicant is to submit a detailed Landscape Plan for the approval of the Principal Certifier. The plan is to be prepared in accordance with Part N of Cowra Council Development Control Plan 2021.
20. Prior to the issue of a Construction Certificate, a Stormwater Management Plan shall be submitted to Council for approval. The plan is to demonstrate that adequate provision will be made for the estimated potential stormwater runoff from the development to the satisfaction of Council.
21. 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 Development¹	Levy Percentage	Total Contribution	Contribution Rate Remains Current Until
Section 94A Contribution²	\$466,737.46	1%	\$4,667.37	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				

22. 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.

CONDITIONS TO BE COMPLIED WITH PRIOR TO THE COMMENCEMENT OF WORKS

23. 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.

24. 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.
25. 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'.
26. 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.
27. The Council's sewer main alignment and depth shall be accurately located and the greater of the following clearance criteria must be achieved prior to commencement of works:
 - (i) A line taken at an angle of 45 degrees downwards from the lower edge of the proposed footing will not intersect Council's sewer main and its trench;
 - (ii) A minimum 1100mm between the building's footings and centre line of the sewer main;
 - (iii) The building and its footings are located outside any existing sewer easement.

If the above criteria cannot be achieved, the submission to, and approval by Council of designs prepared by a suitably qualified engineer for special footings adjacent to Council's sewer main is required prior to the commencement of works. Construction is to be supervised by an engineer and certified as being constructed in accordance with the approved design prior to issue of the final certificate or occupation of the dwelling, whichever is the earliest.

CONDITIONS TO BE COMPLIED WITH DURING CONSTRUCTION

28. 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.
29. 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.

30. 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.
31. 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.
32. 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.
33. All roofed and paved areas are to be properly drained in accordance with the Plumbing Code of Australia and discharged in accordance with the approved stormwater management plan.
34. 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.
35. 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

36. The Applicant must not commence occupation or use of the community facility until a **Whole or Partial Occupation Certificate** has been issued from the **Principal Certifier** appointed for the subject development.
37. Prior to the issue of a **Whole Occupation Certificate**, the Applicant shall construct an access crossing to the development site from **Vaux Lane** 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.
38. Prior to the issue of a **Whole Occupation Certificate**, all landscape works shall be completed in accordance with the approved plans.
39. Prior to the issue of any **Occupation Certificate** the Applicant shall ensure that all new vehicular parking areas, including the proposed staff car parking area are clearly defined and/or line-marked in accordance with **Cowra Infrastructure & Operations Engineering Standards and Australian Standard 2890.1-2004 - Off Street Parking Facilities**. A sign(s) that are conspicuous and legible from the proposed new access road, and from within the development site, shall be permanently displayed indicating the points of ingress and egress, to the proposed development. All costs associated with the identification and line marking of the car parking areas shall be borne by the Applicant and at no cost to Council.
40. 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

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**.

- 4.6 Development Application No. 10.2025.122.1, Lot 11 DP 1306817, 174 Willowvale Road Cowra, garage, lodged by D A Walters. The property owner is D A & B A Walters.

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 G.4.4.2 of Part G of Council's Development Control Plan 2021 is sufficiently justified, and the application was publicly notified and one submission was received; and
2. That Council approves a variation to Section G.4.4.2 of Part G of Council's Development Control Plan 2021 for this development to allow a maximum building height of 5.67 metres; and
3. That Development Application No. 10.2025.122.1, for the construction of a garage on Lot 11 DP 1306817, 174 Willowvale Road Cowra be 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 Sheet No. 1	M A Steel 04/12/2025	Received 8/12/2025 Stamped DA 10.2025.122.1
Site Plan Sheet No. 3	M A Steel 04/12/2025	Received 8/12/2025 Stamped DA 10.2025.122.1
Elevations Sheet 7 of 7	Fair Dinkum Build Young Job No. FDYO141144 5/12/2025	Received 10/12/2025 Stamped DA 10.2025.122.1(A)
Statement of Environmental Effects (Amended)	MA Steel	Received 10/12/2025 Stamped DA 10.2025.122.1(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.

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. **Building colours are to be the Colorbond colours as follows:**
 - Basalt roof, trims & doors
 - Southerly for the wall sheeting.

CONDITIONS TO BE COMPLIED WITH PRIOR TO THE COMMENCEMENT OF WORKS

4. **Prior to the issue of a Construction Certificate, a Landscaping Plan prepared in accordance with Part N of Cowra Council Development Control Plan 2021 shall be submitted to Council for approval. The aim of the plan is to assist to screen the development from the adjoining land uses to the east.**
5. **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.**
6. **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.**
7. **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'.**
8. **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

9. **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.**
10. **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.

11. 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.
12. 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.
13. 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.
14. 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.

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

15. Prior to the issue of a Whole Occupation Certificate, all landscape works shall be completed in accordance with the approved plans.
16. The Applicant must not commence occupation or use of the garage 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.
- 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

LATE REPORTS

4.7 Councillor Queries

RECOMMENDATION

That council note the responses provided to questions raised after the agenda was published.

5 GENERAL MANAGER

5.1 Delivery Program 2025-2026 to 2028-2029; Operational Plan 2025-2026; Six-Month Review to 31 December 2025

File Number: D26/187

Author: Paul Devery, General Manager

RECOMMENDATION

That Council note the Six-Month Review to 31 December 2025 of the Delivery Program 2025-2026 to 2028-2029; Operational Plan 2025-2026.

INTRODUCTION

The integrated Delivery Program 2025-2026 to 2028-2029 and the Operational Plan 2025-2026 is based on the Community Strategic Plan and outlines how Cowra Council will undertake to work towards meeting the goals of the community over the four-year term of elected members and on an annual basis.

The Delivery Program objectives were set at the beginning of the Council term and remained substantially unchanged over the four-year period. The Operational Plan actions show how from year to year Council will work towards the Delivery Program objective. The Operational Plan also includes Council's detailed annual budget and revenue policy including fees and charges.

The integrated planning and reporting provisions of the Local Government Act require a progress report on the Delivery Program be provided to the community each six months with a comprehensive final report to be published at the conclusion of each four-year term of office. This is the first review for the 2025-2026 Delivery Program.

BACKGROUND

I have detailed below some of the highlights from the period.

Health and Well-being

- Council continued liaising with Health Infrastructure in relation to the hospital redevelopment.
- Council staff participated in health checks with Capital Health Care, skin checks, audiometric testing and other well-being activities including use of the onsite counselling service.
- Continued successful companion animal re-homing program.
- Continued making improvements to the Cowra pound.
- Lobbied federal government for Medicare Urgent Care Clinic access.
- Cowra Youth Council conducted a program of spring "well-being" activities.
- Council carried out foodshop inspections in accordance with regulatory requirements.

Innovation and Education

- Council representative sits on Country Universities Centre board.
- Council provided work placement for a number of students during the review period.
- Council participated in Cowra High Try A Trade Day, hosted weeds education event and information stands at Cowra Show.

- Lobbied NSW Government to maintain resourcing at Cowra Agricultural Research Station.
- Met with schools to discuss their programs and identify any advocacy opportunities.
- Advocated for continued funding of Dolly Parton Imagination Library.

Liveability

- Hosted World Peace Day events in September.
- Council participated in the commemoration of the Cowra POW Breakout.
- Continued offering of high-quality exhibitions held at the Cowra Regional Art Gallery.
- Continued to maintain parks, gardens and reserves to high standard.
- Continued to deliver a range of diverse events at the Cowra Civic Centre including inaugural BellBeats Festival.
- Engaged contractor for aquatic centre redevelopment.
- Conducted Sport & Recreation networking event.
- Regular Youth Council meetings held with participation in numerous community events including NAIDOC Week, International Day of Peace, Mental Health month and the Christmas Street Festival.
- Council approved a range of donations to community groups to support their activities during the review period.

Community Leadership and Engagement

- Active participation by councillors and staff in a range of events, policy making forums and professional development opportunities offered by the Joint Organisation, LGNSW, ALGA, Country Mayors and other bodies and forums.
- 2024/2025 Annual Financial statements showed Council to be in a stable financial position.
- Regular communications issued over a range of platforms advising of Council projects, events and policy decisions.
- Reviewed Development Control Plan and adopted a version for public exhibition in early 2026.
- Conducted grant writing workshops in November.
- 2024/2025 Annual Report adopted.
- Supported Breakout commemorations in August.
- Adopted:
 - 6 month review of Delivery program to June 30, 2025
 - QBRS to June 30, 2025
 - Donations Policy
 - Drinking Water Management System Annual Report 2024/2025
 - Policy - Payment of Expenses and the Provision of Facilities to the Mayor and Councillors
 - Street Awnings and Balconies Safety Policy
 - Updated Code of Meeting Practice
- Reviewed delegations.
- Council continued to apply for grants for projects contained within the strategic planning framework.
- Cowra Community Grants Scheme provided funding to 17 worthwhile community projects totalling approximately \$19,000.

Business and Industry

- Continued to maintain and operate the Cowra saleyards and actively promote its use by local growers.
- Council provided significant support to Cowra Tourism in the delivery of the 2025 Cowra Christmas Festival with a focus on encouraging the community to shop locally.
- Ongoing funding provided to Cowra Tourism.
- Adopted draft DCP for public exhibition.
- Endorsed a new MOU with Cowra Business Chamber.
- Facilitated NBN event during Small Business Month.
- Agreed to waive footpath trading fee permit for business applying before end of June 2026.

Transport and Infrastructure

- Council continues to advocate for the medium-long term construction of a second bridge crossing of the Lachlan River. This was the key component of Council's submission to the NSW Government's regional transport plan.
- Continued delivery of funded Roads to Recovery projects.
- Continued planning for West Cowra sewer project.
- Completed electric works to finalise Billimari bore-field connection.
- Continued development of Integrated Water Cycle Management plan to guide strategic planning for the water supply network.
- Low level bridge rehabilitation completed.

Environmental Sustainability and Stewardship

- Council continues to be a regional delivery point for material collected under the NSW Container Deposit Scheme.
- Participated in National Recycling Week.
- Conducted successful annual Recycled Art for Cowra Awards (RAFCA) event.
- Successfully applied for funding to investigate FOGO implementation in conjunction with Hilltops and Wedin Councils.
- Continued planning for West Cowra stormwater works.

Reconciliation and Inclusion

- Supported and promoted NAIDOC Week activities.
- Adopted an updated Disability inclusion Action Plan.
- Adopted an updated Access Incentive Scheme with increased funding available.
- Hosted Welcome to Cowra event.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

- I. Delivery Program 2025-2026 to 2028-2029 and Operational Plan 2025-2026 Six Month Review to 31 December 2025 [↓](#)



DELIVERY PROGRAM 2025-2026 to 2028-2029
OPERATIONAL PLAN 2025-2026
Six-Month Review to 31 December 2025

Executive Summary

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Paul Devery
General Manager
February 2026

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	Six-Month Review to 31 December 2025
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	The hospital commenced operations in early December. Council has been and will continue to liaise with Health Infrastructure during the demolition of the old hospital and to manage traffic and pedestrian movement during this interim stage.
		H1.1.b	Council represented on the Cowra Health Council.	Council representative attends meetings and provides reporting back to Council as required.	General Manager	Cr Smith continues to represent Council on the Cowra Health Council.
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	No action during the review period.
		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	Council as part of the Joint Organisation sponsors medical students attending the CSU Medical School.
		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	No action during the review period.

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	Six-Month Review to 31 December 2025
		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	Participated in survey of rural and regional councils undertaken by Country Mayors Association and Rural Doctors Network. Expecting to receive results in the first few months of 2026 detailing the range of initiatives employed across the state.
H3. Provide facilities, infrastructure and programs for health and well-being needs, including disability, mental health and family support services.	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	The rental subsidy is routinely provided as rent arises.
		H3.1.b	Advocate for ongoing funding for Tresillian, Gidget House and other service providers as required.	Advocacy undertaken with government.	General Manager	No action during the review period.
	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	A letter from the Mayor has been sent to the Federal Health Minister seeking either a clinic to be established in Cowra or assistance for the community in accessing the clinic opened in Bathurst during the review period.

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	Six-Month Review to 31 December 2025
	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	CYC hosted a program of Spring Holiday 'Wellbeing Workshops' for young people for Mental Health Month in October. Activities included Pilates, Gym sessions, Morongia Show, a Movie Night, crochet, sewing and nutrition & cooking workshops.
	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	Council continues to work with the local veterinary clinics to provide reduced cost desexing. Council rangers work with rescue associations to cover costs of vaccinations and Council rangers undertake microchipping of companion animals at no charge.
			H3.4.b	Maintain, develop and promote leash-free areas.	Maintenance and promotion undertaken.	Director – Environmental Services

Health & Well-Being (Strategic Theme 1)						
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Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six-Month Review to 31 December 2025
						stands. Eg, Cowra Show. Leash free areas are maintained and "meet and greet" sessions for the adoption of dogs from the pound are undertaken at the leash free areas to assist in the promoted use of these areas.
		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	Council has effective and long-standing arrangements with rescue associations to assist with the rehoming of impounded companion animals both within the state and across the country.
	H3.5 Undertake improvements to and operate the Cowra pound facility.	H3.5.a	Undertake the following works: <ul style="list-style-type: none"> • Removal of trees in the yard area. • New chainlink exercise yard fencing. • New entry and driveway to pound. • Concreting to exercise area and dog runs and cattery extension. 	Works completed within budget.	Director – Environmental Services	Trees removed, chainlink fencing to be installed, concreting has been completed, cattery works have commenced and new sump installed. All works to be completed by the end of February 2026.

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	Six-Month Review to 31 December 2025
			<ul style="list-style-type: none"> • 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 			
	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	Annual skin clinics for staff conducted. Annual Capital Health checks delivered. Staff encouraged to utilise the Health & Well-being leave.
	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	Council's workers compensation claims continue to be low. Signed up to implement Statecover's BeSafe system for incident notification and investigation.

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	Six-Month Review to 31 December 2025
				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	The food inspection program continued with all required inspections undertaken, in accordance with the NSW Food Authority requirements.
	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	Promotion of inspection program to be undertaken in the first half of 2026, prior to inspections being undertaken
	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	No action during this period.
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	The Mayor and Councillors attended a site visit of Weigelli. The Mayor in company with Member for

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	Six-Month Review to 31 December 2025
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	Cootamundra Steph Cooke MP met with the Cowra LALC in December 2025. Community Development Officers have initiated planning and preparations for 2026 Seniors Week. First meeting attended by representatives from 10 community organisations. Draft program prepared for events to be held from 2-15 March 2026. NSW Seniors Festival Grant Application was unsuccessful.
		H5.1.b	Support organisations and activities that promote an active retirement.	Support provided within available resources.	Director – Corporate Services	Promotional Strategy to be developed for 2026 Seniors Week.
	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	Mayor has written to aged care providers asking them if there are issues they have that council might be able to assist with and seeking meetings with them to discuss.

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	Six-Month Review to 31 December 2025
11. 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	Council is represented by Cr Cheryl Speechley on the CUC Cowra Region Board.
	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	Support given to try a trade day, CINC services day and the Cowra Show in 2025, by holding information stalls for the public.
12. 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	Will be considered as part of an ongoing effort to develop a Reconciliation Action Plan.
		I2.1.b	Consider options to support First Nations employment with Council.	Options considered and where feasible implemented.	General Manager	Informal discussions have been had with current employees. USU has appointed an Aboriginal and Torres Strait Islander Engagement Officer and staff have made contact to meet with him.

Innovation and Education (Strategic Theme 2)						
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Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six-Month Review to 31 December 2025
		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	No action during the review period.
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	No action during the review period.
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	Council passed a motion expressing alarm at potential staff reductions at the Research Station and wrote letters to the NSW Premier and the NSW Minister for Agriculture.
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	Letters were sent to all schools and follow-up meetings held with Cowra High School and St Raphael's School. Both provided overviews of their activities with minimal assistance sought from council.

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		I5.1.b	Advocate for NSW Government funding of Dolly Parton Imagination Library beyond 2025/2026.	Advocacy undertaken.	General Manager	Mayor has written to the NSW Government seeking continuation of funding for the Dolly Parton Imagination Library.

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	Six-Month Review to 31 December 2025
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	Plan to distribute and promote cycling map via Cowra Tourism, and identify other channels for a proactive campaign/distribution in the coming 6 months.
		L1.1.b	Consider appropriate locations for signage directing residents and visitors to shared footpath and cycling routes.	Signs erected.	Director - Infrastructure & Operations	Concept designs prepared for Peace Precinct area. Sign designs being prepared and estimates for including in 2026/2027 budget.
		L1.1.c	Promote use of Council's parks, gardens and playgrounds.	Promotion undertaken.	General Manager	Playgrounds all listed on map on council's website – this has then been promoted through social media and e-newsletter.
	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	Draft Playground Asset Management Plan in progress.
		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	Draft Playground Useful Lives and Unit Rates used for Asset Management and draft renewal plan.

Liveability and Housing (Strategic Theme 3)							
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Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six-Month Review to 31 December 2025	
		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	Shade audit not yet commenced. Shade sail at Lynne Sawyer Park replaced.	
		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	Native title assessment required but not yet commenced.	
		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	No action during the review period.
			L1.3.b	Promote National Families Week.	Promotion undertaken.	General Manager	No action during the review period.
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	Letters sent to childcare providers and follow-up to be arranged.	
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	Cowra Youth Council (CYC) leadership development ongoing through mentoring and	

Liveability and Housing (Strategic Theme 3)						
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						support in planning and delivering events. CYC representatives visited Cowra Public School in Sept to speak to Stage 2 students about their roles. CYC hosted the Cowra Youth Peace Forum for the International Day of Peace in partnership with the World Peace Bell Association (Sept).
	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	No action taken during the review period.
	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	CYC continues to meet monthly, organise and take part in community events and maintain a positive profile in the community. Event highlights for this period include: - participating in the NAIDOC Week march and Family Fun Day - attending the Peace Bell Ceremony and wreath-laying ceremonies for the Cowra Breakout (Aug)

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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	Six-Month Review to 31 December 2025
						<ul style="list-style-type: none"> - volunteering at Sakura Matsuri Festival (Sept) - Hosting the Cowra Youth Peace Forum in partnership with the World Peace Bell Association (Sept) - hosting an extensive program of events for Mental Health Month (Oct) - hosting a stand at the Cowra spring Show to raise money for Cowra Community Chest (Oct) - participating in the Cowra Xmas Festival (Dec) - Hosting a stall at CINC's special event for the International Day of People with Disability (Dec). <p>The annual CYC Mayoral Reception was held in December 2025 members receiving certificates acknowledging their achievements.</p>
		L3.3.b	Continue Youth Week activities.	Events conducted with good participation.	Director – Corporate Services	NSW Youth Week 2025 will take place from 16 to 26 April 2026. Preliminary discussions underway on ideas for activities. Youth

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	Six-Month Review to 31 December 2025
						Week grant application to be submitted when the grant program opens.
	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	Investigation undertaken and included specifically in project brief.
2. Prepare, implement and maintain a strategic planning framework that responds to community needs including enabling appropriate housing development.	L4.1 Regularly review planning controls.	L4.1.a	Monitor changes in planning legislation and provide appropriate advice to Council.	Reports provided to Council as required.	Director – Environmental Services	Significant reforms have been introduced to the state planning system. These changes will be provided to Council once clear direction is provided from the Department of Planning.
		L4.1.b	Review and update Development Control Plan as required.	Plan updated and adopted.	Director – Environmental Services	Development Control Plan has been reviewed and workshops undertaken with Councillors. Community Consultation to commence in early 2026.
		L4.1.c	Undertake a comprehensive review of Council's Local Strategic Planning Statement.	Plan reviewed, updated and adopted.	Director – Environmental Services	The review of the LSPS has been on hold as part of the review and release of State Planning Reforms.

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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	Six-Month Review to 31 December 2025
	L4.2 Undertake regular reviews and report on the directions of the Cowra Housing Strategy.	L4.2.a	<p>Support the local development sector by identifying and implementing improvements to planning processes and engagement processes;</p> <p>Work with developers through a master planning process for greenfield areas to provide a greater mix of lots, housing types and sizes;</p> <p>Support seniors housing developments in appropriate locations in proximity to services and facilities;</p> <p>Work with the NSW Government for Cowra LGA to be included in the Welcome Experience as a strategy to assist essential workers to relocate and settle in the region;</p> <p>Support housing projects that attract working-age people and their families to stay and/or relocate to Cowra; and</p> <p>Support housing projects which are consistent with the vision and strategic objectives of the NSW</p>	<p>Support provided as required.</p> <p>Activities undertaken to advance strategy actions.</p>	Director – Environmental Services	<p>Collaborating with The Welcome Experience liaison at Skillset. They have been instrumental in settling a number of essential workers in Cowra. Efforts are ongoing and opportunities to broaden and develop the scope of this initiative (to other/professional job vacancies in the region) are currently being investigated.</p> <p>The review of Council's DCP forms part of improvements to Council's planning processes. The release of NSW Planning Reforms is expected to provide further improvements to the planning process, together with revised community Consultation processes.</p> <p>Council staff continue to work with developers to assist in the lodgement of applications for housing projects in accordance with</p>

Liveability and Housing (Strategic Theme 3)						
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Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six-Month Review to 31 December 2025
			Aboriginal Land Council Strategy on Aboriginal Housing.			the adopted Housing Strategy.
	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	Council's Planners are available during business hours to respond to any community questions. Council's Planners undertake pre-lodgement meetings with developers and members of the public on a weekly basis. Council's Planning Concierge service continues.
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	Tender report presented to council in October 2025. Endeavour Pools and Spas awarded contract.
	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	Sam Crawford Architects engaged. Final revision underway.

Liveability and Housing (Strategic Theme 3)						
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Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six-Month Review to 31 December 2025
		L5.2.b	Seek grant funding for sportsfield masterplan projects.	Grant applications submitted to appropriate grant funding programs.	Director – Infrastructure & Operations	No suitable grant funding options identified to date in 2025/26 financial year. Assisted Cowra Netball with grant applications. Currently delivering Play Our Way grant.
		L5.3	Support and promote sporting and recreation groups across the Shire.	Meetings held and regular reports provided to Council.	Director – Corporate Services	Three committee meetings held. AGM also held in November.
	L5.3.b	Conduct annual Sport & Recreation Network event.	Event conducted with good participation.	Director – Corporate Services	Cowra Sport & Recreation Network event held on Saturday 11 October at Club Cowra. Guest speakers included Department of Defence Sports and Exercise Physiotherapist, Nyrie Akin, NSWRL Community Rugby League Manager, Peter Clarke and a local Young Achievers Panel featuring Ky Garratt, Alex McFarland and Mackenzie Crook.	
	L5.3.c	Within resources, conduct activities in partnership with clubs and other providers to increase	Biannual Cowra Families Into Sport days held.	Director – Corporate Services	Council presented draft versions of the draft Precinct Masterplans for	

Liveability and Housing (Strategic Theme 3)						
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Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six-Month Review to 31 December 2025
			participation in sport and recreation.			West Cowra Recreation Ground (WCRG), Edgell Park and Mulyan Oval to the Committee for feedback. Committee members took plans to their Club Committees for feedback and responses returned to Council.
	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	No suitable grant funding options identified to date in 2025/26 financial year.
	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	No suitable grant funding options identified to date in 2025/2026 financial year.
		L5.5.b	Commence review of the bridge pylon murals.	Review and consultation undertaken with progress reported to Council.	Director – Corporate Services	No action during the review period.
	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	Completed a program of playground softfall improvements. Currently improving Rose Garden precinct.

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	Six-Month Review to 31 December 2025
		L5.6.b	Review plantings in CBD and preferred tree species for parks and streets.	Review undertaken.	Director – Infrastructure & Operations	Alternate Kendal/Macquarie Street garden bed design completed planting in November 2025. Macquarie Street planting designs being implemented.
	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	Sportsfields and amenities maintained to a high standard. Installed one array of LED lights at Geoff Day Oval as a trial.
		L5.7.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	Annual funding provided to the Showground Trust.
	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	

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	Six-Month Review to 31 December 2025
		L5.8.b	Maintain and operate the Cowra Caravan Park to its current high standard.	Park maintained and positive feedback received.	Director Infrastructure & Operations	Caravan Park continues to be maintained to a high standard. Contract extended to June 2028.
	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	Crown Reserve Improvement Fund grant application submitted for the replacement of the existing amenities facility in Olympic Park. Grant value \$610,100 submitted 5 December 2025.
	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	Continuous promotion of Cowra Regional Art Gallery exhibitions and events through council platforms. Draft exhibition program prepared for the period to 19 December 2027, with some development for 2028 and early 2029. Exhibitions and programming advertised through CRAG brochure, social media, website, industry listings and advertisements.

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	Six-Month Review to 31 December 2025
		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	Art Gallery Director works closely with Council's Grants Officer to identify suitable funding opportunities as they become available. Whole-of-project design is completed, including a menu of staged delivery options to enable smaller grants to be pursued over time. Following discussion at Council's Information Meeting, a complementary analysis of likely recurrent operating costs implications of an expanded gallery, is now required.
		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	No action during the review period.
	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	No suitable grant funding options identified to date in 2025/26 financial year.

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	Six-Month Review to 31 December 2025
	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	Continuous promotion of Cowra Civic Centre events, movies and shows through council platforms. Cowra Civic Centre delivered 103 events from October to December 2025, attracting 3,460 attendees across films, annual community events, external events, and venue presentations. Separately, the inaugural Bell Beats Music and Arts Festival on Darling Street drew over 1,500 attendees and featured strong participation from local businesses, retailers, artists, and performers.
	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	A total of \$17,725 in concessional fees, as per the revenue policy, were provided for 6 separate local commercial and non-for-profit organisations from October - December 2025 for events.

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	Six-Month Review to 31 December 2025
	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	Continuous promotion of Cowra Library events, holiday programs and updates through council platforms. <ul style="list-style-type: none"> • Outreach: attended four community events to promote the library service • Early Literacy programs: developed & delivered three weekly sessions during each term • Makerspace: facilitated weekly activities during Term 3 • Author events: hosted five author visits • Collections: maintained vibrant collections through consistent de-selection & purchasing of new stock • Local priorities grant: expended funds to purchase selected technologies

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	Six-Month Review to 31 December 2025
	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	Promotion of the sculpture park continues as part of promotional activities for Cowra Regional Art Gallery. Terms of reference are under development to update the Cowra Public Art Policy which will include Cowra Sculpture Park Collection Strategy that comprises a management, acquisitions and a curatorial framework.
	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	Staff have reached out to Reflections seeking detail on an improvement plan for the park. No response to date.
	L5.17 Update and adopt a new Cultural Plan.	L5.17.a	Consultation undertaken to develop new Cultural Plan.	Plan adopted.	Director – Corporate Services	No action during the review period.
	L5.18 Develop our villages.	L5.18.a	Review Village Action Plan.	Consultation undertaken and revised plan adopted by Council.	Director – Environmental Services	Review of the Village Action Plan is being undertaken. Consultation with villages will commence in February 2026 to identify new projects and community requirements.

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	Six-Month Review to 31 December 2025
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	Councillors and staff participate in a range of forums, including those listed, to develop relationships, inform council decision-making and processes and advocate for council's positions.
	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	Meetings of committees held regularly and minutes and recommendations submitted to council.
	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	Support such as administrative and advisory provided as resources allow.
		C1.3.b	Provide councillor delegates to Council Section 355 committees.	Regular attendance by councillor representatives.	General Manager	Councillors are represented on all s355 committees and regularly attend to provide oversight, input and advocate for the committees within the council chamber.

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	Six-Month Review to 31 December 2025
	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	Details of councillor professional development plans collated and links provided to councillors for all items within their individual plan.
	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	Grant writing workshop presented at Club Cowra 12 November 2025. 21 attendees from a variety of community and sporting organisations.
	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	Councillor village representatives meet with villages. Review of Village Action Plan will provide another vehicle for consultation and engagement with each village community.
	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	2024/2025 Annual Financial statements completed and presented to council by Auditor General representative in November 2025. 2024/2025 Annual Report adopted by council in November 2025. Quarterly budget review for 1 st quarter 2025/2026

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	Six-Month Review to 31 December 2025
						adopted by Council in November 2025. Six-month Delivery Program review to 30 June 2025 adopted by council in August 2025.
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	Regular information issued and increased followers and interaction is evident via social media channels. Monthly E-newsletters have been well supported.
		C2.1.b	Conduct biennial community satisfaction survey.	Survey conducted.	General Manager	Proposals received – to be undertaken in the next 6 months.
	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	A review of Council's Complaints Management Procedure and Guarantee of Service has commenced.
		C2.2.b	Seek to find methods to reduce unnecessary delays in timeliness of governance decision making.	Investigation/review undertaken.	General Manager	No action during the review period.

Community Leadership and Engagement (Strategic Theme 4)						
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Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six-Month Review to 31 December 2025
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	Councillors and staff meet with relevant agencies on a regular basis to further council's strategic objectives eg TfNSW, Regional Planning Director, WaterNSW in relation to releases from Wyangala Dam.
		C3.1.b	Advocate for a 24-hour police station in Cowra.	Write to relevant members of parliament.	General Manager	The Mayor has written to the NSW Police Minister seeking support for the establishment of a 24-hour police presence in Cowra.
	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	The Mayor has, through the Joint Organisation and individually, met with MPs to advocate for council's needs and priorities eg second bridge crossing, Ag Research Station.
	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.	Liaison with other councils occurs via a number of forum including the Joint Organisation, LGNSW events, Country Mayors Association. The Joint Organisation is the primary vehicle for collaboration, particularly at an

Community Leadership and Engagement (Strategic Theme 4)						
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Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six-Month Review to 31 December 2025
						operational level eg cyber security, water alliance.
	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	No initiatives requiring support were identified.
		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	Council remains available and prepared to support initiatives to prevent and discourage domestic and family violence in our community.
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	Applications totalling approximately \$1.8million submitted during the review period.
	C4.2 Undertake asset management planning to ensure that Council's infrastructure is maintained and reviewed to meet Council's adopted levels of service.	C4.2.a	Update Asset Management Plans for all asset classes annually and review Strategic Asset Management Plan.	Updated Strategic Asset Management Plan adopted.	Director – Infrastructure and Operations	Asset Management Strategy and Overarching Plan in progress.
		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	Review of 10-year replacement programs to progress.
C5. Build understanding and communication of Cowra Shire's rich history, vibrant future and leadership in international;	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	Planning underway, communication channels are being used. More promotion to be undertaken closer to the date.

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	Six-Month Review to 31 December 2025
understanding and cultural diversity.		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	Not yet commenced.
	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	Preparations for 2026 Australia Day celebrations are well-advanced. School Literary Competition and Cowra Awards program finalised. Community partnerships and program of events confirmed. Australia Day Ambassador is My Gary Dawson OAM.
	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	Council collaborates with the Cowra Family History Group as a contributor to the 2026 Cowra Seniors Festival Organising Committee.
	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	Support was provided to the event.
	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	Funding provided to assist with Sakura Matsuri Festival. Council continues to provide free raw water to the Garden at an estimated

Community Leadership and Engagement (Strategic Theme 4)						
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Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	Six-Month Review to 31 December 2025
						cost of approximately \$120,000 per year.
		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	Mayor continues to represent council on the Board.
		C5.5.c	Support Cowra-Joetsu City reciprocal relationship.	Support provided as required.	General Manager	Plans are in early stages for a Joetsu employee to visit Cowra in 2027 to continue the staff exchange program.
	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	The World Peace Bell Association continues to hold ceremonies at key events in Cowra Civic Square. These included a ceremony for the 81 st Breakout Anniversary Commemorations in August; a special tour and bell ringing for a delegation from the Japanese Electric Company Union Group in October; and a ceremony for the Australia Indonesia Association's 80th Anniversary celebrations and the Indonesian Festival of Unity in Diversity in Cowra in November.

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	Six-Month Review to 31 December 2025
		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	<p>The 2025 Cowra Youth Peace Forum was held on 18th September 2025 at the Cowra Civic Centre. Over 100 students and teachers attended. The day included workshops with UN Youth NSW, an inspiring keynote from guest speaker Ruby Riethmuller, Founder & CEO of Womn-Kind and a special student skit activity based on the United Nations 10 Actions for a Peaceful World.</p> <p>The Peace Bell Association coordinated the biennial Cowra Youth Peace Awards, recognising young people in the Cowra Shire who have demonstrated strong community leadership and embody the ideals of peace through their actions and relationships with others. Six nominations were received and the award presented to Laura Price.</p>
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.	Requests are processed in accordance with Policy and submitted to Council as received	Director – Corporate Services	Council has provided \$13,832 in response to community donation

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	Six-Month Review to 31 December 2025
			Promote the Policy with relevant community organisations.			requests, with a further \$25,000 allocated in the Budget for identified community organisations.
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	No action during the review period.
		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	2026 Australia Day Awards have been conducted. Nominations were open from 16 Oct to 24 Nov 2025. 13 nominations were received across four categories. A panel of community representatives have met to judge the nominations. Awards will be presented at the Australia Day Service on 26 Jan 2026. Cowra Youth Council were nominated for the Volunteer Team Award at the Central West Volunteer of the Year Awards in Orange. CDOs and CYC representatives attended the Ceremony on 24 September 2025.

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	Six-Month Review to 31 December 2025
		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	Council continues to provide the online Community Groups Register, which is prominently linked on Council's homepage. 18 community organisations are currently registered.
	C7.2 Continue to support the community through provision of Community Strategic Plan funding.	C7.2.a	Provide funding for projects that meet Community Strategic Plan objectives through the Community Grants Scheme.	Funding delivered and projects implemented.	General Manager	Cowra Community Grants 2025/26 Round 1 successfully completed. 19 applications received. 17 applications approved totalling \$19,087.02. Presentation ceremony for successful applicants held 30-10-2025.

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	Six-Month Review to 31 December 2025
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	Land-use planning – Adopted draft Development Control Plan for public exhibition. Childcare – Approved development application for new community childcare centre. CBD – Commencing implementation of CBD plan strategies. Using SpendMapp to inform the Cowra CBD Committee via monthly, quarterly and six-monthly (most recent) reporting on the current health of Cowra Business and Industry.
		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	No action during the review period.
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	Council has supported the reformation of the CBC. A new MOU has been endorsed by

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	Six-Month Review to 31 December 2025
						Council and the chamber. The MOU is for the 2026 year and includes council contributing \$15,000 towards the chamber engaging a part-time administrative officer.
	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	Facilitated an NBN Networking Forum hosted by Data Voice in support of NSW Small Business Month at Club Cowra.
		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	Collaborating with the CBC and NSW Business Chamber to progress this opportunity in the first half of 2026.
		B2.2.c	Promote the Service NSW Business Concierge service.	Service reviewed and promoted.	General Manager	Staff have met with Cowra-based Business Concierge at Service NSW. Aiming to have them present at a CBD networking event and seek to promote their presence more widely.

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	Six-Month Review to 31 December 2025
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	Pursuing opportunity to install some solar-powered LED lighting to some of the larger trees on Kendal Street as a trial.
		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	Council’s Services and Works teams have established a workgroup to investigate efficient and effective paver cleaning. New path-sweeper working well.
		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	Initial scoping and feasibility of the project has commenced with NBN providing input.
		B3.1.d	Investigate the fixing of or placement of a town clock.	Investigation undertaken and reported to council.	General Manager	The existing Clock above Bloom Flower Studio has been fixed by Council and is operational displaying the correct time.
		B3.1.e	Review signage across the CBD area.	Review undertaken and reported to council.	Director – Infrastructure and Operations	Not yet commenced.
		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	Not yet commenced.

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	Six-Month Review to 31 December 2025
		B3.1.g	Review operation of Squire Park facility/amenities.	Operation reviewed and recommendations reported to council.	Director – Infrastructure and Operations	Disabled toilet is open for use. Planned refurbishment to include change table.
		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	Footpath Trading Policy reviewed. Council approved waiving fees for businesses up until 30 June 2026.
		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	Audit commenced in late 2025. As part of the review a Mobility Map is being compiled.
	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	No action during the review period.
	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	Co-sharing of social media posts was undertaken in 2025. Save the dates was promoted across other platforms.
		B3.3.b	Continue to provide prizes for the Cowra Ca\$h card competition and Christmas lights competition.	Support provided.	General Manager	Funding provided for both initiatives.

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	Six-Month Review to 31 December 2025
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	No action during the review period. Council continues to actively procure local products and services. All tender opportunities are posted to Council's website.
	B4.2 Promote procurement opportunities locally.	B4.2.a	Promote procurement opportunities to local businesses.	Promotion undertaken.	General Manager	No action during the review period.
		B4.2.b	Collaborate with Cowra Business Chamber and Cowra Tourism Corporation to promote procurement opportunities to their members.	Promotion undertaken.	General Manager	No action during the review period.
		B4.2.c	Promote NSW Government "Local procurement toolkit".	Promotion undertaken.	General Manager	No action during the review period.
	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	No action during the review period.
		B4.3.b	Undertake consultation with local businesses to understand barriers in doing business with council.	Consultation undertaken.	General Manager	No action during the review period.
		B4.3.c	Hold regular information sessions on tendering and procurement with local business.	Session held.	General Manager	No action during the review period.

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	Six-Month Review to 31 December 2025
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	A free forum and workshop in collaboration with NBN, Data Voice, the Regional Tech Hub and CBC was held in October 2025 at Club Cowra.
	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	NBN Fibre to the Premises installations are nearing completion in Cowra Township. Council continues advocacy in this space.
		B5.2.b	Work with village communities and advocate for improved connectivity.	Liaison and advocacy undertaken.	General Manager	Ongoing advocacy in this space has led to improved infrastructure and connectivity for both Woodstock and Gooloogong to date.
		B5.2.c	Lobby mobile phone providers to extend coverage in the Shire.	Advocacy undertaken.	General Manager	No action during the review period.
B6 Identify and develop profitable and sustainable	B6.1 Review and monitor the Memorandum of	B6.1.a	Ensure Council and Cowra Tourism Corporation meet	Obligations met.	General Manager	Council endorsed and signed a new

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	Six-Month Review to 31 December 2025
tourism opportunities for Cowra Shire.	Understanding (MOU) between Council and the Cowra Tourism Corporation (CTC).		obligations of the MOU between the parties.			Memorandum of Understanding in July 2025.
	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	Funding provided.
	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	Councillors Watt and Speechley represent council on the Board.
	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	Council staff have been liaising with relevant village groups to assist with such proposals. Eg Woodstock Showground Trust.

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	Six-Month Review to 31 December 2025
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	Included in council's submission to the NSW Government's Strategic Regional Integrated Transport Plan process. Mayor has also advocated to local members and NSW Minister for Regional Roads.
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	Included in council's submission to the NSW Government's Strategic Regional Integrated Transport Plan process. Mayor has also advocated to local members and NSW Minister for Regional Roads.
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	Included in council's submission to the NSW Government's Strategic Regional Integrated Transport Plan process. Mayor has also advocated to local members and NSW Minister for Regional Roads.

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	Six-Month Review to 31 December 2025
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	Included in council's submission to the NSW Government's Strategic Regional Integrated Transport Plan process. Mayor has also advocated to local members and NSW Minister for Regional Roads.
	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	Not yet considered by Trasport Forum.
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	Low Level Bridge rehabilitation completed. Chiverton Road drainage completed.
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	Currently completing heavy patching program to be followed by resealing program.

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	Six-Month Review to 31 December 2025
	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	No action during the review period.
		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	Included in council's submission to the NSW Government's Strategic Regional Integrated Transport Plan process. Mayor has also advocated to local members and NSW Minister for Regional Roads.
	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	Ongoing meetings continue with newly renamed Transport Forum meetings.
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	No action during the review period.
		T6.1.b	Continue to maintain Cowra Airport as a certified aerodrome.	Certification maintained.	Director – Infrastructure & Operations	Aerodrome Manual update complete.

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	Six-Month Review to 31 December 2025
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	Progress reports provided to council.
		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	Annual review of DWMS completed and published to website.
	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	Nil compliance breaches to date.
	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	Consultants engaged to complete the next stage.
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	No action during the review period.
		T8.1.b	Undertake maintenance of emergency pipelines connecting CTW and Billimari borefield to Cowra water treatment plant.	Maintenance undertaken.	Director – Infrastructure and Operations	Finishing permanent electrical supply onsite at Billimari.

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	Six-Month Review to 31 December 2025
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	Project in progress.
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	Scheduled bridge inspection completed across the LGA in accordance with the Bridge Inspection Procedure. Low level bridge structural inspection and structural maintenance completed. Regular maintenance of in-fusers on low level bridge programmed.
	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	Air conditioning system in Administration Building repaired. New security system of Administration Building installed.
	T10.3 Maintain and manage Cowra Cemetery.	T10.3.a	Cemetery maintained to current high standard.	Maintenance undertaken.	Director Infrastructure & Operations	Standard maintenance schedules being implemented.

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	Six-Month Review to 31 December 2025
		T10.3.b	Investigate use of frames for the placement of wreaths at commemorative events.	Investigation undertaken and stands procured.	Director Infrastructure & Operations	Investigation underway.
		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	Verbal agreement to undertake replacement beams and fencing.
		T10.3.d	Install directional signage to Indonesian graves.	Signs installed.	Director Infrastructure & Operations	Additional Doncaster Drive signage planned.
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	Included in council's submission to the NSW Government's Strategic Regional Integrated Transport Plan process. Mayor has also advocated to local members and NSW Minister for Regional Roads.

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	Six-Month Review to 31 December 2025
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	CDS sorting decreased due to staff shortages. Increased staffing planned to increase sorting.
		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	Preparation of draft LEMP underway with delivery date fourth quarter 2026.
		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	Additional sorting line proposal was presented to council in December 2025.
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	Council has received funding from the Community Energy program for six sites and power factor correction at River pump station.
		E2.1.b	Monitor emissions of council operations.	Develop system of regular measurement and reporting of council emissions across all operations.	Director – Infrastructure & Operations	No progress to date.

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	Six-Month Review to 31 December 2025
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.	Director – Infrastructure & Operations	Investigating concrete processing trial with Charles Sturt University.
				Investigate innovative methods to process recycling and problem waste.		
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.	Director Infrastructure & Operations	Not yet commenced.
				Review waste and recycling options for non-serviced areas within Cowra LGA.		
	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	No action during the review period. Delivery of town and village cleanliness.	
	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	Reported to council in December 2025.

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	Six-Month Review to 31 December 2025
		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	Council has received grant funding for this project.
		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	No promotion action during the review period. Council's Project Manager – Sustainability is leading the implementation of the FOGO program. FOGO compliance will form part of Council's Mandatory Food Shop inspection program for 2026-2027 onwards.
	E4.3 Work with the community to maximise recycling.	E4.3.a	Deliver recycling education program.	Promotion and education initiatives undertaken.	Director Infrastructure & Operations	Promotion through Waste Wise Wednesday initiatives continued each week and national recycling week. School excursions recommenced.
	E4.3.b	Participate in annual Netwaste "Waste to Art" program.	Event conducted with good community participation.	Director Infrastructure & Operations	Cowra submissions won first prizes in two categories in regional competition at Parkes.	

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	Six-Month Review to 31 December 2025
		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	Ongoing.
	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	Nil compliance breaches.
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	Promotion undertaken via the NRM Facebook, and emails about land care events etc. The Committee continues to promote workshops hosted by varying organisations such as Regional Development Australia and Mid Lachlan Landcare.

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	Six-Month Review to 31 December 2025
						Small Environmental Grants are to be promoted.
		E5.1.b	Council continues to participate in Netwaste forums and initiatives.	Active participation.	Director – Infrastructure & Operations	Council team attending Netwaste Forums.
		E5.1.c	Maintain a proactive and effective biosecurity operation.	Works undertaken in accordance with management plan.	Director – Infrastructure & Operations	Reported to council through Infrastructure & Operations quarterly report.
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	Meetings attended.
		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	Review of Flood data is pending the outcome of grant application lodged in 2025.

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	Six-Month Review to 31 December 2025
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	To be considered as part of an ongoing development of a Reconciliation Action Plan.
	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	The review of the policy and procedures has commenced, together with consultation with the local Wiradjuri Community representatives.
			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	Where required, development application consultation is undertaken in accordance with the adopted policy and procedures documentation.
			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	To be considered as part of an ongoing development of a Reconciliation Action Plan.
			Liaise with local Wiradjuri community and Cowra Local Aboriginal Land Council to	Liaison undertaken and if approved changes implemented.	General Manager	To be considered as part of an ongoing development of

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	Six-Month Review to 31 December 2025
			discuss inclusion of Wiradjuri language in the Acknowledgement of Country at Council events.			a Reconciliation Action Plan.
	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	Council conducted a flag raising ceremony at Squire Park prior to the Community March in July, with Aunty Esther Cutmore providing the Welcome to Country. Cowra Youth Council contributed to community NAIDOC celebrations including the March and hosting a stall at the Family Fun Day.
		R1.3.b	Work with the local Wiradjuri community and the Cowra Local Aboriginal Land Council on the Interpretation Centre in line with the Peace Precinct Masterplan.	Liaison undertaken and project progresses with approval from the local land council.	General Manager	To be considered as part of an ongoing development of a Reconciliation Action Plan.

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	Six-Month Review to 31 December 2025
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	No action during the review period.
	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	Promotion of the Access Incentive Scheme has been undertaken. The Access Incentive Fund has continued to be maintained and promoted to the wider community.
		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	Application submitted to CRIF in December 2025 for new inclusive toilet amenities in Olympic Park.
		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	No suitable grant funding options identified to date in 2025/2026 financial year.

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	Six-Month Review to 31 December 2025
						Letters of support provided to Land Council grant application.
		R3.2.d	Develop a mobility map to promote Cowra Shire's public accessibility options.	Map developed.	Director – Environmental Services	An access map has been designed in the backend of website. Plan is for it to be released to the public in 2026. Mobility Mapping has commenced and is programmed for completion by July 2026
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	Council hosted a new Welcome to Cowra Event in September. It was successful in welcoming new residents and providing them community contacts and useful information.

6 DIRECTOR-CORPORATE SERVICES

6.1 Submission to the Inquiry into the state of live music in NSW

File Number: D26/237

Author: Alan Dalton, Director - Corporate Services

RECOMMENDATION

That Council authorise the General Manager to lodge the attached draft submission to the Legislative Council Inquiry into the state of live music in NSW on behalf of Council and its Civic Centre Reference Group.

INTRODUCTION

The draft submission to the Inquiry was prepared by the Chair of the Civic Centre Reference Group, Dr Wendy Brooks, and Cowra Civic Centre Manager, Mr Jarrad Shiells, and was circulated to other committee members for comment (no requests for substantive changes were received). Inquiry submissions will be accepted until 27 February 2026.

BACKGROUND

The Legislative Council Standing Committee on Social Issues adopted the terms of reference for the Inquiry on 8 October 2025, following their referral by the Hon John Graham MLC, Special Minister of State, Minister for Transport, Minister for the Arts, Minister for Music and the Nighttime Economy, Deputy Leader of the Government in the Legislative Council.

The draft submission was crafted to highlight for the Standing Committee, issues facing smaller venues in economically constrained regional areas, under five themes given by the terms of reference:

1. The establishment and protection of music venues.
2. Driving audience demand.
3. Supporting music careers.
4. Funding mechanisms.
5. Reduction of red tape or other barriers limiting live music activity.

In particular, the submission notes that regional entertainment venues are typically under-resourced compared to metropolitan counterparts, while their costs are proportionately larger. These and other constraints limit the ability of regional venues to secure events, including due to the predominantly smaller capacities of regional facilities. Such venues are often multi-purposed by necessity and, as such, they face proportionately higher costs to offer entertainment events than their urban counterparts.

More regionally-attuned planning by the State Government in designing grants programs and assisting with regional training and talent development, amongst other measures, could meaningfully improve not only regional entertainment, but also economic and professional development in regional NSW.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

1. Inquiry Terms of Reference [↓](#)

2. Draft Submission to the Inquiry [↓](#)



LEGISLATIVE COUNCIL

STANDING COMMITTEE ON SOCIAL ISSUES

Inquiry into the state of live music in New South Wales**TERMS OF REFERENCE**

That the Standing Committee on Social Issues inquire into and report on the state of live music in NSW, including in the regions, and in particular:

- (a) progress on the implementation of the recommendations in, and the Government response to, the parliamentary inquiry into '[The music and arts economy in New South Wales](#)', established in 2017
- (b) progress on the implementation of the '[NSW Contemporary Music Strategy](#)', released in December 2024
- (c) assessment of the impact of the NSW Government's '[Vibrancy Reforms](#)', including relevant legislative, planning and other changes
- (d) an analysis of policy options for how the NSW Government and music industry can support the long term sustainability of the live music sector, including but not limited to:
 - (i) the establishment and protection of music venues
 - (ii) driving audience demand
 - (iii) supporting music careers
 - (iv) funding mechanisms
 - (v) reduction of red tape or other barriers limiting live music activity.
- (e) any other related matters.

The terms of reference for the inquiry were referred to the committee by the Hon John Graham MLC, Special Minister of State, Minister for Transport, Minister for the Arts, Minister for Music and the Night-time Economy, Deputy Leader of the Government in the Legislative Council, on 7 October 2025, and adopted by the committee on 8 October 2025.

Committee membership

Hon Dr Sarah Kaine MLC	Australian Labor Party	<i>Chair</i>
Hon Sarah Mitchell MLC	The Nationals	<i>Deputy Chair</i>
Hon Anthony D'Adam MLC	Australian Labor Party	
Ms Cate Faehrmann MLC*	The Greens	
Hon Taylor Martin MLC	Independent	
Hon Rachel Merton MLC	Liberal Party	
Hon Bob Nanva MLC	Australian Labor Party	
Hon Emily Suvaal MLC	Australian Labor Party	

* Ms Cate Faehrmann MLC substituted for Dr Amanda Cohn MLC from 8 October 2025 for the duration of the inquiry.



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Submission: Inquiry into the State of Live Music in NSW

Introduction

A Cowra Council facility, Cowra Civic Centre (CCC) hosts live performances, cinema, events and celebrations. Located on Wiradjuri Country in the centre of Cowra in Central Western NSW, the Cowra Civic Centre opened in 1969. With an auditorium seating 350, and a theatrette seating 45, the venue is suitable for both large shows and intimate events. It is a gathering place for artists, audiences and the community.

Cowra Council and CCC welcome the opportunity to make a submission to the Inquiry into the state of live music in NSW, and will address the following aspects of live music, as noted in the Terms of Reference:

1. the establishment and protection of music venues
2. driving audience demand
3. supporting music careers
4. funding mechanisms
5. reduction of red tape or other barriers limiting live music activity

1. Establishment and Protection of Music Venues

CCC is a well-established venue, having served the local community for over 50 years. However, operational costs are significant for a small regional council. We note that:

- Regional councils operate with far smaller rates bases than metropolitan councils, limiting available funds for operational and maintenance costs.
- Council budgets must prioritise essential services and infrastructure, leaving limited flexibility for cultural investment.
- The lack of a predictable, stable funding stream makes long-term planning for festivals, series, or venue improvements difficult. Upgrades require capital works funding that must be sourced externally.
- Many regional venues (civic centres, memorial halls, club spaces) are multi-purpose, without specialised facilities for live music. Consequently, portable infrastructure (staging, sound, lighting) is required for some live music events, but these come with high rental and freight costs. Similarly, regional councils often lack dedicated technicians, creating operational barriers for professional-grade shows.

1

- Insurance premiums for festivals and public gatherings have risen significantly, disproportionately affecting small regional events.

2. Driving audience demand

Audience demand for live music in Cowra was clearly demonstrated through four major events in 2025 — Ross Wilson & the Peaceniks, Kate Ceberano, Diesel and The Black Sorrows — which attracted an average of 304 attendees, driven by the artists' longstanding national appeal and testament to local residents' interests.

Localised live music events, such as the Cowra Eisteddfod and music events produced by local community groups and schools, also continue to attract audiences, as well as bringing visitors to the town.

In considering audience demand, it is noted that:

- Cowra and similar LGAs sit within lower affordability benchmarks, meaning ticket prices must remain low to ensure attendance. However, with lower revenue from ticket sales, the capacity to engage performers is restricted. Consequently, Cowra residents may travel to larger centres (Canberra, Bathurst, Orange, Sydney) to attend concerts with better known artists.
- Limited discretionary spending in the current economic climate has adversely affected audience numbers.
- Marketing budgets are limited, reducing reach and impacting ticket sales.

3. Supporting music careers

CCC supports the development of music careers by creating meaningful performance opportunities for emerging and developing artists. In 2025, this included the Bell Beats Festival — a three-year funded initiative where local musicians from Cowra and the wider region performed alongside nationally recognised artists — and the 'Pay It Forward' event, which showcased original work by local musicians and songwriters while raising funds for Support Act as part of Aus Music T-Shirt Day.

While Bell Beats is funded for three years, the first year presented significant and unforeseen challenges that increased overall delivery costs, compounded by the absence of commercial sponsors with the capacity to support an event of this scale. Without additional ongoing funding, sustainability of the event is threatened.

It is noted that:

- Regional LGAs lack access to the concentrated arts ecosystems found in cities.
- Council-run youth programs or community events may support emerging artists, but funding for mentorship, workshops, or regular performance opportunities is limited.

- A lack of regional industry professionals (producers, promoters, managers) further restricts opportunities for local musicians.
- Events teams in regional councils are small, sometimes a single staff member managing many portfolios.
- Volunteers remain critical to local events but are increasingly fatigued, and professional staffing is costly.

4. Funding mechanisms

Council has received grants for capital that have enabled major improvements to the facilities. Further grants have funded live music offerings in the form of an annual street festival, Bell Beats Music and Arts Festival.

However, it is noted that:

- Regional councils routinely compete against large metropolitan councils that have:
 - Dedicated grant-writing teams
 - Larger budgets to provide co-contributions
 - Established relationships with funding bodies
 - Higher audience potential, which funders often prefer
- Grants are frequently misaligned with the event delivery cycle or require councils to apply retrospectively or in awkward sequencing, creating unnecessary stress on organisers and councils, reducing event visibility and discouraging future participation. For example, Transport for NSW's *Permit Plug & Play* funding was released after the *Open Streets Program*. Had it been made available before or concurrently, councils could have:
 - Supported event organisers more effectively
 - Reduced operational costs (traffic management, permits, infrastructure)
 - Delivered higher-quality events with live music components
- Live music delivers clear economic benefits through tourism and hospitality, but affordability constraints reduce ticket sales in lower-income regional communities.
- Cowra Council is often asked to subsidise events to keep ticket prices reasonable, but this is not sustainable without continued support. The introduction of an event sponsorship scheme may alleviate this issue.
- Tourism peaks do not match metropolitan catchments, limiting the scale of events.

5. Reduction of red tape or other barriers

- A regional "events support hub" for sharing resources like staging, risk planning, marketing templates, or insurance would reduce costs in presenting live music.
- A coordinated regional touring network would enable regional towns to recommend their venues as viable tour locations.

- Subsidised travel, freight and accommodation for regional tours would assist in bringing artists to smaller towns. This is particularly true for national and international artists, who are currently excluded through logistical complexity and lower revenue potential.
- The establishment of active, long-term working relationships between government and industry would potentially ensure a coordinated approach to regional touring, event delivery and career development opportunities.
- The prioritisation of funding for artists, promoters, and organisations that champion Australian original music, recognising their role in driving cultural identity and local economic benefits would assist venues in presenting live music featuring these artists.
- The provision of direct funding support for regional venues and councils to offset high delivery costs such as:
 - artist fees
 - accommodation
 - production and logistics
 - compliance and infrastructure requirementswould reduce financial barriers that currently limit the number and scale of regional live music events.
- An increase in capital and infrastructure funding to regional councils would enable construction of, or improvements to fit-for-purpose performance spaces, reducing long-term operational costs and enabling presentation of more frequent, affordable events.
- Strengthening council-led creative infrastructure, and positioning the facility as an accessible hub where the local community can:
 - perform
 - rehearse
 - record music
 - receive mentoring and development support and
 - collaborate with visiting or established artistswould assist in nurturing emerging talent and building a sustainable regional music ecosystem.

Submission Authorised by Cowra Council

6.2 Second Quarter Budget Review 2025-26

File Number: D26/155

Author: Alan Dalton, Director - Corporate Services

RECOMMENDATION

1. That Council note the 2025-26 Second Quarter Budget Review Report, including that a surplus of \$3,712,000 surplus is projected for the financial year.
2. That Council approve the 2025-26 Second Quarterly Budget Review Statement for submission to the Office of Local Government.

INTRODUCTION

The 2025-26 Second Quarter Budget Review Report includes adjustments to the annual budget to account for operational matters over the period, with key changes identified in the Executive Summary.

Council is also required to submit the attached Quarterly Budget Review Statement to the Office of Local Government, which is prepared in the designated format and reflective of amendments detailed in the Second Quarter Budget Review Report.

BACKGROUND

The attached reports indicate that Council continues to manage its budget prudently. While there is a \$0.649m negative variation on the projected budget result, a positive operating surplus of \$3.712m is expected.

Net operating result by fund (includes capital grants and contributions)

Fund	Original Estimate (\$000's)	1 st Quarter Variation (\$000's)	2 nd Quarter Variation (\$000's)	Revised Estimate for 30/06/2026 (\$000's)
General	\$ 3,463 Surplus	\$ 71 Deterioration	\$ 1,477 Deterioration	\$ 1,915 Surplus
Waste	\$ 642 Surplus	\$ 472 Improvement	\$ 300 Deterioration	\$ 813 Surplus
Water	\$ 133 Deficit	\$ 158 Deterioration	\$ 1,133 Improvement	\$ 843 Surplus
Sewer	\$ 181 Surplus	\$ 35 Deterioration	\$ 5 Deterioration	\$ 141 Surplus
Total	\$ 4,154 Surplus	\$ 208 Improvement	\$ 649 Deterioration	\$ 3,712 Surplus

Key factors in the reduced surplus expectations include an additional:

- \$191,270 for sludge lagoon cleanout due to requirements arising from inspection.
- \$100,000 to increase the cleaning budget for the Cowra CBD.
- \$73,927 for quarry operations due to the high use of gravel in road repair work over the first half of the financial year.

- \$45,000 for the purchase of a trommel processing plan needed for Container Deposit Scheme operations.
- \$40,743 to develop a landfill improvement program (partly offset by a \$25,000 grant).

A more detailed summary of second quarter variations is included in the attached 2025-26 Second Quarter Review Report – Executive Summary.

ATTACHMENTS

1. 2025-26 Second Quarter Budget Review – Executive Summary [↓](#)
2. 2025-26 Second Quarter Budget Review – Report [↓](#)
3. 2025-26 Second Quarterly Budget Review Statement – OLG Return [↓](#)

2025-26 Second Quarter Review – Executive Summary

The 2025-26 Second Quarter Budget Review Report is attached, and the following summary identifies the key variations that have contributed to this revised result. Councillors are encouraged to submit any enquiries about the Report to the General Manager or relevant Director before the 23 February 2026 Council meeting so that answers can be prepared and tabled.

Format of Budget Review

The attached quarterly report is produced using the same format as the Long-Term Financial Plan. Utilisation of this reporting format allows Council to view how quarterly adjustments will affect Council's externally reported Income Statement.

The critical column to be reviewed by Council in the budget review process is the \$ Variance 2nd Quarter column. If there is no recommended adjustment in this column, management is indicating that the original income or expenditure estimate is still appropriate.

A figure in the Variance 2nd Quarter column indicates a recommended change (reforecast) to the budget and therefore the budget result. Wherever possible, if additional funds are required, the management philosophy is that savings are to be realised in other areas over the course of the year.

A summary of the net operating result including capital grants and contributions by fund:

Fund	Original Estimate (\$000's)	1 st Quarter Variation (\$000's)	2 nd Quarter Variation (\$000's)	Revised Estimate for 30/06/2026 (\$000's)
General	\$ 3,463 Surplus	\$ 71 Deterioration	\$ 1,477 Deterioration	\$ 1,915 Surplus
Waste	\$ 642 Surplus	\$ 472 Improvement	\$ 300 Deterioration	\$ 813 Surplus
Water	\$ 133 Deficit	\$ 158 Deterioration	\$ 1,133 Improvement	\$ 843 Surplus
Sewer	\$ 181 Surplus	\$ 35 Deterioration	\$ 5 Deterioration	\$ 141 Surplus
Total	\$ 4,154 Surplus	\$ 208 Improvement	\$ 649 Deterioration	\$ 3,712 Surplus

DETAILED COMMENTARY

There are a small number of variations in the Second Quarter and these are detailed below with comments provided by the General Manager or relevant Director in relation to matters considered warranting further explanation:

Please Note: Page numbers refer to the numbers on the attached spreadsheet (not laptop numbers)

Civic Activities (Page 10)

The budget for Section 356 donations has been increased by \$10,000 as per Council Resolution 254/25.

A capital budget of \$13,795 has been added for the purchase and installation of visual presentation equipment in the Council chambers.

Human Resources (Page 14)

The income budget for the Fresh Start Program – School Based Trainees grant has been increased by \$25,000.

Corporate Services (Page 16)

\$20,000 of the budget for Financial Services has been moved from wages to other expenses due to consultants being utilised during staff vacancies.

General Purpose Revenue (Page 17)

An additional \$20,000 has been included for debt recovery expenses, this is fully offset by a \$20,000 increase in income from rate legal action.

The pensioner rates abandoned, and pensioner subsidy have been adjusted based on the number of eligible pensioners in this year being lower than forecast in the original budget.

Library (Page 20)

Special purpose grant income and associated local projects grant expenditure has been increased by \$13,690.

Civic Centre (Page 22)

The budget for the Bell Beats Music & Art Festival has been increased by \$45,693. After taking into account the grant and merchandise/stallholder income received, the net cost to Council is \$13,640.

Community Development (Page 23)

A grant of \$10,000 was received from the Australia Day Council. This has been added to the Australia Day celebrations expenditure budget.

Ranger Services (Page 25)

Other operating expenses for Ranger Services has been increased by \$25,000 due to higher than budgeted vehicle usage.

Environmental Services (Page 26)

The budget for Section 94A contribution income has been increased by \$42,598.

Plant & Depot Operations (Page 30)

Plant hire income has been increased by \$325,936 due mainly to plant usage in flood repair work.

Transport for NSW Maintenance/Construction (Page 32)

Adjustments have been made to income and expenditure to align budgets with ordered works. These adjustments have no impact on the net result of this program.

Cowra Street Construction (Page 35)

A capital budget of \$21,912 has been included for construction of a bus shelter at Erambie. This is funded by \$20,000 from the Country Passenger Transport Infrastructure Grant Scheme (CPTIGS); and a contribution of \$1,912 from the Local Aboriginal Land Council to increase the width of the shelter roof.

Rural Road Maintenance (Page 36)

Budgets have been added for flood repair expenditure and income for works completed in this quarter.

The grading budget has been increased by \$24,098. No further Council-funded grading works are to be completed in this financial year.

Quarry Operations (Page 41)

The oncost on gravel issues budget has been increased by \$73,927 due to high utilisation of gravel in road repair work in the first half of this financial year.

Biosecurity - Weeds (Page 44)

The Biosecurity – Weeds operating expense budget has been decreased by \$23,285 to align with the Weeds Action Program.

Public Cemeteries (Page 45)

A budget of \$10,000 has been moved from Cowra Cemetery operating expenses to Cherry Tree Avenue maintenance – this is to capture the costs which have previously been booked to cemetery maintenance.

Swimming Pool (Page 47)

The capital budgets for the pool redevelopment and associated grant funding have been moved to the 2026-27 financial year, leaving \$400,000 remaining in this year for design costs.

The proposed loan interest budget has been removed as the loan will not be taken out in this financial year.

Aerodrome (Page 52)

The income from sale of 11 Richards Drive has been adjusted to correct an accounting treatment error made in the first quarter review, and profit on sale of \$65,554 has been recognised.

Saleyards (Page 54)

The truck wash income budget has been increased by \$50,000 due to high levels of usage.

Council Building & Structures Maintenance (Page 55)

A budget of \$15,000 has been included for the expenses related to the sale of 1 Bourke Street.

Waste Collection (Page 57)

The pensioner rates abandoned, and pensioner subsidy have been adjusted based on the number of eligible pensioners in this year being lower than forecast in the original budget.

Grant income of \$210,160 and matching expenditure has been included for investigation and option analysis of Food Organics and Garden Organics (FOGO) implementation. his grant is for joint procurement for Cowra, Weddin, and Hilltops Councils.

The budget for cleaning the Cowra CBD has been increased by \$100,000 in total to allow for an ongoing higher standard of cleanliness.

Waste Disposal (Page 58)

The \$428,442 capital project for landfill waste cell modifications has been deferred to the 2026-27 financial year. The \$250,000 grant (which is prospective only at this stage) has also been deferred.

A budget of \$40,743 has been included for development of a landfill improvement program. This is partially offset by a \$25,000 grant from the EPA.

Recycling (Page 59)

The MRF Operation wages budget has been reduced by \$60,000 due to the levels of long service leave and sick leave taken.

Container Deposit Scheme (Page 60)

Note that Container Deposit Scheme income is low mainly due to high staff turnover resulting in periods of time where the processing line could not operate due to inadequate resourcing. The plan to rectify this and meet the original budgeted income is to catch-up on the currently stockpiled unprocessed material by employing additional staff and implementing two shifts of the processing team.

A capital budget of \$45,000 has been included for purchase of a trommel processing plant which will help to increase overall CDS processing efficiency.

Water (Page 62)

The income budget for the Cowra drought water supply construction has been increased by \$1,178,483 to match the capital expenditure.

A budget of \$46,886 has been included for Cowra Integrated Water Cycle Management (IWCM).

A budget of \$25,531 has been added for the switchboard of the high lift pump at the river – this should have been carried over from the prior year.

\$60,000 of the AC water mains replacement has been allocated to Young Road water main upgrade.

The capital budget of \$43,829 for transfer pump refurbishment has been removed as it has been determined that no further expenditure is required.

A capital budget of \$40,000 has been added to upgrade chlorine dosing infrastructure at the high level reservoir.

Sewer (Page 65)

The budget for sludge lagoon cleanout has been increased by \$191,270 due to updated scope, current market pricing, and compliance requirements identified through inspection.

The budget for new package plant filtration & UV for water cart effluent re-use has been removed due to changing operational priorities and limited practical demand for effluent re-use via watercars. Following further assessment, the project no longer represents best value or the most effective use of funds.

Cowra Shire Council 2025-2026 Financial Year 2nd Quarter Review				
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			Parks, Gardens & Reserves	48
Corporate Services			Sportsfields	49
Corporate Services	16		Village Parks	50
General Purpose Revenue	17		Rural & Urban Trees	51
Other Revenue	18		Aerodrome	52
Information Technology	19		Caravan Park	53
Library	20		Saleyards	54
Art Gallery	21		Council Building & Structures Maintenance	55
Civic Centre	22		Infrastructure & Operations Overheads	56
Community Development	23			
Corporate Services Overheads	24		Waste	
			Waste Collection	57
Environmental Services			Waste Disposal	58
Ranger Services	25		Recycling	59
Environmental Services	26		Container Deposit Scheme	60
Environmental Services Overheads	27		Waste Overheads	61
Infrastructure & Operations			Water	62
Infrastructure & Operations - Administration	28			
Technical Services	29		Sewer	65

INCOME STATEMENT \$'000	CONSOLIDATED						Actual YTD	
	Actual 2025	Budget 2026	September QBR5	December QBR5	Revised Estimate			
			Variance	Variance				
Income from continuing operations								
Rates and annual charges	16,907	17,754	72	34	17,860	16,205	91%	
User charges and fees	16,783	15,700	928	923	17,551	4,956	28%	
Other revenue	2,216	2,253	2	23	2,278	652	29%	
Grants and contributions provided for operating purposes	9,217	8,474	1,517	1,089	11,080	3,055	28%	
Grants and contributions provided for capital purposes	4,726	5,184	91	(938)	4,337	390	9%	
Interest and investment income	2,484	1,675	0	0	1,675	963	57%	
Other income	218	213	0	0	213	110	52%	
Net gains from the disposal of assets	212	242	0	66	307	66	21%	
Total Income	52,764	51,494	2,610	1,197	55,301	26,397		
Expenses from continuing operations								
Employee benefits and on-costs	18,645	19,311	370	206	19,887	9,307	47%	
Materials and contracts	18,394	16,092	1,019	1,643	18,753	8,245	44%	
Borrowing costs	824	820	0	(27)	794	394	50%	
Depreciation, amortisation and impairment	9,731	9,474	950	0	10,424	5,255	50%	
Other expenses	1,497	1,643	64	25	1,732	570	33%	
Total Expenses	49,090	47,341	2,402	1,846	51,589	23,770		
Net Operating Result	3,673	4,154	208	(649)	3,712	2,626		
Net operating result before grants and contributions provided for capital purposes	(1,053)	(1,030)	117	288	(625)	2,237		

INCOME STATEMENT	GENERAL					Actual YTD	
	Budget 2026	September QBRs	December QBRs	Revised Estimate			
\$'000		Variance	Variance				
Income from continuing operations							
Rates and annual charges	8,472	32	19	8,523	8,521	100%	
User charges and fees	7,599	500	903	9,002	1,553	17%	
Other revenue	1,025	2	23	1,050	236	22%	
Grants and contributions provided for operating purposes	8,474	1,517	854	10,844	3,003	28%	
Grants and contributions provided for capital purposes	4,743	0	(1,884)	2,859	194	7%	
Interest and investment income	1,492	0	0	1,492	871	58%	
Other income	196	0	0	196	101	52%	
Net gains from the disposal of assets	242	0	66	307	66	21%	
Total Income	32,241	2,051	(20)	34,273	14,545		
Expenses from continuing operations							
Employee benefits and on-costs	15,092	377	190	15,658	7,222	46%	
Materials and contracts	6,411	1,019	1,270	8,699	3,238	37%	
Borrowing costs	180	0	(27)	153	69	45%	
Depreciation, amortisation and impairment	5,488	663	0	6,150	3,101	50%	
Other expenses	1,608	64	25	1,697	547	32%	
Total Expenses	28,778	2,122	1,458	32,358	14,177		
Net Operating Result	3,463	(71)	(1,477)	1,915	368		
Net operating result before grants and contributions provided for capital purposes	(1,280)	(71)	407	(944)	174		

INCOME STATEMENT	WASTE					
	Budget	September	December	Revised	Actual	
	2026	QBR5	QBR5	Estimate	YTD	
\$'000		Variance	Variance			
Income from continuing operations						
Rates and annual charges	3,492	40	16	3,547	3,547	100%
User charges and fees	1,072	428	0	1,500	1,080	72%
Other revenue	1,228	0	0	1,228	416	34%
Grants and contributions provided for operating purposes	0	0	235	235	52	22%
Grants and contributions provided for capital purposes	335	0	(250)	85	25	30%
Interest and investment income	29	0	0	29	15	54%
Other income	3	0	0	3	2	54%
Net gains from the disposal of assets	0	0	0	0	0	
Total Income	6,158	468	1	6,627	5,138	
Expenses from continuing operations						
Employee benefits and on-costs	2,209	(4)	(7)	2,198	1,075	49%
Materials and contracts	2,917	0	308	3,225	1,547	48%
Borrowing costs	25	0	0	25	13	50%
Depreciation, amortisation and impairment	363	0	0	363	183	50%
Other expenses	2	0	0	2	0	0%
Total Expenses	5,516	(4)	301	5,813	2,817	
Net Operating Result	642	472	(300)	813	2,321	
Net operating result before grants and contributions provided for capital purposes	307	472	(50)	729	2,295	

INCOME STATEMENT	WATER					
	Budget	September	December	Revised	Actual	
	2026	QBR5	QBR5	Estimate	YTD	
\$'000		Variance	Variance			
Income from continuing operations						
Rates and annual charges	2,465	1	(1)	2,466	897	36%
User charges and fees	5,998	0	0	5,998	1,486	25%
Other revenue	0	0	0	0	0	
Grants and contributions provided for operating purposes	0	0	0	0	0	
Grants and contributions provided for capital purposes	36	91	1,196	1,323	171	13%
Interest and investment income	62	0	0	62	39	62%
Other income	0	0	0	0	0	
Net gains from the disposal of assets	0	0	0	0	0	
Total Income	8,561	92	1,196	9,849	2,592	
Expenses from continuing operations						
Employee benefits and on-costs	1,369	(5)	7	1,371	739	54%
Materials and contracts	4,601	0	56	4,657	2,255	48%
Borrowing costs	167	0	0	167	86	51%
Depreciation, amortisation and impairment	2,526	254	0	2,781	1,402	50%
Other expenses	30	0	0	30	23	75%
Total Expenses	8,694	249	63	9,006	4,505	
Net Operating Result	(133)	(158)	1,133	843	(1,913)	
Net operating result before grants and contributions provided for capital purposes	(168)	(248)	(63)	(480)	(2,083)	

INCOME STATEMENT	SEWER					
	Budget	September	December	Revised	Actual	
	2026	QBR5	QBR5	Estimate	YTD	
\$'000		Variance	Variance			
Income from continuing operations						
Rates and annual charges	3,325	0	0	3,325	3,239	97%
User charges and fees	1,031	0	20	1,051	837	80%
Other revenue	0	0	0	0	0	
Grants and contributions provided for operating purposes	0	0	0	0	0	
Grants and contributions provided for capital purposes	70	0	0	70	0	0%
Interest and investment income	93	0	0	93	38	41%
Other income	14	0	0	14	7	50%
Net gains from the disposal of assets	0	0	0	0	0	
Total Income	4,533	0	20	4,553	4,122	
Expenses from continuing operations						
Employee benefits and on-costs	642	2	16	660	271	41%
Materials and contracts	2,164	0	9	2,172	1,204	55%
Borrowing costs	448	0	0	448	227	51%
Depreciation, amortisation and impairment	1,096	33	0	1,129	569	50%
Other expenses	2	0	0	2	0	15%
Total Expenses	4,352	35	25	4,412	2,271	
Net Operating Result	181	(35)	(5)	141	1,851	
Net operating result before grants and contributions provided for capital purposes	111	(35)	(5)	71	1,851	

DEVELOPER CONTRIBUTIONS SCHEDULE		
Description	Opening Balance 01/07/2025	Closing Balance 30/06/2026
GENERAL FUND		
Section 94 Rural Roads	0	0
Section 94 Urban Roads	0	0
Section 94 Bushfire Rural - Villages	0	0
Section 94 River Park Rd Drainage	0	0
Section 94 Public Open Space	0	0
Section 94 Killara Rd Drainage	0	0
Section 94 Drainage	0	0
Section 94 Off Street Parking	0	0
Section 94 Community Facilities	0	0
Rural Roads Capital Contributions	0	0
Street Tree Capital Contributions	0	0
S94A	53,959	108,176
S94 Growth Areas	201,389	204,339
TOTAL GENERAL FUND	255,348	312,515
WATER FUND		
Section 64 Water	0	0
Headworks Water	0	0
TOTAL WATER FUND	0	0
SEWER FUND		
Section 64 Sewerage	0	0
Headworks Sewer	0	0
TOTAL SEWER FUND	0	0
TOTAL RESERVES	255,349	312,516

RESERVES SCHEDULE		
Description	Opening Balance 1/07/2025	Expected Balance 30/06/2026
GENERAL FUND		
Long Service Leave	960,774	877,083
Plant & Vehicle Replacement	2,415,081	1,668,891
Aquatic Centre Capital Renewal	1,379,020	1,379,020
Art Gallery	0	0
Sculpture Park	0	0
Bad Debts	89,189	97,189
Built Asset Replacement Program	1,753,664	2,336,352
Business Assistance	50,000	50,000
Caravan Park	1,258,365	1,312,071
Carry Over Works	299,786	0
Civic Centre	20,477	28,979
Cowra Services Projects	915,452	915,452
Depot Redevelopment	0	0
Election	0	40,000
IT Equipment	211,652	301,652
Lachlan River Precinct	140,684	140,684
Peace Precinct	8,312	8,312
Pedestrian & Cycling Plan	50,000	50,000
Quarry Rehabilitation	465,877	539,059
RMS Warranty	250,000	250,000
Saleyards	117,444	188,934
Statecover	97,593	58,674
Statewide	123,423	123,423
Unexpended Grants	2,487,990	1,120,969
Financial Assistance Grants	0	3,443,363
TOTAL GENERAL FUND	13,094,783	14,930,108
WASTE FUND		
Waste - General	1,869,161	1,278,831
Waste - DWM	1,198,686	1,621,922
Waste - Unexpended Loans	0	0
Waste - Long Service Leave	141,575	141,575
TOTAL WASTE FUND	3,209,422	3,042,328
WATER FUND		
Water - Long Service Leave	123,658	123,658
Water - Infrastructure	5,949,163	5,331,196
Water - Usage Equalisation	2,205,100	2,355,100
Water - Infrastructure	8,154,263	7,686,296
TOTAL WATER FUND	8,277,921	7,809,954
SEWER FUND		
Sewer - Long Service Leave	37,718	37,718
Sewer - Wyangala Treatment Plant	1,037,182	893,409
Sewer - Infrastructure	11,221,640	10,943,988
TOTAL SEWER FUND	12,296,539	11,875,115
TOTAL RESERVES	36,878,665	37,657,504

Carryover - 30th June, 2025					
WO	Description	Carryover Amount	Funding Source	Funding Amount	Unfunded Carryover
GENERAL FUND:					
<i>General Manager's Department</i>					
5	Printing	12,909			12,909
6	Public Relations	6,868			6,868
8	Sponsorship	6,767			6,767
52	Civic Receptions	8,500			8,500
53	Civic Expenses	7,400			7,400
134	Training	30,764			30,764
135	Employee Assistant Program	3,184			3,184
138	Employee Health & Welfare Programs	7,556			7,556
2244	Work Health & Safety - Operating Expenses	14,904			14,904
2320	Drug & Alcohol Testing	5,549			5,549
<i>Corporate Services</i>					
955	Local Projects Grant Expenditure	40,961	Unexpended Grants Reserve	40,961	-
2397	Gallery - Upgrading / Staging Options	17,330			17,330
<i>Environmental Services</i>					
880	Disabled Access Incentive Fund	32,266			32,266
881	Small Environmental Grants Program	25,032			25,032
949	Pound Refurbishment	142,957	Built Asset Replacement Program Reserve	142,957	-
2302	Strong Start Cadetship Program	6,833	Unexpended Grants Reserve	6,833	-
<i>Tech Services, Bushfire & Building Maintenance</i>					
1914	Cowra Gasworks - Voluntary Management Plan	45,809			45,809
<i>Cowra Works</i>					
1084	West Cowra Drainage Improvements - Walker St to Grenfell Rd	314,624	Loan Funded	314,624	-
1205	Building Asset Management Plan - Works	112,161	Built Asset Replacement Program Reserve	112,161	-
<i>Cowra Services</i>					
1037	War Graves Maintenance	12,752			12,752
1217	Plant Purchases	629,324	Plant Reserve	629,324	-
1680	Pool Concept Design & Specifications	3,111			3,111
1712	Depot Redevelopment - Stage 3	16,760	Loan Funded	16,760	-
1716	Playground Asset Renewal	59,296	Built Asset Replacement Program Reserve	59,296	-
2248	Sport Precinct Masterplans	59,085			59,085
Total General Fund		1,622,702		1,322,916	299,786
WATER FUND:					
1380	Reservoir Cleaning & Painting	29,127	Water Reserve	29,127	-
1384	Replace Telemetry System	20,385	Water Reserve	20,385	-
1415	Transfer Pump Refurbishment	43,829	Water Reserve	43,829	-
1421	Construct Emergency Drought Supply	1,252,192	W1433 - Grant - Drought Water Supply	1,252,192	-
1697	Reservoir Chlorine Monitoring System	111,699	Water Reserve	111,699	-
2144	Cowra - Reservoir Re-Roofing	87,760	Water Reserve	87,760	-
Total Water Fund		1,544,992		1,544,992	-
SEWER FUND:					
1485	Mains Replacement/Renewal Program	557,961	Sewer Reserve	557,961	-
1490	West Cowra Sewer Reticulation	68,583	Sewer Reserve	68,583	-
2353	Sludge Lagoon Cleanout	188,730	Sewer Reserve	188,730	-
Total Sewer Fund		815,274		815,274	-
WASTE FUND:					
2146	Landfill Waste Cell Modifications	103,442	Waste Reserve	103,442	-
2438	Purchase of Glass Breaker	59,500	Waste Reserve	59,500	-
Total Waste Fund		162,942		162,942	-
GRAND TOTAL		4,145,910		3,846,124	299,786

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
CIVIC ACTIVITIES								
Income from continuing operations								
1225	Sale of Cowra History Book	475			1,000	1,000	409	41%
31	Income - Cowra Breakout Anniversary	21,818				0	0	
	Total income	22,293	0	0	1,000	1,000	409	
Expenses from continuing operations								
42	Mayoral Expenses	3,399	4,005			4,005	2,059	51%
40	Mayoral Allowance	39,350	40,294			40,294	20,265	50%
51	Mayor - Vehicle Running Expenses	11,151	19,837			19,837	6,056	31%
57	Executive Meetings	8,091	14,349			14,349	6,236	43%
54	Community Event Attendance	2,666	3,631			3,631	360	10%
43	Councillor Travelling Costs/Allowances	5,050	15,032			15,032	3,215	21%
44	Councillor Communication Expenses	2,569	4,931			4,931	2,023	41%
45	Councillor Training & Conference Attendance	30,269	31,580			31,580	14,342	45%
49	Councillor Partners/Spouses Expenses	526	784			784	80	10%
2436	Councillor Induction	12,327				0	0	
46	Councillor Professional Development Plans	9,668				0	0	
61	Membership Fees	968	1,796			1,796	0	0%
67	Prospective Councillor Introductory Sessions	6,769				0	0	
50	Councillor Carers Expenses		694	3,306		4,000	0	0%
56	Staff Meeting Expenses	11,315	12,618			12,618	6,649	53%
55	Council & Staff Functions	10,626	13,081			13,081	4,395	34%
38	Councillor Insurance	35,721	36,578	571		37,149	37,149	100%
37	Local Government NSW - Membership	34,026	39,231	(3,850)		35,381	35,381	100%
1658	Election Expenses	194,201				0	0	
39	Section 356 Donations - General	39,589	11,497		10,000	21,497	7,833	36%
2423	Section 356 Donations - New Years Eve Beach Party		6,000			6,000	6,000	100%
2424	Section 356 Donations - Sakura Matsuri		2,000			2,000	2,000	100%
2425	Section 356 Donations - Woodstock Show		2,000			2,000	2,000	100%
2426	Section 356 Donations - Woodstock Swimming Pool		6,000			6,000	0	0%
2427	Section 356 Donations - Erambie All Blacks		7,500			7,500	7,500	100%
2428	Section 356 Donations - Cowra Senior Citizens		1,500	(231)		1,269	1,269	100%
60	Information & Neighbourhood Centre Contribution	11,002	12,927			12,927	5,618	43%
58	Cowra / Japan Relationship	4,530	5,000			5,000	2,535	51%
52	Civic Receptions	3,333	12,226	8,500		20,726	2,181	11%
53	Civic Expenses	2,828	10,486	7,400		17,886	2,044	11%
41	Councillor Fees	160,695	169,021			169,021	85,005	50%
2015	Councillor Super Equivalent	17,962	20,283			20,283	8,689	43%
68	Breakout Anniversary	67,686		1,309		1,309	436	33%
62	Central NSW Joint Organisation Membership & Admin	27,155	27,807			27,807	23,852	86%
63	Central NSW Joint Organisation Operational Membership	11,458	11,733	1,349		13,082	13,082	100%
59	Cowra Community Grants Scheme	49,000	50,000			50,000	18,576	37%
71	Cowra History Book - Cost of Goods Sold	1,322		1,309		1,309	655	50%
	Total expenses	815,252	594,421	19,663	10,000	624,084	327,485	
Capital items								
2516	Visual Presentation Equipment for Council Chambers				13,795	13,795	13,795	100%
	Total capital items	0	0	0	13,795	13,795	13,795	
Cash reconciliation items								
	Total adjustment for non-cash items	0	0	0	0	0	0	
	Increase / (decrease) in cash	(792,959)	(594,421)	(19,663)	(22,795)	(636,879)	(340,871)	
Funded by / (to) reserves								
	Transfer to Election Reserve	(40,000)	(40,000)			(40,000)	(20,164)	
	Transfer to Carryover Reserve	(15,900)				0	0	
	Transfer from Election Reserve	152,097				0	0	
	Transfer from Carryover Reserve			15,900		15,900	15,900	
	Funded by / (to) general revenues	696,763	634,421	3,763	22,795	660,979	345,135	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
LAND DEVELOPMENT								
	Income from continuing operations							
	Total income	0	0	0	0	0	0	
	Expenses from continuing operations							
1146	Land Development - Holding Costs	7,694	9,357			9,357	7,958	85%
	Total expenses	7,694	9,357	0	0	9,357	7,958	
	Capital items							
	Total capital items	0	0	0	0	0	0	
	Cash reconciliation items							
	Total adjustment for non-cash items	0	0	0	0	0	0	
	Increase / (decrease) in cash	(7,694)	(9,357)	0	0	(9,357)	(7,958)	
	Funded by / (to) reserves							
	Funded by / (to) general revenues	7,694	9,357	0	0	9,357	7,958	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
GENERAL MANAGERS OFFICE								
Income from continuing operations								
30	Festival Revenue	18,377	7,734			7,734	0	0%
2377	Grant - Installation of EV Charging		43,445			43,445	0	0%
	Total income	18,377	51,179	0	0	51,179	0	
Expenses from continuing operations								
1	GM's Office - Operating Expenses - Wages	435,452	541,281			541,281	251,274	46%
1	GM's Office - Operating Expenses - Other	51,911	61,506			61,506	23,902	39%
4	Advertising	74,462	79,935			79,935	34,802	44%
5	Printing	8,621	22,047	12,909		34,956	627	2%
6	Public Relations	4,440	11,579	6,868		18,447	5,958	32%
8	Sponsorship	4,260	11,292	6,767		18,059	3,800	21%
9	Local Government NSW Management Services - General Manager - Performance Review	4,476	8,002			8,002	3,844	48%
11	Business Assistance	15,328	38,040			38,040	452	1%
14	Community Satisfaction Surveys		23,103			23,103	0	0%
15	Festival Operations	125,987	113,301			113,301	1,601	1%
16	Festival Coordinator	33,305	34,104			34,104	19,833	58%
17	Main Street Banners	9,645	11,314			11,314	20	0%
2070	Contribution - Christmas Lights Competition	10,000	5,000			5,000	4,545	91%
1876	Contribution - Cowra Ca\$h Christmas Shop Local Campaign		5,000			5,000	4,545	91%
2161	Business/Economic Data	20,900	26,214			26,214	0	0%
2111	Cowra Voices Audio Archive Project	5,005				0	0	
	Total expenses	803,791	991,718	26,544	0	1,018,262	355,204	
Capital items								
2402	Installation of EV Charging		43,445			43,445	0	0%
	Total capital items	0	43,445	0	0	43,445	0	
Cash reconciliation items								
	Total adjustment for non-cash items	0	0	0	0	0	0	
	Increase / (decrease) in cash	(785,414)	(983,984)	(26,544)	0	(1,010,528)	(355,204)	
Funded by / (to) reserves								
	Transfer from Carryover Reserve			26,544		26,544	26,544	
	Transfer to Carryover Reserve	(26,544)				0	0	
	Funded by / (to) general revenues	811,958	983,984	0	0	983,984	328,660	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
TOURISM ACTIVITIES								
Income from continuing operations								
1030	Japanese Garden Rent	2,032	2,288			2,288	1,031	45%
1029	Visitor's Centre Rent	48,585	55,047			55,047	24,645	45%
	Total income	50,617	57,335	0	0	57,335	25,676	
Expenses from continuing operations								
1993	Japanese Garden Raw Water	121,060	124,692			124,692	62,346	50%
1021	Cowra Tourism Contribution	300,530	307,743			307,743	153,872	50%
	Building Maintenance - Visitor's Centre	11,088	12,000			12,000	10,840	90%
1022	Cowra Tourism Contribution - Events Management Officer	51,840	53,084			53,084	26,542	50%
1026	Cowra Japanese Garden & Cultural Centre - Plant/Labour Contribution	10,494	11,820			11,820	10,745	91%
1023	Christmas Decorations		6,092			6,092	300	5%
1028	Visitor's Centre Rent Contribution	34,787	36,595			36,595	17,646	48%
	Building Depreciation	33,935	34,614			34,614	17,449	50%
	Total expenses	563,734	586,640	0	0	586,640	299,740	
Capital items								
	Total Capital Items	0	0	0	0	0	0	
Cash reconciliation items								
	Depreciation	(33,935)	(34,614)			(34,614)	(17,449)	
	Total adjustment for non-cash items	(33,935)	(34,614)	0	0	(34,614)	(17,449)	
	Increase / (decrease) in cash	(479,182)	(494,691)	0	0	(494,691)	(256,615)	
	Funded by / (to) reserves							
	Funded by / (to) general revenues	479,182	494,691	0	0	494,691	256,615	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
HUMAN RESOURCES								
Income from continuing operations								
141	Training Subsidy	8,577	42,230			42,230	10,272	24%
2458	Grant - Fresh Start Program - School Based Trainees			22,125	25,000	47,125	32,227	68%
	Total income	8,577	42,230	22,125	25,000	89,355	42,499	
Expenses from continuing operations								
133	Human Resources - Wages	252,174	254,413			254,413	110,972	44%
133	Human Resources - Operating Expenses - Other	874	1,000		834	1,834	1,834	100%
134	Training	211,198	222,259	30,764	(7,712)	245,311	101,629	41%
135	Employee Assistance Program	7,056	10,486	3,184		13,670	2,488	18%
136	Indoor Staff Uniforms	13,831	12,000			12,000	4,548	38%
137	Pre-Employment Expenses	13,100	13,582			13,582	9,237	68%
138	Employee Health & Welfare Programs	25,239	33,583	7,556		41,139	15,414	37%
139	Recruitment Expense	39,813	22,000			22,000	9,722	44%
140	HR Management Software	58,071	59,464			59,464	48,208	81%
2318	Employee Assistance - Onsite Counselling	10,118	12,288			12,288	5,795	47%
2319	Staff Medical Assessments	1,974	1,024			1,024	153	15%
2320	Drug & Alcohol Testing	451	7,168	5,549		12,717	5,711	45%
2321	Staff Service Awards	6,048	6,194			6,194	3,756	61%
2322	Legal Charges - HR		1,024			1,024	0	0%
2323	All Staff BBQ	3,169	4,096			4,096	1,111	27%
2489	HR Consultancy				6,878	6,878	6,878	100%
1957	Training Contribution - Saleyards, Waste, Water, Sewer	(91,660)	(93,860)			(93,860)	(46,932)	50%
WORK HEALTH & SAFETY								
2244	Work Health & Safety - Wages	41,029	95,113			95,113	53,507	56%
2244	Work Health & Safety - Other Operating Expenses	37,271	36,348	14,904		51,252	29,761	58%
2245	Assessment of Workstations & Chair Replacements	7,650	5,551			5,551	2,195	40%
2246	Replenish First Aid Kits	12,145	22,000			22,000	5,474	25%
2247	Defibrillator Maintenance	3,873	4,433			4,433	885	20%
2449	Fire Extinguisher Inspections & Fire Safety Audits		15,000			15,000	1,800	12%
2448	WHS Management Tools & Software		20,000			20,000	0	0%
	Total expenses	653,423	765,166	61,957	0	827,123	374,144	
Capital items								
	Total capital items	0	0	0	0	0	0	
Cash reconciliation items								
	Total adjustment for non-cash items	0	0	0	0	0	0	
	Increase / (decrease) in cash	(644,846)	(722,936)	(39,832)	25,000	(737,768)	(331,645)	
Funded by / (to) reserves								
	Transfer from Statecover Reserve	39,944	94,620			94,620	20,097	
	Transfer from Carryover Reserve	48,770		61,957		61,957	61,957	
	Transfer to Carryover Reserve	(61,957)				0	0	
	Funded by / (to) general revenues	618,089	628,316	(22,125)	(25,000)	581,191	249,591	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
GENERAL MANAGER - OVERHEADS								
	Income from continuing operations							
	Total income	0	0	0	0	0	0	
	Expenses from continuing operations							
18	Superannuation	121,617	110,217			110,217	59,946	54%
18	Public Holidays	35,191	36,586			36,586	5,695	16%
18	Workers Comp. Insurance	19,959	31,319			31,319	11,520	37%
18	Annual Leave	79,222	73,171			73,171	51,785	71%
	Long Service Leave - Accrual	54,719	36,012			36,012	18,154	50%
18	Sick Leave	157,595	27,439			27,439	18,979	69%
18	Training Wages					0	0	
	Lump Sum Payment	6,000	7,429	(1,429)		6,000	6,000	100%
	Total expenses	474,303	322,173	(1,429)	0	320,744	172,079	
	Capital items							
18	Long Service Leave	8,332	18,293			18,293	0	0%
	Total capital items	8,332	18,293	0	0	18,293	0	
	Cash reconciliation items							
	Long Service Leave Accrual	(54,719)	(36,012)			(36,012)	(18,154)	
	Total adjustment for non-cash items	(54,719)	(36,012)	0	0	(36,012)	(18,154)	
	Increase / (decrease) in cash	(427,917)	(304,454)	1,429	0	(303,025)	(153,925)	
	Funded by / (to) reserves							
	Transfer to Long Service Leave Reserve	(8,332)	(18,293)			(18,293)	0	
	Transfer from Long Service Leave Reserve	8,332	18,293			18,293	0	
	Funded by / (to) general revenues	427,917	304,454	(1,429)	0	303,025	153,925	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
CORPORATE SERVICES								
Income from continuing operations								
100	Statecover - Performance Rebate	51,751	52,993		2,708	55,701	55,701	100%
2352	Insurance Claim Income - Admin Building Roof	155,486				0	0	
	Total income	207,237	52,993	0	2,708	55,701	55,701	
Expenses from continuing operations								
74	Corporate Services - Operating Expenses - Wages	608,715	648,083			648,083	305,160	47%
74	Corporate Services - Operating Expenses - Other	240,845	365,175			365,175	119,400	33%
81	Insurance Expenses	443,798	426,728	31,599	500	458,827	458,827	100%
FINANCIAL SERVICES								
2009	Financial Services - Operating Expenses - Wages	528,593	544,317	(20,000)	(20,000)	504,317	275,162	55%
2009	Financial Services - Operating Expenses - Other	11,282	5,120	20,000	20,000	45,120	29,014	64%
102	Fringe Benefits Tax	14,144	35,000			35,000	6,111	17%
103	Bank Charges	58,178	57,214			57,214	31,714	55%
106	Annual Statements Audit Fees	84,401	83,763			83,763	0	0%
107	Internal Audit	1,800	25,600			25,600	0	0%
2243	ARIC Members Fees	15,870	27,600			27,600	11,426	41%
110	Accounting Software	20,008	25,600			25,600	17,488	68%
111	Revaluation of Council Assets	29,949			1,576	1,576	1,576	100%
ADMINISTRATION BUILDING - WORKING EXPENSES								
85	Administration Building - Maintenance & Operating Expenses	219,979	247,856			247,856	75,420	30%
2350	Administration Building Roof Repair	146,861				0	0	
2351	Insurance Excess - Administration Building Roof	20,000				0	0	
	Building Depreciation	124,593	127,085			127,085	64,065	50%
	Total expenses	2,569,016	2,619,141	31,599	2,076	2,652,816	1,395,361	
Capital items								
	Total capital items	0	0	0	0	0	0	
Cash reconciliation items								
	Depreciation	(124,593)	(127,085)			(127,085)	(64,065)	
	Total adjustment for non-cash items	(124,593)	(127,085)	0	0	(127,085)	(64,065)	
	Increase / (decrease) in cash	(2,237,187)	(2,439,063)	(31,599)	632	(2,470,030)	(1,275,596)	
Funded by / (to) reserves								
	Transfer to Statecover Reserve	(51,751)	(52,993)		(2,708)	(55,701)	(55,701)	
	Transfer to Bad Debts Reserve	(7,500)	(8,000)			(8,000)	(4,033)	
	Funded by / (to) general revenues	2,296,438	2,500,056	31,599	2,076	2,533,731	1,335,330	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
GENERAL PURPOSE REVENUE								
Income from continuing operations								
	Residential - Cowra	2,145,040	2,235,074	12,422	508	2,248,004	2,248,004	100%
	Residential	319,159	334,366	752	(650)	334,468	334,468	100%
	Residential - Rural	713,970	746,595		(8,452)	738,143	738,143	100%
	Farmland	3,384,091	3,535,262	6,592		3,541,854	3,541,854	100%
	Mining	23,546	24,535	28		24,563	24,563	100%
	Business	1,606,731	1,674,828		(1,427)	1,673,401	1,673,401	100%
	Interest on Overdue Rates	80,014	58,000			58,000	33,008	57%
	Income - Rate Legal Action	16,364	13,820	11,975	20,000	45,795	38,329	84%
	Write off Bad & Doubtful Debts		(5,651)			(5,651)	0	0%
	Pensioner Rates Abandoned	(174,520)	(190,002)		19,266	(170,736)	(170,736)	100%
	Pensioner Rates Subsidy	95,964	103,341		(10,222)	93,119	93,119	100%
	Interest on Investments	2,115,517	1,433,560			1,433,560	837,927	58%
1583	Financial Assistance Grant - Local Roads	1,307,740	1,880,427	221,627		2,102,054	505,255	24%
1582	Financial Assistance Grant - General	3,046,205	4,205,282	473,483		4,678,765	1,166,277	25%
	Total income	14,679,822	16,049,437	726,878	19,023	16,795,339	11,063,611	
Expenses from continuing operations								
105	Valuer General Land Value Fee		70,733			70,733	61,533	87%
108	Debt Recovery Expenses	27,141	15,622	5,344	20,000	40,966	34,006	83%
116	S.611 Charges - Water/Sewer	(950,000)	(950,000)			(950,000)	(474,998)	50%
109	Refund S.611 Charges to Water & Sewer	180,000	120,000			120,000	60,000	50%
	Total expenses	(742,859)	(743,645)	5,344	20,000	(718,301)	(319,459)	
Capital items								
	Total capital items	0	0	0	0	0	0	
Cash reconciliation items								
	Total adjustment for non-cash items	0	0	0	0	0	0	
	Increase / (decrease) in cash	15,422,681	16,793,082	721,534	(977)	17,513,639	11,383,069	
Funded by / (to) reserves								
	Transfer to Financial Assistance Grants Reserve		(3,103,785)	(339,578)		(3,443,363)	0	
	Transfer from Financial Assistance Grants Reserve	938,474	3,028,083	(3,028,083)		0	0	
	Transfer to Built Asset Replacement Program Reserve	(114,325)	(92,389)		(1,000,000)	(1,092,389)	(550,684)	
	Transfer from Built Asset Replacement Program Reserve	1,000,000				0	0	
	Funded by / (to) general revenues	(17,246,830)	(16,624,991)	2,646,127	1,000,977	(12,977,887)	(10,832,386)	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
OTHER REVENUE								
Income from continuing operations								
	Interest on Internal Loans	2,325				0	0	
113	S.603 Certificates	36,800	44,725			44,725	23,050	52%
115	AGL Gas Distribution Revenue	2,669	2,749	(54)		2,695	2,695	100%
98	Sundry	1,414	5,147			5,147	2,328	45%
	Total income	43,208	52,621	(54)	0	52,567	28,073	
Expenses from continuing operations								
1965	AODE Distribution	(1,583,143)	(1,908,391)			(1,908,391)	(954,198)	50%
1963	Waste Dividend	(63,214)	(64,731)			(64,731)	(32,364)	50%
1960	Saleyards Dividend	(22,301)	(22,836)			(22,836)	(11,418)	50%
1961	Caravan Park Dividend	(43,259)	(44,297)			(44,297)	(22,146)	50%
1962	Dividend - Water	(50,000)	(50,000)			(50,000)	(25,002)	50%
1964	Dividend - Sewer	(100,000)	(100,000)			(100,000)	(49,998)	50%
1966	Contribution - Waste Fund	(1,428,085)	(1,065,675)			(1,065,675)	(532,836)	50%
	Total expenses	(3,290,002)	(3,255,930)	0	0	(3,255,930)	(1,627,962)	
Capital items								
	Total capital items	0	0	0	0	0	0	
Cash reconciliation items								
	Total adjustment for non-cash items	0	0	0	0	0	0	
	Increase / (decrease) in cash	3,333,210	3,308,551	(54)	0	3,308,497	1,656,035	
	Funded by / (to) reserves							
	Funded by / (to) general revenues	(3,333,210)	(3,308,551)	54	0	(3,308,497)	(1,656,035)	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
INFORMATION TECHNOLOGY								
Income from continuing operations								
123	Information Services - Sundry Income	860	860		378	1,238	1,238	100%
	Total income	860	860	0	378	1,238	1,238	
Expenses from continuing operations								
123	Information Services - Operating Expenditure - Wages	255,034	252,535			252,535	115,218	46%
123	Information Services - Operating Expenditure - Other	450,981	453,767			453,767	434,090	96%
2422	Contribution - Joint Computer Security Information Officer	14,184	15,000			15,000	0	0%
2143	Website Licensing	38,337	42,170			42,170	0	0%
2142	Desktop PC/Laptop Replacement	24,667	20,000		771	20,771	20,771	100%
2141	Migration of Phone System	50,107				0	0	
124	Purchase of IT Equipment - Councillors	9,289				0	0	
RECORDS								
2010	Records Management - Operating Expenditure - Wages	98,814	122,517			122,517	57,200	47%
2010	Records Management - Operating Expenditure - Other	7,500	24,258			24,258	827	3%
DEPRECIATION								
	Equipment Depreciation	97,431	99,380			99,380	50,098	50%
	Other Asset Depreciation	10,805	11,021			11,021	5,556	50%
	Total expenses	1,057,149	1,040,648	0	771	1,041,419	683,760	
Capital items								
	Major Software & Infrastructure Upgrades		90,000			90,000	0	0%
	Total capital items	0	90,000	0	0	90,000	0	
Cash reconciliation items								
	Depreciation	(108,236)	(110,401)			(110,401)	(55,654)	
	Total adjustment for non-cash items	(108,236)	(110,401)	0	0	(110,401)	(55,654)	
	Increase / (decrease) in cash	(948,053)	(1,019,387)	0	(393)	(1,019,780)	(626,868)	
Funded by / (to) reserves								
	Transfer to IT Equipment Reserve	(50,000)	(90,000)			(90,000)	(45,370)	
	Transfer from Carryover Reserve	40,280				0	0	
	Funded by / (to) general revenues	957,773	1,109,387	0	393	1,109,780	672,238	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
LIBRARY								
Income from continuing operations								
958	Library Subsidy	82,009	82,009			82,009	82,079	100%
959	Sundry Income	5,697	8,106			8,106	2,693	33%
960	Special Purpose Grant	19,700	6,000		13,690	19,690	19,690	100%
	Total income	107,406	96,115	0	13,690	109,805	104,462	
Expenses from continuing operations								
954	Contribution to Central West Libraries	362,134	409,600			409,600	0	0%
952	Building Maintenance - Library	43,514	50,848			50,848	21,587	42%
2008	Loan No. 226 - Library - 50%	1,162				0	0	
951	Library - Working Expenses	36,495	46,158			46,158	15,019	33%
955	Local Projects Grant Expenditure	17,689	6,000	40,961	13,690	60,651	39,084	64%
	Building Depreciation	44,616	45,508			45,508	22,941	50%
	Equipment Depreciation	1,423	1,451			1,451	731	50%
	Total expenses	507,034	559,565	40,961	13,690	614,216	99,362	
Capital items								
	Loan No. 226 - Library - 50%	14,529				0	0	
2170	Cowra Library Refurbishment	4,397				0	0	
	Total capital items	18,926	0	0	0	0	0	
Cash reconciliation items								
	Depreciation	(46,039)	(46,959)			(46,959)	(23,672)	
	Internal Loan Principal - Back	(14,529)				0	0	
	Total adjustment for non-cash items	(60,568)	(46,959)	0	0	(46,959)	(23,672)	
	Increase / (decrease) in cash	(357,986)	(416,491)	(40,961)	0	(457,452)	28,772	
Funded by / (to) reserves								
	Transfer from Unexpended Grants Reserve	22,086				0	19,394	
	Transfer from Unexpended Grants Reserve (Capital)			40,961		40,961	0	
	Transfer from S94 Growth Reserve	2,347	2,406			2,406	1,213	
	Transfer to Unexpended Grants Reserve	(19,700)				0	0	
	Funded by / (to) general revenues	353,253	414,085	0	0	414,085	(49,379)	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
ART GALLERY								
Income from continuing operations								
864	Gallery Income - Art Awards - Subscription/Program	9,027	12,000	2,108		14,108	14,108	100%
870	Gallery Income - Retail Shop Sales	2,784	6,000			6,000	2,194	37%
865	Gallery Income - Workshops	461	1,500			1,500	759	51%
868	Gallery Income - Art Sales (Net of Commission)	2,239	6,848		9,672	16,520	16,520	100%
869	Gallery Income - Art Sales Commission	882	2,634		3,802	6,436	6,436	100%
866	Gallery Income - Other Special Events		200		6,950	7,150	7,150	100%
867	Gallery Income - Cash Donations		200			200	0	0%
	Total income	15,394	29,382	2,108	20,424	51,914	47,168	
Expenses from continuing operations								
841	Gallery - Salaries	200,705	192,466	(245)		192,221	102,200	53%
842	Gallery - Building & Utilities	79,930	77,182			77,182	35,922	47%
845	Gallery - Administration & Marketing Expenses	33,578	28,129			28,129	16,231	58%
847	Gallery - Collection Storage & Conservation	6,229	7,790			7,790	1,455	19%
851	Gallery - Art Awards	14,159	12,000		3,000	15,000	12,564	84%
850	Gallery - Exhibitions Expenses	34,285	35,000			35,000	20,461	58%
848	Gallery - Exhibition Development	476	1,501			1,501	0	0%
844	Gallery - Public Programs/Outreach	4,353	20,000			20,000	3,565	18%
843	Gallery - Shop Sales Expenses	463	8,000			8,000	1,119	14%
852	Gallery - Artist Payments (Art Sales)	1,653	6,000		8,707	14,707	14,707	100%
849	Gallery - Workshop Expenses	108				0	0	
2397	Gallery - Upgrade/ Staging Options	2,670		17,500		17,500	17,500	100%
863	Loan No. 226 - Gallery - 50%	1,162				0	0	
COWRA SCULPTURE PARK								
855	Cowra Sculpture Park	29,595	11,000			11,000	255	2%
DEPRECIATION								
	Building Depreciation	44,616	45,508			45,508	22,941	50%
	Other Asset Depreciation	29,227	29,812			29,812	15,029	50%
	Total expenses	483,210	474,388	17,255	11,707	503,350	263,948	
Capital items								
	Loan No. 226 - Gallery - 50%	14,529				0	0	
	Total capital items	14,529	0	0	0	0	0	
Cash reconciliation items								
	Internal Loan Principal - Back	(14,529)				0	0	
	Depreciation	(73,843)	(75,320)			(75,320)	(37,970)	
	Total adjustment for non-cash items	(88,372)	(75,320)	0	0	(75,320)	(37,970)	
	Increase / (decrease) in cash	(393,973)	(369,686)	(15,147)	8,717	(376,116)	(178,811)	
Funded by / (to) reserves								
	Transfer to Carryover Reserve	(17,330)				0	0	
	Transfer from Art Gallery Reserve	10,154				0	0	
	Transfer from Carryover Reserve	54,542		17,330		17,330	17,330	
	Transfer from S94 Growth Reserve	2,347	2,406			2,406	1,213	
	Funded by / (to) general revenues	344,260	367,280	(2,183)	(8,717)	356,380	160,268	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
CIVIC CENTRE								
Income from continuing operations								
2023	Grant - Civic Centre Accessibility Upgrade	39,640				0	0	
831	Equipment Funds - Civic Centre	13,334	12,360			12,360	6,547	53%
832	Other Income - Civic Centre	2,000	3,914			3,914	345	9%
833	Bar Sales - Civic Centre	73,428	62,500			62,500	37,941	61%
835	Booking Fees - Civic Centre	13,179	10,500			10,500	8,396	80%
836	Equipment Hire - Civic Centre	2,535	5,000			5,000	1,527	31%
837	Venue Hire Fees - Civic Centre	64,261	156,552			156,552	30,961	20%
838	Ticket Sales - Civic Centre	9,888	41,200			41,200	11,556	28%
2357	Cinema Sales - Civic Centre	57,545	57,096			57,096	36,537	64%
839	Merchandise Sales - Civic Centre	520	1,236			1,236	45	4%
2387	Membership Fees - Civic Centre	5,776	12,000			12,000	1,240	10%
2069	Grant - Creative Capital Funding Program	148,534				0	0	
2446	Grant - TfNSW - Bell Beats Music & Arts Festival			171,200	(400)	170,800	170,800	100%
2494	Merchandise Fees - Bell Beats Music & Arts Festival			2,707		2,707	2,707	100%
2495	Stallholder Fees - Bell Beats Music & Arts Festival			2,045		2,045	2,045	100%
2498	Play It Forward Event Income				3,191	3,191	3,191	100%
	Total income	430,641	362,358	175,952	2,791	541,101	313,839	
Expenses from continuing operations								
WAGES AND SALARIES								
1667	Civic Centre - Manager's Wages	101,596	98,373	(385)		97,988	57,781	59%
810	Civic Centre - General Expenditure - Wages	54,119	61,334	(231)		61,103	31,836	52%
814	Civic Centre - Marketing - Wages	10,050	9,927		5,073	15,000	10,594	71%
815	Civic Centre - Technical Expenditure - Wages	12,688	18,025			18,025	13,605	75%
816	Civic Centre - Venue Hire - Wages	49,066	41,200			41,200	14,718	36%
817	Civic Centre - Projects - Wages	2,941	9,270			9,270	2,167	23%
811	Civic Centre - Bar - Wages	26,236	20,600			20,600	16,204	79%
818	Civic Centre - Cinema - Wages	38,670	30,900			30,900	17,906	58%
OTHER OPERATING EXPENSES								
810	Civic Centre - General Expenditure	54,052	45,000			45,000	14,166	31%
818	Civic Centre - Cinema	27,359	25,000			25,000	18,697	75%
811	Civic Centre - Bar	37,030	30,000			30,000	19,142	64%
813	Civic Centre - Maintenance & Cleaning	75,568	65,000			65,000	29,726	46%
812	Civic Centre - Box Office	13,461	9,000			9,000	5,806	65%
814	Civic Centre - Marketing	14,416	25,000			25,000	8,635	35%
815	Civic Centre - Technical Expenditure	4,981	7,500			7,500	5,135	68%
816	Civic Centre - Venue Hire	11,221	5,000			5,000	3,553	71%
817	Civic Centre - Projects	25,113	27,000			27,000	14,710	54%
804	Eisteddfod Donation	14,361	24,940			24,940	0	0%
2447	Bell Beats Music & Arts Festival	1,175		143,500	45,693	189,193	189,193	100%
2451	Concessions - Local Commercial Operators		13,000		1,957	14,957	14,957	100%
2450	Concessions - Volunteer/Not-for-profit/Schools		63,000			63,000	2,658	4%
2498	Play It Forward - AusMusic T-Shirt Day Celebration				2,344	2,344	2,344	100%
FIXED COSTS								
1932	Loan No. 249 - Civic Centre Refurbishment	68,051	62,793			62,793	32,171	51%
1933	Loan No. 245 - Civic Centre Refurbishment	7,670	6,262			6,262	3,323	53%
	Building Depreciation	124,211	126,695			126,695	63,868	50%
	Equipment Depreciation	8,461	8,630			8,630	4,350	50%
	Other Asset Depreciation	5,865	5,982			5,982	3,016	50%
	Total expenses	788,361	839,431	142,885	55,067	1,037,382	600,262	
Capital items								
	Loan No. 249 - Civic Centre Refurbishment	62,204	67,845			67,845	33,148	49%
	Loan No. 245 - Civic Centre Refurbishment	16,610	18,023			18,023	8,819	49%
824	Civic Centre - Technical Upgrades	12,430		3,858		3,858	3,858	100%
2024	Accessibility Upgrade - Grant Funded	79,640				0	0	
2068	Auditorium Seating Upgrade - Grant Funded	148,534				0	0	
	Total capital items	319,418	85,868	3,858	0	89,726	45,825	
Cash reconciliation items								
	Depreciation	(138,537)	(141,307)			(141,307)	(71,234)	
	Total adjustment for non-cash items	(138,537)	(141,307)	0	0	(141,307)	(71,234)	
	Increase / (decrease) in cash	(538,602)	(421,634)	29,210	(52,276)	(444,700)	(261,014)	
Funded by / (to) reserves								
	Transfer to Civic Centre Reserve	(13,334)	(12,360)			(12,360)	(6,547)	
	Transfer from Civic Centre Reserve (Capital)	12,430		3,858		3,858	0	
	Transfer from S94 Growth Reserve	8,674	8,891			8,891	4,482	
	Funded by / (to) general revenues	530,832	425,103	(33,068)	52,276	444,311	263,078	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
COMMUNITY DEVELOPMENT								
Income from continuing operations								
983	Youth Week Grant	3,412	3,412			3,412	0	0%
982	Youth Week - Sundry Income	359	1,000			1,000	0	0%
987	Australia Day Council Grant	10,000			10,000	10,000	8,000	80%
1678	Grant - Seniors Festival	5,000				0	0	
2138	Grant - Winter Holiday Break Program			4,260		4,260	4,260	100%
	Total income	18,771	4,412	4,260	10,000	18,672	12,260	
Expenses from continuing operations								
961	Community Development - Operating Expenses - Wages	94,196	87,172	(1,196)		85,976	49,944	58%
961	Community Development - Operating Expenses - Other	624	12,134			12,134	931	8%
963	Showground Trust Contribution	49,578	50,768			50,768	0	0%
964	Regional Arts Contribution	8,861	9,074			9,074	8,876	98%
971	Youth Council Activities	11,466	13,730	(1,196)		12,534	9,427	75%
967	Sport/Recreation Plan Implementation	4,196	5,073			5,073	1,204	24%
2291	Family Day Care Grants	2,000	10,000			10,000	2,000	20%
COMMUNITY EVENTS								
978	NAIDOC Week	3,223	3,400			3,400	1,083	32%
979	World Peace Day	7,991	8,011			8,011	7,939	99%
980	Christmas Markets	22,049	22,632		6,088	28,720	28,720	100%
981	New Year's Eve Beach Party		5,952			5,952	0	0%
976	Australia Day Celebrations	24,374	14,000		10,000	24,000	2,891	12%
977	Seniors Week	8,412	7,500			7,500	59	1%
2116	ANZAC Day	10,203	3,907			3,907	0	0%
2117	Cowra Show	5,203	7,832			7,832	4,609	59%
2043	Other Community Events	713	3,000			3,000	11	0%
2166	Winter Holiday Break Program	4,749				0	0	
2176	Remembrance Day		865			865	0	0%
2177	Morongla Show Traffic	2,035	2,084			2,084	437	21%
2178	Cowra Eisteddfod	180				0	0	
2179	Other Events			609		609	609	100%
	Other Asset Depreciation	29,531	30,122			30,122	15,185	50%
	Total expenses	289,585	297,256	(1,783)	16,088	311,560	133,923	
Capital items								
	Total capital items	0	0	0	0	0	0	
Cash reconciliation items								
	Depreciation	(29,531)	(30,122)			(30,122)	(15,185)	
	Total adjustment for non-cash items	(29,531)	(30,122)	0	0	(30,122)	(15,185)	
	Increase / (decrease) in cash	(241,283)	(262,722)	6,043	(6,088)	(262,766)	(106,479)	
Funded by / (to) reserves								
	Transfer from Unexpended Grants Reserve	4,740				0	0	
	Funded by / (to) general revenues	236,543	262,722	(6,043)	6,088	262,766	106,479	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
CORPORATE SERVICES - OVERHEADS								
	Income from continuing operations							
	Total income	0	0	0	0	0	0	
	Expenses from continuing operations							
91	Superannuation	285,993	304,868			304,868	142,943	47%
91	Public Holidays	78,415	92,618			92,618	9,622	10%
91	Workers Comp. Insurance	89,049	133,105			133,105	51,047	38%
91	Annual Leave	183,560	186,028			186,028	118,379	64%
	Long Service Leave - Accrual	102,194	84,825			84,825	42,761	50%
91	Sick Leave	86,324	69,761			69,761	36,330	52%
91	Training Wages	4,594		2,057		2,057	2,057	100%
	Lump Sum Payment	18,125	23,125	(4,957)		18,168	18,168	100%
	Total expenses	848,255	894,330	(2,901)	0	891,429	421,306	
	Capital items							
91	Long Service Leave	18,917	46,309	83,691		130,000	129,295	99%
	Total capital items	18,917	46,309	83,691	0	130,000	129,295	
	Cash reconciliation items							
	Long Service Leave Accrual	(102,194)	(84,825)			(84,825)	(42,761)	
	Total adjustment for non-cash items	(102,194)	(84,825)	0	0	(84,825)	(42,761)	
	Increase / (decrease) in cash	(764,978)	(855,814)	(80,790)	0	(936,604)	(507,840)	
	Funded by / (to) reserves							
	Transfer to Long Service Leave Reserve	(18,917)	(46,309)			(46,309)	(129,295)	
	Transfer from Long Service Leave Reserve	18,917	46,309	83,691		130,000	129,295	
	Funded by / (to) general revenues	764,978	855,814	(2,901)	0	852,913	507,840	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
RANGER SERVICES								
Income from continuing operations								
943	Companion Animals Reimbursement	40,156	22,993			22,993	0	0%
2419	Animal Registration Fees	109,814	28,000			28,000	23,313	83%
2420	Microchipping Fees	681	4,000			4,000	431	11%
945	Infringement Notice - Fines	14,330	22,045			22,045	8,030	36%
946	Animal Impounding Fees	668	2,844			2,844	1,668	59%
947	Companion Animal Rehoming Scheme			518	2,482	3,000	1,726	58%
2474	Companion Animal Adoption Fee			575	2,425	3,000	2,010	67%
	Total income	165,649	79,882	1,093	4,907	85,882	37,177	
Expenses from continuing operations								
937	Ranger - Operating Expenses - Wages	146,614	151,077			151,077	80,230	53%
937	Ranger - Operating Expenses - Other	52,281	40,895		25,000	65,895	32,524	49%
2418	Pound Operating Expenditure	15,270	36,990			36,990	8,251	22%
942	OLG Companion Animal Registrations	102,751	7,820		7,180	15,000	7,916	53%
941	Weighbridge Charges	846	3,150			3,150	163	5%
940	Infringement Processing Expense	3,871	5,120			5,120	732	14%
	Building Depreciation	2,060	2,101			2,101	1,059	50%
	Total expenses	323,693	247,153	0	32,180	279,333	130,874	
Capital items								
949	Pound Refurbishment	21,043		142,957		142,957	90,084	63%
	Total capital items	21,043	0	142,957	0	142,957	90,084	
Cash reconciliation items								
	Depreciation	(2,060)	(2,101)			(2,101)	(1,059)	
	Total adjustment for non-cash items	(2,060)	(2,101)	0	0	(2,101)	(1,059)	
	Increase / (decrease) in cash	(177,026)	(165,170)	(141,864)	(27,273)	(334,307)	(182,722)	
Funded by / (to) reserves								
	Transfer from Built Asset Replacement Reserve (Capital)	21,043		142,957		142,957	90,084	
	Funded by / (to) general revenues	155,983	165,170	(1,093)	27,273	191,350	92,638	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
ENVIRONMENTAL SERVICES								
Income from continuing operations								
907	Food Inspection Fees	14,537	13,021			13,021	1,655	13%
	Building Inspection Fees	88,715	80,641			80,641	44,100	55%
	Planning & Building Cert. Application Fee	58,410	72,695			72,695	39,587	54%
	DA Fees	118,645	173,686			173,686	73,708	42%
930	Sundry	3,246	11,042			11,042	916	8%
	Rural Addressing Sales	636	2,546			2,546	189	7%
914	Heritage Advisors Grant		7,692			7,692	0	0%
909	Heritage Fund Grant		6,650	5,850		12,500	12,500	100%
	Construction Certificate	60,630	74,438			74,438	30,118	40%
	Subdivision Certificate	1,200	3,144			3,144	432	14%
929	Long Service Levy Commission	666	3,170	921		4,091	2,093	51%
1236	Public Health Act Registration/Compliance Inspection		224			224	0	0%
933	Swimming Pool Act Compliance/Exemption Application	4,947	6,905			6,905	1,895	27%
	Complying Dev Cert Applications	18,375	19,913			19,913	15,922	80%
	Section 68 Application Fee	39,109	34,310			34,310	19,368	56%
932	Drainage Diagrams	9,090	9,961			9,961	9,409	94%
	S94 Growth Contributions	36,933	25,000			25,000	0	0%
	S94A Contributions	127,894	87,402		42,598	130,000	105,704	81%
	Interest on S94 Contributions	8,093				0	0	
	Total income	591,126	632,440	6,771	42,598	681,809	357,598	
Expenses from continuing operations								
874	Environmental Services - Operating Expenses - Wages	919,985	929,800		(501)	929,299	457,035	49%
874	Environmental Services - Operating Expenses - Other	278,942	156,233			156,233	103,267	66%
2417	Environmental Services Legal Costs	34,519	50,000			50,000	0	0%
2396	API Licence Fee	10,080	18,000			18,000	0	0%
879	Strategic / LEP Amendments		10,000			10,000	0	0%
883	Local Heritage Fund		15,780			15,780	0	0%
884	Heritage Advisor	7,745	34,304			34,304	0	0%
881	Small Environmental Grants Program		4,000	25,032		29,032	0	0%
887	DA Tracking Project	3,400	3,600			3,600	3,000	83%
880	Disabled Access Incentive Fund	9,506	42,775	32,266		75,041	5,500	7%
2302	Strong Start Cadetship Program	18,167		6,833		6,833	0	0%
2039	NSW Planning Portal - Setup	8,026				0	0	
2257	Regional Housing Strategic Planning Fund	92,900				0	0	
	Total expenses	1,383,271	1,264,492	64,131	(501)	1,328,122	568,802	
Capital items								
	Total capital items	0	0	0	0	0	0	
Cash reconciliation items								
	Total adjustment for non-cash items	0	0	0	0	0	0	
	Increase / (decrease) in cash	(792,145)	(632,052)	(57,360)	43,099	(646,313)	(211,204)	
Funded by / (to) reserves								
	Transfer to S94A Reserve	(127,894)	(87,402)		(42,598)	(130,000)	(105,704)	
	Transfer to S94 Growth Reserve	(36,933)	(25,000)			(25,000)	0	
	Transfer from Carryover Reserve	21,032		57,298		57,298	57,298	
	Transfer from Unexpended Grants Reserve	119,093		6,833		6,833	0	
	Transfer to Carryover Reserve	(57,298)				0	0	
	Funded by / (to) general revenues	874,144	744,454	(6,771)	(501)	737,182	259,610	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
ENVIRONMENTAL SERVICES - OVERHEADS								
	Income from continuing operations							
	Total income	0	0	0	0	0	0	
	Expenses from continuing operations							
900	Superannuation	137,285	151,772			151,772	74,593	49%
900	Public Holidays	42,573	48,478			48,478	5,946	12%
900	Workers Comp. Insurance	39,919	41,759			41,759	15,361	37%
900	Annual Leave	91,313	96,957			96,957	38,106	39%
	Long Service Leave - Accrual	44,240	49,298			49,298	24,852	50%
900	Sick Leave	41,842	36,359			36,359	21,522	59%
900	Training Wages	1,080			501	501	501	100%
	Lump Sum Payment	7,529	12,910	(3,267)		9,643	9,643	100%
	Total expenses	405,780	437,533	(3,267)	501	434,767	190,524	
	Capital items							
900	Long Service Leave	7,449	24,239			24,239	10,429	43%
	Total capital items	7,449	24,239	0	0	24,239	10,429	
	Cash reconciliation items							
	Long Service Leave Accrual	(44,240)	(49,298)			(49,298)	(24,852)	
	Total adjustment for non-cash items	(44,240)	(49,298)	0	0	(49,298)	(24,852)	
	Increase / (decrease) in cash	(368,989)	(412,474)	3,267	(501)	(409,708)	(176,102)	
	Funded by / (to) reserves							
	Transfer from Long Service Leave Reserve	7,449	24,239			24,239	10,429	
	Transfer to Long Service Leave Reserve	(7,449)	(24,239)			(24,239)	(10,429)	
	Funded by / (to) general revenues	368,989	412,474	(3,267)	501	409,708	176,102	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
INFRASTRUCTURE & OPERATIONS ADMINISTRATION								
Income from continuing operations								
1238	Compliance Certificate Application Fee	159		493	507	1,000	659	66%
	Total income	159	0	493	507	1,000	659	
Expenses from continuing operations								
1958	Salary Contribution from Saleyards, Waste, Water, Sewer	(506,487)	(521,681)			(521,681)	(260,838)	50%
164	I&O Admin - Operating Expenses - Wages	915,298	976,527			976,527	411,845	42%
164	I&O Admin - Operating Expenses - Other	357,433	307,476			307,476	144,396	47%
169	Public Events - Banner Changes	8,555	11,234			11,234	4,063	36%
	Total expenses	774,798	773,556	0	0	773,556	299,466	
Capital items								
	Total capital items	0	0	0	0	0	0	
Cash reconciliation items								
	Total adjustment for non-cash items	0	0	0	0	0	0	
	Increase / (decrease) in cash	(774,639)	(773,556)	493	507	(772,556)	(298,808)	
	Funded by / (to) reserves							
	Funded by / (to) general revenues	774,639	773,556	(493)	(507)	772,556	298,808	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
TECHNICAL SERVICES								
Income from continuing operations								
1020	Roads Act Section 138 Application	13,584	9,872			9,872	4,269	43%
	Subdivision Works Certificates	39,570	10,000			10,000	0	0%
2411	Grant - Community Energy Upgrades - Solar Installation		110,287			110,287	33,086	30%
	Total income	53,153	130,159	0	0	130,159	37,355	
Expenses from continuing operations								
1991	Contribution - Compliance Officer - Water	(19,408)	(19,990)			(19,990)	(9,996)	50%
1992	Contribution - Compliance Officer - Sewer	(45,038)	(46,389)			(46,389)	(23,193)	50%
1004	Technical Services - Operating Expenses - Wages	699,909	734,555			734,555	363,962	50%
1004	Technical Services - Operating Expenses - Other	222,109	215,423			215,423	100,850	47%
1017	Crown Land - Plans of Management - Wages	64,992	74,741			74,741	36,381	49%
1914	Cowra Gasworks - Voluntary Management Plan	63,847		45,809		45,809	0	0%
	Total expenses	986,411	958,340	45,809	0	1,004,149	468,005	
Capital items								
1715	Survey Equipment Upgrade	17,953				0	0	
2412	Civic Centre Solar Installation & Battery Storage		42,374			42,374	0	0%
2413	Library/Art Gallery Solar Installation & Battery Storage		41,170			41,170	0	0%
2414	Council Depot Solar Installation & Battery Storage		94,656			94,656	0	0%
2415	Visitors Centre Solar Installation & Battery Storage		42,374			42,374	0	0%
	Total capital items	17,953	220,574	0	0	220,574	0	
Cash reconciliation items								
	Total adjustment for non-cash items	0	0	0	0	0	0	
	Increase / (decrease) in cash	(951,210)	(1,048,755)	(45,809)	0	(1,094,564)	(430,650)	
Funded by / (to) reserves								
	Transfer to Carryover Reserve	(45,809)				0	0	
	Transfer from Carryover Reserve	79,655		45,809		45,809	45,809	
	Transfer from Built Asset Replacement Program Reserve (Capital)		110,287			110,287		
	Funded by / (to) general revenues	917,364	938,468	0	0	938,468	384,841	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
PLANT & DEPOT OPERATIONS								
Income from continuing operations								
1213	Fuel Tax Credits	98,219	100,000			100,000	52,192	52%
1214	Leaseback Contribution	135,105	135,960			135,960	72,706	53%
161	Sundry Income - Depot	463	1,135			1,135	360	32%
	Total income	233,787	237,095	0	0	237,095	125,258	
Expenses from continuing operations								
155	Plant & Depot - Operating Expenses - Wages	342,291	352,871	(500)		352,371	161,027	46%
155	Plant & Depot - Operating Expenses - Other	223,622	275,372			275,372	116,349	42%
	Plant Operating Expenses	1,532,187	1,705,170			1,705,170	796,475	47%
1210	Plant Insurance	86,577	106,521		(8,341)	98,180	98,180	100%
1940	Loan 253A - Depot - Stage 1 - 18.79%	1,880	740			740	517	70%
1939	Loan 254A - Depot Stage 2 Interest - 31.19%	10,726	14,299			14,299	7,252	51%
1967	Contribution - Depot Redevelopment Loan - Water	(15,538)	(20,736)			(20,736)	(10,368)	50%
1968	Contribution - Depot Redevelopment Loan - Sewerage	(15,538)	(20,736)			(20,736)	(10,368)	50%
	Plant & Equipment Depreciation	963,491	982,761			982,761	495,419	50%
	Building Depreciation	67,914	69,272			69,272	34,921	50%
	Other Asset Depreciation	19,782	20,178			20,178	10,172	50%
	Plant Hire Income	(4,670,035)	(4,524,800)	(434,959)	(325,936)	(5,285,695)	(2,417,654)	46%
	Total expenses	(1,452,640)	(1,039,088)	(435,459)	(334,277)	(1,808,824)	(718,078)	
Capital items								
2408	Depot Chemical Storage Upgrades	20,749				0	0	
1712	Depot Redevelopment Stage 3	3,240	400,000	16,760		416,760	0	0%
	Loan 253A - Depot - Stage 1 - 18.79%	43,734	44,858			44,858	22,301	50%
	Loan 254A - Depot Stage 2 Principal - 31.19%	22,218	33,961			33,961	16,880	50%
	Proposed Loan - Depot Stage 3		(850,000)			(850,000)	0	0%
	Total capital items	89,941	(371,181)	16,760	0	(354,421)	39,181	
Cash reconciliation items								
	Depreciation	(1,051,187)	(1,072,211)			(1,072,211)	(540,512)	
	Total adjustment for non-cash items	(1,051,187)	(1,072,211)	0	0	(1,072,211)	(540,512)	
	Increase / (decrease) in cash	2,647,673	2,719,575	418,699	334,277	3,472,551	1,344,667	
Funded by / (to) reserves								
	Transfer to Plant Reserve		(500,000)			(500,000)	0	
	Transfer from Depot Redevelopment Reserve	14,852				0	0	
	Funded by / (to) general revenues	(2,662,525)	(2,219,575)	(418,699)	(334,277)	(2,972,551)	(1,344,667)	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
PLANT PURCHASES								
Income from continuing operations								
1212	Profit on Sale of Plant	212,201				0	0	
	Total income	212,201	0	0	0	0	0	
Expenses from continuing operations								
1211	Small Plant Purchases	12,838	10,000			10,000	3,028	30%
	Total expenses	12,838	10,000	0	0	10,000	3,028	
Capital items								
1217	Plant Purchases	636,871	1,056,866	629,324		1,686,190	317,077	19%
	Total capital items	636,871	1,056,866	629,324	0	1,686,190	317,077	
Cash reconciliation items								
	Total adjustment for non-cash items	0	0	0	0	0	0	
	Increase / (decrease) in cash	(437,508)	(1,066,866)	(629,324)	0	(1,696,190)	(320,105)	
Funded by / (to) reserves								
	Transfer from Plant Reserve (Capital)	437,508	1,066,866	629,324		1,696,190	320,105	
	Funded by / (to) general revenues	(0)	0	0	0	0	0	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
TRANSPORT FOR NSW MAINTENANCE / CONSTRUCTION								
Income from continuing operations								
STATE ROADS								
305	RMCC Ordered Works	3,781,180	3,846,943	476,654	740,155	5,063,752	5,377	0%
2407	State Road Maintenance Contract (RMAP)	1,311,406	1,000,000		100,867	1,100,867	260,610	24%
2095	Flood Damage State Roads	129,472				0	0	
REGIONAL ROADS								
351	Block Grant - Roads Component	387,000	387,000	8,000		395,000	251,500	64%
2346	Block Grant - Traffic Component	70,000	70,000	2,000		72,000	36,000	50%
2347	Block Grant - Supplementary Component	108,000	108,000			108,000	0	0%
2094	Flood Damage Regional Roads	1,705,783		293,200		293,200	0	0%
Total income		7,492,841	5,411,943	779,854	841,022	7,032,819	553,487	
Expenses from continuing operations								
STATE ROADS								
	RMCC Ordered Works	178,206	200,000	254,854		454,854	345,357	76%
	State Road Maintenance Contract (RMAP)	1,312,110	1,000,000		100,867	1,100,867	425,659	39%
	State Roads - Flood Emergent Works & Damage Repairs	707,326				0	0	
	Heavy Patching & Reseal Prep	1,584,150	1,000,000	221,800	(187,520)	1,034,280	515,968	50%
	Resealing State Roads	1,763,145	1,890,000		927,675	2,817,675	16,282	1%
REGIONAL ROADS								
	Regional Roads (Roads Component)	388,533	387,000	8,000		395,000	52,266	13%
	Regional Roads (Traffic Component)	70,002	70,000	2,000		72,000	29,075	40%
	Regional Roads - Flood Emergent Works & Damage Repairs	487,154		293,200		293,200	22,763	8%
GENERAL								
304	Salaries	137,355	185,400			185,400	68,757	37%
306	Oncost on RMS Works - Plant & Materials	(268,914)	(162,574)			(162,574)	(47,213)	29%
307	Oncost on RMS Works - Payroll	(329,968)	(449,501)			(449,501)	(149,760)	33%
	Regional Road Depreciation	136,396	127,471			127,471	64,259	50%
Total expenses		6,165,496	4,247,796	779,854	841,022	5,868,672	1,343,413	
Capital items								
	RERRF & Block Supplementary - Regional Roads Repairs	215,331	108,000	0	0	108,000	0	0%
Total capital items		215,331	108,000	0	0	108,000	0	
Cash reconciliation items								
	Depreciation	(136,396)	(127,471)			(127,471)	(64,259)	
Total adjustment for non-cash items		(136,396)	(127,471)	0	0	(127,471)	(64,259)	
Increase / (decrease) in cash		1,248,410	1,183,618	(0)	(0)	1,183,618	(725,667)	
Funded by / (to) reserves								
	Transfer to Plant Reserve		(450,000)			(450,000)	0	
	Transfer from Unexpended Grants Reserve		74,881			74,881	0	
Funded by / (to) general revenues		(1,248,410)	(808,499)	0	0	(808,499)	725,667	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
ROADS TO RECOVERY & FIXING LOCAL ROADS								
Income from Continuing Operations								
1231	Roads to Recovery Grant (RTR) - 2024-2029	1,330,447	1,464,729			1,464,729	704,481	48%
	Total income	1,330,447	1,464,729	0	0	1,464,729	704,481	
Expenses from continuing operations								
	Total expenses	0	0	0	0	0	0	
Capital items								
	RTR - Program Works		1,236,729	(623,685)		613,044	0	0%
RURAL SEALED ROAD REHABILITATION								
2365	RTR - Bangaroo Rd - Rehabilitation		228,000	(228,000)		0	0	
2378	RTR - Kangaroo Rd - Final Seal	102,971				0	0	
2356	RTR - North Logan Rd - Rehabilitation & Widening	937,426				0	0	
2386	RTR - Kangaroo Flat Rd - Second Seal 4.93-5.98 & 6.39-6.84	33,963				0	0	
2364	RTR - Tokyo Terrace - Drainage Improvement Works	28,026				0	0	
2311	RTR - Erosion Control - Ferndale Road	51,155				0	0	
2312	RTR - Erosion Control - Kangaroo Road	29,774				0	0	
RESHEETING & ROCK CRUSHING PROJECTS								
754	RTR - Middle Creek Rd - Resheeting	122,509				0	0	
CULVERT & CAUSEWAY PROJECTS								
707	RTR - Culverts - Saywaker Lane	32,151				0	0	
711	RTR - Culverts - Nada Road	30,454				0	0	
2355	RTR - Culverts - Farm Road	53,895				0	0	
BRIDGE PROJECTS								
2453	RTR - Low Level Bridge - Retrofit Repairs	140,355		420,649	0	420,649	420,649	100%
PROJECTS FUNDED BY BOTH RTR & FLR ROUND 2								
1645	RTR - Kangaroo Flat Rd - Rehab & Seal 8.9-12.2 (FLR2)	85,813				0	0	
1647	RTR - Kangaroo Flat Rd - Rehab & Seal 13.1-14.8 (FLR2)	46,354				0	0	
1648	RTR - Mt McDonald Rd - Rehab & Seal 4.4-5.3 (FLR2)	29,253				0	0	
1649	RTR - Mt McDonald Rd - Rehab & Seal 6.7-7.7 (FLR2)	43,880				0	0	
PROJECTS FUNDED BY BOTH RTR & FLR ROUND 3								
1784	RTR & FLR3 - Troopers Rd Seal 0-5km	116,132				0	0	
	Total capital items	1,884,110	1,464,729	(431,036)	0	1,033,693	420,649	
Cash reconciliation items								
	Total adjustment for non-cash items	0	0	0	0	0	0	
	Increase / (decrease) in cash	(553,663)	0	431,036	(0)	431,036	283,832	
Funded by / (to) reserves								
	Transfer from Unexpended Grants Reserve (Capital)	506,240				0	0	
	Funded by / (to) general revenues	47,423	0	(431,036)	0	(431,036)	(283,832)	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
COWRA STREET MAINTENANCE								
Income from continuing operations								
262	Traffic Route Lighting Subsidy	66,000	66,000			66,000	0	0%
263	Banner Pole Income		1,317			1,317	0	0%
1662	Annual Maintenance Contribution - Target Carpark	1,189	1,053			1,053	0	0%
1736	Energy Saving Certificates	1,388				0	0	
	Total income	68,577	68,370	0	0	68,370	0	
Expenses from continuing operations								
252	Roads Maintenance - Supervisor - Operating Expenses	136,154	135,097			135,097	68,650	51%
251	Roads Maintenance - Maintenance Engineer - Operating Expenses	96,684	92,458			92,458	44,659	48%
254	Cowra Streets - Maintenance	677,641	585,410			585,410	341,391	58%
272	Unsealed Streets Maintenance	4,951	6,555			6,555	0	0%
241	Footpaths - Ancillary Maintenance	37,421	67,492			67,492	15,383	23%
273	Carpark Maintenance	9,458	13,679			13,679	4,092	30%
2151	RERRF/RLRRP - Cowra Streets Maintenance & Heavy Patching Program	111,636	101,341			101,341	69,402	68%
	Road Depreciation	426,977	399,039			399,039	201,159	50%
	Footpath Depreciation	97,886	154,367			154,367	77,818	50%
	Other Road Asset Depreciation	64,242	60,038			60,038	30,266	50%
	Other Asset Depreciation	11,537	10,782			10,782	5,435	50%
	Total expenses	1,674,588	1,626,258	0	0	1,626,258	858,255	
Capital items								
	Total capital items	0	0	0	0	0	0	
Cash reconciliation items								
	Depreciation	(600,642)	(624,226)			(624,226)	(314,678)	
	Total adjustment for non-cash items	(600,642)	(624,226)	0	0	(624,226)	(314,678)	
	Increase / (decrease) in cash	(1,005,368)	(933,662)	0	0	(933,662)	(543,576)	
Funded by / (to) reserves								
	Transfer from Unexpended Grants Reserve	111,636	101,341			101,341	69,402	
	Funded by / (to) general revenues	893,733	832,321	0	0	832,321	474,174	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
COWRA STREET CONSTRUCTION								
Income from continuing operations								
1684	Grant - Japanese Gardens Carpark Upgrade		100,000			100,000	0	0%
2358	Grant - LRCI Round 4 - Urban Reseals	182,741				0	0	
2154	Local Government Recovery Grant (AGRN1025)	183,434				0	0	
2443	Grant - CPTIGS - Bus Shelter at Erambie				20,000	20,000	0	0%
2517	Contribution - Cowra Local Aboriginal Land Council - Bus Shelter				1,912	1,912	1,912	100%
	Total income	366,175	100,000	0	21,912	121,912	1,912	
Expenses from continuing operations								
1934	Loan 254B - CBD Footpath - Interest - 61.31%	28,467	28,108			28,108	14,255	51%
	Total expenses	28,467	28,108	0	0	28,108	14,255	
Capital items								
265	Cowra Street & Lane Reseals	242,083	168,770			168,770	356	0%
1683	Japanese Gardens Carpark Upgrade		100,000			100,000	0	0%
2217	Recovery Grant Exp - Bulkhead Road Fishburn Street Intersection Concreting	20,848				0	0	
2218	Recovery Grant Exp - Nangar Street - Pipe Upgrade & Augmentation	32,169				0	0	
2235	Recovery Grant Exp - Pridham St - Open Drain	130,409				0	0	
2445	Bus Shelter - 1 Front Street, Erambie				21,912	21,912	0	0%
	Loan 254B - CBD Footpath - Principal 61.31%	62,392	66,759			66,759	33,181	50%
	Total capital items	487,901	335,529	0	21,912	357,441	33,537	
Cash reconciliation items								
	Total adjustment for non-cash items	0	0	0	0	0	0	
	Increase / (decrease) in cash	(150,194)	(263,636)	0	0	(263,636)	(45,880)	
Funded by / (to) reserves								
	Transfer from S94A Reserve(Capital)	8,402	8,612			8,612	4,341	
	Transfer to Cowra Services Projects Reserve	(182,741)				0	0	
	Funded by / (to) general revenues	324,533	255,024	0	0	255,024	41,538	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
RURAL ROAD MAINTENANCE								
Income from continuing operations								
443	Rent of Dedicated Roads	3,228	3,325			3,325	0	0%
444	Road Opening Permits		132			132	0	0%
2072	Disaster Assistance Arrangement (AGRN1034)	674,137		315,100	855,494	1,170,594	0	0%
2360	Grant - LRCI Round 4 - Rural Grading	915,452				0	0	
2510	Emergency Works Funding		673,825			673,825	0	0%
	Total income	1,592,817	677,282	315,100	855,494	1,847,876	0	
Expenses from continuing operations								
	Sealed Rural Road Maintenance	382,291	449,200			449,200	217,017	48%
	Unsealed Rural Road Maintenance	0		16,273	18,727	35,000	17,234	49%
	Sealed Rural Roads - Flood Emergent Works & Damage Repairs	748,955		100	210,106	210,206	210,206	100%
2103	Unsealed Rural Road - Flood Emergent Works & Damage Repairs	130,788		315,000	638,443	953,443	953,443	100%
2509	Rural Roads - Emergency Works		673,825			673,825	0	0%
2199	Project Management - Flood Repairs	168,931		45,000		45,000	20,465	45%
453	Rural Roads - Traffic Signs	7,671	33,624			33,624	0	0%
RERRF - RURAL ROADS PROGRAM								
2317	RERRF - Rural Roads Repair Program - Grading		300,931	184,755		485,686	90,066	19%
2371	RERRF - Commelia Road Resheeting	22,713				0	0	
2293	RERRF - Heavy Patching Rural Roads	216,057	314,343			314,343	17,786	6%
2292	RERRF - Gravel Resheeting	88,463				0	0	
2324	RERRF - Blue Mantle Road - Resheeting - Full Length	168,740				0	0	
2325	RERRF - Barryrennie Road - Grading	16,316				0	0	
2326	RERRF - Eagleview Road - Resheeting - Full Length	253,184				0	0	
2455	RERRF - North Logan Road - Reseal 10.44-11.31km	47,222				0	0	
	RERRF - Shoulder Repair & Widening		309,000			309,000	194,317	63%
DEPRECIATION								
	Road Depreciation	1,376,886	1,286,795	662,665		1,949,460	982,741	50%
	Other Road Asset Depreciation	7,148	6,680			6,680	3,367	50%
	Total Expenses	3,635,365	3,374,398	1,223,793	867,276	5,465,467	2,706,642	
Capital items								
	Grading	1,738,737	300,000		24,098	324,098	324,098	100%
	Total capital items	1,738,737	300,000	0	24,098	324,098	324,098	
Cash reconciliation items								
	Depreciation	(1,384,034)	(1,293,475)	(662,665)		(1,956,140)	(986,109)	
	Total adjustment for non-cash items	(1,384,034)	(1,293,475)	(662,665)	0	(1,956,140)	(986,109)	
	Increase / (decrease) in cash	(2,397,251)	(1,703,641)	(246,028)	(35,880)	(1,985,549)	(2,044,631)	
Funded by / (to) reserves								
	Transfer from Unexpended Grants Reserve	761,627	924,274	184,755		1,109,029	302,169	
	Transfer to Cowra Services Projects Reserve	(735,130)				0	0	
	Funded by / (to) general revenues	2,370,754	779,367	61,273	35,880	876,519	1,742,462	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
RURAL ROAD CONSTRUCTION								
Income from continuing operations								
2359	Grant - LRCI Round 4 - Rural Reseals	345,312				0	0	
2158	Local Government Recovery Grant (AGRN1025)	27,157				0	0	
	Total income	372,469	0	0	0	0	0	
Expenses from continuing operations								
447	Roads Construction - Supervisor - Operating Expenses	114,190	124,807			124,807	57,575	46%
446	Construction Engineer	104,600	107,778			107,778	45,055	42%
	Total expenses	218,790	232,585	0	0	232,585	102,629	
Capital items								
	Gravel Resheeting	(0)	559,402	64,069	11,077	634,548	634,548	100%
693	Rural Reseals	347,690	435,386			435,386	189,809	44%
2212	Recovery Grant Exp - Greenthorpe Road Sidetrack	552				0	0	
2215	Recovery Grant Exp - Jukes Lane - Twin Cell Box Culvert	28,244				0	0	
	Total capital items	376,486	994,788	64,069	11,077	1,069,934	824,357	
Cash reconciliation items								
	Total adjustment for non-cash items	0	0	0	0	0	0	
	Increase / (decrease) in cash	(222,807)	(1,227,373)	(64,069)	(11,077)	(1,302,519)	(926,986)	
Funded by / (to) reserves								
	Transfer from S94A Reserve (Capital)	25,205	25,835			25,835	13,024	
	Transfer to Cowra Services Projects Reserve	(345,312)				0	0	
	Funded by / (to) general revenues	542,914	1,201,538	64,069	11,077	1,276,684	913,962	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
VILLAGE STREETS								
	Income from continuing operations							
	Total income	0	0	0	0	0	0	
	Expenses from continuing operations							
	Village Streets Maintenance	126,629	110,888			110,888	82,685	75%
	Village Streets - Flood Repairs				6,945	6,945	6,945	100%
2205	RERRF/RLRRP - Village Streets Repairs		33,975			33,975	9,157	27%
	Road Depreciation	61,768	57,727			57,727	29,101	50%
	Footpath Depreciation	5,263	4,918			4,918	2,479	50%
	Other Asset Depreciation	1,163	1,087			1,087	548	50%
	Total expenses	194,823	208,595	0	6,945	215,540	130,915	
	Capital items							
	Village Reseals		52,756			52,756	39,811	75%
	Total capital items	0	52,756	0	0	52,756	39,811	
	Cash reconciliation items							
	Depreciation	(68,194)	(63,732)			(63,732)	(32,128)	
	Total adjustment for non-cash items	(68,194)	(63,732)	0	0	(63,732)	(32,128)	
	Increase / (decrease) in cash	(126,629)	(197,619)	0	(6,945)	(204,564)	(138,598)	
	Funded by / (to) reserves							
	Transfer from Unexpended Grants Reserve		33,975			33,975	9,157	
	Transfer from S94A Reserve	4,201	4,306			4,306	2,171	
	Funded by / (to) general revenues	122,428	159,338	0	6,945	166,283	127,270	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
BUSHFIRE & EMERGENCY SERVICES								
Income from continuing operations								
1125	Bushfire Equipment Subsidy	1,563,453	433,438			433,438	0	0%
1127	RFS Hazard Reduction Mechanical Activity	17,540	18,066	12,139		30,205	0	0%
1090	Reimbursement - SES Shed Gooloogong	(3,995)				0	0	
1138	RFS - Torrington Station - Reimbursement	1,334				0	0	
	RFS - Reimbursement for Plant Assistance at Fires				1,732	1,732	0	0%
2229	RFS - Woodstock Station - Reimbursement	45,000				0	0	
	Total income	1,623,332	451,504	12,139	1,732	465,375	0	
Expenses from continuing operations								
1091	Contr. To NSW Fire Brigade	47,902	50,158			50,158	26,152	52%
1093	RFS Utility Expense	8,639	14,906			14,906	8,989	60%
	RFS - Hazard Reduction	18,613	18,067	12,139	(1)	30,205	0	0%
1092	Contribution to RFS	413,523	438,389			438,389	219,195	50%
1086	Contribution to SES	45,387	62,439			62,439	19,375	31%
1087	SES Expenses	3,948	6,313			6,313	3,858	61%
2501	RFS Fire - Rockdale				1,732	1,732	1,732	100%
	Plant & Equipment Depreciation	167,285	170,631			170,631	86,017	50%
	Other Asset Depreciation	8,609	8,781			8,781	4,427	50%
	Building Depreciation	106,210	108,334			108,334	54,612	50%
	Total expenses	820,116	878,018	12,139	1,731	891,888	424,357	
Capital items								
1119	Bushfire Equipment Allocation	1,563,453	433,438			433,438	0	0%
2230	RFS - Woodstock - New Station	45,000				0	0	
1124	RFS - Cowra - New Regional Headquarters	25,581				0	0	
	Total capital items	1,634,034	433,438	0	0	433,438	0	
Cash reconciliation items								
	Depreciation	(282,104)	(287,746)			(287,746)	(145,056)	
	Total adjustment for non-cash items	(282,104)	(287,746)	0	0	(287,746)	(145,056)	
	Increase / (decrease) in cash	(548,714)	(572,206)	0	1	(572,205)	(279,301)	
	Funded by / (to) reserves							
	Funded by / (to) general revenues	548,714	572,206	0	(1)	572,205	279,301	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
BRIDGES								
Income from continuing operations								
2330	Contribution - Forbes Shire Council - Bridge Testing	14,564				0	0	
	Total income	14,564	0	0	0	0	0	
Expenses from continuing operations								
235	Low Level Bridge	5,316	7,295			7,295	5,159	71%
237	Bridge Inspections/Repairs	23,509	30,000			30,000	11,857	40%
2331	Belubula Way/Limestone Creek Bridge Testing	14,564				0	0	
1931	Loan 254C - Low Level Repairs - Interest - 7.5%	9,031	3,441			3,441	1,744	51%
	Bridge Depreciation	161,965	175,481			175,481	88,462	50%
	Total expenses	214,385	216,217	0	0	216,217	107,222	
Capital items								
	Loan 254C - Low Level Repairs - Principal - 7.5%	21,697	8,173			8,173	4,059	50%
	Total capital items	21,697	8,173	0	0	8,173	4,059	
Cash reconciliation items								
	Depreciation	(161,965)	(175,481)			(175,481)	(88,462)	
	Total adjustment for non-cash items	(161,965)	(175,481)	0	0	(175,481)	(88,462)	
	Increase / (decrease) in cash	(59,554)	(48,909)	0	0	(48,909)	(22,819)	
Funded by / (to) reserves								
	Transfer from Carryover Reserve	27,709				0	0	
	Funded by / (to) general revenues	31,845	48,909	0	0	48,909	22,819	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
QUARRY OPERATIONS								
	Income from continuing operations							
	Total income	0	0	0	0	0	0	
	Expenses from continuing operations							
1141	Working Expenses	47,177	28,730	20,000	10,000	58,730	40,015	68%
1142	Oncost on Gravel Issues	(213,532)	(226,073)		(73,927)	(300,000)	(241,591)	81%
	Quarry Depreciation	5,551	5,662			5,662	2,854	50%
	Other Asset Depreciation	9,596	9,788			9,788	4,934	50%
	Total expenses	(151,208)	(181,893)	20,000	(63,927)	(225,820)	(193,787)	
	Capital items							
	Total capital items	0	0	0	0	0	0	
	Cash reconciliation items							
	Depreciation	(15,147)	(15,450)			(15,450)	(7,788)	
	Total adjustment for non-cash items	(15,147)	(15,450)	0	0	(15,450)	(7,788)	
	Increase / (decrease) in cash	166,355	197,343	(20,000)	63,927	241,270	201,576	
	Funded by / (to) reserves							
	Transfer from Quarry Rehabilitation Reserve	47,177	28,730	20,000	10,000	58,730	40,015	
	Transfer to Quarry Rehabilitation Reserve	(57,985)	(57,985)		(73,927)	(131,912)	(66,498)	
	Funded by / (to) general revenues	(155,547)	(168,088)	0	0	(168,088)	(175,092)	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
DRAINAGE								
Income from continuing operations								
	Total income	0	0	0	0	0	0	
Expenses from continuing operations								
1937	Loan No. 236b - Vaux St Drainage - 77.85%	913				0	0	
1936	Loan No. 241b - Vaux St Drainage - 11.67%	6,648	6,286			6,286	3,200	51%
1935	Loan No. 250 - Drainage Improvements	5,310	3,954			3,954	2,150	54%
1074	Detention Basin Inspection	15,190	32,264		(940)	31,324	31,324	100%
2400	Declared Dams Safety Levy		50,484			50,484	43,336	86%
1073	Stormwater Infrastructure Maintenance	48,836	67,872			67,872	4,639	7%
	Proposed Loan - West Cowra Drainage - Interest		19,643			19,643	0	0%
2223	Dam Safety Management Plans	39,000				0	0	
	Stormwater Depreciation	661,961	332,811			332,811	167,773	50%
	Total expenses	777,859	513,315	0	(940)	512,375	252,423	
Capital items								
1084	West Cowra Drainage Improvements - Walker St to Grenfell Rd	25,774		314,624		314,624	29,914	10%
2038	Chiverton Road - Repair Drainage Erosion	352,855		29,220		29,220	29,220	100%
	Loan No. 236b - Vaux St Drainage - 77.85%	28,298				0	0	
	Loan No. 241b - Vaux St Drainage - 11.67%	5,792	6,165			6,165	3,026	49%
	Loan No. 250 - Drainage Improvements	20,652	22,040			22,040	10,847	49%
	Proposed Loan Funding - West Cowra Drainage Projects		(365,000)			(365,000)	0	0%
	Proposed Loan - West Cowra Drainage-Principal		10,475			10,475	0	0%
	Total capital items	433,371	(326,319)	343,844	0	17,525	73,007	
Cash reconciliation items								
	Depreciation	(661,961)	(332,811)			(332,811)	(167,773)	
	Total adjustment for non-cash items	(661,961)	(332,811)	0	0	(332,811)	(167,773)	
	Increase / (decrease) in cash	(549,269)	145,815	(343,844)	940	(197,089)	(157,656)	
Funded by / (to) reserves								
	Transfer from Carryover Reserve (Capital)	91,394				0	0	
	Transfer from Carryover Reserve	35,000				0	0	
	Funded by / (to) general revenues	422,875	(145,815)	343,844	(940)	197,089	157,656	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
PRIVATE WORKS								
Income from continuing operations								
354	Private Works Revenue	79,350	68,000			68,000	15,205	22%
355	Private Works Profit	15,870	13,600			13,600	3,041	22%
	Total income	95,220	81,600	0	0	81,600	18,246	
Expenses from continuing operations								
	Private Works Expenditure	60,555	68,000			68,000	11,025	16%
	Total expenses	60,555	68,000	0	0	68,000	11,025	
Capital items								
	Total capital items	0	0	0	0	0	0	
Cash reconciliation items								
	Total adjustment for non-cash items	0	0	0	0	0	0	
	Increase / (decrease) in cash	34,664	13,600	0	0	13,600	7,220	
	Funded by / (to) reserves							
	Funded by / (to) general revenues	(34,664)	(13,600)	0	0	(13,600)	(7,220)	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
BIOSECURITY - WEEDS								
Income from continuing operations								
181	Grants	108,100	100,850		(6,500)	94,350	0	0%
182	Regulatory Fees & Fines		1,902			1,902	0	0%
	Total income	108,100	102,752	0	(6,500)	96,252	0	
Expenses from continuing operations								
177	Biosecurity - Weeds - Operating Expenses	357,252	325,585		(23,285)	302,300	139,606	46%
	Total expenses	357,252	325,585	0	(23,285)	302,300	139,606	
Capital items								
	Total capital items	0	0	0	0	0	0	
Cash reconciliation items								
	Total adjustment for non-cash items	0	0	0	0	0	0	
	Increase / (decrease) in cash	(249,152)	(222,833)	0	16,785	(206,048)	(139,606)	
	Funded by / (to) reserves							
	Funded by / (to) general revenues	249,152	222,833	0	(16,785)	206,048	139,606	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
PUBLIC CEMETERIES								
Income from continuing operations								
1040	Cemetery Fees	259,910	276,603			276,603	87,734	32%
2373	Income - Cemeteries & Crematoria Interment Levy	7,866	30,000			30,000	4,092	14%
1042	War Graves Contribution	22,150	22,815	4,135		26,950	15,875	59%
1041	Plaques & Vases	90,974	90,368			90,368	35,206	39%
	Total income	380,901	419,786	4,135	0	423,921	142,907	
Expenses from continuing operations								
1032	Cowra Cemetery - Operating Expenses - Wages	102,118	121,130			121,130	50,587	42%
1032	Cowra Cemetery - Operating Expenses - Other	126,458	174,706		(10,000)	164,706	73,650	45%
2374	Cemeteries & Crematoria Interment Services Levy		30,000			30,000	16,704	56%
1777	Cherry Tree Avenue Maintenance				10,000	10,000	2,164	22%
1037	War Graves Maintenance	9,398	22,150	12,752		34,902	10,378	30%
2306	Hospital Memorial Rose Garden	557	1,030			1,030	31	3%
1779	Village Cemeteries - Management & Maintenance	35,299	25,696			25,696	19,085	74%
1035	Plaques	75,439	63,531			63,531	20,964	33%
1941	Loan No. 253C - Cemetery Expansion - 11.74%	1,175	463			463	323	70%
1969	AODE	28,425	39,571			39,571	19,783	50%
	Other Asset Depreciation	7,922	8,080			8,080	4,073	50%
	Building Depreciation	4,817	4,913			4,913	2,477	50%
	Total expenses	391,608	491,269	12,752	0	504,021	220,219	
Capital items								
	Loan No. 253C - Cemetery Expansion - 11.74%	27,325	28,107			28,107	13,934	50%
	Total capital items	27,325	28,107	0	0	28,107	13,934	
Cash reconciliation items								
	Depreciation	(12,739)	(12,993)			(12,993)	(6,550)	
	Total adjustment for non-cash items	(12,739)	(12,993)	0	0	(12,993)	(6,550)	
	Increase / (decrease) in cash	(25,293)	(86,597)	(8,617)	0	(95,214)	(84,695)	
Funded by / (to) reserves								
	Transfer from S94A Reserve	21,004	21,529			21,529	10,853	
	Transfer to Carryover Reserve	(12,752)				0	0	
	Transfer from Carryover Reserve			12,752		12,752	12,752	
	Funded by / (to) general revenues	17,041	65,068	(4,135)	0	60,933	61,090	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
PUBLIC AMENITIES								
	Income from continuing operations							
	Total income	0	0	0	0	0	0	
	Expenses from continuing operations							
1151	Public Amenities - Operating Expenses - Wages	147,646	138,598			138,598	53,760	39%
1151	Public Amenities - Operating Expenses - Other	102,984	89,662			89,662	43,976	49%
1155	Squire Park Carer's Centre - Operating Expenses	4,557	59,036			59,036	3,167	5%
	Building Depreciation	108,445	110,614			110,614	55,762	50%
	Total expenses	363,632	397,910	0	0	397,910	156,664	
	Capital items							
	Total capital items	0	0	0	0	0	0	
	Cash reconciliation items							
	Depreciation	(108,445)	(110,614)			(110,614)	(55,762)	
	Total adjustment for non-cash items	(108,445)	(110,614)	0	0	(110,614)	(55,762)	
	Increase / (decrease) in cash	(255,187)	(287,296)	0	0	(287,296)	(100,903)	
	Funded by / (to) reserves							
	Funded by / (to) general revenues	255,187	287,296	0	0	287,296	100,903	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
SWIMMING POOL								
Income from continuing operations								
1685	Grant - Growing Regions Program	36,599	2,373,953		(1,973,953)	400,000	53,095	13%
	Total income	36,599	2,373,953	0	(1,973,953)	400,000	53,095	
Expenses from continuing operations								
988	Pool - Operating Expenses	229,138	265,374			265,374	144,046	54%
994	Pool - Management Contract	258,721	266,864			266,864	77,292	29%
	Swimming Pool Depreciation	145,672	148,585			148,585	74,903	50%
	Building Depreciation	59,767	60,962			60,962	30,732	50%
	Proposed Loan - New Pool - Stage1 - Interest		26,908		(26,908)	0	0	
	Total expenses	693,298	768,693	0	(26,908)	741,785	326,973	
Capital items								
1680	Pool Concept Design & Specifications	131,435		19,500	380,500	400,000	53,095	13%
1679	WP2 - Main Pool & Toddler Pool Redevelopment	36,599	1,193,274		(1,193,274)	0	0	
2388	WP3 - Splashpad and Plant Room		402,884		(402,884)	0	0	
2389	WP4 - New Retractable Shades		450,915		(450,915)	0	0	
2390	WP5 - Demolition of Existing Building / Plant Room	630	138,141		(138,141)	0	0	
2391	WP6 - Proposed Clubhouse Building		188,739		(188,739)	0	0	
	Proposed Loan Funding - Pool Replacement					0	0	
	Total capital items	168,664	2,373,953	19,500	(1,993,453)	400,000	53,095	
Cash reconciliation items								
	Depreciation	(205,439)	(209,547)			(209,547)	(105,635)	
	Total adjustment for non-cash items	(205,439)	(209,547)	0	0	(209,547)	(105,635)	
	Increase / (decrease) in cash	(619,924)	(559,146)	(19,500)	46,408	(532,238)	(221,339)	
Funded by / (to) reserves								
	Transfer to Carryover Reserve	(3,111)				0	0	
	Transfer from Carryover Reserve (Capital)			3,111		3,111	3,111	
	Transfer from Aquatic Centre Capital Renewal Reserve (Capital)					0	0	
	Transfer from S94 Growth Reserve	8,143	8,347			8,347	4,208	
	Transfer from S94A Reserve	5,041	5,167			5,167	2,605	
	Funded by / (to) general revenues	609,851	545,632	16,389	(46,408)	515,613	211,415	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
PARKS, GARDENS & RESERVES								
Income from continuing operations								
1731	Grant - Public Open Spaces	333,577				0	0	
2399	Grant - NSW Premiers Dept - Cowra Peace Precinct	16,194				0	0	
	Total income	349,771	0	0	0	0	0	
Expenses from continuing operations								
190	Parks & Gardens - Operating Expenses - Wages	417,534	422,073			422,073	238,073	56%
190	Parks & Gardens - Operating Expenses - Other	471,963	585,471			585,471	273,629	47%
207	Lachlan River Precinct	919	1,700			1,700	255	15%
206	Peace Precinct	64,342	46,343			46,343	36,350	78%
209	Adventure Playground	11,738	17,730			17,730	16,804	95%
2159	Sculpture Park - Ground Maintenance	7,386	10,000			10,000	1,597	16%
195	Vandalism	12,164	11,452			11,452	7,687	67%
	Open Space Recreation Depreciation	149,906	152,904			152,904	77,080	50%
	Other Asset Depreciation	25,269	25,774			25,774	12,993	50%
	Total expenses	1,161,221	1,273,447	0	0	1,273,447	664,469	
Capital items								
1716	Playground Asset Renewal		25,000	59,296		84,296	8,645	10%
1720	River Front Project Preliminaries (Public Spaces)	1,430				0	0	
1721	River Front Footpaths (Public Spaces)	19,512				0	0	
2093	Additional Pathways at Peace Precinct (Public Spaces)	469				0	0	
2194	Evans Street Shared Path & Parking Area (Public Spaces)	208,708				0	0	
2255	Sculpture Park Paths (Public Spaces)	108,468				0	0	
2403	Cowra Peace Precinct - Yarrabilly Linked Pathway	16,619				0	0	
	Total capital items	355,207	25,000	59,296	0	84,296	8,645	
Cash reconciliation items								
	Depreciation	(175,175)	(178,678)			(178,678)	(90,073)	
	Total adjustment for non-cash items	(175,175)	(178,678)	0	0	(178,678)	(90,073)	
	Increase / (decrease) in cash	(991,481)	(1,119,769)	(59,296)	0	(1,179,065)	(583,040)	
Funded by / (to) reserves								
	Transfer from Built Asset Replacement Program Reserve (Capital)		25,000	59,296		84,296	8,645	
	Funded by / (to) general revenues	991,481	1,094,769	0	0	1,094,769	574,395	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
SPORTSFIELDS								
Income from continuing operations								
228	User Charges	12,488	11,330			11,330	1,823	16%
1898	Stronger Country Communitis Round 4 - Col Stinson Park	377,045				0	0	
2173	Grant - LRCI Round 3 - Col Stinson Park	41,555				0	0	
2314	Grant - River Park Cricket Nets	5,700				0	0	
2404	Grant - DHAC - Play Our Way Program		1,495,000			1,495,000	0	0%
	Total income	436,788	1,506,330	0	0	1,506,330	1,823	
Expenses from continuing operations								
	Sportsfields - Operating Expenses - Wages	181,257	193,202			193,202	84,292	44%
	Sportsfields - Operating Expenses - Other	221,337	210,550			210,550	120,325	57%
227	Vandalism	1,709	3,092			3,092	1,001	32%
2248	Sport Precinct Masterplans	20,915		59,085		59,085	37,400	63%
1947	Loan No. 236a - River Park Amenities - 22.15%	259				0	0	
1946	Loan No. 242b - Mulyan Oval Amenities - 6.88%	4,302	4,107			4,107	2,120	52%
	Building Depreciation	48,585	49,557			49,557	24,982	50%
	Open Space Recreation Depreciation	49,063	50,044			50,044	25,228	50%
	Total expenses	527,428	510,552	59,085	0	569,637	295,348	
Capital items								
1899	Col Stinson Park Amenities and Clubhouse	565,544				0	0	
2172	Col Stinson Park Courts and Sealing	43,075				0	0	
2313	River Park Cricket Nets - Netting Replacement on 3 Wickets	13,200				0	0	
2405	Mulyan Park - Female Changerooms		747,500			747,500	0	0%
2406	WCRG - Female Changerooms		747,500			747,500	0	0%
	Loan No. 236a - River Park Amenities - 22.15%	8,051				0	0	
	Loan No. 242b - Mulyan Oval Amenities - 6.88%	3,129	3,347			3,347	1,607	48%
	Total capital items	633,000	1,498,347	0	0	1,498,347	1,607	
Cash reconciliation items								
	Depreciation	(97,648)	(99,601)			(99,601)	(50,210)	
	Total adjustment for non-cash items	(97,648)	(99,601)	0	0	(99,601)	(50,210)	
	Increase / (decrease) in cash	(625,992)	(402,968)	(59,085)	0	(462,053)	(244,921)	
Funded by / (to) reserves								
	Transfer from Carryover Reserve			59,085		59,085	59,085	
	Funded by / (to) general revenues	625,992	402,968	0	0	402,968	185,836	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
VILLAGE PARKS								
	Income from continuing operations							
	Total income	0	0	0	0	0	0	
	Expenses from continuing operations							
	Village Parks Maintenance	40,239	50,646			50,646	27,294	54%
	Total expenses	40,239	50,646	0	0	50,646	27,294	
	Capital items							
	Total capital items	0	0	0	0	0	0	
	Cash reconciliation items							
	Total adjustment for non-cash items	0	0	0	0	0	0	
	Increase / (decrease) in cash	(40,239)	(50,646)	0	0	(50,646)	(27,294)	
	Funded by / (to) reserves							
	Funded by / (to) general revenues	40,239	50,646	0	0	50,646	27,294	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
RURAL & URBAN TREES								
	Income from continuing operations							
	Total income	0	0	0	0	0	0	
	Expenses from continuing operations							
183	Trees - Operating Expenses - Wages	150,239	117,637			117,637	52,094	44%
183	Trees - Operating Expenses - Other	239,778	192,649			192,649	63,375	33%
188	Vandalism	66	2,315			2,315	0	0%
187	National Tree Day	2,768	8,177			8,177	3,505	43%
	Total expenses	392,851	320,778	0	0	320,778	118,974	
	Capital items							
	Total capital items	0	0	0	0	0	0	
	Cash reconciliation items							
	Total adjustment for non-cash items	0	0	0	0	0	0	
	Increase / (decrease) in cash	(392,851)	(320,778)	0	0	(320,778)	(118,974)	
	Funded by / (to) reserves							
	Funded by / (to) general revenues	392,851	320,778	0	0	320,778	118,974	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
AERODROME								
Income from continuing operations								
1059	Rents & Fees		2,011			2,011	0	0%
1060	Land Leases	35,886	34,590			34,590	18,510	54%
1056	Profit on Disposal - Airport Subdivision		241,890			241,890	0	0%
2513	Sale of 11 Richards Drive, Cowra				65,554	65,554	65,554	100%
	Total income	35,886	278,491	0	65,554	344,045	84,065	
Expenses from continuing operations								
1047	Aerodrome - Operating Expenses - Wages	60,486	83,282			83,282	36,057	43%
1047	Aerodrome - Operating Expenses - Other	92,399	104,858			104,858	69,129	66%
1930	Loan No. 253B - Airport Subdivision - 69.47%	6,950	2,737			2,737	1,913	70%
	Airport Depreciation	58,170	65,429			65,429	32,983	50%
	Building Depreciation	14,061	14,342			14,342	7,230	50%
	Other Asset Depreciation	13,713	12,815			12,815	6,460	50%
	Total expenses	245,779	283,463	0	0	283,463	153,773	
Capital items								
	Loan No. 253B - Airport Subdivision - 69.47%	161,693	165,969			165,969	82,450	50%
1057	Sale of Asset - Airport Subdivision		(96,210)			(96,210)	0	0%
2487	Sale of 11 Richards Drive, Cowra			71,903	(74,957)	(3,054)	(3,054)	100%
	Total capital items	161,693	69,759	71,903	(74,957)	66,705	79,396	
Cash reconciliation items								
	Depreciation	(85,944)	(92,586)			(92,586)	(46,673)	
	Total adjustment for non-cash items	(85,944)	(92,586)	0	0	(92,586)	(46,673)	
	Increase / (decrease) in cash	(285,642)	17,855	(71,903)	140,511	86,463	(102,430)	
Funded by / (to) reserves								
	Transfer from S94A Reserve	10,082	10,334			10,334	5,209	
	Funded by / (to) general revenues	275,560	(28,189)	71,903	(140,511)	(96,797)	97,221	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
CARAVAN PARK								
Income from continuing operations								
794	Caravan Park - Laundry & Other Income	7,805	8,100			8,100	4,003	49%
792	Caravan Park - Sites	376,639	363,751			363,751	193,007	53%
793	Caravan Park - Cabins	358,182	333,805			333,805	182,132	55%
2087	Insurance Claim Income - Caravan Park	350,000				0	0	
	Total income	1,092,626	705,656	0	0	705,656	379,142	
Expenses from continuing operations								
1956		43,259	44,297			44,297	22,147	50%
1955	AODE	81,538	63,605			63,605	31,800	50%
772	Management Contract	222,938	219,524			219,524	107,088	49%
772	General - Operation & Maintenance	153,758	157,568			157,568	108,750	69%
773	Cabins - Operation & Maintenance	6,896	10,055			10,055	4,702	47%
	Cabins - Flood Damage Repairs	53,114				0	0	
774	Amenities - Operation & Maintenance	11,983	13,127			13,127	8,061	61%
775	Park - Operation & Maintenance	24,143	41,707			41,707	7,973	19%
776	Site - Operation & Maintenance	13,134	15,537			15,537	0	0%
777	Laundry - Operation & Maintenance	19,466	16,529			16,529	8,120	49%
	Other Asset Depreciation	52,959	54,018			54,018	27,231	50%
	Equipment Depreciation	271	276			276	139	50%
	Building Depreciation	25,164	25,667			25,667	12,939	50%
	Total expenses	708,622	661,910	0	0	661,910	338,950	
Capital items								
2294	Riverfront Precinct - Replace Slabs	113,125				0	0	
2506	Central Precinct Redevelopment - Internal Roads		70,000			70,000	0	0%
	Total capital items	113,125	70,000	0	0	70,000	0	
Cash reconciliation items								
	Depreciation	(78,394)	(79,961)			(79,961)	(40,309)	
	Total adjustment for non-cash items	(78,394)	(79,961)	0	0	(79,961)	(40,309)	
	Increase / (decrease) in cash	349,272	53,707	0	0	53,707	80,501	
Funded by / (to) reserves								
	Transfer to Caravan Park Reserve	(462,397)	(123,707)			(123,707)	(80,501)	
	Transfer from Caravan Park Reserve (Capital)	113,125	70,000			70,000	0	
	Funded by / (to) general revenues	(0)	0	0	0	0	0	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
SALEYARDS								
Income from continuing operations								
1069	Fees	425,221	371,315			371,315	206,585	56%
1070	Truck Wash	175,060	132,965		50,000	182,965	89,354	49%
1688	Grant - Cover Yard Walkways		100,000			100,000	0	0%
2250	Grant - Installation of eID Infrastructure	270,459				0	0	
	Total income	870,740	604,280	0	50,000	654,280	295,940	
Expenses from continuing operations								
1981	Contribution to Admin Salaries	17,575	18,102			18,102	9,050	50%
1980	Dividend	22,301	22,836			22,836	11,418	50%
1978	AODE	64,979	56,962			56,962	28,482	50%
1062	Saleyards - Operating Expenses - Wages	148,707	153,716			153,716	74,698	49%
1062	Saleyards - Operating Expenses - Other	200,104	165,039			165,039	128,940	78%
1068	Avdata Charges on Truck Wash	17,245	14,725			14,725	9,785	66%
1982	Contribution - Training	3,054	3,127			3,127	1,564	50%
1979	Overheads	47,151	48,283			48,283	24,144	50%
1943	Loan No. 246 - Effluent Screens	843				0	0	
	Other Asset Depreciation	34,593	35,285			35,285	17,788	50%
	Building Depreciation	9,503	9,693			9,693	4,886	50%
	Total expenses	566,055	527,768	0	0	527,768	310,755	
Capital items								
	Loan No. 246 - Effluent Screens	24,671				0	0	
1687	Cover Yard Walkways Stage 1		100,000			100,000	0	0%
2249	Installation of eID Infrastructure	270,459				0	0	
	Total capital items	295,130	100,000	0	0	100,000	0	
Cash reconciliation items								
	Depreciation	(44,096)	(44,978)			(44,978)	(22,674)	
	Total adjustment for non-cash items	(44,096)	(44,978)	0	0	(44,978)	(22,674)	
	Increase / (decrease) in cash	53,650	21,490	0	50,000	71,490	7,858	
Funded by / (to) reserves								
	Transfer to Saleyards Reserve	(46,060)	(21,490)		(50,000)	(71,490)	(7,858)	
	Transfer from Saleyards Reserve	(7,590)				0	0	
	Funded by / (to) general revenues	0	0	0	0	0	0	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
COUNCIL BUILDINGS & STRUCTURES MAINTENANCE								
Income from continuing operations								
1221	Rent of Council Properties	67,930	61,477			61,477	34,584	56%
1220	Rose Garden Coffee House Rent	43,562	36,801			36,801	22,356	61%
2368	Income - Insurance Claim - Lowe Lane House	261,000				0	0	
	Total income	372,492	98,278	0	0	98,278	56,940	
Expenses from continuing operations								
1161	Building Maintenance - Operating Expense	72,773	128,344			128,344	30,824	24%
1181	Rose Garden Coffee House	16,282	12,995			12,995	1,603	12%
1181	Rose Garden Coffee House - Flood Repairs	15,149				0	0	
950	Pound Maintenance	3,888	5,052			5,052	4,361	86%
1162	Building Maintenance - Neighbourhood Centre	8,381	6,500			6,500	1,847	28%
1201	Senior Citizens Building	5,252	5,379			5,379	154	3%
1163	Building Maintenance - Bourke Street House		1,136	604	(1,740)	0	0	
	Building Maintenance - Public Toilets	23,546	24,142			24,142	14,218	59%
	Public Toilets - Flood Damage Repairs	9,300				0	0	
1202	Building Maintenance - 118A Kendal Street	2,773	5,189			5,189	570	11%
1177	Bus Shelters		3,202			3,202	45	1%
1179	Building Maintenance - RFS Headquarters	6,705	3,652			3,652	1,714	47%
1203	Council Property Rates	23,023	27,723			27,723	22,675	82%
	Council Property Maintenance	28,690	33,058			33,058	20,350	62%
1178	Council Depot	14,665	15,729			15,729	6,447	41%
1183	Lot 2 Macquarie Street		4,630			4,630	0	0%
2395	Lowe Lane Demolition	84,133				0	0	
2496	Expenses - Sale of 1 Bourke Street				15,000	15,000	12,351	82%
	Building Depreciation	96,410	98,338			98,338	49,573	50%
	Total expenses	410,971	375,069	604	13,260	388,933	166,731	
Capital items								
1205	Building Asset Management Plan - Works		60,000	112,161		172,161	70,646	41%
2279	Rose Garden Coffee House Renovations	57,034				0	0	
	Total capital items	57,034	60,000	112,161	0	172,161	70,646	
Cash reconciliation items								
	Depreciation	(96,410)	(98,338)			(98,338)	(49,573)	
	Total adjustment for non-cash items	(96,410)	(98,338)	0	0	(98,338)	(49,573)	
	Increase / (decrease) in cash	897	(238,453)	(112,765)	(13,260)	(364,478)	(130,864)	
Funded by / (to) reserves								
	Transfer from Built Asset Replacement Program Reserve (Capital)	57,034	60,000		112,161	172,161	70,646	
	Transfer to Built Asset Replacement Program Reserve	(176,867)				0	0	
	Funded by / (to) general revenues	118,936	178,453	112,765	(98,901)	192,317	60,218	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
INFRASTRUCTURE & OPERATIONS OVERHEADS								
	Income from continuing operations							
	Total income	0	0	0	0	0	0	
	Expenses from continuing operations							
170	Superannuation	925,026	1,024,882			1,024,882	473,735	46%
170	Public Holidays	308,229	328,572			328,572	48,153	15%
170	Workers Comp. Insurance	234,906	401,924			401,924	147,843	37%
170	Annual Leave	612,929	657,144			657,144	278,216	42%
	Long Service Leave - Accrual	344,297	303,271			303,271	152,882	50%
170	Sick Leave	368,787	246,429			246,429	208,347	85%
170	Training Wages	73,950		18,596	15,290	33,887	33,887	100%
	Lump Sum Payment	87,450	105,286	(15,979)		89,307	89,307	100%
1959	Saleyards Overheads Contra	(47,151)	(48,283)			(48,283)	(24,144)	50%
2308	Oncost - Biosecurity - Weeds - Materials & Plant	(23,985)	(20,480)			(20,480)	(5,712)	28%
2309	Oncost - Biosecurity - Weeds - Payroll	(74,300)	(65,920)			(65,920)	(34,461)	52%
	Total expenses	2,810,139	2,932,825	2,617	15,290	2,950,733	1,368,053	
	Capital items							
170	Long Service Leave	265,470	193,104			193,104	97,776	51%
	Total capital items	265,470	193,104	0	0	193,104	97,776	
	Cash reconciliation items							
	Long Service Leave Accrual	(344,297)	(303,271)			(303,271)	(152,882)	
	Total adjustment for non-cash items	(344,297)	(303,271)	0	0	(303,271)	(152,882)	
	Increase / (decrease) in cash	(2,731,311)	(2,822,658)	(2,617)	(15,290)	(2,840,566)	(1,312,947)	
	Funded by / (to) reserves							
	Transfer from Long Service Leave Reserve	265,470	193,104			193,104	97,776	
	Transfer to Long Service Leave Reserve	(265,470)	(193,104)			(193,104)	(97,776)	
	Funded by / (to) general revenues	2,731,311	2,822,658	2,617	15,290	2,840,566	1,312,947	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
WASTE COLLECTION								
Income from continuing operations								
	Domestic Waste Management Charge	2,421,374	2,529,058	14,201	2,508	2,545,768	2,545,768	100%
	Commercial Waste Management Charge	301,022	312,313	6,879	1,822	321,014	321,014	100%
	Interest on Overdue Charges	35,780	28,576			28,576	15,384	54%
	Pensioner Rates Abandoned	(154,794)	(170,917)		18,834	(152,083)	(152,083)	100%
	Pensioner Subsidy	85,137	92,208		(9,285)	82,923	82,923	100%
1565	Hilltops Council Garbage Collection	20,511	19,628			19,628	10,686	54%
2503	Grant - EPA - FOGO Joint Procurement				210,160	210,160	42,032	20%
	Total income	2,709,030	2,810,866	21,081	224,040	3,055,986	2,865,725	
Expenses from continuing operations								
1994	AODE	202,166	264,965			264,965	132,482	50%
1514	Waste - Collection - Operating Expenses - Wages	93,375	87,550			87,550	44,897	51%
1514	Waste - Collection - Operating Expenses - Other	178,025	207,631			207,631	96,252	46%
1514	MGB Maintenance	5,032	22,360			22,360	2,257	10%
1514	Illegal Roadside Waste Collection	9,121	18,527			18,527	6,352	34%
1541	Donations - DWMC	182	2,438			2,438	0	0%
1514	Bin Deliveries	11,016	12,143			12,143	5,926	49%
1995	Dividend	63,214	64,731			64,731	32,364	50%
1519	MGB Disposal Costs (Weighbridge) - Internal	494,878	498,074			498,074	176,955	36%
2504	FOGO Joint Procurement Expense				210,160	210,160	32,500	15%
STREET SWEEPING - COWRA & VILLAGES								
1514	Street Sweeping - Operating Expenses - Wages	26,539	48,969			48,969	16,104	33%
1514	Street Sweeping - Operating Expenses - Other	90,121	97,426			97,426	67,585	69%
CLEANING COWRA CBD								
1514	Cleaning Cowra CBD - Operating Expenses - Wages	99,534	61,800		43,000	104,800	52,322	50%
1514	Cleaning Cowra CBD - Operating Expenses - Other	64,371	37,949		57,000	94,949	47,783	50%
	Plant & Equipment Depreciation	268,240	273,605			273,605	137,927	50%
	Building Depreciation	26,948	27,487			27,487	13,856	50%
	Other Asset Depreciation	61,044	62,265			62,265	31,388	50%
2073	Container Deposit Scheme - Contribution to Depreciation	(22,604)	(23,056)			(23,056)	(11,526)	50%
	Total expenses	1,671,202	1,764,864	0	310,160	2,075,024	885,424	
Capital items								
1571	MGB Replacements	31,689	20,000			20,000	18,592	93%
1578	Replacement Garbage Truck					0	0	
	Total capital items	31,689	20,000	0	0	20,000	18,592	
Cash reconciliation items								
	Depreciation	(356,232)	(363,357)			(363,357)	(183,172)	
	Total adjustment for non-cash items	(356,232)	(363,357)	0	0	(363,357)	(183,172)	
	Increase / (decrease) in cash	1,362,371	1,389,359	21,081	(86,120)	1,324,319	2,144,881	
Funded by / (to) reserves								
	Transfer to Waste Reserve	(826,649)	(186,832)	(307,646)		(494,478)	(249,271)	
	Transfer to Domestic Waste Management Reserve	258,986	(409,896)		(33,340)	(443,236)	(223,440)	
	Transfer from Domestic Waste Management Reserve (Capital)	31,689	20,000			20,000	18,592	
	Transfer from Waste Reserve (Capital)					0	0	
	Funded by / (to) general revenues	(826,397)	(812,632)	286,565	119,461	(406,605)	(1,690,762)	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
WASTE DISPOSAL								
Income from continuing operations								
2508	Grant - LECl - Landfill		250,000		(250,000)	0	0	
2497	Grant - EPA - Landfill Improvement Program				25,000	25,000	10,000	40%
	Total income	0	250,000	0	(225,000)	25,000	10,000	
Expenses from continuing operations								
1996	Contribution to Administration Salaries	105,106	108,259			108,259	54,132	50%
	Waste Fund - Plant Working Expenses Control	317,845	241,301			241,301	152,427	63%
	Waste Fund - Plant Hire - Income	(543,605)	(563,941)			(563,941)	(288,777)	51%
1564	MGB Disposal (Weighbridge)	(497,070)	(498,074)			(498,074)	(245,968)	49%
LANDFILL								
	Landfill - Operating Expenses - Wages	80,039	66,950			66,950	43,369	65%
	Landfill - Operating Expenses - Other	244,797	221,791			221,791	118,746	54%
1546	EPA Licence & Audits	4,651	4,944			4,944	0	0%
2518	Landfill Improvement Program				40,743	40,743	40,743	100%
VILLAGE TIPS								
	Village Tips - Operating Expenses - Wages	6,206	12,360			12,360	7,798	63%
	Village Tips - Operating Expenses - Other	5,588	19,252			19,252	7,010	36%
1997	AODE	37,094	46,951			46,951	23,474	50%
1545	Clean Up Australia Day		2,033			2,033	0	0%
	Total expenses	(239,349)	(338,174)	0	40,743	(297,432)	(87,046)	
Capital items								
2146	Landfill Waste Cell Modifications	28,751	325,000	103,442	(428,442)	0	0	
2434	Purchase of Landfill Compactor		1,000,000			1,000,000	0	0%
	Total capital items	28,751	1,325,000	103,442	(428,442)	1,000,000	0	
Cash reconciliation items								
	Total adjustment for non-cash items	0	0	0	0	0	0	
	Increase / (decrease) in cash	210,598	(736,826)	(103,442)	162,700	(677,568)	97,046	
Funded by / (to) reserves								
	Transfer from Waste Reserve (Capital)	7,188	1,000,000			1,000,000	0	
	Transfer from Domestic Waste Management Reserve (Capital)	21,563				0	0	
	Funded by / (to) general revenues	(239,349)	(263,174)	103,442	(162,700)	(322,432)	(97,046)	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
RECYCLING								
Income from continuing operations								
1560	Sale of Recycled Material	172,060	174,184			174,184	95,809	55%
1559	Recycling Crates Sales	3,760	5,584			5,584	3,829	69%
1563	Land Rental	3,096	2,904			2,904	1,567	54%
1562	Weighbridge Charges	1,648,715	1,071,983	428,017		1,500,000	1,080,109	72%
2303	Income - Waste - Revive Recycling Hub	4,926	5,150			5,150	2,885	56%
	Recycling Charge	710,745	729,158	18,490	1,761	749,410	749,410	100%
1771	Cardboard Pick-Up	24,701	23,637			23,637	12,869	54%
2429	Grant - Community Energy Upgrades - Solar Installation		84,807			84,807	25,442	30%
	Total income	2,568,003	2,097,407	446,507	1,761	2,545,676	1,971,918	
Expenses from continuing operations								
1532	Recycling - Operating Expenses - Wages	123,589	110,939			110,939	73,107	66%
1532	Recycling - Operating Expenses - Other	158,872	175,303			175,303	118,524	68%
1535	Recycling - Education	16,431	24,006			24,006	11,771	49%
1536	RAFCA Program	3,391	4,838			4,838	100	2%
2304	Expenditure - Revive Recycling Hub	19,004	5,000			5,000	0	0%
MRF OPERATION								
1537	MRF - Operating Expenses - Wages	747,056	730,906		(60,000)	670,906	317,510	47%
1537	MRF - Operating Expenses - Other	548,204	484,196			484,196	267,446	55%
2281	Staff Amenities Building Fit-Out	6,726				0	0	
2016	Waste & Energy Sustainability - Wages	43,905	81,812			81,812	28,519	35%
2016	Waste & Energy Sustainability - Other Expenses	3,031				0	0	
1975	Contribution from Sewer Fund - Sustainability Officer	(21,713)	(22,364)			(22,364)	(11,183)	50%
1976	Contribution from Water Fund - Sustainability Officer	(21,713)	(22,364)			(22,364)	(11,183)	50%
1974	Contribution - Training	25,316	25,924			25,924	12,961	50%
1973	AODE	191,639	197,711			197,711	98,856	50%
1972	Contribution - General Fund	1,428,085	1,065,675			1,065,675	532,836	50%
1970	Loan No. 247 - Recycling Upgrade	2,018				0	0	
	Loan - Admin Building - Interest	25,514	24,927			24,927	12,557	50%
	Total expenses	3,299,354	2,886,509	0	(60,000)	2,826,509	1,451,820	
Capital items								
	Loan No. 247 - Recycling Upgrade	59,046				0	0	
	Loan - Admin Building - Principal	12,384	13,113			13,113	0	0%
1580	Staff Amenities Building & Admin Office Renovation	196,550				0	0	
2251	Extension of Sorting Line Storage Area	156,000				0	0	
2416	MRF Solar Installation & Battery Storage		169,615			169,615	0	0%
	Total capital items	423,980	182,728	0	0	182,728	0	
Cash reconciliation items								
	Total adjustment for non-cash items	0	0	0	0	0	0	
	Increase / (decrease) in cash	(1,155,331)	(971,830)	446,507	61,761	(463,561)	520,098	
Funded by / (to) reserves								
	Transfer from Waste Reserve (Capital)	156,000	84,808			84,808	0	
	Transfer from Waste Fund Unexpended Loan Reserve (Capital)	134,850				0	0	
	Funded by / (to) general revenues	864,481	887,022	(446,507)	(61,761)	378,753	(520,098)	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
CONTAINER DEPOSIT SCHEME								
Income from continuing operations								
2145	CDS Processing Fee	876,338	1,000,000			1,000,000	290,382	29%
	Total income	876,338	1,000,000	0	0	1,000,000	290,382	
Expenses from continuing operations								
1542	CDS - Operating Expenses - Wages	339,937	433,093			433,093	159,330	37%
1542	CDS - Operating Expenses - Other	152,378	223,233			223,233	88,534	40%
2074	Contribution to Waste Fund Depreciation	22,604	23,056			23,056	11,527	50%
1971	Contribution to Waste Fund Overheads	97,685	100,616			100,616	50,310	50%
	Total expenses	612,604	779,998	0	0	779,998	309,701	
Capital items								
2438	Purchase of Glass Breaker	60,500		60,500		60,500	60,500	100%
2500	Purchase of Trommel Processing Plant				45,000	45,000	45,000	100%
	Total capital items	60,500	0	60,500	45,000	105,500	105,500	
Cash reconciliation items								
	Total adjustment for non-cash items	0	0	0	0	0	0	
	Increase / (decrease) in cash	203,234	220,002	(60,500)	(45,000)	114,502	(124,819)	
	Funded by / (to) reserves							
	Funded by / (to) general revenues	(203,234)	(220,002)	60,500	45,000	(114,502)	124,819	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
WASTE OVERHEADS								
	Income from continuing operations							
	Total income	0	0	0	0	0	0	
	Expenses from continuing operations							
1551	Superannuation	185,472	180,050			180,050	98,110	54%
1551	Public Holidays	54,009	57,803			57,803	9,068	16%
1551	Workers Comp. Insurance	44,525	60,028			60,028	22,081	37%
1551	Annual Leave	119,680	115,604			115,604	93,771	81%
	Long Service Leave - Accrual	71,570	43,235			43,235	21,795	50%
1551	Sick Leave	50,381	43,352		10,000	53,352	43,288	81%
1551	Training Wages	426				0	0	
	Lump Sum Payment	19,664	23,664	(4,000)		19,664	19,664	100%
1998	Contribution to Overheads - Container Deposit Scheme	(97,685)	(100,616)			(100,616)	(50,309)	50%
	Total expenses	448,042	423,120	(4,000)	10,000	429,120	257,468	
	Capital items							
1551	Long Service Leave	28,026	28,901		50,000	78,901	59,871	76%
	Total capital items	28,026	28,901	0	50,000	78,901	59,871	
	Cash reconciliation items							
	Long Service Leave Accrual	(71,570)	(43,235)			(43,235)	(21,795)	
	Total adjustment for non-cash items	(71,570)	(43,235)	0	0	(43,235)	(21,795)	
	Increase / (decrease) in cash	(404,499)	(408,786)	4,000	(60,000)	(464,786)	(295,544)	
	Funded by / (to) reserves							
	Transfer from Waste Reserve - Long Service Leave	28,026	28,901		50,000	78,901	59,871	
	Transfer to Waste Reserve - Long Service Leave	(28,026)	(28,901)		(50,000)	(78,901)	(59,871)	
	Funded by / (to) general revenues	404,499	408,786	(4,000)	60,000	464,786	295,544	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
WATER								
Income from continuing operations								
	Water Access-Vacant Land - Residential	119,524	146,563	921	(614)	146,870	146,870	100%
RESIDENTIAL								
	Access Charges	1,261,789	1,533,055			1,533,055	508,895	33%
	Consumption Charges	3,635,858	3,633,773			3,633,773	835,221	23%
NON-RESIDENTIAL								
	Access Charges	716,283	777,351			777,351	253,901	33%
	Consumption Charges	1,768,938	1,718,365			1,718,365	433,513	25%
NON-RESIDENTIAL (INDUSTRIAL)								
	Access Charges	12,972	13,516			13,516	5,632	42%
	Consumption Charges	237,687	190,805			190,805	110,814	58%
NON-RESIDENTIAL (NURSERIES)								
	Access Charges	3,666	3,820			3,820	1,273	33%
	Consumption Charges	12,705	9,412			9,412	406	4%
EDUCATION								
	Access Charges	25,928	23,196			23,196	9,005	39%
	Consumption Charges	88,208	70,869			70,869	18,968	27%
RAW WATER								
	Access Charges	21,318	27,843			27,843	7,515	27%
	Consumption Charges	70,315	157,727			157,727	7,567	5%
OTHER								
	Interest On Overdue Charges	72,980	62,105			62,105	38,660	62%
1423	Standpipe Sales	83,321	102,331			102,331	54,432	53%
	Pensioner Rates Abandoned	(109,297)	(133,157)			(133,157)	(37,188)	28%
	Pensioner Rate Subsidy	60,114	73,237			73,237	1,035	1%
	Water Connection Fees	180,583	98,444			98,444	17,549	18%
	Sundry Revenue	18,764	14,101			14,101	6,105	43%
	Developer Contributions	13,585	35,606			35,606	0	0%
1434	Service Agreement Erarnbie Cowra Water Maintenance	2,195	2,323			2,323	1,112	48%
1430	LIRS - Interest Subsidy	693				0	0	
1433	Grant - Cowra Drought Water Supply Construction	219,543		90,730	1,178,433	1,269,163	165,166	13%
1436	Safe & Secure Grant - Cowra IWCM	59,545				0	0	
2336	Safe & Secure Water Program - Cowra WTP	12,227				0	0	
2349	Insurance Claim Income - Water Department Office Floor	14,625				0	0	
2410	Grant - Community Energy Upgrades - Solar Installation		17,864			17,864	5,359	30%
	Total income	8,604,066	8,579,149	91,651	1,177,819	9,848,619	2,591,810	
Expenses from continuing operations								
2000	Contribution to Administration Salaries	191,903	197,660			197,660	98,832	50%
2004	Contribution - Compliance Officer	19,408	19,990			19,990	9,996	50%
2005	Contribution - Depot Redevelopment Loan	15,538	20,736			20,736	10,368	50%
2003	Contribution - Sustainability Officer	21,713	22,364			22,364	11,184	50%
2001	Dividend - General fund	50,000	50,000			50,000	24,999	50%
2002	Contribution - Training	37,974	38,885			38,885	19,441	50%
1999	AODE	641,705	808,709			808,709	404,357	50%
2007	Japanese Garden Water Subsidy	(121,060)	(124,692)			(124,692)	(62,346)	50%
2006	Contribution from Sewer Fund - Cowra IWCM	(17,820)				0	0	
1440	Tr. From General Fund (S.611)	(180,000)	(120,000)			(120,000)	(60,000)	50%
1330	Public Promotion & Education		6,428			6,428	0	0%
1258	Administration Expenses & Memberships	67,122	71,070			71,070	55,753	78%
1333	Protective Equipment & Safety Supplies	452	9,018			9,018	0	0%
1335	Avdata Charges on Standpipe Sales	5,571	4,394			4,394	2,974	68%
1327	Donations - Water Availability Charge	27,886	30,254			30,254	22,578	75%
1381	Minor Equipment	20,238	13,109			13,109	0	0%
2367	Water Department Office Floor Repair	12,197				0	0	
1659	Water Asset Revaluation Expense				8,813	8,813	8,813	100%
ENGINEERING & SUPERVISION								
1325	Project Engineer - Water	52,048	99,918			99,918	11,674	12%
1417	Cowra Integrated Water Cycle Management (IWCM)	20,472			46,886	46,886	46,886	100%
PURCHASE OF WATER								
1260	Central Tablelands Water	135,960	128,000			128,000	19,416	15%
1259	State Water - Lachlan River	260,680	266,240			266,240	131,512	49%
PUMPING STATION								
1279	Pumping Station - Repairs & Operating Expenses	104,408	157,147			157,147	52,679	34%
1280	Energy Costs - Pumping Stations	589,312	470,286			470,286	216,714	46%
2081	River Screen Maintenance		39,399			39,399	0	0%
RESERVOIRS								
	Reservoirs - Operations & Maintenance	151,979	144,712			144,712	96,872	67%

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
	TREATMENT PLANT							
1261	Treatment Plant - Cowra - Operating Expenses	571,472	589,555			589,555	386,545	66%
1268	Sludge Removal Expense	6,773	26,414			26,414	0	0%
1263	Wyangala Operation - Treatment Plant	201,800	75,194			75,194	65,250	87%
1265	Woodstock Chlorine Station Operation	3,300	9,074			9,074	866	10%
1266	Wattamondara Chlorine Station Operation	319	9,130			9,130	288	3%
1264	Darbys Falls Operation - Treatment Plant	92,068	57,015			57,015	26,069	46%
1297	Koorawatha Chlorine Station Operation	36,186	16,031			16,031	1,460	9%
1270	Chlorine	110,682	89,456			89,456	42,094	47%
1271	Fluoride	3,328	15,998			15,998	3,470	22%
1272	Aluminium Chlorohydrate (ACH)	120,613	196,002			196,002	58,706	30%
1328	EPA Licence	7,370	8,200			8,200	127	2%
1273	Caustic Soda	47,231	34,725			34,725	15,487	45%
1274	Permanganate	8,207	8,532			8,532	0	0%
1269	Testing - Treatment Plant	56,140	120,419			120,419	22,886	19%
1276	Test Monitoring Software	1,346	5,243			5,243	46	1%
1277	Telephone	6,435	11,881			11,881	1,302	11%
2337	Cowra WTP Options Study (SSWP)	27,032				0	0	
	MAINS							
	Water - Main Operations & Maintenance	820,796	835,971	(5,093)		830,878	429,212	52%
1321	Infiltration Gallery		32,662			32,662	0	0%
	TELEMETRY							
1320	Service & Maintenance	78,977	79,447			79,447	56,627	71%
	METERS							
	Meters - Operations & Maintenance	293,184	252,113			252,113	164,082	65%
	LOAN REPAYMENTS - INTEREST							
1951	Loan No. 251 - Emergency Water Supply	46,049	41,848			41,848	21,454	51%
1949	Loan No. 242a - 1C1 Zone - 93.12%	58,225	55,584			55,584	28,697	52%
1950	Loan No. 241a - Mains Replacement Stage 3 - 88.33%	50,319	47,582			47,582	24,220	51%
1953	Loan No. 238 - Mains Replacement	24,779	22,483			22,483	11,470	51%
	OVERHEADS & E.L.E.							
1338	Superannuation	171,886	128,832			128,832	85,764	67%
1338	Public Holidays	47,719	39,352			39,352	8,132	21%
1338	Workers Comp. Insurance	32,242	53,503			53,503	19,681	37%
1338	Annual Leave	106,181	78,704			78,704	43,565	55%
	Long Service Leave - Accrual	56,671	40,149			40,149	20,239	50%
1338	Sick Leave	60,818	36,952			36,952	29,366	79%
1338	Training Wages	15,770		5,093	6,914	12,007	12,007	100%
	Lump Sum Payment	11,000	16,000	(5,000)		11,000	11,000	100%
	OTHER							
1439	S.611 Charges	780,000	780,000			780,000	390,000	50%
	DEPRECIATION CHARGE							
	Water Infrastructure Depreciation	2,463,065	2,512,326	254,268		2,766,594	1,394,667	50%
	Plant & Equipment Depreciation	10,930	11,149			11,149	5,620	50%
	Other Asset Depreciation	2,948	3,007			3,007	1,516	50%
	Total expenses	8,539,546	8,694,160	249,268	62,612	9,006,040	4,504,613	
	Capital items							
	METERS							
1347	New Meter Installations	106,791	119,428			119,428	24,277	20%
1363	Meter Replacements	145,927	180,000			180,000	77,053	43%
2457	Non-Urban Water Meter Reform (4 Sites)			69,131		69,131	69,131	100%
	RESERVOIRS							
1380	Reservoir Cleaning & Painting	31,658	56,465	29,127		85,592	0	0%
1697	Reservoir Chlorine Monitoring System			111,699		111,699	0	0%
2144	Cowra - Reservoir Re-Roofing	16,600	67,113	87,760		154,873	80,845	52%
	PUMPING STATIONS							
1398	Billimari - Pump Station Upgrade					0	0	
1392	River Low Lift Pump Station					0	0	
1388	High Lift Pump at River	34,984				0	0	
1391	High Lift Pump at River - Switch Board	34,469			25,531	25,531	1,270	5%
2409	High Lift Pump Station - PFC Installation		35,728			35,728	0	0%
2439	Replacement Grindex Pump	38,731				0	0	
	MAINS CONSTRUCTION							
2505	AC Water Mains Replacement		1,077,204	(449,043)	(60,000)	568,161	0	0%
1869	Comerford St & Lachlan St Main Replacement	359,931		45,081		45,081	45,081	100%
1421	Construct Emergency Drought Supply	219,543		1,252,192	16,971	1,269,163	165,166	13%
2206	Mains Replacement - Brisbane Street - West		250,000			250,000	0	0%
2379	Southern Line Main Replacement	147,104		1,428	(1,428)	0	0	
2207	TMQ Underbores - Crowther to Bendick Murrell	14,120				0	0	
2208	Young Road Water Main Upgrade - Industrial Development				60,000	60,000	43,556	73%

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
	TREATMENT PLANT							
1699	Install Solar PV 26kW System - Cowra WTP	27,221				0	0	
1415	Transfer Pump Refurbishment	67,059		43,829	(43,829)	0	0	
2315	Acquisition of Wyangala WTP Land	11,611				0	0	
2440	Chemical Storage Upgrade	20,373				0	0	
	Drum to Cylinder Changers (CO ₂)				40,000	40,000	0	0%
	OTHER							
1384	Replace Telemetry System	1,906	500,000	353,788		853,788	157,518	18%
	LOAN REPAYMENTS - PRINCIPAL							
	Loan No. 242a - 1C1 Zone External - 93.12%	42,351	45,300			45,300	21,745	48%
	Loan No. 251 - Emergency Water Supply	60,999	65,104			65,104	32,022	49%
	Loan No. 241a - Mains Replacement Stage 3 - 88.33%	43,838	46,666			46,666	22,904	49%
	Loan No. 238 - Mains Replacement	52,026	55,495			55,495	27,519	50%
1338	Long Service Leave	46,099	20,706		30,000	50,706	43,130	85%
	Total capital items	1,523,341	2,519,208	1,544,991	67,245	4,131,445	811,217	
	Cash reconciliation items							
	Depreciation	(2,476,943)	(2,526,482)	(254,268)		(2,780,750)	(1,401,803)	
	Long Service Leave Accrual	(56,671)	(40,149)			(40,149)	(20,239)	
	Total adjustment for non-cash items	(2,533,614)	(2,566,631)	(254,268)	0	(2,820,899)	(1,422,042)	
	Increase / (decrease) in cash	1,074,793	(67,588)	(1,448,341)	1,047,962	(467,967)	(1,301,978)	
	Funded by / (to) reserves							
	Transfer to Water Reserve - Long Service Leave	(46,099)	(20,706)		(30,000)	(50,706)	(43,130)	
	Transfer to Water Reserve - Infrastructure	(2,652,821)	(1,962,816)	(96,650)	78,421	(1,981,045)	(998,664)	
	Transfer to Water Reserve - Equalisation	(150,000)	(150,000)			(150,000)	(75,616)	
	Transfer to S64 Water Reserve	(13,585)	(35,606)			(35,606)	0	
	Transfer from Water Reserve - Infrastructure (Capital)	1,728,028	2,180,404	1,544,991	(1,126,383)	2,599,012	498,731	
	Transfer from S64 Water Reserve (Capital)	13,585	35,606			35,606	17,949	
	Transfer from Water Reserve - Long Service Leave	46,099	20,706		30,000	50,706	43,130	
	Funded by / (to) general revenues	(0)	0	(0)	0	0	1,859,578	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
SEWER								
Income from continuing operations								
	Sewer Access Charges	3,286,629	3,317,659			3,317,659	3,225,250	97%
	Sewer Service Charges	797,565	839,509			839,509	724,899	86%
	Wyangala Sewer - Access Charges	46,467	46,905			46,905	45,599	97%
	Wyangala Sewer - Service Charges	20,393	21,465			21,465	18,535	86%
1509	Sundry Income	32,855	17,173			17,173	6,490	38%
	Pensioner Rates Abandoned	(71,094)	(88,836)			(88,836)	(69,471)	78%
	Pensioner Rate Subsidy	39,102	48,859			48,859	38,035	78%
	Interest on Overdue Charges	42,841	33,024			33,024	17,841	54%
1507	Treatment Works Land Rental	13,989	14,183			14,183	7,104	50%
1508	Trade Waste Fees	87,434	79,091			79,091	30,578	39%
1511	Sludge Effluent at the STP	17,018	15,235		20,000	35,235	27,913	79%
1513	Service Agreement Erambie Cowra Sewer Maintenance	57,116	58,499			58,499	28,952	49%
	Developer Contributions	9,452	70,489			70,489	0	0%
	Interest on S94 Contributions	4,171				0	0	
	Sewer - Interest on Investments	122,593	60,000			60,000	19,970	33%
	Total income	4,506,529	4,533,255	0	20,000	4,553,255	4,121,694	
Expenses from continuing operations								
1984	Contribution to Admin Salaries	191,903	197,660			197,660	98,832	50%
1987	Contribution - Compliance Officer	45,038	46,389			46,389	23,194	50%
1990	Contribution - Depot Redevelopment Loan	15,538	20,736			20,736	10,368	50%
1989	Contribution - Sustainability Officer	21,713	22,364			22,364	11,184	50%
1985	Dividend - General Fund	100,000	100,000			100,000	49,999	50%
1986	Contribution to Water Fund - Cowra IWCM	17,820				0	0	
1983	AODE	335,597	429,917			429,917	214,957	50%
1988	Contribution Training	25,316	25,924			25,924	12,961	50%
1447	Sewer - Administration Expenses	10,266	15,838			15,838	6,423	41%
1469	Telephone	859	5,057			5,057	260	5%
1456	Donations	893	1,678			1,678	251	15%
1464	Protective Clothing & Safety Supplies	3,725	3,738			3,738	1,333	36%
1470	EPA Licences	3,798	8,034			8,034	0	0%
1475	Project Engineer - Sewer	52,048	99,918			99,918	11,674	12%
1489	Minor Equipment	2,048	6,548			6,548	0	0%
1660	Sewer Asset Revaluation Expense				8,813	8,813	8,813	100%
TREATMENT WORKS								
1465	STP Insurance	63,352	64,872			64,872	64,872	100%
1442	Sewer - Treatment Works - Cowra Operation	570,364	532,800			532,800	283,739	53%
1472	Bealieu House Maintenance	276				0	0	
1445	Testing & Monitoring	11,358	35,290			35,290	714	2%
1474	Test Monitoring Software	151	21,708			21,708	191	1%
1446	Sewer - Treatment Works - Wyangala Operation	262,788	253,093			253,093	112,447	44%
1467	Sludge Removal	72,569	162,736			162,736	29,162	18%
SEWER MAINS								
	Sewer - Mains - Repairs & Maintenance	272,715	252,366	(904)		251,462	231,106	92%
1459	Condition Audit - Mains Inspection	20,996	45,058			45,058	34,468	76%
1457	S.611 Charges	170,000	170,000			170,000	84,998	50%
PUMPING STATION								
	Sewer - Pumping Stations - Operating Expenses	248,157	180,167			180,167	119,036	66%
LOAN REPAYMENTS - INTEREST								
1945	Loan No. 244 - STP Upgrade	462,705	448,268			448,268	226,780	51%
EMPLOYMENT OVERHEADS & E.L.E.								
1476	Superannuation	42,546	37,057			37,057	17,915	48%
1476	Public Holidays	12,895	11,837			11,837	2,361	20%
1476	Workers Comp. Insurance	10,747	11,744			11,744	4,320	37%
1476	Annual Leave	27,453	23,672			23,672	9,481	40%
	Long Service Leave - Accrual	13,545	7,280			7,280	3,670	50%
1476	Sick Leave	17,359	9,990		10,000	19,990	13,218	66%
1476	Training Wages			904	6,284	7,188	7,188	100%
	Lump Sum Payment	6,000	4,000	2,000		6,000	6,000	100%
DEPRECIATION								
	Sewer Infrastructure Depreciation	1,064,097	1,085,379	32,739		1,118,118	563,654	50%
	Building Depreciation	10,662	10,875			10,875	5,482	50%
	Other Asset Depreciation	179	183			183	92	50%
	Total expenses	4,187,478	4,352,176	34,739	25,096	4,412,012	2,271,142	

Work Order	Budget Detail - Description	Actual 2025	Budget 2026	\$ Variance 1st Quarter	\$ Variance 2nd Quarter	Revised Estimate	Actual Dec 2025	%
	Capital items							
	SEWER MAINS							
1490	West Cowra Sewer Reticulation	4,827		68,583		68,583	59,266	86%
1485	Mains Replacement/Renewal Program	19,183	402,680	557,961		960,641	0	0%
	COWRA TREATMENT PLANT							
1692	Install Solar PV 99kW System - Cowra STP	110,153				0	0	
1495	New Package Plant Filtration & UV for Water Cart Effluent Re-Use		200,000		(200,000)	0	0	
1499	SN Return, Rotation pipe Work & Pump System	12,358				0	0	
2353	Sludge Lagoon Cleanout			188,730	191,270	380,000	0	0%
2441	Chemical Storage Upgrade	20,373				0	0	
	SEWER PUMP STATIONS							
1487	Pump Station Renewal/Replacement	56,734	13,423			13,423	0	0%
	OTHER							
1488	Ventstack Replacement		70,585			70,585	0	0%
	LOAN REPAYMENT - PRINCIPAL							
	Loan No. 244 - STP Upgrade	184,510	199,974			199,974	97,341	49%
	Proposed Loan Funding - West Cowra Sewerage					0	0	
1476	Long Service Leave	7,197	5,918			5,918	0	0%
	Total capital items	415,334	892,580	815,274	(8,730)	1,699,124	156,607	
	Cash reconciliation items							
	Depreciation	(1,074,938)	(1,096,437)	(32,739)		(1,129,176)	(569,228)	
	Long Service Leave Accrual	(13,545)	(7,280)			(7,280)	(3,670)	
	Total adjustment for non-cash items	(1,088,483)	(1,103,717)	(32,739)	0	(1,136,456)	(572,898)	
	Increase / (decrease) in cash	992,201	392,216	(817,274)	3,634	(421,424)	2,266,843	
	Funded by / (to) reserves							
	Transfer to Sewer Reserve - Long Service Leave	(7,197)	(5,918)			(5,918)	0	
	Transfer to S64 Sewer Reserve	(13,623)	(70,489)			(70,489)	0	
	Transfer to Sewer Reserve - Infrastructure	(1,286,768)	(1,022,249)	2,000	5,096	(1,015,153)	(511,748)	
	Transfer from Sewer Reserve - Infrastructure (Capital)	118,243	486,260	815,274	(8,730)	1,292,804	59,266	
	Transfer from S94 Sewer Reserve (Capital)	105,284	70,489			70,489	35,534	
	Transfer from Sewer Reserve - Long Service Leave	7,197	5,918			5,918	0	
	Transfer to Wyangala STP Reserve	(111,266)	(109,320)			(109,320)	(55,109)	
	Transfer from Wyangala STP Reserve	195,928	253,093			253,093	112,447	
	Funded by / (to) general revenues	(0)	0	0	0	0	(1,907,233)	

COWRA SHIRE COUNCIL

Quarterly Budget Review Statement
for the period 01/10/25 to 31/12/25

Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

It is my opinion that the Quarterly Budget Review Statement for COWRA SHIRE COUNCIL for the quarter ended 31/12/25 indicates that Council's projected financial position at 30/6/26 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed: _____



Mr A Dalton
Responsible Accounting Officer

Date: 17.2.26

QBRS FINANCIAL OVERVIEW											
Cowra Shire Council											
Budget review for the quarter ended 31/12/25											
DESCRIPTION	Previous Year	Current Year	Approved	Approved	Approved	Revised	Recommended	Projected	VARIANCE	ACTUAL	
	Actual	Budget	Changes	Changes	Changes	Budget	changes	Year End	ORIGINAL	YTD	
	2024/25 \$000's	2025/26 \$000's	Review Q 1 \$000's	Review Q 2 \$000's	Review Q 3 \$000's	\$000's	for council resolution \$000's	(PYE) Result 2025/26 \$000's	budget v PYE 2025/26 \$000's	2025/26 \$000's	
Net Operating Result before grants and contributions provided for capital purposes	General Fund	-289	-972	400	0	0	-572	356	-216	757	2,469
	Water Fund	-447	-168	-248	0	0	-417	-63	-480	-312	-2,083
	Sewer Fund	244	111	-35	0	0	76	-5	71	-40	1,851
	Consolidated	-492	-1,030	117	0	0	-913	288	-625	405	2,237
Operating Result from continuing operations (with capital grants and contributions) excluding depreciation, amortisation and impairment of non financial assets	Consolidated	14,506	13,628	1,158	0	0	14,785	-649	14,136	508	7,881
	Borrowings	Total borrowings	11,958	12,282				12,282		12,282	0
Liquidity	External restrictions	26,232	21,364	-1,042	0	0	20,322	4,054	24,376	3,012	26,028
	Internal Allocations	13,805	12,822	1,403	0	0	14,225	1,004	15,229	2,407	15,229
	Unallocated	696	2,321	-292	0	0	2,029	-1,541	488	-1,833	594
	Total Cash, Cash Equivalents and Inves	40,733	36,507	69	0	0	36,576	3,517	40,093	3,586	41,851
Capital	Capital Funding	12,123	14,946	3,485	0	0	18,431	-2,277	16,153	1,207	3,505
	Capital Expenditure	12,123	14,946	3,485	0	0	18,431	-2,277	16,153	1,207	3,505
	Net Capital	0	0	0	0	0	-0	0	0	0	0

	Opening Balance	Total Cash Contributions Received	Total Interest Earned	Total Expended	Total Internal Borrowings (to)/from	Held as Restricted Asset	Cumulative balance of internal borrowings (to)/from
	As at 1 July 2025	As at this Q	As at this Q	As at this Q	As at this Q	As at this Q	As at this Q
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Developer Contribution		255	106	0	49	0	312
							0

Income and Expenses Budget Review Statement										
Cowra Shire Council										
Budget review for the quarter ended 31/12/2025										
Consolidated Fund										
Description	Previous Year	Current Year	Approved	Approved	Approved	Revised	Recommended	Projected	VARIANCE	ACTUAL
	Actual	Budget	Changes	Changes	Changes	Budget	changes	Year End	ORIGINAL	YTD
	2024/25 \$000's	2025/26 \$000's	Review Q 1 \$000's	Review Q 2 \$000's	Review Q 3 \$000's	\$000's	for council resolution \$000's	(PYE) Result 2025/26 \$000's	budget v PYE 2025/26 \$000's	2025/26 \$000's
INCOME										
Rates and Annual Charges	16,907	17,754	72			17,826	34	17,860	106	16,205
User Charges and Fees	16,766	15,700	928			16,628	923	17,551	1,851	4,956
Other Revenue	2,233	2,253	2			2,255	23	2,278	25	652
Grants and Contributions - Operating	9,207	8,474	1,517			9,991	1,089	11,080	2,606	3,055
Grants and Contributions - Capital	4,574	5,184	91			5,275	-938	4,337	-847	390
Interest and Investment Income	2,046	1,675	0			1,675	0	1,675	0	963
Other Income	218	213	0			213	0	213	0	110
Net gain from disposal of assets	218	242	0			242	66	307	66	66
Total Income from continuing operations	52,169	51,494	2,610	0	0	54,104	1,197	55,301	3,807	26,397
EXPENSES										
Employee benefits and on-costs	18,447	19,311	370			19,681	206	19,887	575	9,307
Materials & Services	16,865	16,092	1,019			17,111	1,643	18,753	2,661	8,245
Borrowing Costs	854	820	0			820	-27	794	-27	394
Other Expenses	1,497	1,643	64			1,707	25	1,732	89	570
Net Loss from Disposal of Assets	0	0	0			0	0	0	0	0
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	37,663	37,867	1,452	0	0	39,319	1,846	41,165	3,299	18,515
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	14,506	13,628	1,158	0	0	14,785	-649	14,136	508	7,881
Depreciation, amortisation and impairment of non financial assets	10,424	9,474	950			10,424	0	10,424	950	5,255
Operating result from continuing Operations	4,082	4,154	208	0	0	4,361	-649	3,712	-442	2,626
Net Operating Result before grants and contributions provided for capital purposes	-492	-1,030	117	0	0	-913	288	-625	405	2,237

Notes

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Income and Expenses Budget Review Statement										
Cowra Shire Council										
Budget review for the quarter ended 31/12/2025										
General Fund										
Description	Previous Year	Current Year	Approved	Approved	Approved	Revised	Recommended	Projected	VARIANCE	ACTUAL
	Actual	Budget	Review	Review	Review	Budget	changes	Year End	ORIGINAL	YTD
	2024/25 \$000's	2025/26 \$000's	Q 1 \$000's	Q 2 \$000's	Q 3 \$000's	\$000's	for council resolution \$000's	(PYE) Result 2025/26 \$000's	budget v PYE 2025/26 \$000's	2025/26 \$000's
INCOME										
Rates and Annual Charges	11,494	11,964	71			12,035	35	12,070	106	12,068
User Charges and Fees	9,656	8,671	928			9,599	903	10,502	1,831	2,633
Other Revenue	2,204	2,253	2			2,255	23	2,278	25	652
Grants and Contributions - Operating	9,144	8,474	1,517			9,991	1,089	11,080	2,606	3,055
Grants and Contributions - Capital	4,332	5,078	0			5,078	-2,134	2,944	-2,134	219
Interest and Investment Income	1,831	1,520	0			1,520	0	1,520	0	886
Other Income	218	198	0			198	0	198	0	103
Net gain from disposal of assets	171	242	0			242	66	307	66	66
Total Income from continuing operations	39,050	38,400	2,518	0	0	40,918	-19	40,899	2,500	19,683
EXPENSES										
Employee benefits and on-costs	16,334	17,300	373			17,673	183	17,855	555	8,297
Materials & Services	10,474	9,328	1,019			10,346	1,578	11,924	2,597	4,785
Borrowing Costs	212	205	0			205	-27	178	-27	82
Other Expenses	1,468	1,611	64			1,675	25	1,700	89	547
Net Loss from Disposal of Assets	0	0	0			0	0	0	0	0
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	28,488	28,443	1,455	0	0	29,899	1,759	31,657	3,214	13,711
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	10,562	9,956	1,063	0	0	11,019	-1,777	9,242	-714	5,972
Depreciation, amortisation and impairment of non financial assets	6,519	5,851	663			6,514	0	6,514	663	3,284
Operating result from continuing Operations	4,043	4,105	400	0	0	4,506	-1,777	2,728	-1,377	2,689
Net Operating Result before grants and contributions provided for capital purposes	-289	-972	400	0	0	-572	356	-216	757	2,469

Notes

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Income and Expenses Budget Review Statement
Cowra Shire Council
Budget review for the quarter ended 31/12/2025
Water Fund

Description	Previous Year	Current Year Original	Approved Changes	Approved Changes	Approved Changes	Revised	Recommended changes	Projected Year End (PYE)	VARIANCE	ACTUAL YTD
	Actual	Budget	Review	Review	Review	Budget	for council resolution	Result	ORIGINAL budget v PYE	
	2024/25 \$000's	2025/26 \$000's	Q 1 \$000's	Q 2 \$000's	Q 3 \$000's	\$000's	\$000's	2025/26 \$000's	2025/26 \$000's	2025/26 \$000's
INCOME										
Access Charges	2,112	2,465	1			2,466	-1	2,466	0	897
User Charges	6,098	5,998	0			5,998	0	5,998	0	1,486
Fees	15	0	0			0	0	0	0	0
Grants & Contributions - Operating	63	0	0			0	0	0	0	0
Interest and Investment Income	73	62	0			62	0	62	0	39
Other Income	0	0	0			0	0	0	0	0
Net gain from disposal of assets	31	0	0			0	0	0	0	0
Total Income from continuing operations	8,392	8,526	1	0	0	8,527	-1	8,526	0	2,421
EXPENSES										
Employee benefits and on-costs	1,536	1,369	-5			1,364	7	1,371	2	739
Materials & Services	3,922	4,207	0			4,207	56	4,262	56	2,104
Borrowing Costs	179	167	0			167	0	167	0	86
Water purchase charges	397	394	0			394	0	394	0	151
Calculated taxation equivalents	0	0	0			0	0	0	0	0
Debt guarantee fee	0	0	0			0	0	0	0	0
Other Expenses	28	30	0			30	0	30	0	23
Net Loss from Disposal of Assets	0	0	0			0	0	0	0	0
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	6,063	6,168	-5	0	0	6,163	63	6,225	58	3,103
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	2,329	2,358	6	0	0	2,364	-63	2,301	-57	-682
Depreciation, amortisation and impairment of non financial assets	2,776	2,526	254			2,781	0	2,781	254	1,402
Surplus / (Deficit) from continuing operations before capital amounts	-447	-168	-248	0	0	-417	-63	-480	-312	-2,083
Grants and Contributions - Capital	233	36	91			126	1,196	1,323	1,287	171
Surplus / (Deficit) from continuing operations after capital amounts	-214	-133	-158	0	0	-290	1,133	843	975	-1,913

Notes

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Income and Expenses Budget Review Statement
Cowra Shire Council
Budget review for the quarter ended 31/12/2025
Sewer Fund

Description	Previous Year	Current Year Original	Approved Changes	Approved Changes	Approved Changes	Revised	Recommended changes	Projected Year End (PYE)	VARIANCE	ACTUAL YTD
	Actual	Budget	Review	Review	Review	Budget	for council resolution	Result	ORIGINAL budget v PYE	2025/26
	2024/25 \$000's	2025/26 \$000's	Q 1 \$000's	Q 2 \$000's	Q 3 \$000's	\$000's	\$000's	2025/26 \$000's	2025/26 \$000's	2025/26 \$000's
INCOME										
Access charges	3,301	3,325	0			3,325	0	3,325	0	3,239
User charges	925	952	0			952	20	972	20	807
Liquid trade-waste charges	87	79	0			79	0	79	0	31
Fees	0	0	0			0	0	0	0	0
Grants and contributions - Operating	0	0	0			0	0	0	0	0
Interest and Investment Income	142	93	0			93	0	93	0	38
Other Income	14	14	0			14	0	14	0	7
Net gain from disposal of assets	16	0	0			0	0	0	0	0
Total Income from continuing operations	4,485	4,463	0	0	0	4,463	20	4,483	20	4,122
EXPENSES										
Employee benefits and on-costs	577	642	2			644	16	660	18	271
Materials & Services	2,072	2,164	0			2,164	9	2,172	9	1,204
Borrowing Costs	463	448	0			448	0	448	0	227
Calculated taxation equivalents	0	0	0			0	0	0	0	0
Debt Guarantee fee	0	0	0			0	0	0	0	0
Other Expenses	1	2	0			2	0	2	0	0
Net Loss from Disposal of Assets	0	0	0			0	0	0	0	0
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	3,113	3,256	2	0	0	3,258	25	3,283	27	1,702
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	1,373	1,207	-2	0	0	1,205	-5	1,200	-7	2,420
Depreciation, amortisation and impairment of non financial assets	1,129	1,096	33			1,129	0	1,129	33	569
Surplus / (Deficit) from continuing operations before capital amounts	244	111	-35	0	0	76	-5	71	-40	1,851
Grants and Contributions - Capital	9	70	0			70	0	70	0	0
Surplus /(Deficit) from continuing operations after capital amounts	253	181	-35	0	0	146	-5	141	-40	1,851

Notes
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The narrative is important in understanding why budget changes are necessary.

Capital Budget Review Statement										
Cowra Shire Council										
Budget review for the quarter ended 31/12/2025										
Description	Previous Year	Current Year Original	Approved Changes	Approved Changes	Approved Changes	Revised	Recommended changes	Projected Year End (PYE)	VARIANCE	ACTUAL YTD
	Actual	Budget	Review	Review	Review	Budget	for council resolution	Result	ORIGINAL budget v PYE	
	2024/25 \$000's	2025/26 \$000's	Q 1 \$000's	Q 2 \$000's	Q 3 \$000's	\$000's	\$000's	2025/26 \$000's	2025/26 \$000's	2025/26 \$000's
CAPITAL FUNDING										
Rates & other untied funding	3,808	3,259	154			3,414	-274	3,140	-119	1,975
Capital Grants & Contributions	4,726	5,227	91			5,318	-981	4,337	-890	390
Reserves - External Restrictions	2,525	2,793	2,401			5,194	-1,135	4,059	1,266	630
Reserves - Internally Allocated	1,064	2,451	839			3,290	112	3,402	951	510
New Loans	0	1,215	0			1,215	0	1,215	0	0
Proceeds from sale of assets	0	0	0			0	0	0	0	0
Other	0	0	0			0	0	0	0	0
Total Capital Funding	12,123	14,946	3,485	0	0	18,431	-2,277	16,153	1,207	3,505
CAPITAL EXPENDITURE										
WIP	0	0	0			0	0	0	0	0
New Assets	3,601	5,735	2,011			7,746	-1,083	6,663	928	661
Asset Renewal	7,559	8,309	1,474			9,784	-1,194	8,589	280	2,412
Other	964	901	0			901	0	901	0	432
Total Capital Expenditure	12,123	14,946	3,485	0	0	18,431	-2,277	16,153	1,207	3,505
Net Capital Funding - Surplus /(Deficit)	0	0	0	0	0	0	0	0	0	0

Notes

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 Revised Budget +/- recommended changes this quarter = PROJECTED year results

Where the **Total Capital Funding** and the **Total Capital Expenditure** values do not match an explanation is to be provided.
 Carry over funding from previous year should be identified and any proposed carry forwards into next financial year are to be explained.

The quarterly recommended changes to the revised budget are to include:

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The narrative is important in understanding why budget changes are necessary.

Cash and Investments Budget Review Statement										
Cowra Shire Council										
Budget review for the quarter ended 31/12/2025										
Description	Previous Year	Current Year Original	Approved Changes	Approved Changes	Approved Changes	Revised	Recommended changes	Projected Year End (PYE)	VARIANCE	ACTUAL YTD
	Actual	Budget	Review	Review	Review	Budget	for council resolution	Result	ORIGINAL budget v PYE	
	2024/25 \$000's	2025/26 \$000's	Q 1 \$000's	Q 2 \$000's	Q 3 \$000's	\$000's	\$000's	2025/26 \$000's	2025/26 \$000's	2025/26 \$000's
Total Cash, Cash Equivalents & Investments	40,733	36,507	69			36,576	3,517	40,093	3,586	41,851
EXTERNALLY RESTRICTED										
Water Fund	7,805	6,518	-780			5,738	1,599	7,337	819	7,773
Sewer Fund	11,740	10,019	293			10,312	1,007	11,319	1,300	12,536
Developer contributions - General	255	219	2			221	92	313	94	312
Developer contributions - Water						0		0	0	0
Developer contributions - Sewer						0		0	0	0
Transport for NSW Contributions						0		0	0	0
Domestic waste management	1,204	2,183	-594			1,589	33	1,622	-561	1,622
Stormwater management						0		0	0	0
Other	5,228	2,425	37			2,462	1,323	3,785	1,360	3,785
Total Externally Restricted	26,232	21,364	-1,042	0	0	20,322	4,054	24,376	3,012	26,028
Cash, cash equivalents & investments not subject to external restrictions	14,501	15,143	1,111	0	0	16,254	-537	15,717	574	15,823
INTERNAL ALLOCATIONS										
Employee entitlements	961	961	-84			877	0	877	-84	877
Plant & Vehicle replacement	2,415	1,443	-629			814	855	1,669	226	1,669
Infrastructure (Built Asset) replacement	1,754	2,334	-202			2,132	204	2,336	2	2,336
Waste (Non-Domestic)	1,869	599	821			1,420	0	1,420	821	1,420
Caravan Park	1,258	929				929	383	1,312	383	1,312
Acquatic Centre capital renewal	1,379	1,379				1,379	0	1,379	0	1,379
Other	4,169	5,177	1,497			6,674	-438	6,236	1,059	6,236
Total Internally Allocated	13,805	12,822	1,403	0	0	14,225	1,004	15,229	2,407	15,229
Unallocated	696	2,321	-292	0	0	2,029	-1,541	488	-1,833	594

Developer Contributions Summary																					
Cowra Shire Council																					
Budget review for the quarter ended 31/12/2025																					
Purpose	Opening Balance As at 1 July 2025 \$000's	Developer Contributions Received									Interest Earned Q1 \$000's	Interest Earned Q2 \$000's	Interest Earned Q3 \$000's	Monetary Amounts Expended Q1 \$000's	Monetary Amounts Expended Q2 \$000's	Monetary Amounts Expended Q3 \$000's	Internal Borrowings (to)/from Q1 \$000's	Internal Borrowings (to)/from Q2 \$000's	Internal Borrowings (to)/from Q3 \$000's	Held as Restricted Asset As at this Q \$000's	Cumulative balance of internal borrowings (to)/from As at this Q \$000's
		Cash	Cash	Cash	Non-Cash Land	Non-Cash Land	Non-Cash Land	Non-Cash Other	Non-Cash Other	Non-Cash Other											
		Q1 \$000's	Q2 \$000's	Q3 \$000's	Q1 \$000's	Q2 \$000's	Q3 \$000's	Q1 \$000's	Q2 \$000's	Q3 \$000's											
Drainage																					0
Roads																					0
Traffic facilities																					0
Parking																					0
Open space																					0
Community facilities																					0
Other	255	44	62										23	26							312
Total S7.11 Under plans	255	44	62	0	0	0	0	0	0	0	0	0	23	26	0	0	0	0	0	0	312
S7.11 Not under plans																					0
S7.12 Levies																					0
S7.4 Planning agreements																					0
S64 Contributions																					0
Other																					0
Total Developer Contributions	255	44	62	0	0	0	0	0	0	0	0	0	23	26	0	0	0	0	0	0	312

Notes
 All developer contributions received are to be disclosed, and distinguished as cash or non cash. Recognition occurs when council gains control over the asset (cash or non cash).
 Councils have obligations to provide facilities from contribution revenue levied on developers under the provisions of s7.4, s7.11 and s7.12 of the *Environmental Planning and Assessment Act 1979*.
 Developer contributions may only be expended for the purpose for which the contributions were required, however council may apply contributions according to the priorities established in work schedules for the contribution plan.
 "Monetary Amounts Expended" should only include monetary expenditure. Enter positive value when expended. The amounts recorded under "Non-cash Land" and "Non-cash Other" are not included in "Monetary Amounts Expended", as these repre

6.3 Section 355 Committee Minutes - Cowra Sport & Recreation Committee

File Number: D26/218

Author: Alan Dalton, Director - Corporate Services

RECOMMENDATION

That Council note the draft minutes of the Cowra Sport & Recreation Committee held on 26 November 2025.

INTRODUCTION

The draft Minutes of the Cowra Shire Council's Section 355 Committee are presented for noting and consideration.

BACKGROUND

Attached for the information of Councillors are the draft Minutes from the 26 November 2025 meeting of the Cowra Sport & Recreation Committee.

BUDGETARY IMPLICATIONS

Nil.

ATTACHMENTS

- I. Draft Minutes of the Cowra Sport & Recreation Committee Meeting held of 26 November 2025 [↓](#)



MINUTES

Cowra Sports & Recreation Committee Meeting Wednesday, 26 November 2025

**COWRA SPORTS & RECREATION COMMITTEE MEETING 26 NOVEMBER 2025
MINUTES**

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**COWRA SPORTS & RECREATION COMMITTEE MEETING 26 NOVEMBER 2025
MINUTES**

**MINUTES OF COWRA COUNCIL
COWRA SPORTS & RECREATION COMMITTEE MEETING HELD AT THE CJ'S,
CLUB COWRA
ON WEDNESDAY, 26 NOVEMBER 2025 AT 6:30 PM**

PRESENT: Chairperson Marc McLeish (Cowra Senior Cricket), Mr Lee Wilson (Cowra Junior Cricket & Cowra Junior Soccer Clubs), Ms Krisha Tysoe (Cowra Little Athletics), Ms Danielle Spence (Cowra Magpies Rugby League), Mr Justin Gunn (Cowra Junior Rugby League Club), Ms Penny Smith (Community – Rugby League), Ms Brooke Smith (Swimming), Cr Cheryl Downing, Cr Tony Horton

IN ATTENDANCE: Mrs Linda Barron (Community Projects Officer), Mr Craig Smith, Rod Hayes (Acting Manager – Cowra Services)

I APOLOGIES

Mr David Porter (Cowra Triathlon Club), Ms Amy Canty (Cowra Blues AFL Club), Mr Drew Willis (Cowra Senior Soccer Club), Ms Sharryn Lewis (Cowra Netball Association),

2 CONFIRMATION OF MINUTES**RECOMMENDATION**

That the minutes of Cowra Sports & Recreation Committee Meeting held on 27 August 2025 be confirmed.

Moved: Penny Smith Seconded: Krisha Tysoe

CARRIED

3 BUSINESS ARISING FROM PREVIOUS MINUTES**3.1 Clarification of Committee Roles & Responsibilities**

Members wish to explore opportunities to work more collaboratively with Council in areas such as sourcing funding for sports infrastructure development and to utilise their knowledge and skills more effectively for Council's benefit through direct input into sports projects. It was acknowledged that the process led by Rod Hayes on development of the Precinct Masterplans was an improvement. Members felt further advancements in communication would be beneficial to both Councillors, Council staff and the Committee and would appreciate direction from management on the scope of the Committee's role. The Chair agreed to speak with the General Manager for guidance.

4 GENERAL BUSINESS**4.1 Presentation of final draft Master Plans**

Rod Hayes presented version 4 of the draft Precinct Masterplans for West Cowra Recreation Ground (WCRG), Edgell Park and Mulyan Oval for feedback from the Committee. It was noted that the WCRG plan had two options depending on the final

**COWRA SPORTS & RECREATION COMMITTEE MEETING 26 NOVEMBER 2025
MINUTES**

decision on abolishing the canine building.

The plans were well-received by the Committee and members agreed to seek final feedback from their Club Committees and send written comments to Rod by Tuesday 9 December. Marc advised that a 'Game Day Box' was required at WCRG. Marc will obtain details on the Narromine facility as an example.

Following finalisation of user-group feedback, the final draft plans will be presented to Council. Plans will then go on public exhibition for 28 days.

4.2 2026 Cowra Families into Sport Day

Scheduling of a 'Cowra Families into Sport Day' in Autumn 2026 was discussed. The calendar is already looking quite full during March-April. The Committee decided a date could not be set at this stage and the matter was deferred for further discussion at the February meeting.

4.3 Cowra Sport & Recreation Network Event - Evaluation

Danielle, Penny and Marc initiated a debrief of the Cowra Sport & Recreation Network event held on Saturday 11 October at Club Cowra with feedback sought from Committee members and sporting clubs by email and through a survey.

The consensus from Committee members who attended was that the presentations were of a high standard. All presenters were interesting and informative. Nyrie Atkin's session on sports injury prevention was excellent and applicable to a broad range of sports. The young athletes all presented themselves well and spoke articulately about their sports achievements. Peter Clarke's story of growing up in Cowra and his pathway to a career in sport was entertaining.

The key issue is to try to address the low attendance at the event. For the next event consideration will be given to changing the day and time of the event, increasing promotion on social media, distributing more information on the speakers/sessions and gaining more engagement from Committee member clubs.

A copy of the survey results is included at Attachment A.

5 NEXT MEETING DATE

The next meeting will be held on Wednesday 26 February 2026 at 6pm in CJ's at Club Cowra.

6 MEETING CLOSE

The Meeting closed at 8.40pm.

.....
CHAIRPERSON

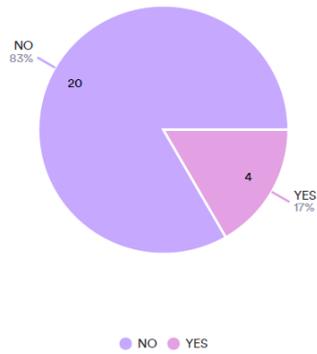
**COWRA SPORTS & RECREATION COMMITTEE MEETING 26 NOVEMBER 2025
MINUTES**

ATTACHMENT A

Survey: Understanding Barriers to Event Attendance

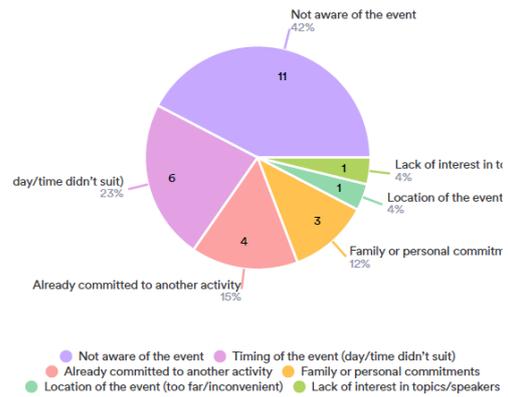
1. Did you attend the recent Cowra Sport & Recreation Sports Community Network event?

24 Responses



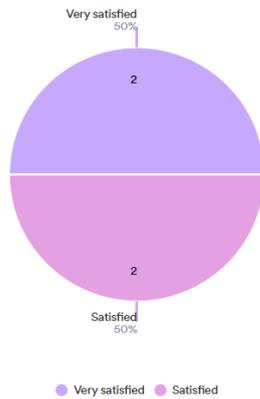
2. If no, what was the main reason you were unable to attend? (select all that apply)

26 Responses- 4 Empty



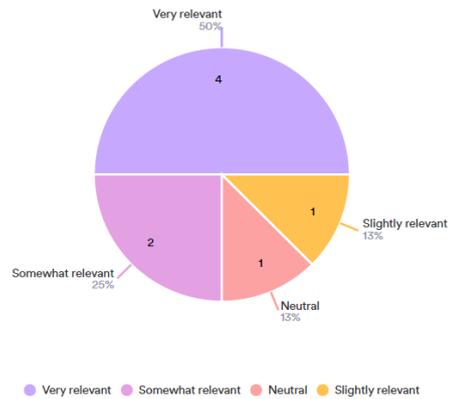
3. If you attended, how satisfied were you with the event?

4 Responses- 20 Empty



4. How relevant were the topics/speakers to your interests?

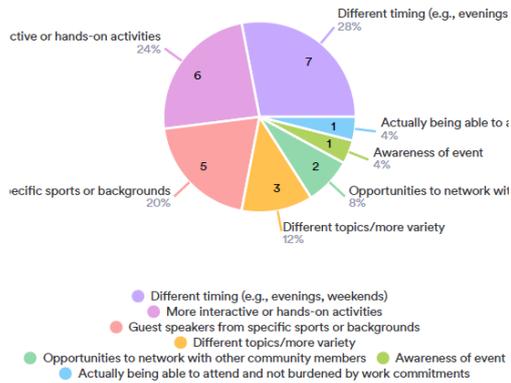
8 Responses- 16 Empty



COWRA SPORTS & RECREATION COMMITTEE MEETING 26 NOVEMBER 2025 MINUTES

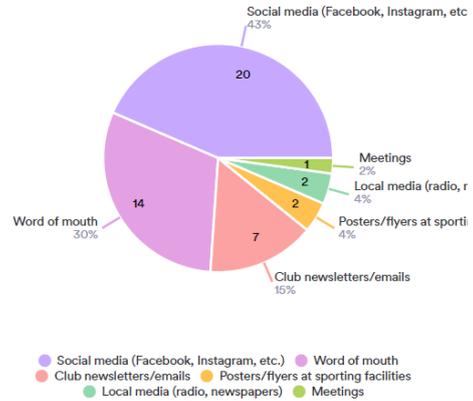
5. What would make you more likely to attend similar events in the future? (select all that apply)

25 Responses- 9 Empty



6. How do you usually find out about local sports events? (select all that apply)

46 Responses- 2 Empty



7 DIRECTOR-INFRASTRUCTURE & OPERATIONS

7.1 Committee Minutes - Transport Forum

File Number: D26/159

Author: Dirk Wymer, Director-Infrastructure & Operations

RECOMMENDATION

1. That the draft minutes of the Transport Forum meeting held on 9 February 2026 be noted.
2. That Council note the commitment from Transport for NSW toward addressing congestion west of the State Highway Lachan River Bridge when the existing low level bridge is closed.
3. That Council and TfNSW collect the required data to further assess the impact of the potential options:
 - Parking utilisation on the north side of Kendal Street between Lachlan Street and the service station;
 - Pedestrian volumes on the Macquarie Street pedestrian crossing south of Kendal Street.
4. That no further changes be made to the parking and traffic arrangements in Brisbane Street outside the Cowra Hospital at this time.
5. That a technical assessment be carried out involving Council staff and the demolition contractor to determine if a 40km/h speed zone is to be implemented for the site while demolition of the old Cowra Hospital is in progress.
6. That Council approves the Class 3 special event, to be held as the “Woodstock Autumn Endurance Ride” on the 25th and 26th April, 2026, subject to compliance with the requirements of NSW Police.
7. That Council approves the Class 2 special event to be held as part of the annual ANZAC Day Parade on 25 April 2026, in principle, subject to compliance with the requirements of Transport for New South Wales (TfNSW) and NSW Police.
8. That Cowra Junior Soccer be permitted, in principle, to activate a Speed Zone Reduction on Lachlan Valley Way (Boorowa Road) from the Mid Western Highway (Grenfell Road) intersection on Saturday mornings between 7:30am to 1:00pm, from 2 May 2026 to 19 September 2026, excluding school holidays, subject to:
 - a) Suitably accredited persons with no less than an “Implement Traffic Control Plan” accreditation, issued by Safework NSW to implement the temporary speed zoning,
 - b) Compliance with the requirements of Transport for New South Wales

(TfNSW) and NSW Police.

INTRODUCTION

The draft minutes and recommendations of the Transport Forum meeting are presented for Council's consideration.

BACKGROUND

The draft minutes and recommendations from the recent Transport Forum meeting are attached for the information of Councillors and consideration of the above recommendations.

BUDGETARY IMPLICATIONS

N/A

ATTACHMENTS

- I. Draft Minutes of the Transport Forum meeting held on 9 February 2026 [↓](#)

DRAFT



MINUTES

**Transport Forum Meeting
Monday, 9 February 2026**

TRANSPORT FORUM MEETING MINUTES**9 FEBRUARY 2026****Order Of Business**

1	Presentation by TfNSW on Traffic Modelling for Bridge Congestion.....	3
2	Apologies	3
3	Confirmation of Minutes.....	3
4	Business Arising From Previous Minutes.....	3
	4.1 Transport Forum Meeting Action Sheet.....	3
5	Reports of Council Officers	4
	5.1 Presentation and Report from TfNSW on Traffic Modelling for Bridge Congestion.....	4
	5.2 Cowra Hospital Demolition: Temporary Roadworks Traffic Planning Review	4
	5.3 Woodstock Autumn Endurance Ride 2026	5
	5.4 ANZAC Day Parade 2026	5
	5.5 Cowra Junior Soccer - Speed Reduction, Boorowa Road.....	5
6	General Business.....	5
7	Next Meeting Date	6
8	Meeting Close.....	6

TRANSPORT FORUM MEETING MINUTES**9 FEBRUARY 2026**

**MINUTES OF COWRA COUNCIL
TRANSPORT FORUM MEETING HELD AT THE COMMITTEE ROOM 1,
COUNCIL ADMINISTRATION BUILDING, 116 KENDAL STREET, COWRA
ON MONDAY, 9 FEBRUARY 2026 AT 9:30 AM**

PRESENT: Cr Paul Smith (Chairperson), Ms Anne Jeffery (Local Member's Representative), Mr Jason Nicholson (TfNSW), Mr Chris Pethick (Cowra Police)

IN ATTENDANCE: Dirk Wymer (Director-Infrastructure & Operations), Ian Thomas (Manager - Assets & Technical Services), Rodney Stammers (Development & Traffic Engineer)

Item 1 only: Cr Nikki Kiss, Paul Devery (General Manager), Alan Dalton (Director – Corporate Services), Larissa Hackett (Director – Environmental Services)

Item 1 only via TEAMS: Cr Ruth Fagan, Chris Tran (TfNSW), Joshua Parkin (TfNSW), Jacque Anderson (TfNSW), Kristy Hartwig (TfNSW), Damien Pfeiffer (TfNSW)

1 PRESENTATION BY TFNSW ON TRAFFIC MODELLING FOR BRIDGE CONGESTION

A presentation was provided by Transport for NSW representatives on bridge congestion and traffic modelling when the low level bridge is closed.

2 APOLOGIES

Cr Karren Cave

3 CONFIRMATION OF MINUTES

Local Transport Forum advice to Council on proposal: Unanimous support

COMMITTEE RESOLUTION

That the minutes of Transport Forum Meeting held on 8 December 2025 be confirmed.

CARRIED

4 BUSINESS ARISING FROM PREVIOUS MINUTES

4.1 Transport Forum Meeting Action Sheet

Local Transport Forum advice to Council on proposal: Unanimous support

COMMITTEE RESOLUTION

That the Action List as presented be received and noted by the Forum.

CARRIED

Page 3

TRANSPORT FORUM MEETING MINUTES**9 FEBRUARY 2026****5 REPORTS OF COUNCIL OFFICERS****5.1 Presentation and Report from TfNSW on Traffic Modelling for Bridge Congestion**

Local Transport Forum advice to Council on proposal: Unanimous support

COMMITTEE RESOLUTION

1. That Council note the commitment from Transport for NSW toward addressing congestion west of the State Highway Lachlan River Bridge when the existing low level bridge is closed.
2. That Council and TfNSW collect the required data to further assess the impact of the potential options:
 - Parking utilisation on the north side of Kendal Street between Lachlan Street and the service station;
 - Pedestrian volumes on the Macquarie Street pedestrian crossing south of Kendal Street.

CARRIED

5.2 Cowra Hospital Demolition: Temporary Roadworks Traffic Planning Review

Local Transport Forum advice to Council on proposal: Unanimous support

COMMITTEE RESOLUTION

1. That no further changes be made to the parking and traffic arrangements in Brisbane Street outside the Cowra Hospital at this time.
2. That a technical assessment be carried out involving Council staff and the demolition contractor to determine if a 40km/h speed zone is to be implemented for the site while demolition of the old Cowra Hospital is in progress.

CARRIED

TRANSPORT FORUM MEETING MINUTES**9 FEBRUARY 2026****5.3 Woodstock Autumn Endurance Ride 2026**

Local Transport Forum advice to Council on proposal: Unanimous support

COMMITTEE RESOLUTION

That Council approves the Class 3 special event, to be held as the “Woodstock Autumn Endurance Ride” on the 25th and 26th April, 2026, subject to compliance with the requirements of NSW Police.

CARRIED

5.4 ANZAC Day Parade 2026

Local Transport Forum advice to Council on proposal: Unanimous support

COMMITTEE RESOLUTION

That Council approves the Class 2 special event to be held as part of the annual ANZAC Day Parade on 25 April 2026, in principle, subject to compliance with the requirements of Transport for New South Wales (TfNSW) and NSW Police.

CARRIED

5.5 Cowra Junior Soccer - Speed Reduction, Boorowa Road

Local Transport Forum advice to Council on proposal: Unanimous support

COMMITTEE RESOLUTION

That Cowra Junior Soccer be permitted, in principle, to activate a Speed Zone Reduction on Lachlan Valley Way (Boorowa Road) from the Mid Western Highway (Grenfell Road) intersection on Saturday mornings between 7:30am to 1:00pm, from 2 May 2026 to 19 September 2026, excluding school holidays, subject to:

- a) **Suitably accredited persons with no less than an “Implement Traffic Control Plan” accreditation, issued by Safework NSW to implement the temporary speed zoning,**
- b) **Compliance with the requirements of Transport for New South Wales (TfNSW) and NSW Police.**

CARRIED

6 GENERAL BUSINESS

Nil

TRANSPORT FORUM MEETING MINUTES

9 FEBRUARY 2026

7 NEXT MEETING DATE

The next meeting will be held on Monday, 13 April 2026 at 9.30am in the Committee Room 1, Council Administration Building, 116 Kendal Street, Cowra.

8 MEETING CLOSE

The Meeting closed at 10.48am.

.....
CHAIRPERSON

7.2 Section 355 Committee Minutes - Saleyards Committee

File Number: D26/160

Author: Dirk Wymer, Director-Infrastructure & Operations

RECOMMENDATION

That the minutes of the draft Saleyards Committee meeting held on 5 February 2026 be noted.

INTRODUCTION

The Minutes and recommendations of Cowra Shire Council's Section 355 Committee are presented for noting and consideration.

BACKGROUND

Attached for the information of Councillors are the draft Minutes from the recent Section 355 Committee meeting.

BUDGETARY IMPLICATIONS

N/A

ATTACHMENTS

- I. Draft Minutes of the Saleyards Committee Meeting held on 5 February 2026 [↓](#)

DRAFT



MINUTES

**Saleyards Committee Meeting
Thursday, 5 February 2026**

SALEYARDS COMMITTEE MEETING MINUTES**5 FEBRUARY 2026****Order Of Business**

1	Apologies	3
2	Confirmation of Minutes.....	3
3	Reports of Council Officers	3
3.1	Stock Figures Update	3
3.2	Cowra Saleyards 2025-2026 Financial Figures Update	3
3.3	Update on Truck Wash Bay Area Upgrades	4
3.4	Update on Business Case for Third Truck Wash Bay	4
4	General Business.....	4
4.1	Shade Trees at the Saleyards.....	4
4.2	B Triple Trailers Access to Cowra Saleyards	4
4.3	Reports from Wednesday Sales.....	4
4.4	Earlier Start Time for Wednesday Sheep Sales.....	5
4.5	Prime TV Story on Saleyards Canteen.....	5
4.6	Planned Asset Maintenance and Renewal Program.....	5
5	Next Meeting Date	5
6	Meeting Close.....	5

SALEYARDS COMMITTEE MEETING MINUTES**5 FEBRUARY 2026**

**MINUTES OF COWRA COUNCIL
SALEYARDS COMMITTEE MEETING HELD AT THE COMMITTEE ROOM 1, 116
KENDAL STREET, COWRA NSW 2794
ON THURSDAY, 5 FEBRUARY 2026 AT 8:00 AM**

PRESENT: Cr Peter Wright (Chairperson), Cr Paul Smith, Will Ousby, John Sullivan, Bill West, Craige Oliver, Damien Stephenson, Daniel Wright, Patrick Waters, Andrew Wilson, Darcy Howard, Rory Brien, Nick Thompson,

IN ATTENDANCE: Rod Hayes (Acting Manager – Cowra Services), Elizabeth Bryce (Supervisor – Airport, Cemeteries & Saleyards)

1 APOLOGIES

Nil

2 CONFIRMATION OF MINUTES**COMMITTEE RESOLUTION**

Moved: Damien Stephenson

Seconded: Will Ousby

That the minutes of Saleyards Committee Meeting held on 6 November 2025 be confirmed with the exception of the an amendment to the second sentence in Item 3.1 to read: “Agents and buyers are coming to Cowra from further distances as it is easier to get good lambs.”

CARRIED

3 REPORTS OF COUNCIL OFFICERS**3.1 Stock Figures Update**

The stock figures presented were noted by the Committee with the following comments:

- Positive increase in mutton numbers.
- Generally steady numbers at present.
- Month of December 2025 a little lower in stock.

3.2 Cowra Saleyards 2025-2026 Financial Figures Update

The figures and budgets report presented were reviewed by the Committee. It was noted that most expense areas are tracking within expected limits.

There is extra income from the truck wash bay which is pleasing to note.

Saleyards Operating expenses are tracking higher, to be reviewed by Council management.

SALEYARDS COMMITTEE MEETING MINUTES**5 FEBRUARY 2026****3.3 Update on Truck Wash Bay Area Upgrades**

- The new tank, supply line, pumps and shed will be built to service the existing two truck wash bay areas.
- The new infrastructure such as the tank, pipe work and shed will be sized to allow for a third truck wash bay to be added in the future.
- The new tank has been ordered and will include a concrete slab under the tank.
- The area the tank will be placed will not require removal of trees. Some overhanging branches will be removed.
- As work onsite takes place the Saleyards media page will provide updates.

3.4 Update on Business Case for Third Truck Wash Bay

The business case for the third truck wash bay is in progress.

The Committee requested a summary of the requirements for this project for the information of the saleyards users.

4 GENERAL BUSINESS**4.1 Shade Trees at the Saleyards**

The Committee requested approximately 16 advanced shade trees be planted to increase the amount of shaded area at the yards and serve to replace trees lost over recent years. The trees help with stock welfare during summer months and hot periods.

Species such as Chinese Elms would do well at the site with tree guards.

The work will be scheduled for the coming cooler months.

4.2 B Triple Trailers Access to Cowra Saleyards

The Committee acknowledge that:

- TfNSW will not approve access for 35m B-triple road trains from Forbes to Cowra using the State Highway network to the Saleyards.
- TfNSW will issue permits for 30m B-triple combinations that meet the PBS Level 2 requirements for manoeuvring.

The Committee seek support from Council to continue to lobby for this to be reviewed.

4.3 Reports from Wednesday Sales

Reports for the regular sheep sales information sent each Wednesday afternoon have not been sent out in a timely manner.

Staff will check this has been sent while agents and growers will verify the correct and up to date email addresses have been forwarded to the Supervisor – Airport Cemeteries & Saleyards.

Any adjustments to the reports need to be forwarded to the Supervisor – Airport Cemeteries & Saleyards for processing.

SALEYARDS COMMITTEE MEETING MINUTES

5 FEBRUARY 2026

4.4 Earlier Start Time for Wednesday Sheep Sales

Recent extreme hot weather forced an earlier start time of 8am for the Wednesday sheep sales.

The Committee agreed this worked well with discussion held over adopting a more permanent basis for the earlier start.

Further discussions to be held by the agents with surrounding stakeholders.

It was noted that if this was to be made a permanent change extra lighting and yards would be required to properly operate.

4.5 Prime TV Story on Saleyards Canteen

Prime TV will be attending the saleyards to cover a story about the successful canteen service.

The extra publicity at the Cowra Saleyards is a positive.

4.6 Planned Asset Maintenance and Renewal Program

Saleyards staff are currently working on a Planned Asset Maintenance and Renewal Program and a copy will be provided to the Committee for information at the next meeting.

5 NEXT MEETING DATE

The next meeting will be held on Thursday, 7 May 2026 at 8.00am in the Committee Room I, 116 Kendal Street, COWRA NSW 2794.

6 MEETING CLOSE

The Meeting closed at 9.53am.

.....
CHAIRPERSON

8 DIRECTOR-ENVIRONMENTAL SERVICES

8.1 Application - Access Incentive Scheme Grant - Cowra Information Neighbourhood Centre - 11 Vaux Street Cowra

File Number: D26/61

Author: Larissa Hackett, Director - Environmental Services

RECOMMENDATION

That Council allocates \$2,647.27 from the Access Incentive Scheme Fund to Cowra Information Neighbourhood Centre to assist with the costs of installing an accessible ramp and handrail at 11 Vaux Street, Cowra.

INTRODUCTION

Council has received an application from the Cowra Information Neighbourhood Centre (CINC) seeking financial assistance from Council’s Access Incentive Scheme.

The application requests funding to the amount of \$4,350 to “install concrete ramp to front walkway, granite pad and handrail fitted to steps” at their premises at 11 Vaux Street Cowra.

A copy of the application and quotes provided are included in Attachment 1.

BACKGROUND

CINC recently expanded their operations into 11 Vaux Street Cowra. Works were conducted to build a multi-purpose room that included a ramp to the rear entry of the premises. However, upon commencing operations realised that they required safer and equitable access at the front entrance to the building as well.

A site inspection was conducted on 28 January 2026. The applicant confirmed that the proposal includes;

- An accessible sealed ramp from the footpath to the front landing (porch). CINC will then install a wedge from the landing into the front door.
- Installation of a handrail to the steps at the rear of the property that access the multi-purpose room
- Installation of a level gravel landing at the base of the rear steps

Additional photos of the sites where each change is proposed is included in Attachment 2.

ASSESSMENT

The following matters were considered when assessing the application

Are the premises and works being carried out within Cowra Shire?	Yes
Is the applicant either a –	Yes - Not-for profit community organisation

<ul style="list-style-type: none"> • Not-for profit community organisation • Local Incorporated Community group, club or progress association • Local business • Local Community Service Provider 	
Has the applicant been granted funding from the Access Incentive Fund in the last 12 months?	No
Do the works being applied for improve access and/or disability facilities to the premises?	Yes New access ramp to front entrance and handrail to steps
Have works commenced?	No
How much funding is being sought	\$4,350 Quotes were obtained and this price is made up of: <ul style="list-style-type: none"> • Concrete ramp - \$1,567.27 • Granite Pad - \$1,307.27 • Handrails - \$1,080
Are the premises for public use and not a private residence?	Yes
Has funding been granted from other pools of funding for the same project?	No
Are the premises; government owned, used for a government purpose and/or an education establishment?	No
Do the works conform to Australian Standard 1428.1 Design for Access and Mobility, and Australian Premises Standard?	- Application states that works will comply - Will be conditioned as part of any approval and funds released upon a satisfactory inspection.
Do the works require Development Consent?	No
Have quotes for all works been provided?	Yes
Are there any concerns with the application?	The funding sought for the provision of gravel to an area at the rear of the building was not supported by the Access Committee as the area does not form part of a footpath and was determined to be landscaping instead of a means of improving accessibility to the building. Funding is supported for a ramp to the front porch only. There is still a low step-up to the front door however CINC advised that they will install a wedge to facilitate accessibility through the front entrance. As this is a very low step this was considered to be acceptable. Refer to attached pictures.

	<p>The new concrete ramp is to enable wheelchairs to access the premises through the front entrance only. There is currently one disabled parking space at the rear of the property that is accessible to the rear multipurpose room and rear building entry. Many visitors are actually accessing the multipurpose room from the front entry as they park in Vaux Street.</p> <p>An existing pathway runs down the side of the building to the location of where the gravel pad is proposed and the existing steps. This path is accessible by ambulant customers only, not wheelchairs.</p>
Is any additional information required?	A site plan was requested identifying the location of each requested item. This was provided on 29/1/2026.
Was an inspection conducted of the site.	Yes – 28 January 2026 to seek clarification of the improvements proposed and to obtain additional photos of the areas where works are proposed.

ELIGIBILITY

Upon assessment of the application, the Access Committee determined that most of the request meets the requirements of Council's adopted Access Incentive Scheme Grant Funding Guidelines 2025 apart from the granite pad. It was determined that the granite pad is considered landscaping and therefore does not fall within the scope of the Access Incentive Fund Scheme.

The concrete ramp and handrail meet the requirements of Council's adopted Access Incentive Scheme Grant Funding Guidelines 2025, as follows;

- *The premises and works are carried out in Cowra Shire;*
- *The applicant is Not-for profit community organisation;*
- *The works applied for will improve access to the premises.*
- *The works will comply with Australian Building Standards and the Disability (Access to Premises-Buildings) Standards 2010, Australian Standard 1428.1 2021 - Design for Access and Mobility.*
- *The premise is a public building/place*
- *The applicant has not applied for previous funding for this project or commenced works.*

A copy of the Access Incentive Fund policy is included in Attachment 2.

The committee recommends that Council considers approving funding for the concrete ramp and the handrails for the steps only, totalling \$2,647.27 with the following conditions;

- *Works are to be completed within 12 months of grant approval*

- *All works must comply with **Australian Standard I428.1 2021 - Design for Access and Mobility**, relevant **Australian Building Standards** and the **Disability (Access to Premises-Buildings) Standards 2010***
- *Grant funds must be used solely for the purposes approved by Council as part of this application and where practicable, support local suppliers and contractors.*
- *Grant funds will be acquitted upon completion of the project, following submission of an **Access Incentive Scheme Grant Acquittal** to Council and upon satisfactory inspection confirming compliance by a Council officer.*

BUDGETARY IMPLICATIONS

The current balance for the Disabled Access Incentive Fund is \$69,541, which will provide for assistance to businesses or organisations around the Cowra local government area. Of this amount \$20,000 has been approved and not acquitted as yet. Therefore, the total funding available is \$49,541. The granting of \$2,647.27 to the applicant will not significantly impact upon the current funding levels.

CONCLUSION

Council is encouraging the provision of equitable access to and within buildings and this application meets all eligibility requirements. It is recommended that Council approves the grant funding application and allocates \$2,647.27 to Cowra Information Neighbourhood Centre to assist with works in constructing an accessible ramp and install a handrail to the steps at their premises at 11 Vaux Street Cowra.

ATTACHMENTS

1. Application - Access Incentive Scheme Grant - 11 Vaux Street Cowra - CINC [↓](#)
2. Access Incentive Scheme Grant - aerial and site photos - 11 Vaux Street Cowra - CINC [↓](#)
3. Policy - Access Incentive Scheme Grant [↓](#)

Certification

By submitting this application, I acknowledge that I have read and understood the information made available by Cowra Shire Council regarding the Access Incentive Scheme Grant and to the best of my knowledge, the information provided in this application is true and correct.

I also acknowledge that this application is submitted with both the full awareness and authority of the organisation under which it is submitted (if applicable).

Yes

Signature	
Please print name	Fran Stead

Applicant Details

Contact Name	Fran Stead
Name of Organisation applying on behalf	Cowra Information & Neighbourhood Centre
Mailing Address	15 Vaux St Cowra NSW 2794
Contact number during office hours	0263401100
Email	corporate@cinc.org.au

Project Site details

Property/Business Name	Cowra Information & Neighbourhood Centre
Property address	11 Vaux St Cowra NSW 2794
Location on site where project will be completed (e.g. front entrance)	Front entrance

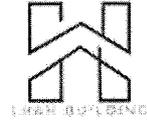
Property Owners Consent – owner of property where project is to be completed	
Owners Name	Cowra Information & Neighbourhood Centre
Owners Contact address	15 Vaux St Cowra 2794
Owners contact number	63401100
Owners contact email	admin@cinc.org.au
<input type="checkbox"/> Owners signature below (under seal if applicable) or <input type="checkbox"/> Owners consent attached (under seal and/or letterhead)	
<div style="background-color: black; width: 450px; height: 50px; margin-bottom: 5px;"></div> <div style="display: flex; justify-content: flex-end; align-items: center;"> <hr style="width: 150px;"/> Signature </div>	
<div style="display: flex; align-items: center;"> <div style="text-align: center; margin-right: 20px;"> <p><i>Fran Stead</i></p> <hr style="width: 100%;"/> <p>Name <i>CEO</i></p> </div> <div style="text-align: center; margin-right: 20px;"> <p><i>Karen Pearson</i></p> <hr style="width: 100%;"/> <p>Name <i>Corporate Services</i></p> </div> <div style="text-align: center;"> <hr style="width: 100%;"/> <p>Name</p> </div> </div>	

Project Details	
Project Name	
Estimated Timeframe	Project will commence: late Feb/March 2026 Project will be completed by: March/April 2026
Funding amount requested	\$ 4350.00
What is the Aim of the project? <i>Example: Install complying ramp to enable access for wheelchairs to front entrance.</i>	Install concrete ramp to front walkway, granite pad and handrail fitted to steps

<p>Present use of the premises</p>	<p>Community use of building by various groups and service providers, extension of our main centre</p>
<p>What improvements are to be made?</p>	<p>The current front access consists of uneven dirt and steps, which creates a safety risk and limits safe entry for community members, particularly older people, people with disability, parents with prams, and those with mobility issues.</p> <p>The proposed improvements include:</p> <ul style="list-style-type: none"> • Replacing the uneven dirt surface with a level, stable, non-slip pathway • Removing or modifying steps to create a safer, continuous entry point • Improving drainage and ground stability to prevent erosion and mud • Ensuring the entrance meets basic accessibility and safety standards <p>These works will significantly improve safety, reduce trip hazards, and ensure equitable access to the facility for all community members.</p>
<p>How will the project benefit the community?</p>	<p>The project will deliver clear and practical benefits to the Cowra community by improving safety, accessibility and inclusion. By upgrading the unsafe front access, the facility will become easier and safer for all community members to use, particularly older people, people with disability, families with prams, and those with temporary injuries.</p> <p>Key community benefits include:</p> <ul style="list-style-type: none"> • Improved safety, reducing the risk of slips, trips and falls • Inclusive access, ensuring people are not excluded due to mobility or accessibility barriers • Greater community participation, as more people can confidently attend services, programs and events • Dignity and independence, allowing people to enter the facility without assistance or risk • Stronger community connection, by removing physical barriers that prevent people from engaging with local supports

	Overall, the project supports a safer, more welcoming and accessible community space that benefits current users and future generations.
How will the project be managed?	Inhouse staff from home modifications working with the builder
Is Development Consent Required or does the proposal represent Exempt or Complying Development?	Exempt or complying

Budget		
<p>(A) What are the individual budget items/works for your project that are being requested to be funded by the Access Incentive Scheme Grant?</p> <p>(additional fields and spaces may be inserted as required)</p>		
Item Description	Estimated cost	Amount requested to be funded
Concrete ramp	1567.27	1567.27
Granite pad	1307.27	1307.27
Handrails fitted to steps	1080.00	1080.00
Total (A)	4350	\$



QUOTE

Karen Pearson

Date
13 Jan 2026

Expiry
12 Feb 2026

Quote Number
QU-0010

ABN
98 225 375 810

Kurt Langlands
LH&H Building
59-61 Hartley St
COWRA NSW 2794
AUSTRALIA

Cowra neighbourhood centre

Description	Quantity	Unit Price	GST	Amount AUD
concrete ramps to front walkway	1.00	1,567.27	10%	1,567.27
granite pad. leveled out with weed mat underneath	1.00	1,307.27	10%	1,307.27
handrail fitted to steps	1.00	1,080.00	10%	1,080.00
			Subtotal	3,954.54
			TOTAL GST 10%	395.46
			TOTAL AUD	4,350.00

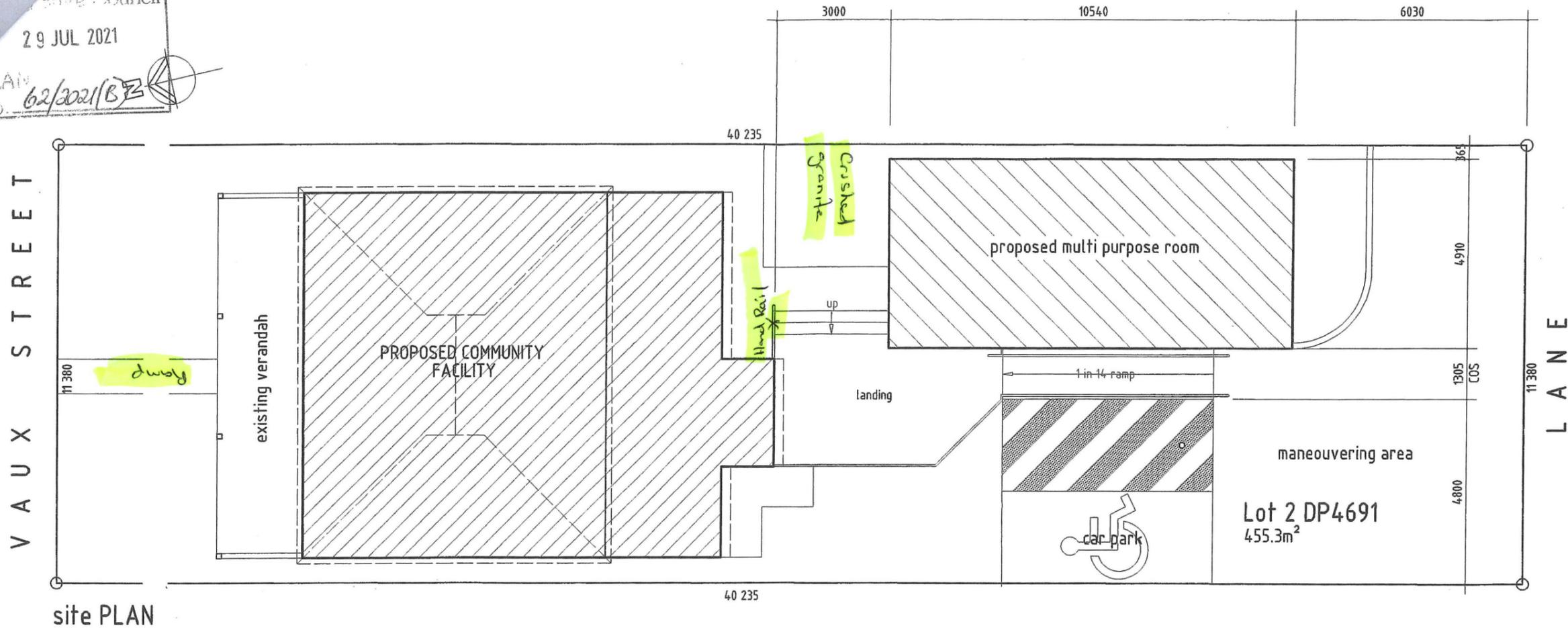
Steps at rear of building requiring handrail



landing at base of steps requiring levelling



RECEIVED
 Cowra Council
 29 JUL 2021
 PLAN No. 62/2021/BZ



site PLAN

NOTE: Certain assumptions have been made during the draughting of this site measure, check all dimensions on site prior to work commencing. Boundaries as shown are based on available information (plans and fence positions) and have not been fully surveyed and cannot be taken as accurate.

NOTE: check work area for asbestos before work begins if found remove material in compliance with all current regulations and codes of practice



2

PLANS / DA / CNC / VERSION 1 / 23 JULY 2021

These drawings are copyright and may not be reproduced in any form without the written permission of Design West Architects and Designers. Do not scale from Drawings. If in doubt ask. These drawings are to be read in their entirety, it is forbidden to reproduce them in part. Check all sizes before work begins. Check all levels on site before work begins. Any discrepancies are to be referred to this office at once. All materials and workmanship are to be in strict accordance with current manufacturers printed instructions, local regulations, The Building Code of Australia and SAA Codes. Fix foam seals and weatherstrips to all external doors.

AMENDMENTS	
A	23/7/21 building set back from east boundary

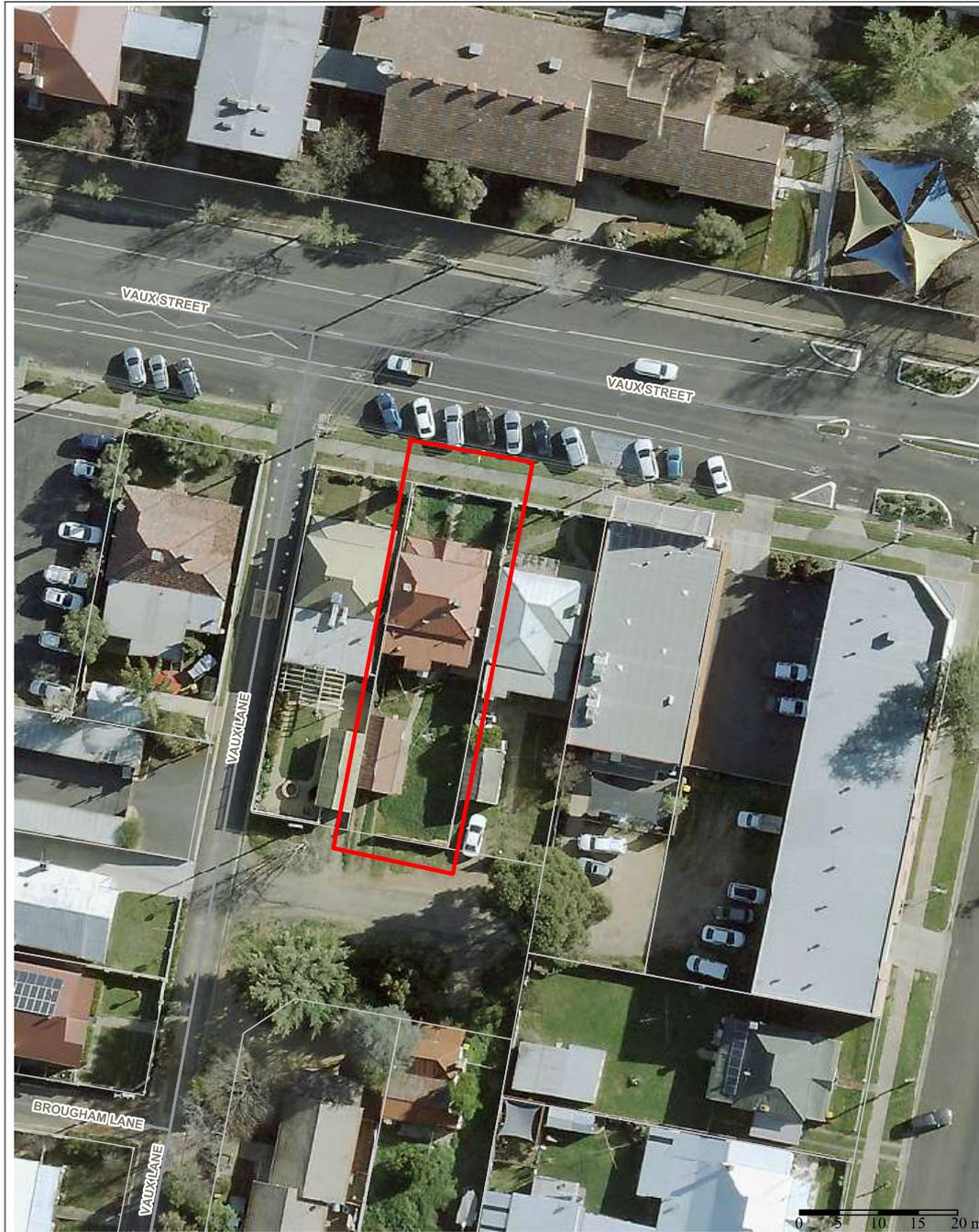


DESIGN WEST
 Architecture

Karen Gay NSW Reg 3819
 Nominated Architect
 ABN 21 003 908 038
 44 Macquarie Street, Cowra NSW 2794
 Ph. (02) 63 423 230 Fax (02) 63 424 792

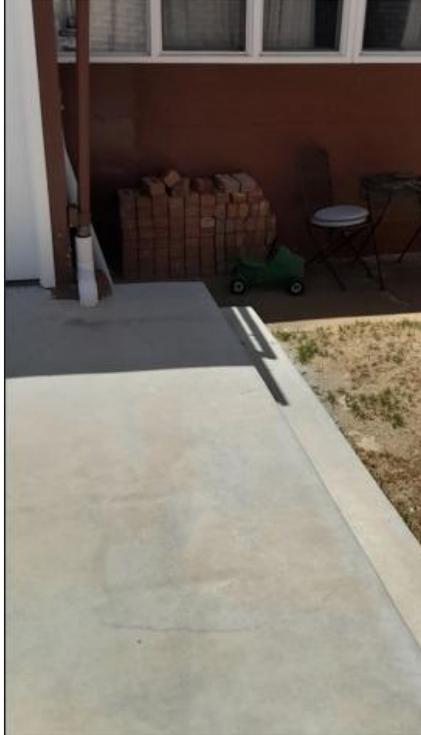
PROJECT	Proposed multi purpose room	SCALE	1:100
CLIENT	Cowra Neighbourhood Centre	DATE	3/5/21
LOCATION	11 Vaux Street, Cowra	JOB No	26/21

Created on 23/01/2026



	<p>Important Notice! This map is not a precise survey document. Accurate locations can only be determined by a survey on the ground. 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 SES makes any representations or warranties about its 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 indirect or consequential damages) and costs which may result from or as a result of the data being inaccurate or incorrect in any way and for any reason. © The State of New South Wales (Spatial Services), © Cowra Council.</p>		<p>Drawn By: Cassandra Gulby Projection: GDA2020 / MGA zone 55 Date: 23/01/2026 12:35 PM</p>	<p>Map Scale: 1:587 at A4</p>
--	---	--	--	-------------------------------

Steps at rear of building requiring handrail and unlevel ground where level granite pad is proposed.



Front pathway where ramp is proposed and front entry door



COUNCIL POLICY



Access Incentive Scheme Grant Funding
Guidelines

 Access Incentive Scheme Grant Funding Guidelines

Commencement Date	25 September 2023
Council Department	Environmental Services
Contact Officer	Director – Environmental Services
Revision Required	Every 4 years

Policy Review

This policy shall be reviewed at four (4) yearly intervals at least, to ensure it meets all statutory requirements and the needs of council. It may also be reviewed at other times as determined by council.

Revision History

Version	Council Meeting Date	Resolution No.	Responsible Officer
1	28/11/2005	177/05	Director-Environmental Services
2	25/09/2023	189/2023	Director-Environmental Services
3	15/12/2025	274/25	Director-Environmental Services

Cowra Shire Council
Private Bag 342
Cowra NSW 2794

Phone: 02 6340 2000
Email: council@cowra.nsw.gov.au
Internet: www.cowracouncil.com.au

Access Incentive Scheme Grant Funding Guidelines

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Appendix 1 - Access Incentive Scheme Grant: Application Form

Appendix 2 - Access Incentive Scheme Grant: Acquittal Form

Access Incentive Scheme Grant Funding Guidelines

1. Introduction

The Disability Discrimination Act (DDA) makes it against the law to discriminate against people with disability in relation to access and use of public premises. This applies to places such as shops, cafes, restaurants, pubs, banks, offices, clubs, community halls, sporting venues, etc. Public premises can also include a place (whether enclosed or built on or not) and a part of premises, for example, customer bathrooms.

It is against the law for public places to be inaccessible to people with disabilities and the DDA requires owners/lessees to make adjustments to their premises so that they are accessible to people with disabilities. This applies to existing places, as well as places under construction.

In some circumstances however, it may be unreasonable to provide complete accessibility if the cost or difficulties of providing access will place an 'unjustifiable hardship' on a person or organisation.

Cowra Shire Council offers the Access Incentive Scheme Grant to local business, not for profit community organisations and community service providers for the provision of financial assistance to improve access to and within local buildings, premises and businesses.

It has been apparent since inception of the scheme, that due to the costs of upgrading an existing premise to be compliant with the DDA many local businesses / property owners have not utilised the scheme as the out-of-pocket portion is quite significant and the preparation to install ramps, doors etc is quite lengthy. Therefore, the scheme will be open all year round for applications to be submitted at any time.

This document has been prepared to set the guidelines for the allocation of Access Incentive Scheme Funding.

2. Purpose

The aim of the scheme is:

- ✦ Provide financial assistance to improve access to and within public buildings for the community and general public.
- ✦ Encourage businesses, community groups/organisations and property owners to provide dignified and equitable access to and within their premises for people with disability.
- ✦ Improve opportunities for people with disability to participate in and contribute to the economic, cultural, social and political life of our community.
- ✦ Encourage the development of partnerships between local business, community organisations/services, local government and the general public.
- ✦ To meet Cowra's Strategic and Operational Plan - Council will *'deliver and ensure all high movement areas, public buildings and appropriate Council resources and services are accessible for all the community'*. One action to achieve this goal is the 'Access Incentive Fund', Strategic Action R3.2.a

Access Incentive Scheme Grant Funding Guidelines

3. Eligibility

- Each organisation is limited to one Council Grant or Donation per financial year.
- The maximum level of funding per project will be limited to \$10,000 subject to the availability of Council funds.

3.1 Eligible Projects

Owners, lessees, building agents of buildings and other facilities located within Cowra Shire Council are invited to apply.

Projects are eligible to apply for the Access Incentive Scheme Grant if:

- ✦ The premises and works are carried out within the Cowra Shire;
- ✦ The applicant is either a –
 - Not-for profit community organisation
 - Local Incorporated Community group, club or progress association
 - Local business
 - Local Community Service Provider
- ✦ Only one grant application and approval per applicant per year
- ✦ There will clearly be cases where groups may wish to contribute to the project.
- ✦ The works / projects being applied for improve access to and/or within premises and disability facilities, such as (but not limited to);
 - Automated access doors, widening of doorways
 - Access ramps, lifts
 - Hand rails, fit-outs
 - Tactile indicators, signage
 - Auditory aides
 - Visual Assistance, such as - doorway colour contrasting, braille and tactile signage

Council employees or Councillors may apply for funding on the same basis, as any member of the public.

Access Incentive Scheme Grant Funding Guidelines

3.2 Non-Eligible Projects

Funding will **NOT** be provided:

- ✦ Where financial assistance is available from other funding bodies, where Council has approved grant funding or donations from other pools of funding for the same project/premise, and within one's own company.
- ✦ Where previous funding or approved funding for the same project/plan of works has been provided under the Access Incentive Scheme Grant.
- ✦ Where the applicant has an incomplete project concerning access issues.
- ✦ For projects that were undertaken or have commenced works prior to approval of a grant.
- ✦ For works that do not comply with the Australian Building Standards and the Disability (Access to Premises-Buildings) Standards 2010, Australian Standard 1428.1 2021 - Design for Access and Mobility.
- ✦ For work on government owned buildings still used for a government purpose.
- ✦ For works to be undertaken at any education establishment that is Government Funded.
- ✦ For private residential premises
- ✦ For any non-public premises

4. Assessment

All applications must be lodged using an Access Incentive Scheme Grant Application Form with all relevant areas completed and supporting documents attached. Applications may be submitted at any time, noting that only one approval per premises is granted per year.

The application is assessed against the criteria by the Section 355 Cowra Access Committee and if it is deemed to meet the guidelines and sufficient funds are available a report is compiled to the monthly Council meeting for consideration.

Council officers may contact the applicant after receiving an application seeking additional information or clarification.

All projects should align with the strategies and objectives set out in Council's Community Strategic Plan.

Applicants are encouraged to discuss their proposal with Council officers prior to lodging an application to ensure that all necessary information is provided and eligibility criteria is met.

Access Incentive Scheme Grant Funding Guidelines

All applications are to be reviewed by Council's Environmental Services to determine compliance with the premises Standards, AS1428.1 and the Building Code of Australia prior to the application being considered by Council.

If a project is approved and requires a Development Application and Construction Certificate, works are not to commence until all necessary Approvals have been obtained.

Funds will be acquitted upon completion of the project and an Access Incentive Scheme Grant Acquittal is lodged with Council.

All projects are to be completed within 12 months of grant approval.

4.1 Assessment Criteria

The project/applicant must:

- ✦ Be for premises that are used by the local community and/or visitors to Cowra Shire
- ✦ Conform to Australian Standard 1428.1 Design for Access and Mobility, and Australian Premises Standard;
- ✦ Be located in the local government area of Cowra Shire;
- ✦ Obtain all development approvals from Council if required; and

Preference will be given to projects/applicants that:

- ✦ Clearly complement broader access objectives e.g. improve access to Main Street of towns and villages within the Cowra Shire;
- ✦ Improve access to buildings which house essential services or are used by people with limited mobility.

5. Level of Funding

Funds may be available for a project to a maximum amount of \$10,000. This is subject to the terms of the signed agreement.

Council reserves the right to allocate additional funds to any one particular project or not to fund a project.

6. Conditions of Approval

If the application submitted is successful, grant conditions will apply.

An application for access funding can be submitted prior to a Development Application being approved, on the condition that funding will only be provided following all conditions of the agreement are met and an acquittal is submitted on completion of the project.

Access Incentive Scheme Grant Funding Guidelines

Access Incentive funds will be paid on completion of the project (unless otherwise approved by Council) and with the submission of an Access Incentive Scheme Acquittal form.

7. Applications

Please ensure that you have completed all components of the Application Form; that all support material and documents requested in the checklist have been provided and the Declaration has been signed. Please also indicate whether the works will require development consent or whether they represent exempt or complying development.

Applications should be submitted on the Cowra Shire Council Access Incentive Scheme Grant form and must address the above aims and criteria.

Applications should be sent to:

Director – Environmental Services
Cowra Council
Private Bag 342
COWRA NSW 2794

Or emailed to: council@cowra.nsw.gov.au

Any enquiries should be directed to Environmental Services by Telephone on 6340 2040 or email to council@cowra.nsw.gov.au

All applications received by Council are submitted to the next available Access Committee meeting for assessment and a recommendation is tabled to the following Council meeting for consideration.

8. Acquittals

Funding payment will be provided on completion of the project and submission of an Access Incentive Scheme Acquittal form and following satisfactory inspection by Cowra Shire Council's Director – Environmental Services.

9. Appendix

1. Application Form
2. Acquittal Form

Access Incentive Scheme Grant Funding Guidelines



Cowra Shire Council
Private Bag 342
Cowra NSW 2794
Phone: 02 6340 2000
council@cowra.nsw.gov.au
www.cowracouncil.com.au

Access Incentive Scheme Grant: Application Form

Guidelines for applicants

Refer to the Cowra Access Incentive Scheme Grant – Funding Guidelines Policy for full application details of the Scheme and terms and conditions.

What is the Access Incentive Scheme Grant?

The scheme assists property owners/lessees by providing funding assistance to upgrade their premises to enable people with disabilities to access and use their premises.

Who can apply?

- Not-for profit community organisations
- Local Incorporated Community groups, clubs & progress associations
- Local businesses
- Local Community Service Providers

What type of projects can be applied for?

The types of projects that may be applied for include;

- Improve access to building, such as - automated doors, access ramps, lifts, hand rails, tactile markers
- Improve access to Disability facilities, such as – doorways, hand rails, tactile indicators, signage, fitouts
- Improving the Visual access to and in buildings - defining doorways with colour contrasting materials, providing braille signage, etc
- Improving Auditory access to and in buildings

The project must

- be located in the Cowra Shire and must be completed within 12 months of approval of the application
- Be for premises used by the local community/general public
- Conform to Australian Standard 1428.1 Design for Access and Mobility, and Australian Premises Standard

Access Incentive Scheme Grant Funding Guidelines

Ineligible

Funding will not be provided for the following:

- Projects that have already commenced or completed.
- Activities that are considered the core business of Commonwealth, State or Local Government
- Projects to be undertaken in any education establishment (eg. Schools, TAFE) that are Government Funded.
- Ongoing operational or administrative costs of an organisation. This includes purchase of capital equipment.
- Individual pursuits
- Gifts and prizes
- Private residential properties and/or properties not accessed by the public

How to apply?

You must submit your application using this below form, and;

- Ensure all questions are answered
- May use dot points to convey your message effectively.
- Ensure written approval from the property owner is obtained
- Provide current quotes of all works required to support the budget
- Site plans and photos of the project area

Documents that may be included to support and strengthen your application include:

- Location maps
- Detailed plan
- Letters of support from organisations your project partners with

Additional information may be requested by the assessment panel to support your application.

Assessment

All applications will be assessed by the Access Committee and will then be tabled to the next Council meeting for approval. All applicants will be notified in writing of the outcome of their application and an agreement form provided which is to be submitted within 6-weeks of approval.

Contacts

Contact the Director-Environmental Services or the Director-Environmental Services Personal Assistant at Cowra Council for any assistance in completing your form on 6340 2048 or by email at: council@cowra.nsw.gov.au

Access Incentive Scheme Grant Funding Guidelines

Certification

By submitting this application, I acknowledge that I have read and understood the information made available by Cowra Shire Council regarding the Access Incentive Scheme Grant and to the best of my knowledge, the information provided in this application is true and correct.

I also acknowledge that this application is submitted with both the full awareness and authority of the organisation under which it is submitted (if applicable).

Yes

Signature	
Please print name	

Applicant Details

Contact Name	
Name of Organisation applying on behalf	
Mailing Address	
Contact number during office hours	
Email	

Project Site details

Property/Business Name	
Property address	
Location on site where project will be completed (e.g. front entrance)	

Access Incentive Scheme Grant Funding Guidelines

Property Owners Consent – owner of property where project is to be completed													
Owners Name													
Owners Contact address													
Owners contact number													
Owners contact email													
<input type="checkbox"/> Owners signature below (under seal if applicable) or <input type="checkbox"/> Owners consent attached (under seal and/or letterhead)													
<table style="width: 100%; border: none;"> <tr> <td style="border: none; width: 33%; text-align: center;">_____</td> <td style="border: none; width: 33%; text-align: center;">_____</td> <td style="border: none; width: 33%; text-align: center;">_____</td> </tr> <tr> <td style="border: none; text-align: center;">Signature</td> <td style="border: none; text-align: center;">Signature</td> <td style="border: none; text-align: center;">Signature</td> </tr> <tr> <td style="border: none; text-align: center;">_____</td> <td style="border: none; text-align: center;">_____</td> <td style="border: none; text-align: center;">_____</td> </tr> <tr> <td style="border: none; text-align: center;">Name</td> <td style="border: none; text-align: center;">Name</td> <td style="border: none; text-align: center;">Name</td> </tr> </table>		_____	_____	_____	Signature	Signature	Signature	_____	_____	_____	Name	Name	Name
_____	_____	_____											
Signature	Signature	Signature											
_____	_____	_____											
Name	Name	Name											

Project Details	
Project Name	
Estimated Timeframe	Project will commence: Project will be completed by:
Funding amount requested	\$
What is the Aim of the project? <i>Example: Install complying ramp to enable access for wheelchairs to front entrance.</i>	

Access Incentive Scheme Grant Funding Guidelines

Present use of the premises	
What improvements are to be made?	
How will the project benefit the community?	
How will the project be managed?	
Is Development Consent Required or does the proposal represent Exempt or Complying Development?	

Budget		
<p>(A) What are the individual budget items/works for your project that are being requested to be funded by the Access Incentive Scheme Grant? (additional fields and spaces may be inserted as required)</p>		
Item Description	Estimated cost	Amount requested to be funded

Access Incentive Scheme Grant Funding Guidelines

Total (A)		\$

Application Checklist

Have you:

- Checked that your eligible to apply?
- Ensured all appropriate persons (property owners, committee members, etc) are aware that this application is being submitted?
- Attached detailed quotes or advertising brochures from suppliers?
- Completed all sections of the Application Form?
- Kept a copy of this Application Form for your records?
- Attached owners' consent, if necessary?
- Attached any additional documents if applicable (e.g. Site plan, photos, proposed project plans)?

Submitting Your Application

Email to: council@cowra.nsw.gov.au

Include a subject line of: Application – Access Incentive Scheme Grant – *your organisation*

Alternatively complete a paper copy of the application and deliver to:

Environmental Services
 Cowra Shire Council
 Private Bag 342
 Cowra NSW 2794

Contact the Director-Environmental Services or the Director-Environmental Services Personal Assistant at Cowra Council for any assistance in completing your form on 6340 2048 or by email at: council@cowra.nsw.gov.au

Access Incentive Scheme Grant Funding Guidelines



Cowra Shire Council
 Private Bag 342
 Cowra NSW 2794
 Phone: 02 6340 2000
council@cowra.nsw.gov.au
www.cowracouncil.com.au

Access Incentive Scheme Grant: Acquittal Form

Please submit your completed form to:
 Cowra Shire Council, Environmental Services, 116 Kendal Street, Cowra NSW 2794 or,
 email to: council@cowra.nsw.gov.au

Applicant Details	
Contact Name	
Name of Organisation	
Mailing Address	
Contact number during office hours	
Email	

Project Details	
Project Name	
Funding Amount Approved	\$
Property/Business Name of project site	
Property address of project	
Location on site where project was completed (e.g. front door)	

Access Incentive Scheme Grant Funding Guidelines

Project Results
<p>Aim of the Project</p> <p>(i.e. what will be the outcome? What do you hope to achieve? Who/what will benefit?)</p> <p><i>Example: Enable access for wheelchairs to front entrance.</i></p>
<p>Project Activities.</p> <p>(Brief Description of what you did, where and when, who was involved, were there any variations to the original application)</p> <p><i>Example: New ramp installed to front of building to facilitate equitable access to the building. Ramp was installed on 3 July 2022 by Joe Smith Contractors. Additional handrail was required to be installed to afford stable access to premises</i></p> <p>This may be conveyed using dot points.</p>
Empty space for additional content

Access Incentive Scheme Grant Funding Guidelines

<p>Project Outcomes</p> <p>(Brief description of what you achieved, what the benefits were/are to the community / public)</p> <p>Please include photos</p>
Empty space for project outcomes

<p>Budget and Expenditure</p>
<p>Brief outcome of grant expenditure: attach copies of receipts and invoices, materials, services, etc.</p>
Empty space for budget and expenditure

Access Incentive Scheme Grant Funding Guidelines

This page is for record keeping only (with all personal bank details redacted) and will be removed before the form appears in any Council agendas and/or Councils website and/or any social media platform.

Photos

Please attach good quality photos of your project during progress (if any) and of the completed project.

DISCLOSURE: photos may be used on Councils social media, Councils website and in the local newspapers/social media.

Please tick one of the below options.

- I consent to all images provided being used on;
(please tick all options below that you give consent to)
- Councils website
- Social media where the images may be shared by the public
- Featuring in the local newspaper.
- I do not consent to images provided being used on Councils website, on Social media or in the local media publications.

Payment Options

Preferred Payment Method and Details

- Cheque Payee: _____
- EFT
- Account Name: _____
- BSB Number: _____
- Account Number: _____

Important Notes

- Please note, your form may appear in an Access Committee and/or Council meeting agenda where it will then be available online. It may also appear on Council's Facebook page where the post may potentially be shared by the public. All personal information will be redacted before appearing online.
- Please ensure you have ticked whether you give consent or not for the use of any photos provided to appear in a public article and/or online post where it may be shared.

Contact the Director-Environmental Services or the Director-Environmental Services Personal Assistant at Cowra Council for any assistance in completing your form on 6340 2048 or by email at: council@cowra.nsw.gov.au

8.2 Footpath Trading Policy

File Number: D26/230

Author: Larissa Hackett, Director - Environmental Services

RECOMMENDATION

That Council endorses a variation to the adopted Revenue Policy to allow business owners within the Cowra CBD to lodge an application for a Footpath Trading Permit prior to 1 July 2026 without incurring an application fee, inspection fee or annual license fee.

INTRODUCTION

Council's Footpath Trading Policy has been reviewed and presented to Council's CBD Committee for information and feedback. Council's CBD committee recommended that Council afford a moratorium on the payment of application fees, and annual license fees for footpath trading until 1 July 2026. The minutes from the CBD Committee were adopted by Council at the meeting 15 December 2025, endorsing the proposed waiving of fees for footpath trading.

A recent audit undertaken of the Cowra CBD identified ten businesses currently registered and operating with valid Footpath Trading Permits. It is proposed that a variation to the Council's Revenue Policy be approved to allow business owners to lodge Footpath Trading Permit applications free of charge until 1 July 2026. This proposal includes waiving the annual inspection fee of \$210.00.

This variation is intended to provide financial respite to CBD businesses, while continuing to encourage appropriate advertising and ensuring relevant insurances and approvals are in place.

FOOTPATH TRADING POLICY

The Footpath Trading Policy, included in Attachment 'A', was first created in 1999 and was last reviewed in June 2025. An audit of the signage and flags located on Council's footpath in the Cowra CBD has been undertaken to determine the extent of compliant businesses within the CBD. It is apparent that most businesses within the CBD are not operating with valid Footpath Trading Permits or more importantly, valid insurances for the structures located on the footpath.

It is anticipated that the waiving of fees, combined with face-to-face education sessions and individual meetings with proprietors, will encourage the promotion of businesses within Cowra. This will also support the lodgement of applications and ensure ongoing compliance with Council's policy and state legislation.

COMPLIANCE.BUDGETARY IMPLICATIONS

The current fees per application are as follows:

Application fee: \$330.00

Annual renewal fee: \$71.00

Inspection fee: \$210.00

There are currently fifty (50) signs located in the Cowra CBD, with only ten having current approvals. The waiving of the application fee would result in a loss of \$13,200 in application fees, \$3,550 in annual fees and \$10,500 in inspection fees.

CONCLUSION

While the temporary waiver of application, inspection and annual fees for footpath trading, through a variation to Council's adopted Revenue Policy, will result in a potential loss in revenue, the benefit to the broader community will result in safe and compliant advertising structures located on the footpath. Additionally, this will ensure that proprietors have the best opportunity to promote their business while maintaining appropriate public liability insurance.

Additionally, Council staff will be engaging directly with the proprietors to explain the need for approvals, the benefits to the proprietors and the community of advertising their businesses to assist in invigorating the CBD and the process for lodgement of the applications. Council will send reminders when annual renewals fall due after 1 July 2026. Staff will also liaise with Council's CBD Committee seeking their support for the program and assistance with liaising with the business community.

ATTACHMENTS

- I. Footpath Trading Policy [↓](#)

MANAGEMENT DOCUMENT



Footpath Trading

 Footpath Trading

Commencement Date

Council Department Environmental Services

Contact Officer Director – Environmental Services

Revision Required Every 4 years

Policy Review

This policy shall be reviewed at four (4) yearly intervals at least, to ensure it meets all statutory requirements and the needs of council. It may also be reviewed at other times as determined by council.

Revision History

Version	Council Meeting Date	Responsible Officer
1	13 December 1999 – 225/1999	Director-Environmental Services
2	Director-Corporate Services 1 July 2013 (Increase of Public Liability Insurance to \$20)	Director-Corporate Services
3		
Version	Manex Meeting Date	Responsible Officer
3	27 June 2018	Director-Environmental Services
4	23 June 2020	Director-Environmental Services
5	5 June 2025	Director-Environmental Services

 Cowra Shire Council
 Private Bag 342
 Cowra NSW 2794

 Phone: 02 6340 2000
 Email: council@cowra.nsw.gov.au
 Internet: www.cowracouncil.com.au

Footpath Trading

I. Overview

Cowra's CBD is the driver of economic viability of many businesses and industries. Council understands that business signage is critical for advertising and streetscape activation. Kendal Street is the main shopping precinct and has highly interactive shop frontages and a wide and newly renovated footpath. It is a pedestrian orientated public area and provides an attractive and vibrant place to do business and shop.

Council's aim is to encourage public interaction with shops and industries including outdoor dining as a place to congregate, socialise and to sit and relax. Outdoor cafes and signage should complement and enhance the existing streetscape.

This policy identifies how business can integrate into the streetscape in a way that does not compromise existing street activities, pedestrian and traffic circulation and safety. Well designed and maintained urban environment are essential for improved community safety and access.

The Footpath Trading Policy approval process is designed to follow the State Environmental Planning Policy (SEPP) Exempt and Complying Development Codes 2008, subdivision 20A – Footpaths – outdoor dining specifications by granting approval under both Section 125 of the Roads Act 1993 and approval under Section 68 of the Local Government Act 1993, where necessary.

Council has two options of application for a Footpath Trading permit, either via:

- Cowra Council's Footpath Trading permit application form, following the requirements below and completing the Site Plan & Elevations Plan templates to your site's requirements. This application can be submitted to Council either electronically via email to council@cowra.nsw.gov.au or hard copy via the Customer Service Centre. Or,
- The NSW Planning Portal.
 - If your application does not include outdoor dining furniture, you will only need to undertake a Sec 68 Application via the Portal.
 - If your application does include outdoor dining furniture, you will need to apply for both a Sec 68 and Section 125 of the Roads Act 1993 approval via the Portal.

Where relevant, the permit issued will be adjusted to suit one or both approval processes.

Any proposed street furniture that does not comply will require the lodgement of a development application for determination outside of this policy.

The following is a list of the requirements for a Footpath Trading permit:

- (a) The use of the footpath for the display or placement of furniture, items or signs will only be permissible upon submission of an Application for Footpath Trading and the approval for five years maximum of Council in each case. Signage, furniture or other items that do not comply with the requirements of this document will require Development Consent and may need a lease agreement with the Council. Other signs may require Development Consent depending upon the provisions of Cowra Local Environmental Plan 2012 applicable at the time of application.

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- (b) Furniture, items and signs can only be placed on a footpath where a minimum width of 2 metres for pedestrian movement is maintained.
- (c) Ensure that the furniture, items for sale and signs are stable and when there are strong winds the furniture, items and signs are to be stored inside the shop.
- (d) The submission of evidence of public liability insurance to a minimum amount of \$20 Million to cover the placement of furniture, items or signs on the footpath at the front of the business premises. Evidence is to be submitted annually on the renewal of the document. The document is to cover all items on the footpath associated with the business.
- (e) The placement of any furniture, item or sign must not adversely affect any grassed footpath area by causing the grass to die or dirt patches to appear. The owner will be responsible for the maintenance of the area of footpath used, to keep it clean, watered or mown as the case may be. Council may consider and must approve the special treatment of the area proposed to be used, on the request and at the expense of the applicant.
- (f) The furniture, items and signs are to be removed from the footpath when the shop is closed.
- (g) In regards to outdoor dining furniture, if it is under an awning, the awning must comply with the requirements set out in the *Building Code of Australia*, Volume I, BIP1 and BIP2.
- (h) Any furniture, item or sign is not to be constructed in a manner that provides sharp edges, points or in some similar manner be particularly dangerous to pedestrians and users. Any furniture is to be clean and maintained. A brochure/photograph of the type of furniture proposed to be used is to be provided.
- (i) A maximum of two free standing advertising signs are permitted per shop front subject to the remaining requirements of this Policy. The sign(s) must be placed only on the immediate street frontage of the business and may consist of an A-frame and/or a small vertical banner (e.g. tear, feather or rectangular) design. Only one of each type of sign is permitted.
- (j) A-frame signs must not exceed 1 metre in height by 700mm in width.
- (k) Vertical banner signs must comply with the following design requirements:
 - Maximum flag size of 2m x 1m with a maximum total height including stand of 2.5m.
 - No more than 600mm wide below 2m high.
 - The banner mast must be constructed of carbon fibre or similar flexible material and attached to a weighted base so that it can be displayed without toppling over in windy conditions.
 - Vertical banners must not be anchored into the footpath or attached or placed against other structures e.g. buildings, trees, poles, rubbish bins etc.
- (l) An Application for Footpath Trading must be accompanied by the plans and documentation specified on the application form including a copy of current public liability insurance, a copy (either electronic or hard copy) of a dimensioned Site Plan and a copy (either electronic or hard copy) of a dimensioned Elevation Plan of the proposed signage and/or furniture. Some illustrative examples of a Site Plan and signage plans are included in Appendix A. The Site Plan should include:
 - (a) width of access for pedestrians

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- (b) frontage of the site, size of the area proposed to be used for dining purposes
- (c) location of proposed furniture and details of other street furnishing such as trees and details of existing obstructions e.g. Rubbish receptacles, hydrants etc.
- (m) An annual renewal fee will apply to this approval in accordance with Council's Revenue Policy for the relevant financial year. Council's Revenue Policy can be accessed at: <http://cowracouncil.com.au/index.php/accordion-3>
- (n) The approval may be revoked by the Council if:
 - i. The applicant has breached a term or provision of the approval;
 - ii. The conduct of the business on the approved area causes undue inconvenience or disruption to pedestrian or vehicular traffic or to the occupiers of adjoining or adjacent premises;
 - iii. Any applicant requires revocation; or
 - iv. The business ceases to operate.
- (o) A notice of revocation shall be in writing and forwarded to the applicant at the address shown in the application.
- (p) No compensation or damages shall be payable by the Council to the applicant or any other person or corporation in the event that revocation of the approval occurs.
- (q) The approval lapses at the end of its term, or, if the business subject to the approval ceases prior.

Appendix A – Footpath Trading form, including example site plan, site plan template, frame and vertical banner sign elevations



Cowra Shire Council
Private Bag 342
Cowra NSW 2794

Phone: 02 6340 2040
council@cowra.nsw.gov.au
www.cowracouncil.com.au

Application for Footpath Trading

Part F, Section 68 of Local Government Act 1993
Sec 125 Approval to use road for food and drink
premises Roads Act 1993 No 33

1. Applicant Details

Mr <input type="checkbox"/>	Miss <input type="checkbox"/>	Ms <input type="checkbox"/>	Mrs <input type="checkbox"/>	Other:
Name				
Postal Address				
Daytime Telephone	Fax		Mobile	
E-mail				
Applicant(s) signature				

2. Premises Details

Premises Name		
Name of Centre/Arcade		
Street/Rural Address No	Street/Road Name	
Suburb or Town		
Lot No	Section No	DP No

3. Details of Structures

Items to be set up eg. table, sign, display
Location of Structure(s) (as per lodgement requirements – please attach a site plan, example also provided). If proposed outdoor dining, enter the area in square meters & proposed patron capacity of the outdoor dining area.

4. For proposed outdoor dining areas only

Do you intend to operate the outdoor dining area as a licensed premises? If yes, indicate if you hold a current liquor licence for the venue and if yes again, you must enter your liquor licence number.
Enter the proposed days and hours of operation for the dining area

Lodgement Requirements:

1. Council will assess the application in accordance with the requirements of Section 68 of the Local Government Act 1993 and where relevant for proposed outdoor dining, Sec 125 Approval to use road for food and drink premises Roads Act 1993 No 33.
2. For activities carried out on Council owned or controlled land, a copy of current public liability insurance cover for a minimum of \$20 million indemnifying applicant organisations against claims for injury to person or damage to property.
3. Application forms must be accompanied by two (2) copies of site plan showing:-
 - a. the location of the proposed area;
 - b. showing location, types and dimensions of all things to be located on the footpath
4. Council may within twenty one (21) days of receipt of the application request an applicant to provide it with more information that is reasonably necessary to enable the proper determination of the application in accordance with Section 86 of the Local Government Act 1993.
5. The application must be accompanied by the appropriate fee paid in accordance with Section 80 of the Local Government Act 1993 and Councils Management Plan.
6. Council will acknowledge receipt of valid applications in accordance with Section 84 of the Local Government Act 1993.
7. Unclear or illegible applications will be rejected in accordance with Section 85 of the Local Government Act 1993.

Declaration:

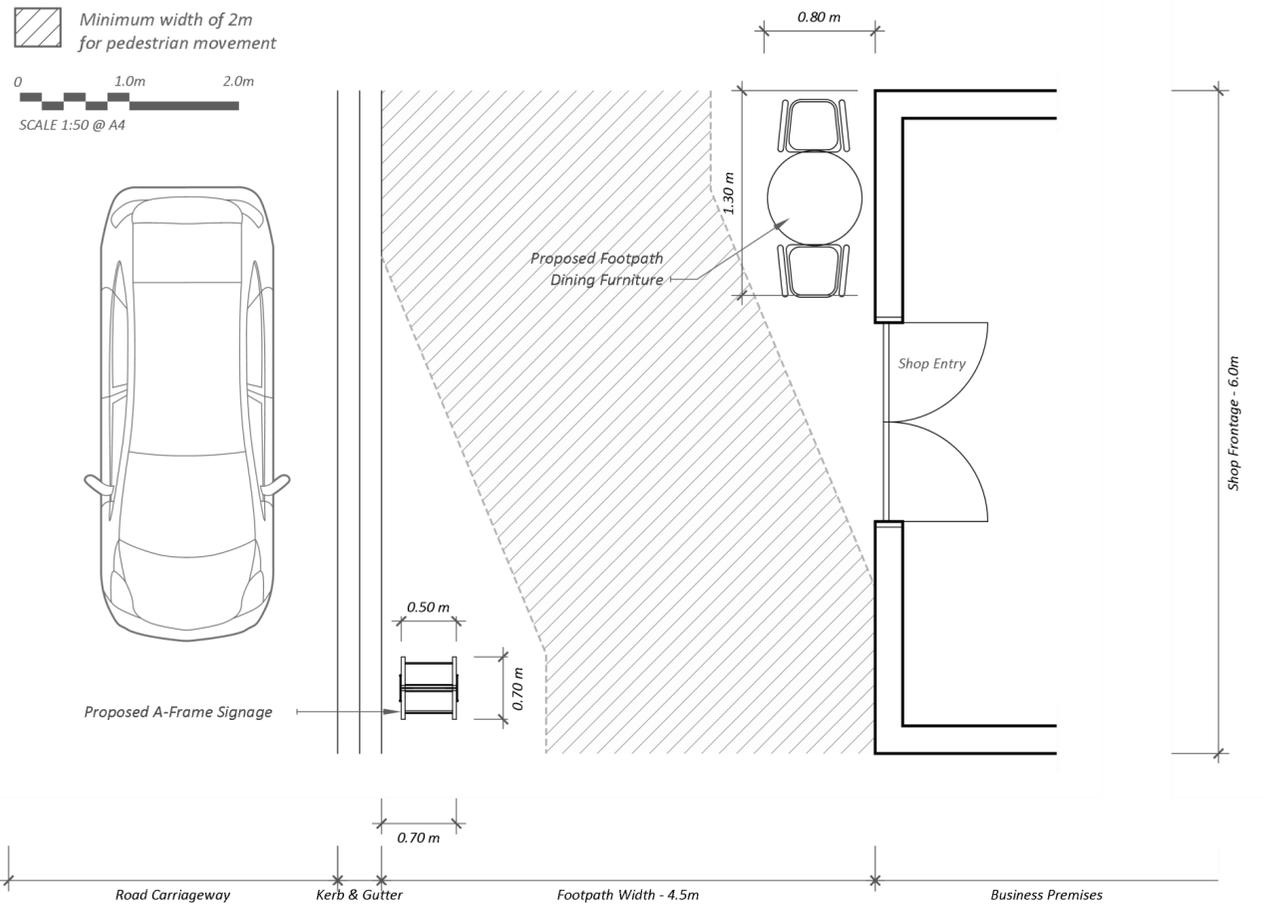
I hereby acknowledge that I am duly authorised by the business to complete this application and to accept the terms and conditions of Council's Footpath Trading/Dining Policy and I confirm that I have read and understand the contents of this application.

Name
Applicant(s) signature

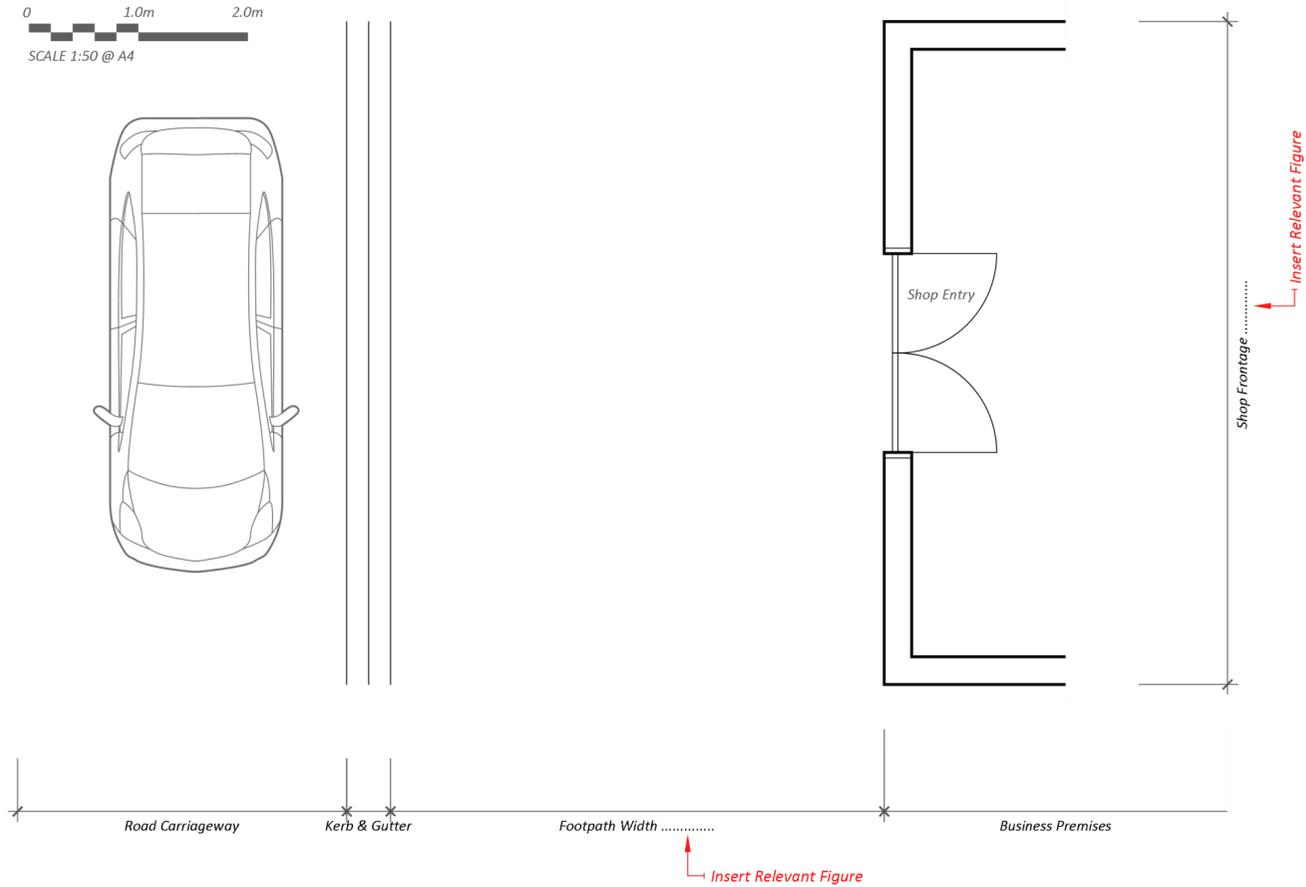
Note: To assist, Council has an example site plan, a site plan template and example sign elevations. Please see following pages.

Office Use Only

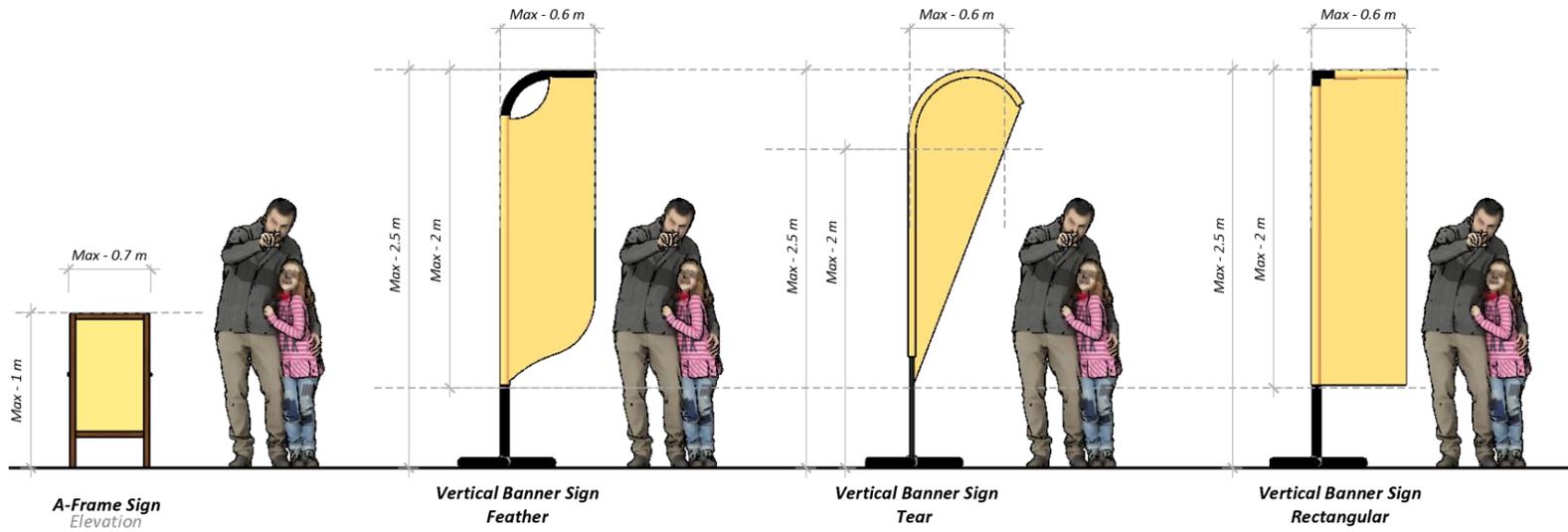
Application No:	Register: 119
Receipt Link (A/C):	Fee:
Receipt:	Date:



APPENDIX A - EXAMPLE SITE PLAN



SITE PLAN TEMPLATE



EXAMPLE A-FRAME AND VERTICAL BANNER SIGN ELEVATIONS

9 LATE REPORTS**10 CONFIDENTIAL MATTERS****RECOMMENDATION**

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

11 CONFIDENTIAL DIRECTOR-INFRASTRUCTURE & OPERATIONS**11.1 Request for Tender (RFT) 9/2025 - Full Service Heavy Patching - Local and State Roads 2026/27**

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 Request for Tender (RFT) S3_2025 - Supply and Delivery of Concrete Stormwater Drainage Pipes

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.