



AGENDA

Extraordinary Council Meeting

Date: Monday, 11 May 2026

Time: 5.00pm

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

**Paul Devery
General Manager**

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Nil

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 GENERAL MANAGER

2.1 **Draft Delivery Program 2025-2026 to 2028-2029 and Operational Plan 2026-2027; Draft Long-Term Financial Plan 2026-2027 to 2035-2036; Draft Revenue Policy 2026-2027**

File Number: D26/531

Author: Paul Devery, General Manager

RECOMMENDATION

That the following documents be placed on public exhibition for a period of at least 28 days:

- **Draft Delivery Program 2025-2026 to 2028-2029 and Operational Plan 2026-2027;**
 - **Draft Long-Term Financial Plan 2026-2027 to 2035-2036;**
 - **Draft Revenue Policy 2026-2027**
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INTRODUCTION

Following the election of Council in 2024 a new Delivery Program was developed and adopted for the period 1 July 2025 – 30 June 2029.

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

This draft integrated Delivery Program/Operational Plan is consistent with previous versions where the Delivery Program objectives remain constant from year to year and the focus is on the 2026/2027 Operational Plan actions.

Finances

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

Further detail on the Revenue Policy and draft Long Term Financial Plan is contained within a separate memo provided by the Director Corporate Services and included at Attachment I.

Operational Plan

The 2026/2027 Operational Plan objectives have been developed to this stage based principally upon projects, services and programs that are either in existence or have been raised in one way or another over the past 12 months.

It is important to note that a number of major objectives/projects have been carried over from the current year. For a variety of reasons these projects have either not yet commenced or have

commenced but are not likely to be completed until the 2026/2027 year. While not an exhaustive list, the table below details a number of items that will be carried over into next year.

1 YEAR OPERATIONAL PLAN 2026-2027			
LINK	ACTION	PERFORMANCE MESURE	RESPONSIBILITY
H3.10.a	Implement signage in areas where smoking is prohibited under the NSW Smoke-free Environment Act 2000.	Signs installed.	Director – Environmental Services
L5.5.b	Commence review of the bridge pylon murals.	Review and consultation undertaken with progress reported to Council.	Director – Corporate Services
L5.6.b	Review plantings in CBD and preferred tree species for parks and streets.	Review undertaken.	Director – Infrastructure & Operations
L5.10.c	Consider implementation of a Gallery Foundation/Arts Trust to support the ongoing development of the Art Gallery and collection (including the Sculpture Park).	Report on options presented to Council for consideration.	Director – Corporate Services
L5.18.a	Review Village Action Plan.	Consultation undertaken and revised plan adopted by Council.	Director – Environmental Services
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
1.1.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
B3.1.a	Continue to install lights in suitable trees.	Lights installed.	Director – Infrastructure and Operations
B3.1.c	Investigate the installation of free wi-fi access points in Squire Park.	Investigation undertaken and report presented to council on feasibility of implementation.	General Manager
B3.1.e	Commence development of a masterplan for Macquarie Street.	Scope of masterplan prepared and endorsed by council. Consultant engaged subject to funding.	Director – Infrastructure and Operations
B3.1.f	Review operation of Squire Park facility/amenities.	Operation reviewed and recommendations reported to council.	Director – Infrastructure and Operations
B3.1.g	Continue to promote and facilitate the lodgement of footpath trading applications within the Cowra CBD.	Promote Council’s adopted footpath trading policy.	Director – Environmental Services
B3.1.h	Audit accessibility to use taxi rank, pedestrian crossings, footpaths, public seating and public bus shelter/stop and night lighting.	Audit undertaken.	Director – Environmental Services
B4.3.c	Hold regular information sessions on tendering and procurement with local business.	Session held.	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

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
E4.1.a	Review Waste Collection services.	Review usage and viability of village transfer stations. Review waste and recycling options for non-serviced areas within Cowra LGA.	Director Infrastructure & Operations
E4.2.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

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

Health and Well-being

- Advocate for adequate policing in Cowra
- Liaise with NSW Health Department in the completion of the Cowra hospital project
- Support community-based initiatives for wellbeing programs eg International Women's Day, Men's Health Week, International Day of People with a Disability and Carer's Weeks
- Investigate and consider options to assist in attracting health professionals to the region
- Support community health programs that encourage increased physical activity
- Deliver Health and Well-being program for Council staff
- Continue to advocate for access to a Medicare Urgent Care clinic
- Pursue funding for projects identified in council's adopted plans
- Continue the companion animal re-homing program
- Continue the Community Grants Scheme
- Co-ordinate Youth Week and Senior's Week activities

Education, Training and Research

- Maintain Cowra library and operate in accordance with Service Level Agreement arrangements
- Maintain Cowra Council Traineeship program
- Support Country Universities Centre
- Consider options to support First Nations employment with council
- Continue to lobby for the delivery of courses at Cowra TAFE that meet community and business demands
- Advocate for the continued operation of the Cowra Agricultural Research Station

Lifestyle

- Liaise with the local Aboriginal community to promote stronger links, identify common goals and projects
 - Continue to develop and foster the Cowra – Japan relationship
-

- Continue to pursue funding to implement projects identified in various council adopted plans including:
 - Peace Precinct Masterplan
 - Lachlan River Precinct Masterplan
 - Cowra Nature Based Adventure Playground Masterplan
 - Sculpture Park Masterplan
 - Local Strategic Planning Statement Village Action Plan
 - Pedestrian and Cycling Plan
 - Sportsfield Masterplans
 - Sport and Recreation Plan
- Update the Cowra Rides Guide
- Develop and adopt a Play Strategy
- Promote National Families Week
- Continue to deliver on objectives of the Cowra Housing Strategy
- Implement building improvements identified in the Building Asset Management Plan
- Plan and deliver civic events and activities including the Festival of International Understanding, Australia Day, World Peace Day, Seniors Week, Youth Week and NAIDOC Week
- Continue to provide and maintain high quality parks, gardens and sportsfields
- Deliver a program of high quality exhibits at the Cowra Regional Art Gallery
- Continue the revitalisation of the Cowra Civic Centre by presenting and promoting a diverse program of high quality events, workshops, activities and entertainment
- Continue delivery of the Aquatic Centre redevelopment project

Governance

- Maintain relationship with key bodies including LGNSW (Local Government New South Wales) and Central NSW Joint Organisation
- Support Council's Section 355 Committees including:
 - Access Committee
 - Peace Bell Committee
 - Cowra Breakout Committee
 - Cowra Regional Art Gallery Advisory Committee
 - Cowra Sport & Recreation Committee
 - Cowra Youth Council
 - Environmental Sustainability Committee
 - Saleyards Committee
 - CBD Committee
- Provide support for the continued professional development of councillors
- Maintain relationships with key bodies including Central NSW Joint Organisation and Local Government NSW

Business and Industry

- Support existing Cowra businesses by making relevant business development programs and resources available to them
 - Undertake a Business Gap Analysis of the Cowra CBD
 - Ensure local business is aware of and able to take advantage of opportunities to do business with council
 - Liaise with the Cowra Business Chamber and assist with their initiatives
-

- Advocate for continued improvement in mobile telephone service coverage in the shire
- Maintain and promote Cowra saleyards as a premier facility in the region
- Provide financial assistance to Cowra Tourism Corporation

Transport and Infrastructure

- Lobby Transport for NSW to include the following projects in the planning for transport in the region:
 - a new mid-level bridge crossing in the Cowra township
 - a heavy vehicle bypass of the Cowra CBD
 - re-open the Blayney-Demondrille rail line
 - improve the connections between the state road network in the region
- Deliver the Roads to Recovery program
- Complete delivery of the Fixing Country Roads program
- Progress Integrated Water Cycle Management strategy including review of Water and Sewer Strategic Business Plans
- Work with NSW Government to accept handover of the Wyangala water treatment plant delivering potable water
- Progress planning for the West Cowra sewer network augmentation project
- Finalise land acquisition and planning for construction of identified stormwater mitigation measures in West Cowra
- Participate in actions to lobby for a fast, swift link across the Blue Mountains to Sydney
- Seek funding for projects identified in the Pedestrian and Cycling Plan

Environmental Sustainability

- Develop and adopt a MRF masterplan
- Promote waste reduction and recycling programs
- Provide grants for community groups to undertake environmental improvement projects
- Monitor roll-out of the NSW Government Container Deposit Scheme and grow the Cowra MRF as a regional processing point for CDS material
- Commence review of flood data for Cowra and Gooloogong
- Continue investigation in preparation for the 2030 implementation of the mandated FOGO requirements

Reconciliation and Inclusion

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

Conclusion

Councillors and staff have been working on the draft Operational Plan 2026/2027 over the past few months.

The draft plan is now ready to be placed on public exhibition seeking feedback from the community.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

1. Memo - Director of Corporate Services [↓](#)
 2. Attachment to report D26/531 (Title: Draft Integrated Delivery Program 2025-2026 to 2028-2029 and Operational Plan 2026-2027; Draft 10 Year Financial Plan 2026-2027 to 2035-2036; Draft Revenue Policy 2026-2027) [↓](#)
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Memorandum

To: Councillors & Manex
 CC:
 From: Alan Dalton Department: Corporate Services
 Date: 6 May 2026
 Subject: Draft Long Term Financial Plan 2026-27 to 2035-36 and Revenue Policy 2026-27

<input type="checkbox"/> Urgent	<input type="checkbox"/> For Review	<input type="checkbox"/> Please Comment	<input type="checkbox"/> For Information	<input checked="" type="checkbox"/> Please Recycle
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INTRODUCTION

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

The attached draft LTFP provides a comprehensive budget for the coming financial year, with forecast estimates of performance over ten years. In this document a reference to a year such as 2027 means the financial year ending 30 June in that year (e.g. FY27).

While our expected budget performance over the ten-year LTFP has been negatively impacted by recent world events, we would stress that Council is expected to maintain a solvent position with healthy balances of unrestricted cash across all years. In particular, our forecast cash position over those ten years is positive and offers a sound buffer against any unexpected expense pressures.

Table 1: Unrestricted Cash Balance

Year	Balance \$'000s
2026 Original	2,321
2026 Revised	149
2027	1,675
2028	1,752
2029	1,666
2030	1,410
2031	2,248
2032	2,080
2033	2,080
2034	2,199
2035	2,307
2036	2,459

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Budget Summary

This draft LTFP illustrates that Council's overall approach to budget management is sound. It is encouraging to note that the revised net operating result including capital contributions (grants), remain in surplus in the order of \$1.22 million for FY26. Considering the operating result excluding grants provides further insight into the underlying sustainability of Council's core functions. While this reports likely negative results across LTFP, the results are not considered so extensive as to suggest an underlying budget concern.

We would note that operating results are sensitive to wider market conditions, which have recently been affected by global economic uncertainty and volatility in fuel and supply chain costs. Importantly, any negative market effects in early years of the LTFP, even if soon resolved, do have an ongoing influence on Council's operating position, however this will erode over time.

A routine positive effect is the level of grant revenue, which we have assumed will be broadly consistent going forward, that helps to mute any wider negative influences. As such, perceptions of performance in grants management are important and it is worth noting that Council has a history of meeting delivery requirements attached to grants, and in particular has established itself as a long-term delivery partner of Transport for NSW and its ongoing roads maintenance program.

These updates are consistent with Council's overall approach to prudent financial management, and the draft LTFP continues to forecast that Council remains solvent with positive unrestricted cash across the life of the plan.

Key Assumptions Used in LTFP

[Table 2: Key Parameter Assumptions](#)

Category	FY27	FY28 - FY29	FY30-36
User Fees and Charges	3.8%	4%	3%
Wages	4%	4%	3%
Rates Income - IPART Rate Peg	3.8%	4%	3%
Depreciation	2%	2%	2%
Investment Income	5%	5%	4%

The FY27 Rate Peg for 2026-27 was announced by the Independent Pricing and Regulatory Tribunal in September 2025. Without extraordinary action by the NSW Government, this is not subject to change. Based on our usual practice, we have used the Rate Peg of 3.8% as the default indexation rate for fees and charges.

Due to market disruptions currently flowing from restricted global fuel supply, we have assumed inflation of 4% in each year to 2029, easing to 3% for the remainder of the ten-year LTFP. We have used this as the basis for long-term assumptions about the scale of future Rate Peg increases. This assumes that the Reserve Bank of Australia actively adjusts the cash rate to return inflation to its target band of 2-3%, and that the top of that band is achieved.

A long-term expected CPI of 3% per annum is reflective of the current ten-year bond yield of 5%, which reports market expectations of long-term low risk yields and typically sits around 2% higher

than inflation. With the current yield inferring a long-term CPI of around 3%, it appears that commercial markets view the effects of the Iran war as having no prolonged effect on prices. While this view cannot be assured, it is reasonable to apply such an assumption.

A new Local Government Award is in the final stages of negotiation, and we have assumed pay increases of 4% per annum for each of its three years' coverage. This is consistent with our understanding of discussions to date.

We have conservatively assumed that investment income will return a modest 1% more than inflation each year over the life of LTFP.

These assumptions should be considered provisional at this stage, and subject to change should further information become available before Council's adoption of the final LTFP.

Breakdown of Net Operating Result

As noted previously, [Table 3](#) reports on the underlying performance of Council's core activities excluding grants. Although the consolidated result is negative throughout the ten-year plan, this is largely driven by the key assumptions explained above. [Table 4](#) introduces capital grants, with a more positive operating result over the full LTFP.

Table 3 Net Operating Result by Fund (Without Grants and Capital Contributions)

Fin Year ended	Consolidated \$'000s	General \$'000s	Water \$'000s	Sewer \$'000s	Waste \$'000s
2026 Original	(1,030)	(1,280)	(168)	111	307
2026 Revised	(1,485)	(1,057)	(747)	(577)	895
2027	(650)	(48)	(528)	(750)	677
2028	(1,130)	(606)	(605)	(509)	590
2029	(1,424)	(932)	(587)	(432)	526
2030	(1,629)	(1,117)	(615)	(409)	511
2031	(1,325)	(182)	(1,585)	(204)	645
2032	(2,739)	(1,269)	(1,760)	(266)	557
2033	(2,652)	(1,348)	(1,683)	(195)	574
2034	(2,433)	(1,291)	(1,605)	(129)	591
2035	(2,366)	(1,405)	(1,526)	(44)	610
2036	(2,202)	(1,462)	(1,427)	52	636

We note there is a sharp positive increase in [Table 4](#) (net operating result with grants – next page) at FY31. This is due to an anticipated \$15 million grant to replace the water treatment plant (paralleled by a \$20 million Council contribution). We would stress, however, that these figures are based on previous early-stage briefings to Council, and are subject to change as more detailed scoping of the project and its timing proceeds.

Table 4: Net Operating Result by Fund (With Grants and Capital Contributions)

Fin Year ended	Consolidated \$'000s	General \$'000s	Water \$'000s	Sewer \$'000s	Waste \$'000s
2026 Original	4,154	3,463	(133)	181	642
2026 Revised	1,224	277	558	(507)	895
2027	7,297	7,686	(474)	(677)	762
2028	(398)	12	(567)	(433)	590
2029	(663)	(289)	(547)	(353)	526
2030	(845)	(456)	(573)	(327)	511
2031	14,482	500	13,458	(120)	645
2032	(1,907)	(567)	(1,717)	(179)	557
2033	(1,795)	(625)	(1,638)	(106)	574
2034	(1,550)	(546)	(1,558)	(37)	591
2035	(1,456)	(638)	(1,478)	50	610
2036	(1,265)	(673)	(1378)	149	636

Overall, although operating results are generally negative, while unwelcome, we would suggest that Council's financial position remains, and is expected to remain, sound.

Income and Expenditure

The following charts plot sources of income and expenditure, demonstrating that for each the main sources are generally the same and far outweigh other factors. It is noted that while this LTFP reports relatively constant rates of income and expense, this is not assured. Generally, however, peaks would coincide with extraordinary circumstances, such as addressing the impacts of flooding.

Income (Chart 1)

This chart demonstrates that Council largely relies on rates and charges together with user charges and fees, for most of its revenue. Although grants contribute less income, they are nonetheless a significant income source that, if removed, would have a material impact on the LTFP.

The most material source of grants revenue is the Financial Assistance Grant received from the Australian Government as an untied grant provided for operational purposes. While the FY27 allocation has not yet been announced (a forecast is used for the current budgeting exercise and will be updated following delivery of the Federal Budget on 12 May), Cowra was allocated \$6,686,141 for the current financial year.

Grants for capital purposes are substantially less significant than the major sources of income. They are, however, essential to maintaining the shire in an acceptable state of repair and continuing to provide essential services to the community.

Expenses (Chart 2)

The major source of expenses is staff costs, which is usual for government services. Depreciation is also identified as a major contributor to expenses but is expected to scale at a steady rate and remain considerably lower than wages and materials & contracts. Materials and depreciation costs simply illustrate the significant dependencies that Council has on providing and maintaining infrastructure, despite the relatively low level of grants income for this purpose illustrated by Chart 1.

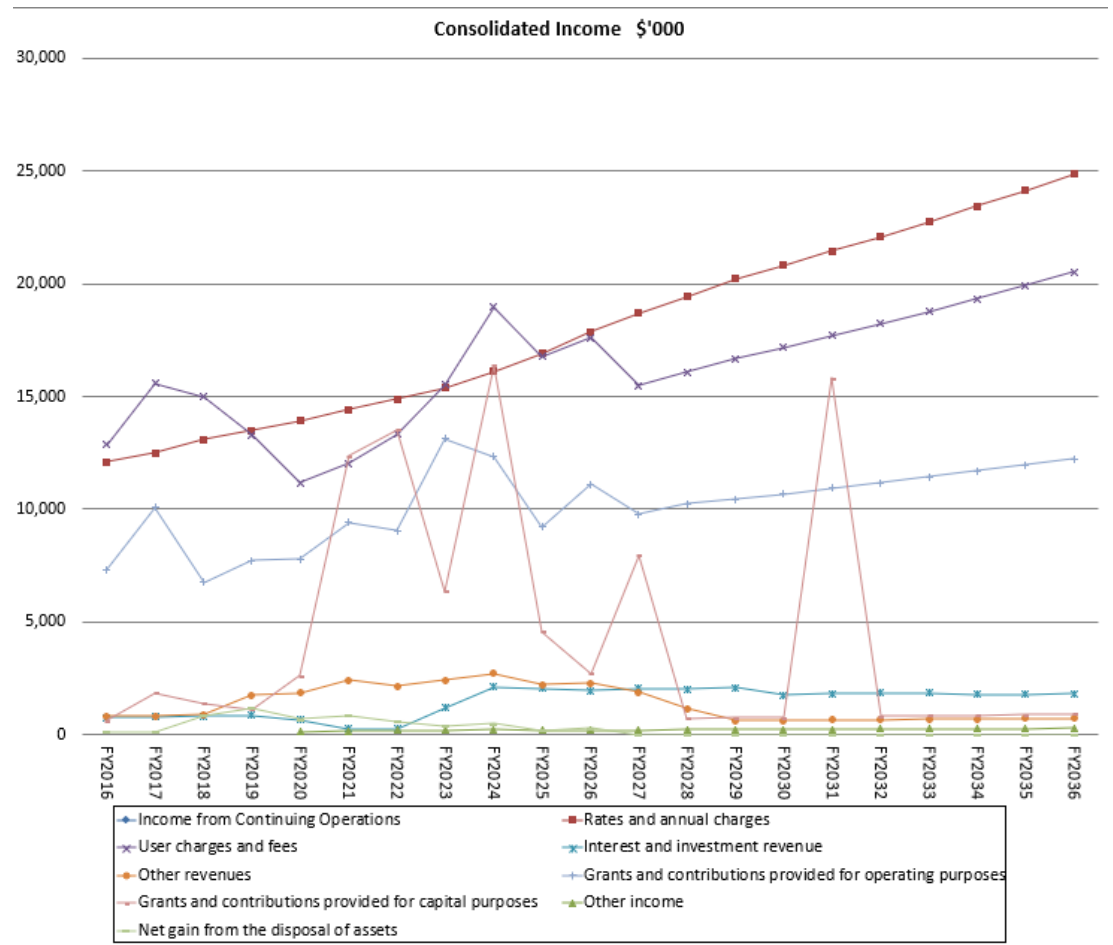


Chart 1: Consolidated Income

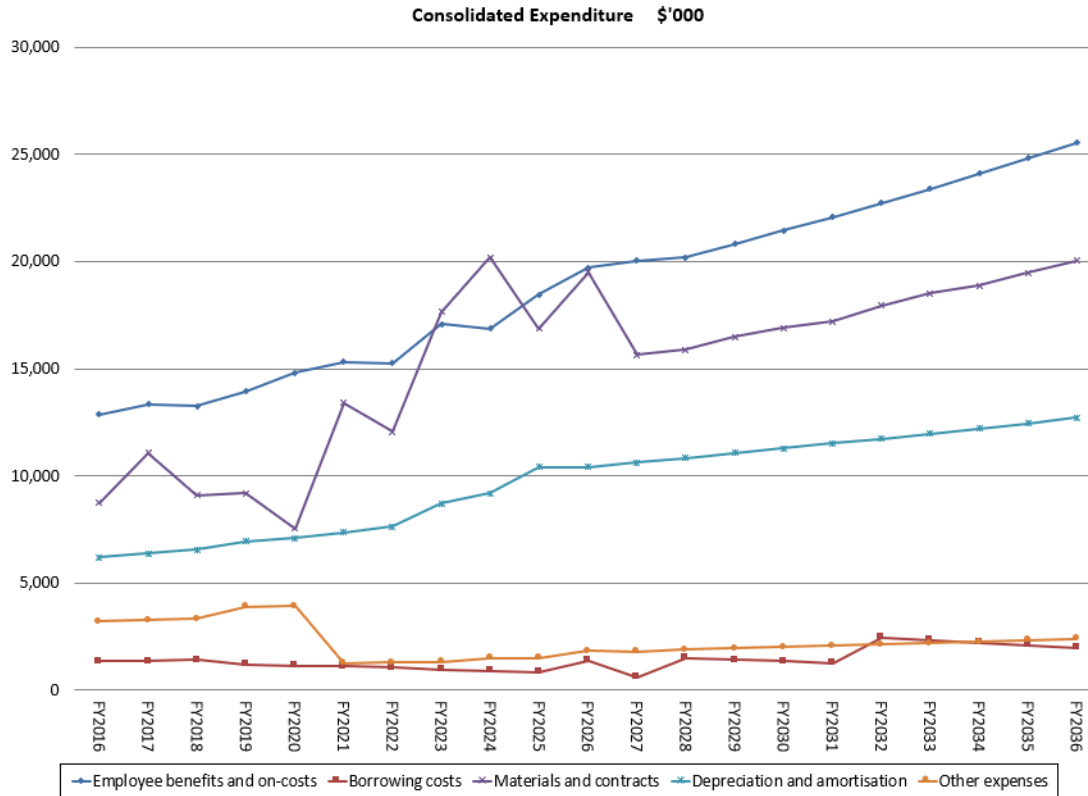


Chart 2: Consolidated Expenditure

Expenditure Provisions for Noting

[Civic Centre \(Page 29\)](#)

Years two and three of the Bell Beats Music and Arts Festival have been included with grant funding of \$89,600 per year, and expenditure of \$82,780 per year to make up for the overspend of \$13,640 in the first year of the festival.

[Community Development \(Page 31\)](#)

Budgets for the following major community development projects have been rebased and indexed:

- Seniors Festival
- World Peace Day
- Youth Council Activities
- Sport and Recreation Plan
- Australia Day
- NAIDOC Week

[Environmental Services \(Page 34\)](#)

S.94 Growth Contributions have been replaced for future years by S7.11 Contributions – the annual income budget has been reduced to \$10,000 as the S7.11 plan covers a smaller area.

S94A Contributions have been replaced for future years by S7.12 Contributions – the annual income budget has been kept in line with the adjustment made to S94A income in the second quarter review.

We note, however, that S94 and S94A are retained for historical purposes as use of their balances are governed by the regulatory arrangements in place when relevant DAs were approved.

[Cowra Street Maintenance \(Page 42\)](#)

A budget of \$80,000 has been included for development of a Macquarie Street Masterplan.

[Rural Roads Maintenance \(Page 44\)](#)

The Council-funded grading budget for 2027 has been reduced to \$700,000 to reflect the \$300,931 available for grading works under the NSW Government Regional Emergency Road Repair Fund.

[Drainage \(Page 50\)](#)

A periodic budget provision has been added for Dam Safety Risk Assessments (\$140,000 in 2027 and then every five years), supporting safety and regulatory compliance.

[Swimming Pool \(Page 55\)](#)

The pool redevelopment capital project, grant funding and proposed loan funding have been updated with all capital works other than design now in FY27.

The pool operating expense in FY27 has been reduced by \$400,000 due to the temporary closure of the pool.

[Parks & Gardens \(Page 56\)](#)

A budget of \$80,000 each has been included for a:

- Playground Strategy Study in FY27
- review of the Peace Precinct Masterplan in FY28.
- Mountain Bike Track Investigation in FY29
- Lachlan Riverbank in FY2030

[Sportsfields \(Page 57\)](#)

The capital projects for the female changerooms at Mulyan Park and West Cowra Recreation Ground, as well as matching grant funding, have been moved to FY27.

Council Buildings & Structures Maintenance (Page 63)

Planned investment in Building Asset Management Plan works has been increased in the later years of the plan to support the ongoing upkeep and renewal of Council buildings and community facilities.

Waste Fund (Pages 65 to 71)

The Waste Fund budgets are largely unchanged in total, but the program has been restructured to better capture the total cost of Waste Collection, Waste Disposal, Landfill, FOGO, CDS, and Other Waste Operations. Administration expenses, employee overheads, and depreciation are allocated to each of these programs based on the number of staff performing the operation.

The budget line that was previously called 'MRF Operation' has been split into 'Other Waste Disposal Expenses', 'Recycling Processing', and 'Waste Fund Administration'. All other budget lines may have been moved to a new page but have not been altered.

The new structure made it clear that the weighbridge rate charged to the garbage truck was inadequate, as our waste disposal expenses exceeded the income, so the weighbridge rate for garbage truck in the Revenue Policy has been updated to \$300 per tonne (an increase of 65%). Therefore, the MGB Disposal budgets have also been increased by 65% (an increase of \$305,000). Further adjustments are expected to be made to the Waste Disposal section of the Revenue Policy in the second draft.

In addition, the Waste Disposal program includes a major forward provision for landfill waste cell modifications (budgeted at \$2,403,668 in 2031), and the previously included 2027 allowance and related 2027 grant assumption have been removed to reflect the revised timing of these works.

Reserves (Page 78)

The Waste Reserve has been restructured – Landfill and Plant Replacement Reserves have been split out from the General Waste Reserve. These are the main periodic capital expenses in the waste fund, and it is important to ensure we are maintaining adequate reserve levels to meet the expenses.

Revenue Policy

Council's fees and charges for FY27 are based on the functions undertaken by Council over the full range of its activities.

Ordinary Rates from Property

Council's main source of revenue is ordinary rates from property. Under Section 498 of the *Local Government Act 1993*, Council is required to use the Valuer-General's land valuations in the calculation of ad valorem rates. We have received updates to these valuations, as at 1 July 2025, which will be applied in calculating 2026-27 ordinary rates. These revaluations will have no impact on the overall number of ordinary rates collected but will result in a range of increases and decreases for individual rate payers within each category.

Water Fees

A 3.8% increase has been applied to Water Pricing for the Non-Residential, Non-Residential – Industrial, Residential Raw Water, Non-Residential Raw Water, Nurseries and Education tariffs.

A 4.3% increase has been applied to Water Pricing for the Residential Category. Councillors will recall that the 2025-26 Residential tariff was formulated to raise 30% of total income from Access Charges (previously 25% in 2024-25), with the objective of progressively moving toward 40% of Residential water income being derived from the Base Amount.

For 2026-27, the recommended Residential Base Amount has been increased more modestly to 32.5% of total Residential water income, which is a 13.5% upward movement on the amount charged on the previous year. The usage charge has, however, been retained at \$3.93 per kiloliter. As a result, the

overall increase in total income for the Residential water usage category remains 4.3%.

Sewer Fees

A 3.8% increase has been applied to Sewer Fees.

General Fees and Charges

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

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

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

Pricing Policies are adopted as follows:

- Fees and charges for Council's business activities are set in accordance with the prevailing market to maximise Council's return and to be fair and reasonable.
- Fees and charges for community facilities such as swimming pools, civic centre, sporting fields and cemeteries are set at what Council considers to be a reasonable cost for users to bear, the balance being met from general revenues.
- Fees and charges fixed by legislation and regulations such as zoning certificates, building certificates and building approvals are statutory charges.
- Fees and charges such as town planning consents, subdivision fees and dog registrations have maximum fees prescribed by regulation and Council, at its discretion, adopts amounts at or below the maximum fee prescribed.
- Mandatory sections 7.11 and 7.12 (and the grandfathered former section 94) contributions towards the provision, extension or augmentation of public amenities or services, are determined in accordance with the relevant adopted Contributions Plans.
- Fees and charges for all other goods and services are fixed on a cost recovery basis.

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

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

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

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

Most Council income continues to come from rates, with fees and charges applying mainly to specific services used by individuals or businesses. The updated fees in this draft primarily relate to cemetery

statutory levies, saleyards compliance requirements, and administrative rounding of some waste disposal charges. Council's intention is to keep charges fair, transparent, and aligned to the cost of providing services and meeting regulatory requirements.

We note that updates to fees and charges under the Revenue Policy include:

[Waste Disposal \(page 82\)](#)

Some waste disposal charges have been rounded to the nearest \$0.50 to make cash payments easier to manage on site.

[Cemeteries \(page 87\)](#)

The Cemetery Levy has been increased by 10% so that fees collected include GST, consistent with the way customers are charged. New fee lines have also been included for refurbishment of bronze plaques in multiple sizes.

[Cowra Civic Centre \(page 96\)](#)

Commercial auditorium hire rates have increased from \$2,300 to \$2,500 for a full day, and from \$1,375 to \$1,600 for a half day to better offset operating costs. Concessions continue to be provided to local business and community organisations.

[Saleyards \(page 101\)](#)

The Emergency NLIS Sheep Tag fee has increased to \$5.00, aligning Council's charges with comparable small council saleyards. A new \$20.00 sheep handling and identification fee has been included to cover potential assistance requirements associated with the mandatory scanning of stock expected to commence in January 2027.

Economic Outlook

In preparing this LTFP a conservative approach has been taken to estimating future income and expenses. It is noted that wider economic conditions can affect factors such as materials costs, labor availability and grant resources available from other levels of government. Although it is not possible to perfectly predict future economic activity, the Australian Government's Mid-Year Economic and Fiscal Outlook Budget Papers provides a recent assessment of conditions and future expectations.

Despite acknowledging a meaningful expansion of global uncertainty, the Australian Treasury maintained its positive view of the Australian economy, which continued its trending growth since late 2024. At the time of MYEFO's publication, Australia's Gross Domestic Product was forecast to grow by 2.25 per cent into 2026-27, largely driven by solid private final demand. Non-mining business investment was expected to reach its highest level on record by 2026-27 while housing investment was also forecast to grow.

MYEFO reported that the employment rate was strong while the participation rate (proportion of the population employed or seeking employment) also remained high. Moderating inflation caused the Reserve Bank of Australia to lower the cash rate in August 2025, which it held at that level for the remainder of the year.

However, increasing inflation from mid-2025 prompted the RBA to increase the cash rate in February and March 2026, with sharply higher fuel prices following the United States' military action against Iran increasing the likelihood of the emergence of a substantial rise of underlying inflation. Uncertainties about the future of the Iran war and the impact it will have on the economy are moderating confidence in economic forecasts.

Domestic market disruptions arising from world fuel price instability are potentially significant and could meaningfully inflate prices across supply chains into the medium term, flowing through to Council's operating costs. While it is too early to form a clear view of the extent of these effects, it is noted that other levels of government have taken the potential consequences seriously, and the Federal Government has established a national fuel supply taskforce to inform government decision-making.

While Council is experiencing higher fuel costs, as noted above markets appear to consider that inflationary effects will only be felt over the short term, with longer term markets retaining stability. Accordingly, while the scale and scope of these effects might be unclear over the short term, we consider that the long-term parameter assumptions used for the LTFP are sufficiently conservative.

Conclusion

Although current market disruptions were unexpected, Council's draft LTFP reflects a careful approach to managing its finances. Parameter assumptions over the ten-year life of the plan intentionally are conservative to smooth out the risk of negative conditions emerging over time.

The draft LTFP projects reasonable operating results over the ten-year period, given the recent disruptions to world markets.

BUDGETARY IMPLICATIONS

As above.



DELIVERY PROGRAM
2025 - 2026 TO 2028-2029

OPERATIONAL PLAN
2026 - 2027

LONG TERM FINANCIAL PLAN
2026-2027 TO 2035-2036

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INTRODUCTION**MESSAGE FROM THE MAYOR AND GENERAL MANAGER****Message from the Mayor and General Manager****Draft Operational Plan 2026–2027**

The Cowra Shire Council Draft Operational Plan for 2026–2027 has been prepared and is now on public exhibition, and we invite all members of the Cowra Shire community to review the document and provide their feedback.

Following the election of Council in 2024, a new four-year Delivery Program was adopted for the period 1 July 2025 to 30 June 2029. The Delivery Program sets out Council's long-term objectives, while the Operational Plan details the specific actions Council proposes to undertake each year to deliver on those commitments.

The 2026–2027 Draft Operational Plan continues Council's disciplined and strategic approach. It reflects our sound financial position, builds on projects and services already underway, and responds to issues raised by the community over the past 12 months. It also acknowledges that a number of significant projects have been carried forward from the current year and remain high priorities for completion.

This plan has been structured around the key directions of Council's Community Strategic Plan. Some of the key objectives being pursued in 2026–2027 include:

Health and Well-being

- Advocate for adequate policing in Cowra
- Liaise with NSW Health Department in the completion of the Cowra hospital project
- Support community based initiatives for wellbeing programs eg International Women's Day, Men's Health Week, International Day of People with a Disability and Carer's Weeks
- Investigate and consider options to assist in attracting health professionals to the region
- Support community health programs that encourage increased physical activity
- Deliver Health and Well-being program for Council staff
- Continue to advocate for access to a Medicare Urgent Care clinic
- Pursue funding for projects identified in council's adopted plans
- Continue the companion animal re-homing program
- Continue the Community Grants Scheme
- Co-ordinate Youth Week and Senior's Week activities

Education, Training and Research

- Maintain Cowra library and operate in accordance with Service Level Agreement arrangements
- Maintain Cowra Council Traineeship program

- Support Country Universities Centre
- Consider options to support First Nations employment with council
- Continue to lobby for the delivery of courses at Cowra TAFE that meet community and business demands
- Advocate for the continued operation of the Cowra Agricultural Research Station

Lifestyle

- Liaise with the local Aboriginal community to promote stronger links, identify common goals and projects
- Continue to develop and foster the Cowra – Japan relationship
- Continue to pursue funding to implement projects identified in various council adopted plans including:
 - Peace Precinct Masterplan
 - Lachlan River Precinct Masterplan
 - Cowra Nature Based Adventure Playground Masterplan
 - Sculpture Park Masterplan
 - Local Strategic Planning Statement Village Action Plan
 - Pedestrian and Cycling Plan
 - Sportsfield Masterplans
 - Sport and Recreation Plan
- Update the Cowra Rides Guide
- Develop and adopt a Play Strategy
- Promote National Families Week
- Continue to deliver on objectives of the Cowra Housing Strategy
- Implement building improvements identified in the Building Asset Management Plan
- Plan and deliver civic events and activities including the Festival of International Understanding, Australia Day, World Peace Day, Seniors Week, Youth Week and NAIDOC Week
- Continue to provide and maintain high quality parks, gardens and sportsfields
- Deliver a program of high quality exhibits at the Cowra Regional Art Gallery
- Continue the revitalisation of the Cowra Civic Centre by presenting and promoting a diverse program of high quality events, workshops, activities and entertainment
- Continue delivery of the Aquatic Centre redevelopment project

Governance

- Maintain relationship with key bodies including LGNSW (Local Government New South Wales) and Central NSW Joint Organisation
- Support Council's Section 355 Committees including:
 - Access Committee
 - Peace Bell Committee

- Cowra Breakout Committee
- Cowra Regional Art Gallery Advisory Committee
- Cowra Sport & Recreation Committee
- Cowra Youth Council
- Environmental Sustainability Committee
- Saleyards Committee
- CBD Committee
- Provide support for the continued professional development of councillors
- Maintain relationships with key bodies including Central NSW Joint Organisation and Local Government NSW

Business and Industry

- Support existing Cowra businesses by making relevant business development programs and resources available to them
- Undertake a Business Gap Analysis of the Cowra CBD
- Ensure local business is aware of and able to take advantage of opportunities to do business with council
- Liaise with the Cowra Business Chamber and assist with their initiatives
- Advocate for continued improvement in mobile telephone service coverage in the shire
- Maintain and promote Cowra saleyards as a premier facility in the region
- Provide financial assistance to Cowra Tourism Corporation

Transport and Infrastructure

- Lobby Transport for NSW to include the following projects in the planning for transport in the region:
 - a new mid-level bridge crossing in the Cowra township
 - a heavy vehicle bypass of the Cowra CBD
 - re-open the Blayney-Demondrille rail line
 - improve the connections between the state road network in the region
- Deliver the Roads to Recovery program
- Complete delivery of the Fixing Country Roads program
- Progress Integrated Water Cycle Management strategy including review of Water and Sewer Strategic Business Plans
- Work with NSW Government to accept handover of the Wyangala water treatment plant delivering potable water
- Progress planning for the West Cowra sewer network augmentation project
- Finalise land acquisition and planning for construction of identified stormwater mitigation measures in West Cowra
- Participate in actions to lobby for a fast, swift link across the Blue Mountains to Sydney
- Seek funding for projects identified in the Pedestrian and Cycling Plan

Environmental Sustainability

- Develop and adopt a MRF masterplan
- Promote waste reduction and recycling programs
- Provide grants for community groups to undertake environmental improvement projects
- Monitor roll-out of the NSW Government Container Deposit Scheme and grow the Cowra MRF as a regional processing point for CDS material
- Commence review of flood data for Cowra and Gooloogong
- Continue investigation in preparation for the 2030 implementation of the mandated FOGO requirements

Reconciliation and Inclusion

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

The Draft Operational Plan 2026–2027 is an important document that guides Council's work for the coming year. Community feedback helps ensure the plan reflects local priorities and delivers the best possible outcomes for Cowra Shire.

We encourage all residents, businesses and community groups to take the time to review the draft plan and make a submission during the exhibition period. We look forward to hearing your views and continuing to work together to shape Cowra Shire's future.

Cr Paul Smith

Mayor, Cowra Shire Council

Paul Devery

General Manager

YOUR COUNCIL

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

**Cheryl Downing
Tony Horton
Paul Smith
Erin Watt**

**Ruth Fagan
Nikki Kiss
Cheryl Speechley
Peter Wright**

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

Karren Cave

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



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

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

VISION & VALUES

VISION

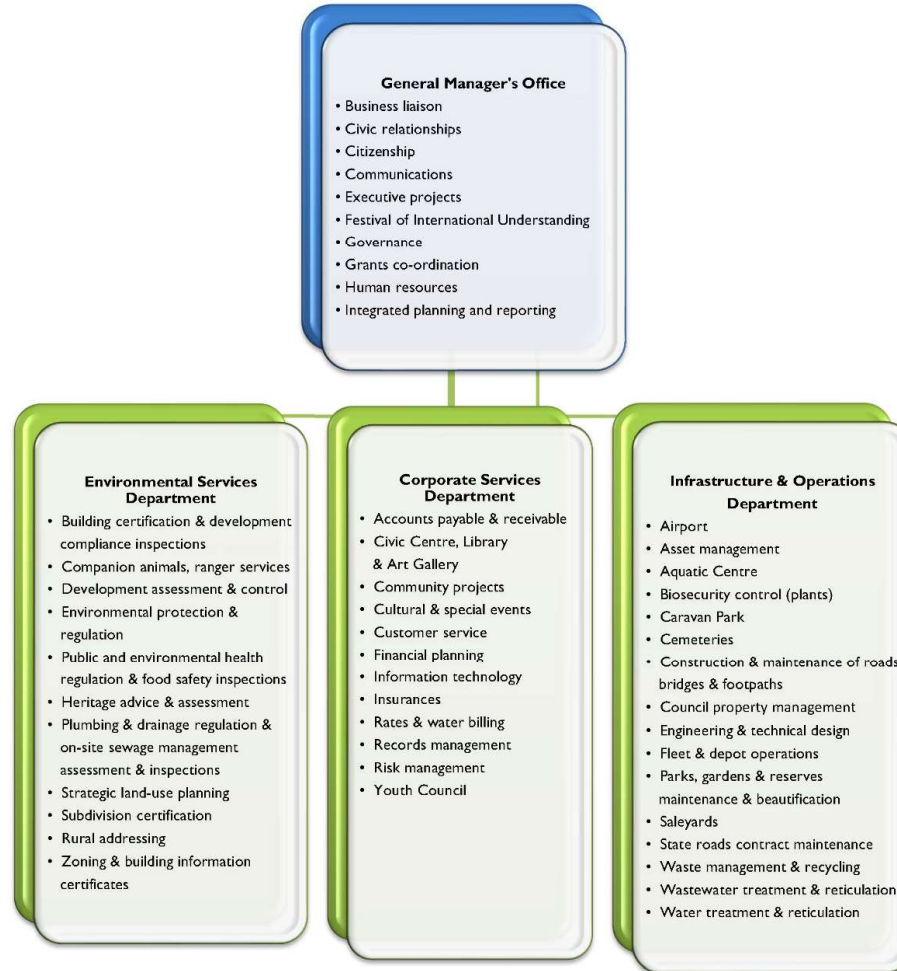
A leading, innovative and creative community, proud of our place in history, offering opportunity with the best of country living.

VALUES

In all our dealings we will....

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

COUNCIL'S ORGANISATION STRUCTURE



DELIVERY PROGRAM & OPERATIONAL PLAN

COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM & OPERATIONAL PLAN



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

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

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

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

Plan	What are we Measuring	What measures Will be used	When will results be reported to the community
Cowra 2036 Community Strategic Plan	What progress is being made towards the goals identified in the Community Strategic Plan that focus on the theme areas of: Health & Well-being; Education Training & Research; Lifestyle; Governance; Business & Industry; Transport & Infrastructure; and Natural Resource Management There are a range of stakeholders working towards these goals.	Measures that tell us about the condition of the natural environment, our built infrastructure and our human and social assets. We will use a range of statistics, as well as results from broad community surveys and consultation.	A report will be prepared every four years at the end of each Council term.
Delivery Program 2025-2026 to 2028-2029	The outcomes of the Council’s service delivery – whether the Council is making a positive difference for the community through its service delivery.	Service outcome measures that focus on the condition of the built assets Council is responsible for and community satisfaction with the services that Council provides. We will use a range of statistics, service reports and targeted satisfaction surveys.	A progress report will be prepared every six months and tabled in Council.
Operational Plan 2026-2027	The outputs/inputs of Council’s service delivery – whether the Council is delivering its activities as planned and within its financial budget.	Service output/input measures with a focus on completion of activities on time and within budget.	A financial progress report will be prepared quarterly and tabled in Council. An annual report (including audited financial reports) will be prepared at the end of the financial year (and will include a report on the state of the environment every four years).
Supporting Documents: Long Term Financial Plan Asset Management Plan, Workforce Management Strategy	The sustainability of Council. Whether we are improving our overall performance and viability as an organisation.	Organisational sustainability measures with a focus on financial, asset and human resource measures.	A progress report will be included in Council’s Annual Report each year

MEASURING & REPORTING PROGRESS

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

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

KEY DIRECTIONS

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

STRATEGIC OBJECTIVES

Health & Wellbeing (Strategic Theme 1)

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

Innovation & Education (Strategic Theme 2)

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

Liveability & Housing (Strategic Theme 3)

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

Community Leadership & Engagement (Strategic Theme 4)

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

Business & Industry (Strategic Theme 5)

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

Transport & Infrastructure (Strategic Theme 6)

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

Environmental Sustainability & Stewardship (Strategic Theme 7)

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

Reconciliation & Inclusion (Strategic Theme 8)

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

Health & Well-Being (Strategic Theme 1)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEARS DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
H1. Construct a new hospital facility in Cowra.	H1.1 Ensure the new Cowra hospital meets the needs of the community now and into the future.	H1.1.a	Liaise with Health Infrastructure as the Cowra Hospital redevelopment is completed.	Monitor final stages of development and associated impacts and take action or raise issues as required.	General Manager
		H1.1.b	Council represented on the Cowra Health Council.	Council representative attends meetings and provides reporting back to Council as required.	General Manager
H2. Collaborate with education and health providers to attract and retain health professionals to the Shire.	H2.1 Support initiatives to attract and retain health professionals.	H2.1.a	Provide support to the Cowra Medical Centre Associates ANU program and other providers as requested.	Mayor and councillors attend meetings as requested.	General Manager
		H2.1.b	Liaise with Central NSW Joint Organisation and participate in regional initiatives to attract health professionals to the region.	Active participation in any initiatives undertaken.	General Manager
		H2.1.c	Liaise with local medical professionals to provide support for attraction of workforce.	Meet with local medical representatives and provide support as agreed.	General Manager
		H2.1.d	Investigate options to subsidise or incentivise medical professionals to relocate to Cowra.	Contact NSW rural and regional councils to seek advice on what incentives they provide to attract medical professionals.	General Manager
H3. Provide facilities, infrastructure and programs for health and well-being needs, including disability, mental	H3.1 Support health and well-being providers in the Cowra Shire community.	H3.1.a	Provide rental subsidy to Cowra Information and Neighbourhood Centre (CINC).	Subsidy provided.	Director – Corporate Services

Health & Well-Being (Strategic Theme 1)						
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEARS DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027				
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	
health and family support services.		H3.1.b	Advocate for ongoing funding for Tresillian, Gidget House and other service providers as required.	Advocacy undertaken with government.	General Manager	
	H3.2 Advocate for a Medicare Urgent Care clinic for Cowra.	H3.2.a	Lobby government and seek community support for establishment of clinic.	Letters written to relevant MPs. Advocate within community for support of the lobbying effort.	General Manager	
	H3.3 Support and contribute to partnerships in community health and well-being initiatives.	H3.3.a	Support community-based initiatives for well-being programs and events including Women's and Men's Health Weeks and Mental Health Month.	Key health and well-being events recognised and promoted.	Director – Corporate Services	
	H3.4 Provide companion animal services across the shire.	H3.4.a		Promote a subsidised companion animal incentive scheme for de-sexing, microchipping, registration and vaccination.	Promote the National Desexing Network which provides reduced cost desexing for companion animals.	Director – Environmental Services
					Continue to work with rescue agencies and veterinary clinics to provide subsidised vaccinations for companion animals.	
					H3.4.b	
	H3.4.c		Provide a companion animal re-homing program.	Program continues. Council utilises services of several re-homing agencies across the state and country.	Director – Environmental Services	

Health & Well-Being (Strategic Theme 1)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEARS DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	H3.5 Continue to maintain and operate the Cowra pound facility.	H3.5.a	Undertake best practice procedures when operating the pound to minimise potential for spread of disease and to provide for a safe and healthy workplace.	Minimal occurrences of spread of infectious diseases between companion animals. Satisfactory reviews of premises undertaken by RSPCA and the Animal Welfare League (AWL).	Director – Environmental Services
	H3.6 Provide opportunities for Council staff to participate in a range of health and well-being programs.	H3.6.a	Administer health programs for employees and adequately resource appropriate health and well-being initiatives.	Maintain Employee Assistance Program. Deliver annual skin clinics and annual flu vaccinations. Deliver other identified programs within available resources.	General Manager
	H3.7 Ensure work, health and safety of both Council staff and others in the workplace.	H3.7.a	Review and monitor work, health and safety issues in the workplace on an ongoing basis.	Maintain an effective relationship with StateCover Mutual Workers Compensation insurers to ensure all cases are managed effectively thus minimising Council's liability. Comply with all relevant legislation and subsidiary codes to provide a safe working environment and protection of the public and within reasonable budget limits provide resources necessary to meet requirements. Ensure WHS provisions are considered for the purchase of goods and services for Council operations. Support Council's Work Health & Safety Committee.	General Manager

Health & Well-Being (Strategic Theme 1)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEARS DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	H3.8 Inspect and enforce health standards through a regular food shop inspection program.	H3.8.a	Maintain a food shop inspection program that is proactive and educational and also responds appropriately to breaches of health standards.	All high-risk food premises in the shire inspected in accordance with regulatory requirements and necessary compliance action taken.	Director – Environmental Services
	H3.9 Develop, implement and promote a proactive Public Health inspection program – including barbers, beauty services and skin penetration premises.	H3.9.a	Implement, promote and maintain a public health inspection program that is educational and meets legislative standards.	Promote impending inspection program to affected premises. All barbers, beauty services and skin penetration premises are inspected on an annual basis.	Director – Environmental Services
	H3.10 Encourage smoke-free public areas.	H3.10.a	Implement signage in areas where smoking is prohibited under the NSW Smoke-free Environment Act 2000.	Signs installed.	Director – Environmental Services
H4. Partner with and seek advice from the local Wiradjuri community and Indigenous health care services to improve health outcomes.	H4.1 Liaise with local health and First Nations groups to increase awareness of health challenges.	H4.1.a	Meet with Cowra Local Aboriginal Land Council, Weigelli, Western NSW Health and local schools.	Meetings held and desired actions supported within resources.	General Manager
H5. Advocate for future aged care needs and support services to promote an active retirement.	H5.1 Coordinate and support programs for seniors.	H5.1.a	Organise events for Seniors Festival.	High levels of engagement with community organisations.	Director – Corporate Services
		H5.1.b	Support organisations and activities that promote an active retirement.	Support provided within available resources.	Director – Corporate Services
	H5.2 Advocate for aged care needs.	H5.2.a	Liaise with aged care providers, other relevant providers and advocate for their needs and services.	Meetings held and advocacy undertaken if required.	General Manager

Innovation and Education (Strategic Theme 2)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
I1. Make Cowra Shire a learning community.	I1.1 Support ongoing operation of Country Universities Centre.	I1.1.a	Provide support within resources to facilitate operation of the Country Universities Centre (CUC).	Council to assist the CUC where possible with knowledge and expertise to support the ongoing operations of the Centre. Councillor representative allocated to CUC Cowra Region Board.	Director – Corporate Services
	I1.2 Support initiatives that seek to educate the community.	I1.2.a	Encourage and support expos eg Cowra Show exhibit, weeds expo, careers days.	Support provided within available resources.	General Manager
I2. Support initiatives to increase education and training outcomes for local indigenous people.	I2.1 Support local Wiradjuri community education and skills training.	I2.1.a	Ensure consideration in development of Reconciliation Action Plan.	Demonstrated consideration of this objective and identified strategies adopted.	General Manager
		I2.1.b	Consider options to support First Nations employment with Council.	Options considered and where feasible implemented.	General Manager
		I2.1.c	Liaise with Cowra Local Aboriginal Land Council and other relevant groups to understand and advocate for education and skills training opportunities.	Meetings held and advocacy undertaken as requested.	General Manager
I3. Support local training and education providers to build local skills, capacity, infrastructure and knowledge.	I3.1 Advocate for increased activity at Cowra TAFE and from other service providers.	I3.1.a	Liaise with Cowra Business Chamber, Cowra Community Development Company and local business community to understand training requirements and advocate for their delivery in Cowra.	Investigate training gaps with Cowra business community and advocacy undertaken.	General Manager
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

Innovation and Education (Strategic Theme 2)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
I5. Build educational engagement, opportunities and outcomes for youth.	I5.1 Support the local school education sector.	I5.1.a	Meet with local school reps and advocate for needs as appropriate.	Meetings held and advocacy undertaken.	General Manager
		I5.1.b	Advocate for NSW Government funding of Dolly Parton Imagination Library.	Advocacy undertaken.	General Manager

Liveability and Housing (Strategic Theme 3)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
L1. Position Cowra as a family-friendly Shire.	L1.1 Develop and maintain facilities to promote recreation and leisure activities for families in Cowra Shire.	L1.1.a	Promote the benefits of walking communities and cycling to residents and visitors.	Promotion undertaken.	Director –Corporate Services
		L1.1.b	Consider appropriate locations for signage directing residents and visitors to shared footpath and cycling routes. Review and update the “Cowra Rides Guide”: <ul style="list-style-type: none"> • Update peace precinct • Add urban loop including Riverside pathway and Erambie loop • Add Europa Park learn to cycle facility. 	Guide updated and signs erected.	Director - Infrastructure & Operations
		L1.1.c	Promote use of Council’s parks, gardens and playgrounds.	Promotion undertaken.	General Manager
	L1.2 Develop and implement a Play Strategy.	L1.2.a	Consult widely with community in developing a Play Strategy.	Play Strategy developed and adopted by Council.	Director – Infrastructure & Operations
		L1.2.b	In renewing playgrounds, consider provision of facilities accessible for all the community.	Consideration given and inclusive facilities incorporated in renewal works.	Director – Infrastructure & Operations
		L1.2.c	In renewing playgrounds, consider the advice of ‘Shade in Playgrounds’ (Kidsafe June 2021) to provide adequate shade.	Advice considered.	Director – Infrastructure & Operations

Liveability and Housing (Strategic Theme 3)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
		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.	Assist volunteer group in planting trees and shrubs.	Director – Infrastructure & Operations
	L1.3 Support National Families Week.	L1.3.a	Collaborate with community organisations to host a calendar of events for National Families Week.	Collaboration undertaken and events conducted.	Director – Corporate Services
		L1.3.b	Promote National Families Week.	Promotion undertaken.	General Manager
L2. Advocate for appropriate services – childcare, education, healthcare and support services to be available to meet a growing population.	L2.1 Understand and support needs of providers in the childcare, education, healthcare and support services sectors.	L2.1.a	Meet with providers and advocate for their needs as required.	Meetings held and advocacy undertaken.	General Manager
L3. Develop and provide programs to meet the needs of Cowra Shire's young people.	L3.1 Build capacity of Cowra's young people to participate in community life.	L3.1.a	Develop and implement education initiatives for young people in leadership and event management.	Education initiatives conducted.	Director – Corporate Services
	L3.2 Support the principles of Justice Reinvestment.	L3.2.a	Support CINC to progress the Justice reinvestment program.	Support provided where required.	General Manager
	L3.3 Continue to support the Cowra Youth Council.	L3.3.a	Facilitate Cowra Youth Council operations, projects and community participation.	Regular meetings held. Number of youth initiatives led by the CYC. Positive CYC community profile maintained.	Director – Corporate Services

Liveability and Housing (Strategic Theme 3)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
		L3.3.b	Continue Youth Week activities.	Events conducted with good participation.	Director – Corporate Services
2. Prepare, implement and maintain a strategic planning framework that responds to community needs including enabling appropriate housing development.	L4.1 Regularly review planning controls.	L4.1.a	Monitor changes in planning legislation and provide appropriate advice to Council.	Reports provided to Council as required.	Director – Environmental Services
		L4.1.b	Undertake a comprehensive review of Council’s Local Strategic Planning Statement.	Plan reviewed, updated and adopted.	Director – Environmental Services
	L4.2 Undertake regular reviews and report on the directions of the Cowra Housing Strategy.	L4.2.a	Support the local development sector by identifying and implementing improvements to planning processes and engagement processes; Work with developers through a master planning process for greenfield areas to provide a greater mix of lots, housing types and sizes; Support seniors housing developments in appropriate locations in proximity to services and facilities; Work with the NSW Government for Cowra LGA to be included in the Welcome Experience as a strategy to assist essential workers to relocate and settle in the region; Support housing projects that attract working-age people and their families to stay and/or relocate to Cowra; and	Support provided as required. Activities undertaken to advance strategy actions.	Director – Environmental Services

Liveability and Housing (Strategic Theme 3)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
			Support housing projects which are consistent with the vision and strategic objectives of the NSW Aboriginal Land Council Strategy on Aboriginal Housing.		
	L4.3 Facilitate ongoing community knowledge of planning policies and how to work with Council.	L4.3.a	Provide drop-in times for community questions. Provide briefing sessions for people interested in submitting development applications. Provide planning concierge service to assist public with lodgement of applications through the NSW Planning Portal.	Services promoted and provided.	Director – Environmental Services
L5. Continue to develop our leisure and cultural facilities and infrastructure and protect and enhance our natural environment.	L5.1 Undertake asset renewal of Cowra Aquatic Centre.	L5.1.a	Continue delivery of Aquatic Centre renewal project after 2025/2026 season.	Project proceeding within planned timeframe and budget.	Director – Infrastructure & Operations
	L5.2 Deliver projects identified in adopted Sport and Recreation Plan.	L5.2.a	Seek grant funding for sportsfield masterplan projects.	Grant applications submitted to appropriate grant funding programs.	Director – Infrastructure & Operations

Liveability and Housing (Strategic Theme 3)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	L5.3 Support and promote sporting and recreation groups across the Shire.	L5.3.a	Sport & Recreation Committee meets regularly and provides recommendations to Council as required.	Meetings held and regular reports provided to Council.	Director – Corporate Services
		L5.3.b	Conduct annual Sport & Recreation Network event.	Event conducted with good participation.	Director – Corporate Services
		L5.3.c	Within resources, conduct activities in partnership with clubs and other providers to increase participation in sport and recreation.	Biannual Cowra Families Into Sport days held.	Director – Corporate Services
	L5.4 Review masterplan and develop the Peace Precinct in accordance with the adopted masterplan.	L5.4.a	Seek funding and implement identified projects within the masterplan.	Grant applications submitted where appropriate.	General Manager
	L5.5 Review masterplan and develop the Lachlan River Precinct as a major focal point for passive recreation.	L5.5.a	Pursue funding and implement when adequate resources are available the following initiatives from the Lachlan River Precinct Masterplan: • The Col Newton Park improvements identified in the Masterplan.	Works completed as funds become available.	Director – Infrastructure & Operations
		L5.5.b	Commence review of the bridge pylon murals.	Review and consultation undertaken with progress reported to Council.	Director – Corporate Services
	L5.6 Provide recreation opportunities through the provision of accessible attractive parks and gardens.	L5.6.a	Maintain parks and gardens to a high standard for all recreation users.	Parks maintained to current high standard.	Director – Infrastructure & Operations

Liveability and Housing (Strategic Theme 3)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
		L5.6.b	Review plantings in CBD and preferred tree species for parks and streets.	Review undertaken.	Director – Infrastructure & Operations
		L5.6.c	Provide footpath connection to BBQ and table areas in Brougham Park.	Footpath constructed.	Director – Infrastructure & Operations
		L5.7 Support and provide good quality facilities to meet the needs of sporting and recreational clubs and users.	L5.7.a	Maintain council sporting fields, facilities and amenities.	Sportsfields, sports facilities and associated amenities maintained to current high standard.
		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
	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. Review planned upgrade works and develop amended project delivery timeframe.	Design works and scope of project finalised, including final cost estimate.	Director – Infrastructure & Operations
		L5.8.b	Maintain and operate the Cowra Caravan Park to its current high standard.	Park maintained and positive feedback received.	Director Infrastructure & Operations
	L5.9 Upgrade the public amenities at Olympic Park.	L5.9.a	Seek grant funding to install accessible amenities facility in Olympic Park.	Funding applications submitted.	General Manager
	L5.10 Continue to maintain and develop the Cowra Regional Art Gallery.	L5.10.a	Develop, present and promote a diverse program of high-quality exhibitions, public events and workshop activities at the Cowra Regional Art Gallery.	Two-year forward exhibition program developed and implemented. Use established Council publications and media to promote.	Director – Corporate Services

Liveability and Housing (Strategic Theme 3)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
		L5.10.b	Advance redevelopment plans to shovel ready in order to pursue funding and community support for the Cowra Regional Art Gallery upgrade.	Model recurrent cost impacts of an upgraded gallery, based on the draft expanded gallery design. Funding applications lodged where applicable.	Director – Corporate Services
		L5.10.c	Consider implementation of a Gallery Foundation/Arts Trust to support the ongoing development of the Art Gallery and collection (including the Sculpture Park).	Report on options presented to Council for consideration.	Director – Corporate Services
	L5.11 Develop the Civic Square Cultural Precinct.	L5.11.a	Seek funding to continue to progress Civic Square masterplan design.	Funding applications lodged where applicable.	Director – Environmental Services
	L5.12 Maintain and improve the Cowra Civic Centre.	L5.12.a	Develop, present and promote a diverse program of high-quality events, workshops, activities and entertainment at the Cowra Civic Centre.	A schedule of both local and community events and commercial shows from non-Cowra artists is prepared. Regular meetings of the Civic Centre Reference Group. Growth in utilisation and attendance.	Director – Corporate Services
	L5.13 Facilitate the affordable use of the civic centre by the local community.	L5.13.a	Provide financial support to local community organisations, local businesses and local schools to partially offset the total cost of hiring the civic centre. This does not include state and commonwealth government agencies and organisations predominantly funded by them.	Specific purpose concessions are provided.	Director – Corporate Services

Liveability and Housing (Strategic Theme 3)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
		L5.13.b	Host the Bell beats Music and Art Festival	Festival successfully delivered within budget.	Director – Corporate Services
	L5.14 Maintain and improve facilities at the Cowra Library.	L5.14.a	Continue liaison with Central West Libraries (CWL) to maintain and operate the facility.	Funding pursued for identified improvements. Attend and participate in CWL meetings.	Director – Corporate Services
	L5.15 Develop the Cowra Sculpture Park as a major attraction within Cowra.	L5.15.a	Subject to funding, undertake works and develop the collection of sculptures in accordance with the masterplan.	Ongoing promotion of the sculpture park and the development of a program to increase the collection. A curatorial framework for the sculpture park is prepared for Council's endorsement.	Director – Corporate Services
	L5.16 Lobby the NSW Government to develop and invest in the Wyangala State Recreation Park.	L5.16.a	In conjunction with Cowra Tourism, lobby the relevant Ministers and local members to fund improvements for the Park.	Advocacy undertaken.	General Manager
	L5.17 Develop our villages.	L5.17.a	Review Village Action Plan.	Consultation undertaken and revised plan adopted by Council.	Director – Environmental Services

Community Leadership and Engagement (Strategic Theme 4)						
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027				
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	
C1 Develop and model leadership skills across the community.	C1.1 Continue to develop Council's relationship with other government bodies.	C1.1.a	Maintain relationship with key local government bodies such as Central NSW Joint Organisation (CNSWJO), Local Government NSW (LGNSW) and Australian Local Government Association (ALGA).	Attend and participate in relevant meetings, seminars and conferences.	General Manager	
	C1.2 Ensure Council's Section 355 Committees (s355), focus groups and advisory bodies are relevant and provide appropriate community involvement.	C1.2.a	Ensure committees meet regularly and provide minutes and recommendations to Council.	Meetings held and regular reports/recommendations provided to Council.	General Manager	
	C1.3 Support Council s355 committees.	C1.3.a	C1.3.a	Provide administrative support and respond to recommendations in a timely manner.	Administrative support provided within available resources. Minutes provided to Council for consideration.	General Manager
				C1.3.b	Provide councillor delegates to Council Section 355 committees.	Regular attendance by councillor representatives.
	C1.4 Provide support for the continued professional development of councillors.	C1.4.a	Provide details of and facilitate training/skill/professional development opportunities to councillors in line with professional development plans	Professional development plans implemented.	General Manager	
	C1.5 Build capacity in the local volunteer sector.	C1.5.a	Undertake workshops on grant writing and seek to provide resources on best practice governance procedures to community organisations.	Workshops conducted.	General Manager	

Community Leadership and Engagement (Strategic Theme 4)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	C1.6 Support and contribute to the development of Village organisations.	C1.6.a	Meet at least annually with representatives of villages to discuss issues of importance to each community.	Joint meeting of village representatives and councillors held at least once per year.	General Manager
	C1.7 Develop and monitor relevant Integrated Planning and Reporting (IP&R) strategies.	C1.7.a	Report to Council in accordance with statutory requirements.	Reports provided to Council.	General Manager
C2. Strengthen our community engagement and improve customer service communications.	C2.1 Maintain and improve appropriate mechanisms to consult with the community and other stakeholders and provide information on Council decisions, services and initiatives.	C2.1.a	Issue regular communication informing the community of Council decisions, activities and programs in line with the adopted Community Engagement Strategy.	Increased interaction and growth in followers is evident in website and social media analytics. Develop an email subscription database and implement digital newsletter. Utilise appropriate engagement method in accordance with adopted Community Engagement Strategy.	General Manager
	C2.2 Improve customer service experience and processes.	C2.2.a	Inform community of methods to lodge customer requests and monitor service levels.	Feedback points are established at customer-facing council facilities, including enhanced communications via Council's website. Report quarterly to Council on service requests data. Update Council's complaints management procedure.Promotion of customer request options and CRM system reporting on performance against service level guarantee.	Director – Corporate Services

Community Leadership and Engagement (Strategic Theme 4)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
C3. Strengthen partnerships with government and other agencies.	C3.1 Work closely with relevant agencies charged with planning for the Cowra Shire community.	C3.1.a	At least annual meetings with Council and key figures from NSW Government departments and other relevant agencies.	Meetings held and Cowra's concerns and priorities conveyed.	General Manager
		C3.1.b	Advocate for a 24-hour police station in Cowra.	Write to relevant members of parliament.	General Manager
	C3.2 Work closely with local members and other members of parliament to advance the objectives of Council.	C3.2.a	Meet regularly with local members and other members of parliament to advocate for the needs of the Cowra Shire community.	Meetings held and advocacy undertaken.	General Manager
	C3.3 Collaborate with other Councils to form strategic alliances on areas of common interest.	C3.3.a	Meetings with other Councils to discuss matters of common interest and report proposals to Council for consideration.	Meetings held and proposals reported to Council.	General Manager.
	C3.4 Seek to improve safety and security in the community.	C3.4.a	Support Cowra police and community organisation initiatives that promote community safety and security where feasible.	Support provided within available resources.	Director – Corporate Services
		C3.4.b	Support initiatives within the shire that aim at preventing domestic and family violence initiatives.	Support provided within available resources.	Director – Corporate Services
C4. Ensure Council remains financially sustainable and maximises external funding opportunities.	C4.1 Seek funding for projects and infrastructure included in Council's strategic plans.	C4.1.a	Seek funding to progress projects in adopted strategic plans.	Applications submitted for relevant programs.	General Manager
	C4.2 Undertake asset management planning to ensure that Council's infrastructure is maintained and reviewed to meet	C4.2.a	Update Asset Management Plans for all asset classes annually and review Strategic Asset Management Plan.	Updated Strategic Asset Management Plan adopted.	Director – Infrastructure and Operations

Community Leadership and Engagement (Strategic Theme 4)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	Council's adopted levels of service.	C4.2.b	Implement renewal plans for all asset classes, transport, water and wastewater, buildings etc.	Renewal plans delivered within available resources.	Director – Infrastructure & Operations
C5. Build understanding and communication of Cowra Shire's rich history, vibrant future and leadership in international; understanding and cultural diversity.	C5.1 Conduct annual Festival of International Understanding.	C5.1.a	Plan and deliver 2027 Festival of International Understanding.	Festival conducted with good community support and involvement.	General Manager
		C5.1.b	Design improvements to presentation of the Festival of International Understanding tree planting area in Brougham Park.	Consultation undertaken and agreed plan endorsed by council.	Director – Infrastructure & Operations
	C5.2 Conduct annual Australia Day celebrations.	C5.2.a	Work with Australia Day committee to deliver Australia Day activities.	Events conducted with good community support and involvement.	Director – Corporate Services
	C5.3 Support the Cowra Historical Society and Cowra Family History Group.	C5.3.a	Liaise with groups and provide support within available resources.	Liaison undertaken and support provided as required.	Director – Corporate Services
	C5.4 Support annual commemoration of POW Breakout.	C5.4.a	Support POW Breakout Committee in staging of anniversary commemorations.	Support provided within resources and feedback from event participants is positive.	General Manager
	C5.5 Continue to foster and develop the Cowra/Japan relationship.	C5.5.a	Support the Japanese Garden & Cultural Centre within available resources.	Support provided within available resources.	General Manager
		C5.5.b	Council represented on the Japanese Garden & Cultural Centre Board and reports to Council as required.	Meetings attended and reports provided as appropriate.	General Manager
		C5.5.c	Support Cowra-Joetsu City reciprocal relationship.	Support provided as required.	General Manager

Community Leadership and Engagement (Strategic Theme 4)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	C5.6 Support the World Peace Bell Committee to foster peace initiatives and maintain the profile of Australia's World Peace Bell.	C5.6.a	Advocate for the inclusion of World Peace Bell Ceremonies in key community events and conduct ceremonies where relevant.	World Peace Bell ceremonies conducted.	Director – Corporate Services
		C5.6.b	Conduct activities to celebrate the International Day of Peace, including the annual Youth Peace Forum.	Peace Day activities conducted with good participation.	Director – Corporate Services
C6. Recognise and grow the talent in our community.	C6.1 Maintain donations policy to support community development.	C6.1.a	Respond to requests for donations in accordance with the Policy. Promote the Policy with relevant community organisations.	Requests are processed in accordance with Policy and submitted to Council as received	Director – Corporate Services
C7. Support and encourage volunteering within the community.	C7.1 Increase awareness of volunteering activity, needs and opportunities in the community.	C7.1.a	Publicise links to State government volunteering websites.	Publicity undertaken.	General Manager
		C7.1.b	Recognise and celebrate volunteers through the Cowra Shire Australia Day Awards and National Volunteer Week.	Annual Australia Day Awards conducted. National Volunteer Week activities conducted.	Director – Corporate Services
		C7.1.c	List volunteer community groups on council website.	Maintain system on Council's website for local volunteer and community groups to self-register.	Director – Corporate Services
	C7.2 Continue to support the community through provision of Community Strategic Plan funding.	C7.2.a	Provide funding for projects that meet Community Strategic Plan objectives through the Community Grants Scheme.	Funding delivered and projects implemented.	General Manager

Business & Industry (Strategic Theme 5)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
B1. Plan for and support business and industry growth, research and innovation.	B1.1 Ensure strategic planning for business and industry growth is current.	B1.1.a	Pursue objectives detailed in Cowra Regional Economic Development Strategy (REDS).	Demonstrated action to achieve objectives eg lobbying, grant submissions. Six-monthly report on the health of Cowra business and industry.	General Manager
		B1.1.b	Undertake business gap analysis of Cowra and present to CBD Committee and council.	Analysis undertaken and report presented to CBD Committee and council.	General Manager
B2. Add value and support to our existing businesses and industries.	B2.1 Support Cowra Business Chamber.	B2.1.a	Work with Cowra Business Chamber to support existing business.	Support provided within resources.	General Manager
		B2.2.a	Plan and deliver Small Business Month activities.	Activities delivered.	General Manager
	B2.2 Collaborate with Cowra Business Chamber, Biz HQ and NSW Business Chamber to provide educational events, encourage innovation and build business confidence.	B2.2.b	Facilitate delivery of retail merchandising training to upskill retailers on the importance of shop-front presentation and product mix and placement.	Training delivered.	General Manager
		B2.2.c	Promote the Service NSW Business Concierge service.	Service reviewed and promoted.	General Manager
B3. Support the development of an energetic CBD.	B3.1 Implement actions from CBD Place, Vision and Activation Plan.	B3.1.a	Continue to install lights in suitable trees.	Lights installed.	Director – Infrastructure and Operations

Business & Industry (Strategic Theme 5)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
		B3.1.b	Continue regular cleaning and maintenance schedule for CBD.	Cleaning program undertaken.	Director – Infrastructure and Operations
		B3.1.c	Investigate the installation of free wi-fi access points in Squire Park.	Investigation undertaken and report presented to council on feasibility of implementation.	General Manager
		B3.1.d	Review signage across the CBD area.	Review undertaken and reported to council.	Director – Infrastructure and Operations
		B3.1.e	Following conclusion of TfNSW traffic investigations commence development of a masterplan for Macquarie Street.	Scope of masterplan prepared and endorsed by council. Consultant engaged..	Director – Infrastructure and Operations
		B3.1.f	Review operation of Squire Park facility/amenities.	Operation reviewed and recommendations reported to council.	Director – Infrastructure and Operations
		B3.1.g	Continue to promote and facilitate the lodgement of footpath trading applications within the Cowra CBD.	Promote Council's adopted footpath trading policy.	Director – Environmental Services
		B3.1.h	Audit accessibility to use taxi rank, pedestrian crossings, footpaths, public seating and public bus shelter/stop and night lighting.	Audit undertaken.	Director – Environmental Services
		B3.1.i	Investigate feasibility of placement of noticeboards in the CBD.	Investigation undertaken.	General Manager
		B3.1.j	Investigate schemes for encouraging building owners to paint their shopfronts.	Investigations undertaken and reported to Council.	General Manager

Business & Industry (Strategic Theme 5)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
		B3.1.k	Investigate options for placement of public art murals in the town.	Investigations undertaken and reported to Council.	General Manager
	B3.2 Continue to support the Cowra Christmas Street Festival.	B3.2.a	Continue to support Cowra Tourism Corporation in delivering the event.	Support provided.	General Manager
		B3.2.b	Continue to provide prizes for the Cowra Ca\$h card competition and Christmas lights competition.	Support provided.	General Manager
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.	Embed communication of opportunities to the local market, as part of the updated purchasing and procurement procedure.	Director – Corporate Services
	B4.2 Promote procurement opportunities locally.	B4.2.a	Promote procurement opportunities to local businesses.	Promotion undertaken.	General Manager
		B4.2.b	Collaborate with Cowra Business Chamber and Cowra Tourism Corporation to promote procurement opportunities to their members.	Promotion undertaken.	General Manager
		B4.2.c	Promote NSW Government "Local procurement toolkit".	Promotion undertaken.	General Manager
	B4.3 Support local businesses to develop their capacity to engage in council procurement.	B4.3.a	Review Purchasing and Procurement Procedure, including a review of notice periods.	Review undertaken.	Director – Corporate Services
		B4.3.b	Undertake consultation with local businesses to understand barriers in doing business with council.	Consultation undertaken.	General Manager

Business & Industry (Strategic Theme 5)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
		B4.3.c	Hold regular information sessions on tendering and procurement with local business.	Session held.	General Manager
B5. Advocate for improved digital connectivity for Cowra Shire.	B5.1 Facilitate the provision of information to the community on the range of technologies available.	B5.1.a	Convene relevant forums to present current technology options to the business community.	Forums conducted with good participation.	General Manager
	B5.2 Advocate for and support initiatives to improve digital connectivity.	B5.2.a	Lobby and pursue funding for improved NBN access for business.	Funding submissions lodged, advocacy undertaken.	General Manager
		B5.2.b	Work with village communities and advocate for improved connectivity.	Liaison and advocacy undertaken.	General Manager
		B5.2.c	Lobby mobile phone providers to extend coverage in the Shire.	Advocacy undertaken.	General Manager
B6 Identify and develop profitable and sustainable tourism opportunities for Cowra Shire.	B6.1 Review and monitor the Memorandum of Understanding (MOU) between Council and the Cowra Tourism Corporation (CTC).	B6.1.a	Ensure Council and Cowra Tourism Corporation meet obligations of the MOU between the parties.	Obligations met.	General Manager
	B6.2 Support Cowra Tourism in identifying new events and supporting existing events.	B6.2.a	Provide funding to Cowra Tourism for Events Officer.	Funding provided and a satisfactory number of events conducted.	General Manager
	B6.3 Provide resources and financial assistance to Cowra Tourism Corporation to	B6.3.a	Provide two representatives on Cowra Tourism Board.	Council representatives attend board meetings and report back to Council.	General Manager

Business & Industry (Strategic Theme 5)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	effectively support and grow the Shire's tourism sector.		Provide annual contribution to Cowra Tourism.		
	B6.4 Continue to be an RV-friendly council.	B6.4.a	Encourage the development of council approved primitive and free camping sites across the shire.	Potential sites considered and where feasible approval provided.	Director – Environmental Services

Transport & Infrastructure (Strategic Theme 6)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
T1. Construct a new mid-level bridge over the Lachlan River within the Cowra township.	T1.1 Project is adopted by Transport for NSW as a medium-term priority.	T1.1.a	Lobby Transport for NSW, local members and NSW Government to include the project in Transport for NSW planning documents.	Project endorsed for inclusion in Transport for NSW planning for the region.	General Manager
T2. Develop a Heavy Vehicle Bypass for Cowra's CBD.	T2.1 Project is adopted by Transport for NSW as a medium-term priority.	T2.1.a	Lobby Transport for NSW, local members and NSW Government to include the project in Transport for NSW planning documents.	Project endorsed for inclusion in Transport for NSW planning for the region.	General Manager
T3. Construct a swift and safe link connecting Central NSW to Metropolitan Sydney via the Blue Mountains.	T3.1 Project is adopted by Transport for NSW as a medium-term priority.	T3.1.a	Lobby Transport for NSW, local members and NSW Government to include the project in Transport for NSW planning documents.	Project endorsed for inclusion in Transport for NSW planning for the region.	General Manager
T4. Re-open the Blayney to Demondrille trail line to facilitate freight movement within and beyond the region.	T4.1 Project is adopted by Transport for NSW as a medium-term priority.	T4.1.a	Lobby Transport for NSW, local members and NSW Government to include the project in Transport for NSW planning documents.	Project endorsed for inclusion in Transport for NSW planning for the region.	General Manager
T5. Develop an integrated transport system that addresses local and regional needs in relation to cycleways and footpaths, road and rail.	T5.1 Maintain, improve and develop footpaths and walkways to ensure the safe and efficient movement of users, including persons living with disabilities, and develop pedestrian and cycling linkages in the shire.	T5.1.a	Seek funding for projects identified in the Pedestrian and Cycling plan.	Funding applications submitted for appropriate programs.	General Manager
		T5.1.b	Continue Investigating options to improve pedestrian safety in the CBD area, particularly around pedestrian crossings.	Investigations undertaken and recommendations presented to council.	Director – Infrastructure & Operations
	T5.2 Maintain local and regional road networks to enable the safe and efficient movement of traffic at the lowest life-cycle cost.	T5.2.a	Complete the Roads to Recovery projects scheduled for 2025/2026.	Projects completed on time and on budget.	Director – Infrastructure & Operations

Transport & Infrastructure (Strategic Theme 6)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	T5.3 Work with Transport for NSW to enable the safe and efficient movement of traffic on the state-owned road network within Cowra Shire.	T5.3.a	Work with Transport for NSW to agree on improvements required to State-owned road network.	Projects agreed to and delivered.	Director – Infrastructure & Operations
	T5.4 Improve awareness of and range of local and regional transport options.	T5.4.a	Liaise with Transport for NSW and local operator to promote the “Hail and Ride” service within Cowra.	Promotion undertaken.	General Manager
		T5.4.b	Liaise with Transport for NSW to improve public transport connectivity within and beyond the region.	Service gaps identified and advocacy undertaken.	General Manager
		T5.4.c	Advocate for community transport options.	Advocacy undertaken.	General Manager
	T5.5 Improve local traffic conditions within the Cowra CBD.	T5.5.a	Monitor local traffic conditions and refer proposed changes to the Traffic Committee for consideration.	Regular reports provided to Traffic Committee and decisions implemented.	Director – Infrastructure & Operations
T6. Develop the Cowra Airport as a regional aviation precinct.	T6.1 Continue to develop the Cowra Airport.	T6.1.a	Finalise plans for the next stage of development in accordance with the Airport Masterplan.	Project scope, costing and funding finalised for delivery in accordance with the Airport Masterplan.	General Manager
		T6.1.b	Continue to maintain Cowra Airport as a certified aerodrome.	Certification maintained.	Director – Infrastructure & Operations
T7. Provide water, sewerage and stormwater infrastructure and services to meet community needs.	T7.1 Maintain and improve the Shire’s water supply network to meet consumer demand and meet health requirements.	T7.1.a	Undertake Integrated Water Cycle Management (IWCM) strategy including review of Water and Sewer Strategic Business Plans.	IWCM finalised and adopted. Strategic Business Plans finalised and adopted.	Director Infrastructure & Operations
		T7.1.b	Drinking Water Management System (DWMS) implemented in accordance	DWMS Annual Report provided to Council.	Director Infrastructure & Operations

Transport & Infrastructure (Strategic Theme 6)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
			with Australian Drinking Water Guidelines (ADWG).		
	T7.2 Discharge from wastewater treatment plants to meeting Environmental Protection Agency (EPA) licence conditions.	T7.2.a	Plant is operated to comply with EPA requirements at all times.	Nil compliance breaches.	Director Infrastructure & Operations
	T7.3 Undertake improvement works to West Cowra Drainage.	T7.3.a	Complete engineering plans of proposed stormwater drainage downstream of Lyall Street and commence stage one works.	Study completed and work commenced subject to available funding.	Director Infrastructure & Operations
T8. Ensure long-term security of Cowra's water supply.	T8.1 Monitor and maintain infrastructure that maximises water security for Cowra.	T8.1.a	Review the emergency supply agreement with Central Tablelands Water (CTW).	Agreement reviewed, updated and executed.	General Manager
		T8.1.b	Undertake maintenance of emergency pipelines connecting CTW and Billimari borefield to Cowra water treatment plant.	Maintenance undertaken.	Director – Infrastructure and Operations
T9. Deliver sewer to West Cowra.	T9.1 Continue planning for the completion of the West Cowra Sewer project.	T9.1.a	Finalise design and construction estimates for the airport connection, the showground pumping station and the small lot residential area of Ranken Street.	Consultation completed. Project scope and costing adopted ready for delivery.	Director Infrastructure & Operations
T10. Ensure that community assets and public infrastructure including roads, bridges and	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

Transport & Infrastructure (Strategic Theme 6)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
public buildings are well-maintained.	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
	T10.3 Maintain and manage Cowra Cemetery.	T10.3.a	Cemetery maintained to current high standard.	Maintenance undertaken.	Director Infrastructure & Operations
T11. Improve the transport corridor connecting the Hume, Mid-Western, Newell, Olympic and Mitchell Highways.	T11.1 Advocate for improvements to the corridor.	T11.1.a	Liaise with local members of parliament, Transport for NSW and other stakeholders to seek recognition of and improvements to the corridor.	Advocacy and liaison undertaken.	General Manager

Environmental Sustainability & Stewardship (Strategic Theme 7)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
E1. Aim to position Cowra Shire as a centre of environmental excellence.	E1.1 Maximise opportunities for the Cowra Material Recycling Facility (MRF) to participate in the circular economy.	E1.1.a	Continue partnership with Cleanaway as a regional processing facility for the Container Deposit Scheme.	CDS tonnages maintained or increasing.	Director – Infrastructure & Operations
		E1.1.b	Develop and adopt MRF masterplan to ensure operations are consistent with the adopted Waste and Resource Recovery Strategy.	Develop and adopt MRF masterplan. Investigate biogas collection from landfill as part of revised design. Develop a plan to mitigate landfill leachate risk. Implement revised design of landfill to improve efficiency.	Director – Infrastructure & Operations
		E1.1.c	Maintain and upgrade CDS and recycling processing area to allow for expanded intake.	Maintain and upgrade sorting process plan to improve efficiency.	Director – Infrastructure & Operations
E2. Reduce the emissions of Council operations in line with NSW Government targets for the local government sector.	E2.1 Implement Energy Efficiency projects included in the adopted Energy Efficiency and Renewable Energy Plan.	E2.1.a	Seek funding for projects identified in Energy Efficiency and Renewable Energy Plan.	Applications lodged.	Director - Infrastructure & Operations
		E2.1.b	Monitor emissions of council operations.	Develop system of regular measurement and reporting of council emissions across all operations.	General Manager
E3. Take advantage of and support opportunities to grow new sustainable industries.	E3.1 Maximise opportunities for Council to participate in the circular economy.	E3.1.a	Investigate options for recycling and resource recovery.	Investigate increasing variety of accepted products by embracing opportunities to process problem waste. Investigate innovative methods to process recycling and problem waste.	Director – Infrastructure & Operations

Environmental Sustainability & Stewardship (Strategic Theme 7)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
				Investigate new markets for recycled materials.	
E4. Show leadership by taking action and promoting practices to encourage Cowra Shire to be an environmentally responsible community.	E4.1 Implement actions from adopted Waste Management Strategy to meet the objectives of the "NSW EPA Waste and Sustainable Materials Strategy 2041".	E4.1.a	Review Waste Collection services.	Review usage and viability of village transfer stations. Review waste and recycling options for non-serviced areas within Cowra LGA.	Director Infrastructure & Operations
		E4.1.b	Deliver and promote clean town, villages and streetscapes.	Improve waste disposal and recycling options in streetscapes. Deliver and promote town and village cleanliness.	Director Infrastructure & Operations
		E4.1.c	Investigate installation of, and if feasible, install bottle recycling containers to the side of CBD waste bins.	Investigation undertaken and feasibility reported to council.	Director Infrastructure & Operations
	E4.2 Investigate requirements and implement Food Organic and Garden Organics (FOGO) system.	E4.2.a	Complete annual bin audits: Engage bin auditor to provide information on the make-up of the Cowra waste streams and estimate potential FOGO diversion quantities.	Bin audit completed and reported to Council.	Director Infrastructure & Operations
		E4.2.b	Investigate options for general waste bin sizes and collection frequency. Report models used to manage FOGO at other Councils and investigate opportunities within the MRF and in collaboration with external suppliers to manage and treat FOGO.	Investigations completed and reported to Council.	Director Infrastructure & Operations

Environmental Sustainability & Stewardship (Strategic Theme 7)						
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027				
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	
		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	
		E4.3	Work with the community to maximise recycling.	E4.3.a	Deliver recycling education program.	Promotion and education initiatives undertaken.
			E4.3.b	Participate in annual Netwaste "Waste to Art" program.	Event conducted with good community participation.	Director Infrastructure & Operations
			E4.3.c	Seek to reduce recycling contamination.	Continue to provide and promote recycling education. Investigate introduction of waste vouchers for zero contamination. Assess impacts of CDS operations and agreements. Continue to investigate options for the diversion of waste from landfill. Improve site management and pollution mitigation.	Director – Infrastructure & Operations
	E4.4	Source road making materials in an environmentally responsible manner.	E4.4.a	Operate Council quarries in accordance with all regulatory and legislative requirements.	Quarries operated with nil compliance breaches.	Director Infrastructure & Operations

Environmental Sustainability & Stewardship (Strategic Theme 7)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
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 Environmental Sustainability Committee, Netwaste and Council's biosecurity operations.	E5.1.a	Environmental Sustainability 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
		E5.1.b	Council continues to participate in Netwaste forums and initiatives.	Active participation.	Director – Infrastructure & Operations
		E5.1.c	Maintain a proactive and effective biosecurity operation.	Works undertaken in accordance with management plan.	Director – Infrastructure & Operations
		E5.1.d	Promote the Small Environmental Grants program.	Promotion undertaken.	Director - Environmental Services
E6. Build and promote Council's and the community's preparedness for, adaptability to and resilience to climate change and natural disaster impacts.	E6.1 Adopt and/or review plans to improve Council and community preparedness and response to climate change and natural disaster impacts.	E6.1.a	Local Emergency Management Committee (LEMC) continues to monitor and as required review plans for disaster preparedness and response.	LEMC meets regularly and plans are reviewed as required.	General Manager
		E6.1.b	Commence review of flood data for Cowra and Gooloogong townships.	Develop scope for review and seek funding for the work.	Director – Environmental Services

Reconciliation and Inclusion (Strategic Theme 8)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
R1. Foster reconciliation and connection with the local indigenous population. Respect, promote and protect Wiradjuri culture.	R1.1 Develop a Reconciliation Action Plan (RAP).	R1.1.a	Liaise with reconciliation Australia, local Wiradjuri community and wider community to progress development of Reconciliation Action Plan.	Demonstrated progress and meeting of milestones set by Reconciliation Australia.	General Manager
	R1.2 Respect and protect local culture.	R1.2.a	Review the First Nations Consultation Policy and First Nations Site Monitoring Procedures, and the list of those to be consulted.	Policy reviewed, updated and adopted.	Director – Environmental Services
		R1.2.b	Consult with the local Wiradjuri community on all development applications that have the potential to impact on Wiradjuri cultural heritage.	Undertake consultation in accordance with adopted First Nations Consultation Policy, Community Participation Plan and First Nations Site Monitoring Procedures.	Director – Environmental Services
		R1.2.c	Liaise with local Wiradjuri community and Cowra Local Aboriginal Land Council to discuss inclusion of Wiradjuri language in the Acknowledgement of Country at Council events.	Liaison undertaken and if approved changes implemented.	General Manager
	R1.3 Celebrate local culture.	R1.3.a	Support and participate in NAIDOC Week and other days of significance to the local First Nations community.	Support provided.	Director – Corporate Services
		R1.3.b	Work with the local Wiradjuri community and the Cowra Local Aboriginal Land Council on the Interpretation Centre in line with the Peace Precinct Masterplan.	Liaison undertaken and project progresses with approval from the local land council.	General Manager

Reconciliation and Inclusion (Strategic Theme 8)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
R2. Show leadership and promote actions that ensure all members of the community have an equal opportunity to participate fully within the community.	R2.1 Be a responsible employer committed to the principles of equal employment opportunity.	R2.1.a	Continue to explore options to increase employment opportunities for those groups identified in the EEO Management Plan.	Employment of target groups increased.	General Manager
		R3.1	Develop facilities, programs and services that increase ease of access within our community.		
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	R3.1.a	Maintain the Access Incentive Fund.	Fund maintained and opportunities publicised to relevant stakeholders.	Director – Environmental Services
		R3.1.b	Support co-location of adult change facility with inclusive playground.	Include consideration of adult change facility in planning for inclusive playground.	Director – Infrastructure & Operations
		R3.1.c	Subject to council approval, seek grant funding for modification of playgrounds to ensure equity in accessibility.	Council agreement sought and received and grant applications submitted.	Director – Infrastructure & Operations
		R3.1.d	Develop a mobility map to promote Cowra Shire’s public accessibility options.	Map developed.	Director – Environmental Services
		R3.1.e	Install public seating in the CBD along the northern and southern sides of Kendal Street between Macquarie and Brisbane Streets.	Review undertaken and seating installed.	Director – Environmental Services
		R3.1.f	Investigate and progress provision of an additional disabled carparking space on the northern side of Kendal Street in the area of the Westpac bank.	Investigation undertaken and if approved parking space established.	Director – Infrastructure & Operations

Reconciliation and Inclusion (Strategic Theme 8)					
COMMUNITY STRATEGIC PLAN 2025-2036	4 YEAR DELIVERY PROGRAM 2025-2026 to 2028-2029	1 YEAR OPERATIONAL PLAN 2026-2027			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
R4. Develop a community where people are welcomed from all walks of life..	R4.1 Improve how we welcome new residents to our community.	R4.1.a	Conduct welcome events for new residents.	Conduct one event per year.	General Manager

REVENUE POLICY

RATES & ANNUAL CHARGES 2026-2027

RATES & RATE PEGGING

Rates are levied under sections 494, 495 and 495A of the LG Act. IPART has imposed a 3.8% cap on rate increases for 2026-2027. The previous year's Base Amount and Ad Valorem charges are shown in brackets. The Land Values based as at 1st July 2025 are applicable.

ORDINARY RATES:

The ordinary rating structure for 2026-2027 is detailed below:

Rate Category	% of total Rate Yield	\$ to be raised by category	% to be raised by Base Amount	\$ to be raised by Base Amount	Number of Assessments	Base Amount	\$ to be raised by Ad Valorem	2025 Land Value	Ad Valorem cents in \$
Residential	3.89%	345,830	48	\$165,999	868	192	179,832	115,039,740	0.00156321
Village & Others						(188)			(0.00196476)
Residential - Cowra	26.15%	2,324,577	48	\$1,115,797	3,866	288	1,208,780	628,898,417	0.00192206
						(279)			(0.00231387)
Residential - Rural	8.74%	777,035	40	\$310,814	767	405	466,221	216,659,800	0.00215186
						(388)			(0.00242797)
Farmland	41.40%	3,679,403	20	\$735,881	1,448.00	508	2,943,523	2,095,667,580	0.00140458
						(488)			(0.00140845)
Business	19.53%	1,735,525	0	\$0	426	0	1,735,525	95,347,873	0.01820203
									(0.02359153)
Mining	0.29%	25,536	0	\$0	1	0	25,536	516,000	0.04948754
									(0.06861162)
	100.00%	\$8,887,906		\$2,328,490	7376		\$6,559,416	\$3,152,129,410	

LAND CATEGORIES:

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

FARMLAND: (SECTION 515)

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

RESIDENTIAL: (SECTION 516)

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

Council has three sub-categories for Residential being:

(I) RESIDENTIAL – COWRA:

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

(II) RESIDENTIAL – RURAL:

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

(III) RESIDENTIAL/VILLAGES AND OTHERS:

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

MINING: (SECTION 517)

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

BUSINESS: (SECTION 518)

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

WATER PRICING

PRICING

A 13.5% increase has been applied to the Residential Access Charge and Vacant Properties Access Charge. No increase has been applied to the Residential Usage Charge. Total income for the Residential category is forecast to increase by 4.3%.

A 3.8% increase has been applied to Water Pricing for the Non-Residential, Non-Residential – Industrial, Residential Raw Water, Non-Residential Raw Water, Nurseries and Education tariffs.

Residential		2025/2026	2026/2027
Access Charge	Meter Size	\$	\$
	20mm	307.00	348.00
	25mm	478.00	543.00
	32mm	787.00	893.00
	40mm	1,229.00	1,395.00
	50mm	1,920.00	2,179.00
Usage Charge	All Kilolitres	3.93	3.93

Non-Residential		2025/2026	2026/2027
Access Charge	Meter Size	\$	\$
	20mm	431.00	447.00
	25mm	673.00	699.00
	32mm	1,106.00	1,148.00
	40mm	1,728.00	1,794.00
	50mm	2,714.00	2,817.00
	65mm	3,026.00	3,141.00
	80mm	3,339.00	3,466.00
	100mm	5,216.00	5,414.00
	150mm	11,739.00	12,185.00
Usage Charge	All Kilolitres	3.03	3.15

Non-Residential - Industrial		2025/2026	2026/2027
Access Charge	Meter Size	\$	\$
	20mm	431.00	447.00
	25mm	673.00	699.00
	32mm	1,106.00	1,148.00
	40mm	1,728.00	1,794.00
	50mm	2,714.00	2,817.00
	80mm	3,339.00	3,466.00
	100mm	5,216.00	5,414.00
	150mm	11,739.00	12,185.00
Usage Charge	All Kilotres	1.20	1.25

Residential Raw Water		2025/2026	2026/2027
Access Charge	Meter Size	\$	\$
	20mm	431.00	447.00
	25mm	673.00	699.00
	32mm	1,106.00	1,148.00
	40mm	1,728.00	1,794.00
	50mm	2,714.00	2,817.00
	80mm	3,339.00	3,466.00
	100mm	5,216.00	5,414.00
	150mm	11,739.00	12,185.00
Usage Charge	All Kilotres	3.95	4.10

Non-Residential Raw Water		2025/2026	2026/2027
Access Charge	Meter Size	\$	\$
	20mm	431.00	447.00
	25mm	673.00	699.00
	32mm	1,106.00	1,148.00
	40mm	1,728.00	1,794.00
	50mm	2,714.00	2,817.00
	80mm	3,339.00	3,466.00
	100mm	5,216.00	5,414.00
	150mm	11,739.00	12,185.00
Usage Charge	All Kilolitres	2.42	2.51

Nurseries		2025/2026	2026/2027
Access Charge	Meter Size	\$	\$
	20mm	431.00	447.00
	25mm	673.00	699.00
	32mm	1,106.00	1,148.00
	40mm	1,728.00	1,794.00
	50mm	2,714.00	2,817.00
	80mm	3,339.00	3,466.00
	100mm	5,216.00	5,414.00
	150mm	11,739.00	12,185.00
Usage Charge	All Kilolitres	3.03	3.15

EDUCATION

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

- Cowra High School
- Mulyan Public School
- St Raphael’s School
- Holman Place School
- Cowra TAFE
- Gooloogong Public School
- Woodstock Public School
- Cowra Public School
- Koorawatha Public School
- Greenethorpe Public School
- MET School – Cowra Campus

Education		2025/2026	2026/2027
Access Charge	Meter Size	\$	\$
	20mm	431.00	447.00
	25mm	673.00	699.00
	32mm	1,106.00	1,148.00
	40mm	1,728.00	1,794.00
	50mm	2,714.00	2,817.00
	80mm	3,339.00	3,466.00
	100mm	5,216.00	5,414.00
	150mm	11,739.00	12,185.00
Usage Charge	All Kilolitres	3.03	3.15

WATER ACCESS CHARGE - REFUNDS

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

- Cowra Showground
- Cowra District Hospital

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

VACANT PROPERTIES – WATER

A \$348 access charge will be applied to all vacant unmetered properties as a contribution towards infrastructure costs.

Vacant Properties	2025/2026	2026/2027
	\$	\$
Access Charge	307.00	348.00

SEWERAGE SERVICE

Sewer charges to increase by 3.8%.

Residential	2025/2026	2026/2027
	\$	\$
Access Charge	891.00	925.00
Usage Charge	196.00	203.00

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

NON-RESIDENTIAL

Non-Residential Sewer Accounts will be charged on a user pays basis calculated on the total water consumption multiplied by a Sewerage Discharge Factor which identifies the percentage of water consumed that goes to the sewer. The following charges have been increased across the board by 3.8%. Non-Residential Sewer Charges are in addition to the Liquid Trade Waste charges set out on the Revenue Policy which are the specific Trade Wastes in the course of a business activity.

Non-Residential		2025/2026	2026/2027
Access Charge	Meter Size	\$	\$
	20mm	891.00	925.00
	25mm	918.00	953.00
	32mm	945.00	981.00
	40mm	974.00	1,011.00
	50mm	1,002.00	1,040.00
	65mm	1,018.00	1,057.00
	80mm	1,034.00	1,073.00
	100mm	1,065.00	1,105.00
	150mm	1,096.00	1,138.00
Usage Charge		1.01	1.05

VACANT PROPERTIES - SEWER

An \$925.00 Access Charge will be applied to all properties where sewer is available but not connected. This charge will be levied on the annual rate notice.

Vacant Properties	2025/2026	2026/2027
	\$	\$
Access Charge	891.00	925.00

WASTE CHARGES

DOMESTIC WASTE MANAGEMENT CHARGE

The domestic waste management charge is a single charge with two components being the 'garbage service' and the 'recycling service'. It is proposed to increase all charges by 3.8%.

Council has a strong commitment to a recycling program for the shire, to reduce the amount of waste material going to landfill at its Materials Recycling Facility and to maximise the sale of recyclable products. As a component of Council's waste management charges, Council will levy under Section 496 of the Local Government Act 1993, a recycling charge of \$153 for a fortnightly pickup service for a 240 litre recycling bin. That charge will be added to the garbage bin charge for each property depending upon whether they have a 240 litre \$681 or a 120/140 litre \$393 garbage bin service.

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

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

In accordance with Section 496 of the Local Government Act 1993, Council proposes to levy charges on properties for which the domestic waste service is available. For 2026-2027 the following charges are to be levied:

Domestic (Residential) Waste	2025/2026	2026/2027
	\$	\$
1 x 240 litre garbage bin (weekly pick-up) and	656.00	681.00
1 x 240 litre recycling bin (fortnightly pick-up)	147.00	153.00
Total	803.00	834.00
1 x 120 litre garbage bin (weekly pick-up) and	379.00	393.00
1 x 240 litre recycling bin (fortnightly pick-up)	147.00	153.00
Total	526.00	546.00

In accordance with Section 496 and having regard to the criteria in Section 539 of the 1993 Local Government Act, Council has reviewed the Domestic Waste Management (DWM) Charges for Vacant Land and has decided to charge \$0 for 2026-2027. The total revenue raised in 2026-2027 through Domestic Waste Management for vacant land will be \$0.

COMMERCIAL WASTE MANAGEMENT CHARGE

Council will levy under Section 501 of the 1993 Local Government Act, a Waste Management Charge on commercial properties for which a waste service is provided. For 2026-2027 the following charges have been increased by 3.8%

Commercial Waste Management Charge	2025/2026	2026/2027
	\$	\$
1 x 240 litre bin (1 pick-up per week)	656.00	681.00
1 x 120 litre bin (1 pick-up per week)	379.00	393.00

COMMERCIAL RECYCLING MANAGEMENT CHARGE

In addition to the above charge, Council will levy under Section 501 of the 1993 Local Government Act, a Commercial Recycling Management Charge which has been increased by 3.8%. A Commercial Recycling service will continue to be rolled out in 2026-2027 for all commercial properties wishing to utilise the service.

Commercial Recycling Management Charge	2025/2026	2026/2027
	\$	\$
1 x 240 litre recycling bin (1 pick-up per week)	298.00	309.00
Subsequent and additional bins	147.00	153.00

OTHER CHARGES AND REBATES

PENSIONER REBATES:

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

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

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

INTEREST – OVERDUE RATES & CHARGES

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

PRIVATE WORKS RATE

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

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

PROPOSED BORROWINGS

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

The following loans are proposed for 2026-2027:

Program	Loan Details	Fund	Budget Detail – Description	Amount
				\$
Art Gallery	New Loan	General	Proposed Loan - Building Upgrades - Stage I	175,977
Civic Centre	New Loan	General	Building Upgrades - Stage I	41,000
Plant & Depot Operations	New Loan	General	Depot Stage 3	850,000
Drainage	New Loan	General	West Cowra Drainage	365,000
Swimming Pool	New Loan	General	Pool Replacement	2,253,508
Aerodrome	New Loan	General	Building Upgrades – Stage I	25,000
Council Buildings & Structures Maintenance	New Loan	General	Building Upgrades – Stage I	518,360
Sewer	New Loan	Sewer	West Cowra Sewerage	11,055,37

FEES AND CHARGES

Council's fees and charges for 2026-2027 are historically based on the functions undertaken by Council over the full range of its activities.

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

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

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

Pricing policies are adopted as follows:

- Fees and charges for Council's business activities are set in accordance with the prevailing market to maximise Council's return and to be fair and reasonable.
- Fees and charges for community facilities such as swimming pools, civic centre, sporting fields and cemeteries are set at what Council considers to be a reasonable cost for users to bear, the balance being met from general revenues.
- Fees and charges fixed by legislation and regulations such as zoning certificates, building certificates and building approvals are

statutory charges.

- Fees and charges such as town planning consents, subdivision fees and dog registrations have maximum fees prescribed by regulation and Council, at its discretion, adopts amounts at or below the maximum fee prescribed.
- Section 94 contributions are fixed in accordance with the relevant Contribution Plan.
- Fees and charges for all other goods and services are fixed on a cost recovery basis.

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

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

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

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

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

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

Sales Yards Between 3.08% and 4.55%

Cemetery Between 3.1% and 3.9%

Sports field Hire Between 2.4% and 4.1%

Aerodrome Between 3.7% and 3.8%

2026/2027 REVENUE POLICY - FEES & CHARGES

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

Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027
GENERAL ADMINISTRATION					
<u>Miscellaneous Charges (including Interest on Overdue Rates)</u>					
INTEREST ON OVERDUE RATES & CHARGES					
Accrual of interest on Rates and Charges (refer s566 Local Government Act 1993)		N	2	10.5%	TBA
Fee incurred when a payment due to be made to Council via direct debit is dishonoured	Per dishonoured payment	N	I	New Charge	\$ 2.50
<u>Photocopying, Printing & Document Copies</u>					
PHOTOCOPYING					
• Photocopies - A4 black & white	Per copy	Y	I	\$ 1.00	\$ 1.00
• Photocopies - A3 black & white	Per copy	Y	I	\$ 2.00	\$ 2.00
• Photocopies - A4 colour	Per copy	Y	I	\$ 1.50	\$ 1.50
• Photocopies - A3 colour	Per copy	Y	I	\$ 2.50	\$ 2.50
• Plan Copies - AO size	Per copy	Y	I	\$ 16.00	\$ 16.00
• Plan Copies - A1 size	Per copy	Y	I	\$ 15.00	\$ 15.00
• Plan Copies - A2 size	Per copy	Y	I	\$ 12.00	\$ 12.00
• Large documents	Per document	Y	I	POA	POA
MAP PRODUCTION					
• Coloured A1 & AO maps – plan printer	Per copy	Y	I	\$ 60.00	\$ 60.00
• Black and white A1 & AO maps – plan printer	Per copy	Y	I	\$ 40.00	\$ 40.00
• Coloured A2 & A3 maps – plan printer	Per copy	Y	I	\$ 40.00	\$ 40.00
• Black and white A2 & A3 maps – plan printer	Per copy	Y	I	\$ 21.00	\$ 21.00
• Coloured A4 maps – laser printer	Per copy	Y	I	\$ 2.20	\$ 2.20
DOCUMENT COPIES					
Rate Notice Copies	Per rate year	Y	I	\$ 6.50	\$ 6.50
PUBLICATION DOCUMENTS					
- Operational Plan - Delivery Program - Annual Report - Annual Financial Statements	Per document – hard copy	Y	I	\$ 25.00	\$ 25.00
PUBLIC DOCUMENTS - ENVIRONMENTAL SERVICES					
Swimming Pool Resuscitation Chart	Each	Y	I	\$ 26.00	\$ 26.00
<u>Document Lodging and Transmission</u>					
SCANNING AND EMAILING					
First Page	Per page	Y	I	\$ 4.50	\$ 4.50

Code for Fees and Charges						
Charge set by Council						1
Charge set by Statute						2
Maximum charge set by statute and Council charges less than maximum						3
Charge set by Council in accordance with statutory guidelines						4
Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027	
Subsequent Pages	Per page	Y	I	\$ 0.40	\$ 0.40	
ELECTRONIC LODGEMENT						
• A4 or less per page	Per sheet	Y	I	\$ 3.00	\$ 3.00	
• A3 or larger per page	Per sheet	Y	I	\$ 25.00	\$ 25.00	
Laminating Maps and Plans						
• AO (per sheet)	Each	Y	I	\$ 30.00	\$ 30.00	
• A1 (per sheet)	Each	Y	I	\$ 25.00	\$ 25.00	
• A2 (per sheet)	Each	Y	I	\$ 15.00	\$ 15.00	
• A3 (per sheet)	Each	Y	I	\$ 10.00	\$ 10.00	
• A4 (per sheet)	Each	Y	I	\$ 9.00	\$ 9.00	
Rates and Charges Certificate (Section 603)						
• Section 603 Certificate	Per certificate	N	2	\$ 100.00		TBA
• Section 603 Certificate – urgent 1 day processing additional fee	Per certificate	Y	I	\$ 50.00	\$ 50.00	
Government Information (Public Access)						
ACCESS TO RECORDS BY PERSON REGARDING THEIR PERSONAL AFFAIRS						
Application Fee - Includes up 20hrs processing time	Per application	N	2	\$ 30.00		TBA
Per hour of employee time after 20hrs	Per application /Per hour	N	2	\$ 30.00		TBA
ACCESS BY PERSONS OR CORPORATIONS REGARDING NON-PERSONAL AFFAIRS						
Application Fee - Includes the 1st hour of employee time	Per application	N	I	\$ 30.00	\$ 30.00	
Processing charge after the first hour	Per hour	N	I	\$ 30.00	\$ 30.00	
Internal Review of Refusal of Access	Per application	N	I	\$ 45.00	\$ 45.00	
Records Search fee						
Records search fee including minor photocopying, scanning and printing	Per Search	Y	I	\$ 35.00	\$ 35.00	
Classification of Public Land						
Section 54 Certificate - Local Government Act 1993, Classification of public land application fee	Per application	N	I	\$ 75.00	\$ 75.00	
ROADS						
Roads Fees (Section 138)						
Section 138 Application fee (Traffic Control Plan is supplied by applicant)	Per application	N	I	\$ 198.00	\$ 206.00	
Section 138 Application fee (erect minor structures and perform works within the road where a standard Traffic Control Plan supplied by Council can be utilised)	Per application	N	I	\$ 70.00	\$ 73.00	
Section 138 Application fee (when TCP is to be designed by Council)	Per application	N	I	\$ 545.00	\$ 566.00	

Code for Fees and Charges						
Charge set by Council						1
Charge set by Statute						2
Maximum charge set by statute and Council charges less than maximum						3
Charge set by Council in accordance with statutory guidelines						4
Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027	
Section 138 Application - additional urgent processing fee (where permit is required within two days from application)	Per application	N	I	\$ 124.00	\$ 129.00	
Section 138 Application - re-inspection fee	Per application	N	I	\$ 86.00	\$ 89.00	
Section 138 Application for retrospective approval	Per application	N	I	\$ 630.00	\$ 654.00	
RENT OF UNUSED PUBLIC ROADS						
Fees will vary depending on the size, value and use of the land. Licence maximum 5 years.						
Application Fee	Each	Y	I	\$ 177.00	\$ 184.00	
Advertising fee	Each	Y	I	\$ 145.00	\$ 151.00	
Notification fee	Each	Y	I	\$ 145.00	\$ 151.00	
Annual rent fee	Per road	Y	I	Annual increase by Rate Pegging percentage	Annual increase by Rate Pegging percentage	
Traffic Control Plan						
Prepare and Print Traffic Control Plan (TCP)	Each	Y	I	\$ 337.00	\$ 350.00	
Roads - Public Events						
Road Event Permit (Roads Act 1993 - Div. 4, CI 144)	Each	Y	I	\$ 137.00	\$ 142.00	
Resident notification for road event	Each	Y	I	\$ 477.00	\$ 495.00	
Road Closures						
Stage 1 - Application Fee (non-refundable) Road Closure – Council Road (includes initial investigation, status check & administration costs including Council Report & Notification process)	Per application	N	I	POA	\$ 1,800.00	
Stage 2 Formal Road Closure Fee (non-refundable) – Processing finalisation of road closure	Per application	N	I	New charge	\$ 1,500.00	
Survey, valuation and legal expenses	Per application	Y	I	At cost	At cost	
Fees to other authorities and government departments	Per application	Y	I	At cost	At cost	
Note: Application does not include purchase price.						
Roads - Public Gates						
Application for approval	Per application	N	I	\$ 184.00	\$ 191.00	
Annual Renewal	Each	N	I	\$ 124.00	\$ 129.00	
Construction/Maintenance Bond	Each	N	I	\$ 5,624.00	\$ 5,838.00	
CROWN RESERVES MANAGED BY COUNCIL						
Native Title assessment of proposed future act	Each	Y	I	\$292.00 per hour (Minimum \$1,000)	\$303.00 per hour (Minimum \$1,000)	
HOIST GOODS OVER PUBLIC ROAD						

Code for Fees and Charges					
Charge set by Council					1
Charge set by Statute					2
Maximum charge set by statute and Council charges less than maximum					3
Charge set by Council in accordance with statutory guidelines					4
Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027
Swing or hoist goods across or over any part of a public road by means of a lift, hoist or tackle projecting over the footway	Per approval	N	I	\$ 332.00	\$ 345.00
ENVIRONMENTAL SERVICES					
Approval Fees (Local Government Act)					
APPLICATION FEE FOR APPROVALS UNDER SECTION 68					
Solid Fuel Heating Appliance Approval Application fee	Per application	N	I	\$ 330.00	\$ 343.00
AMUSEMENT DEVICES (SHOWS, FAIRS, FUNCTIONS)					
All amusement devices	Per device	N	I	\$ 62.00	\$ 64.00
Inspection fee	Per inspection	N	I	\$ 210.00	\$ 218.00
INSTALL MOVEABLE DWELLING					
Install a manufactured home, moveable dwelling or associated structure in caravan park, manufactured home estate or the like and where existing development consent for such purpose is in place.	Per approval	N	I	\$ 535.00	\$ 555.00
Install a manufactured home, moveable dwelling or associated structure on land other than caravan park or manufactured home estate or the like.	Per approval	N	I	\$ 1,250.00	\$ 1,298.00
Modification to manufactured home, moveable dwelling or associated structure on land other than caravan park or manufactured home estate or the like	Per approval	N	I	50% of original fee	50% of original fee
Inspection fee	Per inspection	N	I	\$ 210.00	\$ 218.00
INSTALL TEMPORARY STRUCTURE					
Install a temporary structure on land	Per approval	N	I	\$ 330.00	\$ 343.00
Inspection fee	Per inspection	N	I	\$ 210.00	\$ 218.00
AWNINGS					
Expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road	Per approval	N	I	\$ 330.00	\$ 343.00
Annual approval fee for existing approval to expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road	Per approval	N	I	\$ 71.00	\$ 74.00
Inspection fee	Per inspection	N	I	\$ 210.00	\$ 218.00
FOOTPATH DINING					
Engage in a trade or business on community land application fee e.g. footpath dining, display goods for sale, portable signage	Per application	N	I	\$ 330.00	\$ 343.00

Code for Fees and Charges					
Charge set by Council					1
Charge set by Statute					2
Maximum charge set by statute and Council charges less than maximum					3
Charge set by Council in accordance with statutory guidelines					4
Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027
Annual renewal fee for existing approval to engage in a trade or business on community land.	Per year	N	I	\$ 71.00	\$ 74.00
Inspection fee	Per inspection	N	I	\$ 210.00	\$ 218.00
Please note: All footpath dining fees are waived until 1st January 2027.					
WASTE STORAGE CONTAINER					
Place a waste storage container in a public place - application fee	Per application	N	I	\$ 330.00	\$ 343.00
BUSKING					
Play a musical instrument or sing on community land for fee or reward -application fee	Per application	N	I	\$ 31.00	\$ 32.00
CARAVAN PARK/MANUFACTURED HOME ESTATE APPROVAL FEES					
Minimum fee	Each	N	I	\$ 210.00	\$ 218.00
Application for Approval – per site	Per site	N	I	\$ 13.00	\$ 13.50
Renewal fee – per site	Per site	N	I	\$ 8.00	\$ 8.30
Annual Compliance Inspection – per site	Per site	N	I	\$ 8.00	\$ 8.30
Inspection other than annual inspection including reinspection for non compliance – per half hour or part thereof	Per 1/2 hour of inspection	N	I	\$ 210.00	\$ 218.00
PLUMBING AND DRAINAGE					
Plumbing and Drainage Approval Permit - includes one inspection	Per approval	N	I	\$ 330.00	\$ 343.00
Plumbing and Drainage Approval Permit - minor alterations and repairs	Per approval	N	I	\$ 71.00	\$ 74.00
Inspection fee	Per inspection	N	I	\$ 210.00	\$ 218.00
ON-SITE SEWERAGE MANAGEMENT SYSTEMS					
Application to install new OSSM - includes one inspection	Per application	N	I	\$ 330.00	\$ 343.00
Alteration to Existing Approved On-Site Sewerage Management	Per application	N	I	\$ 71.00	\$ 74.00
Application for Approval to Operate Existing On-Site Sewerage Management	Per application	N	I	\$ 71.00	\$ 74.00
Registration of existing approved On-Site Sewerage Management	Per application	N	I	\$ 71.00	\$ 74.00
Inspection fee to verify compliance of existing system and/or additional inspections	Per inspection	N	I	\$ 210.00	\$ 218.00
ADDITIONAL INSPECTION FEE					
Additional inspection fee for compliance inspections relating to Section 68 approvals	Per inspection	N	I	\$ 210.00	\$ 218.00
MORTUARY/UNDERTAKERS					
Application to Operate a Mortuary/Undertakers Business	Per application	N	I	\$ 330.00	\$ 343.00
Inspection fee	Per inspection	N	I	\$ 210.00	\$ 218.00
OTHER					
Other S68 Approval not listed	Per application	N	I	\$ 330.00	\$ 343.00
Modification of application for S68 Approval (other than moveable/transportable dwelling)	Per application	N	I	\$ 57.00	\$ 59.00
Inspection fee	Per inspection	N	I	\$ 210.00	\$ 218.00
Miscellaneous Environmental Service Fees					

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

Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027
SECTION 608 FEE FOR ADVICE/SERVICE					
Fee for Advice/Service	Per service	Y	I	\$ 137.00	\$ 142.00
Fee for Service (inspection required)	Per inspection	Y	I	\$ 210.00	\$ 218.00
File Retrieval/Inspection Fee	Per retrieval or inspection	Y	I	\$ 36.00	\$ 37.00
DRAINAGE DIAGRAMS					
Solicitor enquiries	Per property	N	I	\$ 130.00	\$ 135.00
Urgency fee	Per property	N	I	\$ 75.00	\$ 78.00
Reinspection fee (of works)	Per property	N	I	\$ 75.00	\$ 78.00
Reinspection fee (due to no access)	Per property	N	I	\$ 130.00	\$ 135.00
Copy of Drainage Diagram for building purposes	Per property	Y	I	\$ 75.00	\$ 78.00
RURAL ADDRESSING					
Rural Addressing Application including one plate	Each	Y	I	\$ 137.00	\$ 142.00
Rural Addressing additional plate	Each	Y	I	\$ 52.00	\$ 54.00
FOOD SERVICES					
Food Premises Annual Administration Fee (only where inspection of premises carried out)	Per annum	N	3	\$ 88.00	TBA
Inspection Fee (minimum charge half hour)	Per hour	N	3	\$ 284.00	TBA
Re-inspection	Per re-inspection	N	3	\$ 147.00	TBA
Improvement notice fee	Per notice	N	2	\$ 330.00	TBA
Mobile food premises annual registration and inspection fee	Per hour	N	3	\$ 193.00	TBA
PUBLIC HEALTH ACT					

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

Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027
Compliance inspection fee for premises regulated under Public Health Act. E.g. skin penetration premises, cooling tower systems, hairdressers and barbers Skin Penetration Premises and Procedures are defined as places where any of the following procedures (whether medical or not) are undertaken: • Acupuncture • Tattoos • Body piercing • Hair removal (including waxing, electrolysis etc) • Micro-dermabrasion • Cuticle cutting • Razor scrapping • Semi-permanent makeup • Or any beauty treatment that involves the deliberate removal of the skin Such premises are regulated under the provisions of the Public Health Act 2010.	Per inspection	N	1	\$ 210.00	\$ 218.00
Annual inspection of hairdresser premises	Per inspection	N	1	\$ 102.00	\$ 106.00
Notification of skin penetration premises	Per application	N	2	\$ 105.00	\$ 105.00
Notification of installation of water-cooling and warm-water systems	Per application	N	2	\$ 120.00	\$ 120.00
Notification of public swimming pools and spas	Per application	N	2	\$ 105.00	\$ 105.00
Testing of commercial swimming pools	Per test	N	1	POA	POA
Testing of private drinking water supplies	Per test	N	1	POA	POA
Improvement notice or prohibition order given to occupier of premises at which there is a regulated system	Per notice / order	N	2	TBA	\$ 665.00
Improvement notice or prohibition order in any other case	Per notice / order	N	2	TBA	\$ 309.00
Reinspection of premises subject to prohibition order	Per hour	N	2	\$ 255.00	\$ 255.00
SWIMMING POOLS - ACT 1992					
Clause 22 - Exemption Application	Per application	Y	2	\$ 250.00	\$ 250.00
Clause 22D - Application for Certificate of Compliance:					
• First inspection since person became the owner	Per inspection	Y	2	\$ 150.00	\$ 150.00
• Subsequent inspections after the first inspection since the person became the owner	Per inspection	Y	2	\$ 100.00	\$ 100.00
• First inspection since a certificate of compliance in relation to the premises ceased to be valid	Per inspection	Y	2	\$ 150.00	\$ 150.00
• Subsequent inspections since a certificate of compliance in relation to the premises ceased to be valid	Per inspection	Y	2	\$ 100.00	\$ 100.00

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

Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027
Registration of a swimming pool or spa	Per application	Y	2	\$ 10.00	\$ 10.00
Animals - Companion Animals Act					
ANIMAL REGISTRATION					
Dog - desexed by relevant age	Per animal	N	2	\$ 80.00	TBA
Dog - desexed by relevant age - owned by eligible pensioner	Per animal	N	2	\$ 35.00	TBA
Dog - desexed - sold by pound/shelter	Per animal	N	2	No Charge	TBA
Dog - not desexed or desexed after relevant age	Per animal	N	2	\$ 189.00	TBA
Dog - not desexed due to medical condition, or owned by a recognised breeder	Per animal	N	2	\$ 80.00	TBA
Assistance animals, working dogs, and dogs in service of the State	Per animal	N	2	No Charge	TBA
Cat - desexed or not desexed	Per animal	N	2	\$ 70.00	TBA
Cat - desexed or not desexed - owned by eligible pensioner	Per animal	N	2	\$ 35.00	TBA
Cat - desexed - sold by pound/shelter	Per animal	N	2	No Charge	TBA
Registration late fee	Per animal	N	2	\$ 23.00	TBA
NOTE:					
• Dogs only need to be microchipped and registered if they have been purchased or born since 1 July 1999					
• Assistance Animals are required to be microchipped and registered but there is no registration fee					
• Working dogs are not required to be microchipped and registered but it is recommended for the protection of the dog					
• Greyhounds registered with the Greyhound Racing Authority Act 1985 are not required to be microchipped and registered but it is recommended for the protection of the dog					
ANNUAL PERMIT					
Cat not desexed by four months of age	Per animal	N	2	\$ 99.00	TBA
Dangerous dog	Per animal	N	2	\$ 236.00	TBA
Restricted dog	Per animal	N	2	\$ 236.00	TBA
Permit late fee	Per animal	N	2	\$ 23.00	TBA
OTHER					
Dangerous/Restricted Dog Sign	Per sign	Y	1	\$ 31.00	\$ 32.00
Dangerous/Restricted Dog Collar:					
• Small - 25mm x 450mm	Per collar	Y	1	\$ 44.00	\$ 46.00
• Medium - 40mm x 530mm	Per collar	Y	1	\$ 50.00	\$ 52.00
• Large - 50mm x 650mm	Per collar	Y	1	\$ 56.00	\$ 58.00
• X-Large - 50mm x 850mm	Per collar	Y	1	\$ 64.00	\$ 66.00
Compliance Certificate Dangerous/Restricted Dog Enclosure	Per animal	N	1	\$ 163.00	\$ 169.00
POUND RELEASE FEES					
Cat Traps (50% of fee is refundable upon return of the cage in a clean and operational condition)	Per trap	Y	1	\$ 91.00	\$ 94.00

Code for Fees and Charges						
Charge set by Council						1
Charge set by Statute						2
Maximum charge set by statute and Council charges less than maximum						3
Charge set by Council in accordance with statutory guidelines						4
Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027	
Dog/Cat (first time)	Per animal	N	I	\$ 19.00	\$ 19.70	
Second or subsequent time in a 12 month period	Per animal	N	I	\$ 36.00	\$ 37.00	
Sustenance per day impounded-Dog/Cat	Per animal per day	N	I	\$ 15.00	\$ 15.60	
Conveyance of animals to pound	Per animal	N	I	At cost	At cost	
Microchip fee (cat/dog) - excluding registration	Per animal	N	I	\$ 55.00	\$ 57.00	
Microchip fee (cat/dog) - excluding registration - performed by vet	Per animal	N	I	As per vet - full cost recovery	As per vet - full cost recovery	
Surrender fee (dog)	Per animal	N	I	\$ 95.00	\$ 99.00	
Surrender fee (cat)	Per animal	N	I	\$ 62.00	\$ 64.00	
Adoption - Companion Animal - Cat (includes vaccination, worming, flea treatment, microchipping & desexing; Registration is free of charge)	Per animal	N	I	\$ 250.00	\$ 260.00	
Adoption - Companion Animal - Dog (includes vaccination, worming, flea treatment, microchipping & desexing; Registration is free of charge)	Per animal	N	I	\$ 450.00	\$ 467.00	
Public Spaces (Unattended Property) Act 2021						
Large Animals	Per animal	N	I	\$ 88.00	\$ 91.00	
Sheep, goats, pigs & similar size animals	Per animal	N	I	\$ 19.00	\$ 19.70	
Sustenance per day impounded - horses & cattle	Per animal per day	N	I	At cost	At cost	
Sustenance per day impounded - sheep, goats, pigs	Per animal per day	N	I	At cost	At cost	
Conveyance of animals to pound	Per animal	N	I	At cost	At cost	
Release impounded shopping trolleys	Per trolley	N	I	\$ 73.00	\$ 76.00	
Release items other than livestock (miscellaneous)	Per item	N	I	\$ 11.00	\$ 11.40	
Vehicle Impounding Fee	Per vehicle	N	I	\$520.00 plus cost of towing	\$540.00 plus cost of towing	
Vehicle Impounding Fee - subsequent offence	Per vehicle	N	I	\$740.00 plus cost of towing	\$768.00 plus cost of towing	
For release of article (not a vehicle)	Per article	N	I	\$ 73.00	\$ 76.00	
Protection of the Environment - Operations Act 1997						
Administrative cost of prepare and giving clean up notice Clause 94	Per notice	N	2	\$ 821.00	\$ 840.00	
Administrative cost of prepare and giving prevention notice Clause 100	Per notice	N	2	\$ 821.00	\$ 840.00	
Administrative cost of prepare and giving noise control notice Clause 267A	Per notice	N	2	\$ 821.00	\$ 840.00	
Building (Environmental Planning and Assessment)						

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

Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027
DEVELOPMENT APPLICATION FEES					
Development involving the erection of a building, the carrying out of work or the demolition of a work or a building based on estimated cost of development. Based on cost of works as determined under Clause 251 EPAR (2021).					
Minor work under \$5000	Per application	N	2	\$ 147.00	TBA
\$5,001–\$50,000	Per application	N	2	\$226, plus an additional \$3 for each \$1,000 (or part of \$1,000) over \$5,000	TBA
\$50,001–\$250,000	Per application	N	2	\$469 plus an additional \$3.64 for each \$1,000 (or part of \$1,000) over \$50,000	TBA
\$250,001–\$500,000	Per application	N	2	\$1,544 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) over \$250,000	TBA
\$500,001–\$1,000,000	Per application	N	2	\$2,325 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) over \$500,000	TBA

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

Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027
\$1,000,001–\$10,000,000	Per application	N	2	\$3,483 plus an additional \$1.44 for each \$1,000 (or part of \$1,000) over \$1,000,000	TBA
More than \$10,000,000	Per application	N	2	\$21,146 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) over \$10,000,000	TBA
Outdoor Advertisement	Per application	N	2	\$379 including one advertisement plus \$93 for each additional advertisement	TBA
Dwelling House \$100,000 or less - maximum fee payable	Per application	N	2	\$ 606.00	TBA
Additional fee for a DA or modification application that is referred to a Design Review Panel for advice	Per application	N	2	\$ 3,996.00	TBA
Development being change of use (NOT involving the erection of a building, NOT involving the carrying out of a work, NOT involving the subdivision of land or NOT involving the demolition of a building or work)	Per application	N	2	\$ 379.00	TBA
SUBDIVISION FEES					
Subdivision of land involving opening of public road	Per application	N	2	\$ 885.00	TBA
Plus per each additional lot created	Per application	N	2	\$ 65.00	TBA
Subdivision of land not involving opening of public road	Per application	N	2	\$ 440.00	TBA
Plus per each additional lot created	Per application	N	2	\$ 53.00	TBA
Subdivision of land for Strata Title	Per application	N	2	\$ 440.00	TBA
Plus per each additional lot created	Per application	N	2	\$ 65.00	TBA

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

Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027
NOTE: For example, a plan of subdivision that provides for 5 lots over land that has previously comprised 2 lots will result in the creation of 3 additional lots, and so attract a fee that includes a base amount of \$833 or \$414, as the case requires, together with a further amount of \$65 or \$53, as the case requires, for each of the 3 additional lots.					
Subdivision Certificate Application	Per application	N	I	\$ 236.00	\$ 245.00
Plus per each additional lot created	Per lot per application	N	I	\$ 29.50	\$ 30.60
Signing of Plans of Consolidation & other plans not requiring Subdivision Certificate	Per plan	N	I	\$ 236.00	\$ 245.00
COMPLIANCE CERTIFICATE FEES (INCLUDING SUBDIVISION)					
per inspection required determined by PCA					
1. Water	Per certificate / inspection	Y	I	\$ 91.00	\$ 94.00
2. Sewer	Per certificate / inspection	Y	I	\$ 91.00	\$ 94.00
3. Roads, kerb & gutter, Footpath	Per certificate / inspection	Y	I	\$ 91.00	\$ 94.00
4. Access	Per certificate / inspection	Y	I	\$ 91.00	\$ 94.00
5. Drainage	Per certificate / inspection	Y	I	\$ 91.00	\$ 94.00
FEES FOR ADVERTISING OF DEVELOPMENT					
Advertising Fee for Designated Development	Per application	N	2	\$ 2,957.00	TBA
Advertising Fee for Advertised Development Note: Consent authority must refund so much of the fee paid under this clause as is not spent in giving notice.	Per application	N	3	At cost, to a maximum of \$1,438	TBA
Advertising fee for development for which an environmental planning instrument or development control plan requires notice to be given	Per application	N	3	At cost, to a maximum of \$1,438	TBA
Advertising Fee for Prohibited Development	Per application	N	2	\$ 1,472.00	TBA
Giving of notice for other development for which a community participation plan requires notice to be given	Per application	N	2	\$ 1,472.00	TBA
Giving of notice for nominated integrated development, threatened species development or Class I aquaculture development	Per application	N	2	\$ 1,472.00	TBA
Neighbour notification of Development where Advertising is not required	Per Application	N	3	\$ 134.00	TBA
ADDITIONAL FEES FOR APPROVALS REQUIRING REFERRAL					

Code for Fees and Charges						
Charge set by Council						1
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Charge set by Council in accordance with statutory guidelines						4
Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027	
Designated Development additional fee (in addition to DA fee and other applicable fees)	Per certificate / inspection	N	2	\$ 1,226.00	TBA	
Additional fee for application requiring Concurrence Referral	Per concurrence	N	2	\$ 187.00	TBA	
Concurrence fee payable to a Concurrence Authority	Per concurrence	N	2	\$ 426.00	TBA	
Additional fee for application requiring Integrated Referral	Per integrated approval	N	2	\$ 187.00	TBA	
Integrated Authority approval fee payable to Integrated Approval Authority	Per integrated approval	N	2	\$ 426.00	TBA	
Additional fee for development application that is referred to design review panel for advice	Per referral	N	2	\$ 3,996.00	TBA	
FEE FOR APPLICATION TO REVIEW DEVELOPMENT APPLICATION DETERMINATION UNDER Part 8 of EPAA						
Development involving the erection of a building, the carrying out of work or the demolition of a work or a building based on estimated cost of development. Based on cost of works as determined under Clause 251 of Environmental Planning and Assessment Regulation 2021.						
Up to \$5,000	Per application	N	2	\$ 73.00	TBA	
\$5,001–\$250,000	Per application	N	2	\$114 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) over \$5,000	TBA	
\$250,001–\$500,000	Per application	N	2	\$666 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) over \$250,000	TBA	

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027
\$500,001–\$1,000,000	Per application	N	2	\$948 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) over \$500,000	TBA
\$1,000,001–\$10,000,000	Per application	N	2	\$1,314 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) over \$1,000,000	TBA
More than \$10,000,000	Per application	N	2	\$6,310 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) over \$10,000,000	TBA
Appeal against determination of modification under section 8.9 of the Act	Per application	N	2	50% of the original DA fee paid	TBA
Review change of use application	Per application	N	2	50% of the original DA fee paid	TBA
Application for review of development application not involving the erection of a building, the carrying out of work or the demolition of a work or building under section 8.3 of the Act	Per application	N	2	50% of the original DA fee paid	TBA
Review of Development Application for Dwelling House <\$100,000	Per application	N	2	\$ 253.00	TBA

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027
Additional amount if notice of the application is required to be given under section 8.3 of the Act	Per application	N	2	\$ 826.00	TBA
REVIEW OF DECISION TO REJECT DEVELOPMENT APPLICATION					
If estimated cost of DA is less than \$100,000	Per application	N	2	\$ 73.00	TBA
If estimated cost of DA is from \$100,000 to \$1,000,000	Per application	N	2	\$ 199.00	TBA
If estimated cost of DA is more than \$1,000,000	Per application	N	2	\$ 332.00	TBA
FEE FOR APPLICATION TO MODIFY A CONSENT FOR LOCAL DEVELOPMENT					
Modification for Dwelling house <\$100,000	Per application	N	2	\$ 253.00	TBA
Modifications involving minor error, misdescription or miscalculation 4.55(1)	Per application	N	2	\$ 94.00	TBA
Application for modifications involving minimal environmental impact and the development to which the consent as modified relates is substantially the same development as the development for which the consent was originally granted 4.55(1A) or 4.56(1)	Per application	N	2	\$858 or 50% of the fee for the original development application fee, whichever is the lesser	TBA
Application for modification which, in the opinion of the consent authority, is not of minimal environmental impact. Where the original fee for the original application was less than \$100 4.55(2) or 4.56(1)	Per application	N	2	50% of original fee	TBA
Application for modification which, in the opinion of the consent authority, is not of minimal environmental impact. Where the original fee for the original application was more than \$100 and does not involve the erection of a building, the carrying out of work or the demolition of a work or building 4.55(2) or 4.56(1)	Per application	N	2	50% of original fee	TBA
Application for modification which, in the opinion of the consent authority, is not of minimal environmental impact. Where the original fee for the original application was more than \$100 and the original development application involved the erection of a dwelling house with an estimated cost of \$100,000 or less 4.55(2) or 4.56(1)	Per application	N	2	\$ 252.00	TBA
Modification application under the Act, section 4.55(2) or 4.56(1) that does not, in the consent authority's opinion, involve minimal environmental impact, if the fee for the original application was 1 fee unit or more and the application relates to an original development application, other than an original development application specified in item 4.3 or 4.4, with an estimated cost of development of—					
Up to \$5,000		N	2	\$ 73.00	TBA

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

Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027
\$5,001–\$250,000	Per application	N	2	\$112 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) over \$5,000	TBA
\$250,001–\$500,000	Per application	N	2	\$666 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) over \$250,000	TBA
\$500,001–\$1,000,000	Per application	N	2	\$949 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) over \$500,000	TBA
\$1,000,001–\$10,000,000	Per application	N	2	\$1,314 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) over \$1,000,000	TBA

Code for Fees and Charges						
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Charge set by Statute						2
Maximum charge set by statute and Council charges less than maximum						3
Charge set by Council in accordance with statutory guidelines						4
Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027	
More than \$10,000,000	Per application	N	2	\$6,310 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) over \$10,000,000	TBA	
Plus an additional amount if notification or advertising of the modification is required to be given under section 4.55(2) or 4.56(1) of the EPAA	Per application	N	2	\$ 886.00	TBA	
Plus an additional fee if the modification application is accompanied by statement of qualified designer	Per application	N	2	\$ 1,012.00	TBA	
Plus an additional fee if the modification application is referred to design review panel for advice	Per application	N	2	\$ 3,995.00	TBA	
Plus an additional fee for modification of consent for residential apartment buildings where Clause 102 EPAR 2021 applies	Per application	N	2	\$ 1,012.00	TBA	
COMPLYING DEVELOPMENT CERTIFICATE (CDC) ASSESSMENT FEE						
Complying Development Certificate fee	Per certificate	Y	I	\$196.00 plus equivalent CC fees	\$203.00 plus equivalent CC fees	
Administration Fee - Charged for assessment of the Complying Development Certificate (CDC) if it is withdrawn.	Per withdrawn certificate	Y	I	\$ 135.00	\$ 140.00	
If the CDC is refused then all fees will be retained.						
COMPLYING DEVELOPMENT MODIFICATION FEE						
Complying Development Certificate Modification Fee	Per certificate	Y	I	50% of original fee	50% of original fee	
CONSTRUCTION CERTIFICATE ASSESSMENT FEE						
Base fee - cost up to \$5,000	Per certification	Y	I	\$ 131.00	\$ 136.00	
• Plus each additional \$1,000 over \$5,000 up to \$100,000	Per \$1,000	Y	I	\$ 8.57	\$ 8.90	
• Plus each additional \$1,000 over \$100,000 up to \$250,000	Per \$1,000	Y	I	\$ 4.38	\$ 4.55	
• Plus each additional \$1,000 over \$250,000	Per \$1,000	Y	I	\$ 2.30	\$ 2.39	
CONSTRUCTION CERTIFICATE MODIFICATION FEE						
Minor amendment	Per application	Y	I	\$ 130.00	\$ 135.00	
All other amendments	Per application	Y	I	50% of original fees with a minimum charge of \$187.50	50% of original fees with a minimum charge of \$195.00	
INSPECTION FEES						

Code for Fees and Charges						
Charge set by Council						1
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Maximum charge set by statute and Council charges less than maximum						3
Charge set by Council in accordance with statutory guidelines						4
Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027	
Inspection fee (where Council is nominated as the Principal Certifying Authority by the applicant at the time of submission of application. Inspection fee charged per mandatory inspection and occupation certificate)	Per inspection	Y	I	\$ 210.00	\$ 218.00	
Inspection carried out on behalf of PCA (excludes Occupation Certificate - refer to Occupation Certificate Fee)	Per inspection	Y	I	\$ 400.00	\$ 415.00	
Note 1: Guideline for charging at CC lodgement stage: Base charge 5 inspections plus Occupation certificate fee for class 1 buildings new single level dwelling, dwelling additions and the like. Base charge 2 inspections plus Occupation Certificate for class 10 buildings garage carport, swimming pools and the like. Commercial and industrial buildings charge base 5 plus OC. Note: Additional inspection fees may be charged over and above base number per inspection.						
Note 2: Where inspector arrives on site at appointed time and job is not ready for inspection or does not comply, an additional inspection fee will be charged for the reinspection.						
OCCUPATION CERTIFICATE FEE						
Applies when Council is not the original PCA relating to the development & includes guidance with procedure change PCA	Per application	Y	I	\$ 999.00	\$ 1,037.00	
ADMINISTRATION FEE FOR UNAUTHORISED DEVELOPMENT (Additional to DA, CC, OC, Inspection & Building Information Certificate Fees)						
Class 10 Buildings and minor additions to Class 1a buildings i.e. carport, pool, garages, decks, single room	Per development	Y	I	\$ 650.00	\$ 675.00	
Class 2 - 9 buildings and larger additions to Class 1a Buildings i.e. larger residential additions, commercial and industrial development	Per development	Y	I	\$ 1,300.00	\$ 1,349.00	
PLANNING PROPOSAL						
Pre-lodgement consultation	Per proposal	N	I	No Charge	No Charge	

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Maximum charge set by statute and Council charges less than maximum	3
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Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027
Local Environmental Plans & Development Control Plans Strategic Planning - Planning Proposals Basic Planning Proposal A basic planning proposal refers to any one or more of the following proposed LEP amendment types, including an amendment: <ul style="list-style-type: none"> - <input type="checkbox"/> list a local heritage item - <input type="checkbox"/> reclassify land where the Governor's approval is not required - <input type="checkbox"/> that is consistent with a Department endorsed/approved local strategy, such as a Local Housing Strategy - <input type="checkbox"/> that is consistent with section 3.22 Expedited amendments of environmental planning instruments of the EP&A Act to: <ul style="list-style-type: none"> a) correct an obvious error in the principal instrument consisting of a misdescription, the inconsistent numbering of provisions, a wrong cross-reference, a spelling error, a grammatical mistake, the insertion of obviously missing words, the removal of obviously unnecessary words or a formatting error b) address matters in the principal instrument that are of a consequential, transitional, machinery or other minor nature, and/or c) deal with matters that the Minister considers do not warrant compliance with the conditions precedent for the making of the instrument because they will not have any significant adverse impact on the environment or adjoining land. 					
Lodgement	Per application	N	I	\$ 4,160.00	\$ 4,320.00
Submission to gateway	Per application	N	I	\$ 6,240.00	\$ 6,480.00
Exhibition through to finalisation	Per application	N	I	\$ 5,200.00	\$ 5,400.00
Standard Planning Proposal A standard planning proposal refers to any one or more of the following proposed LEP amendment types, including an amendment: <ul style="list-style-type: none"> - To change the land use zone where the proposal is consistent with the objectives identified in the LEP for that proposed zone - That relates to altering the principal development standards of the LEP - That relates to the addition of a permissible land use or uses and/or any conditional arrangements under Schedule 1 Additional Permitted Uses of the LEP - That is consistent with an endorsed District/Regional Strategic Plan and/or LSPS - Relating to classification or reclassification of public land through the LEP 					
Lodgement	Per application	N	I	\$ 8,320.00	\$ 8,640.00
Submission to gateway	Per application	N	I	\$ 16,640.00	\$ 17,270.00
Exhibition through to finalisation	Per application	N	I	\$ 11,440.00	\$ 11,880.00

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027
Complex Planning Proposal					
A complex planning proposal refers to any one or more of the following proposed LEP amendment types, including an amendment:					
- To change in the land use zone and/or the principal development standards of the LEP, which would result in a significant increase in demand for supporting local, regional or State infrastructure and would require infrastructure funding					
- To respond to a new policy e.g. local character or new provision not in the standard instrument template					
- That is inconsistent with a District/Regional Plan or council's endorsed LSPS					
- Responding to a change in circumstances, such as the investment in new infrastructure or changing demographic trends					
- That is progressed under the Aboriginal Land SEPP					
- Any other amendment or amendments that are not categorised as a principal LEP, standard or basic planning proposal.					
Lodgement	Per application	N	I	\$ 15,600.00	\$ 16,190.00
Submission to gateway	Per application	N	I	\$ 20,800.00	\$ 21,590.00
Exhibition through to finalisation	Per application	N	I	\$ 14,560.00	\$ 15,110.00
PLANNING AGREEMENTS					
Negotiation and Assessment	Per application	N	I	\$ 1,040.00	\$ 1,080.00
Public consultation and notification	Per application	N	I	\$ 1,040.00	\$ 1,080.00
Council reporting, finalisation and registration	Per application	N	I	\$ 1,040.00	\$ 1,080.00
Legal costs to Council	Per application	N	I	At cost	At cost
DEVELOPMENT CONTROL PLANS					
Change of DCP map to amend the development potential of specific land - per application	Per application	N	I	\$ 5,149.00	\$ 5,345.00
Comprehensive DCP (current)	Per application	N	I	\$ 609.00	\$ 632.00
DCP extracts (per chapter)	Per application	N	I	\$ 52.75	\$ 54.75
PLANNING CERTIFICATES					
Section 10.7(2) - certificate fee charged per assessment to a maximum of 5 adjoining parcels. Where there are more than 5 parcels in an assessment and/or the parcels are not adjoining, additional fees will be charged .	per assessment to a max of 5 adjoining parcels	N	2	\$ 71.00	TBA
Section 10.7(5) - certificate fee charged per assessment to a maximum of 5 adjoining parcels. Where there are more than 5 parcels in an assessment and/or the parcels are not adjoining, additional fees will be charged .	per assessment to a max of 5 adjoining parcels	N	2	\$ 107.00	TBA
Section 121ZP / 735A (Outstanding Notice)	Per application	N	I	\$ 111.50	\$ 115.75
Plus where a certificate requires a site inspection	Per inspection	Y	I	\$ 210.00	\$ 218.00
Plus urgency fee	per application	Y	I	\$ 73.00	\$ 76.00
BUILDING INFORMATION CERTIFICATE FEE - DIV 6.7 OF THE ACT					
Same for each dwelling contained in the building or in any other building on the allotment.					
Class 1 and 10 buildings	Per dwelling	N	I	\$ 302.00	\$ 313.00
Any other class of Building not exceeding 200m2	Per building	N	I	\$ 302.00	\$ 313.00
ANY OTHER CLASS OF BUILDING EXCEEDING 200M ² BUT NOT EXCEEDING 2,000M ²					

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Maximum charge set by statute and Council charges less than maximum						3
Charge set by Council in accordance with statutory guidelines						4
Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027	
• base fee	Per application	N	I	\$ 302.00	\$ 313.00	
• plus per m ² over 200m ²	Per m ²	N	I	\$ 0.60	\$ 0.62	
ANY OTHER CLASS OF BUILDING EXCEEDING 2,000M²						
• base fee	Per application	N	I	\$ 1,407.50	\$ 1,461.00	
• plus per m ² over 2,000m ²	Per m ²	N	I	\$ 0.09	\$ 0.09	
Subsequent Inspections	Per inspection	N	I	\$ 122.50	\$ 127.00	
Copy of Building Certificate	Per copy	N	I	\$ 17.50	\$ 18.20	
The prescribed fee for a certified copy of a document, map or plan referred to in section 10.8(2) of the Act	Per copy	N	2	\$ 71.00		TBA
Where required consent not obtained previously, Construction Certificates and Development Application Fees apply in addition to Building Information certificate Fees	Per application	N	I	CC + DA Fees apply in addition to BIC Fees		CC + DA Fees apply in addition to BIC Fees
FEE FOR LODGEMENT OF PART 6 CERTIFICATES						
• construction certificate-per certificate	Per certificate	N	I	\$ 49.00	\$ 51.00	
• occupation certificate-per certificate	Per certificate	N	I	\$ 49.00	\$ 51.00	
• subdivision certificate-per certificate	Per certificate	N	I	\$ 49.00	\$ 51.00	
ASSESSMENT OF ALTERNATIVE SOLUTION						
per performance clause-not fire	Per performance clause	Y	I	\$ 210.00	\$ 218.00	
FIRE SAFETY CERTIFICATES & STATEMENT LODGEMENT FEES						
Lodgement/registration of essential service certificates	Per lodgement /registration	N	I	\$ 46.50	\$ 48.00	
Registration of Fire Safety Statement	Per registration	N	I	\$ 29.00	\$ 30.00	
Drafting of Fire Safety Schedule for existing class 2-9 buildings	Per schedule	Y	I	\$ 46.50	\$ 48.00	
Fire Safety Audit	Per audit	Y	I	\$ 208.00	\$ 216.00	
SUBDIVISION WORKS CERTIFICATE						
WATER						
Water quality facility or constructed wetland or on-sit stormwater detention basin	Per lot	Y	I	\$ 12.50	\$ 13.00	
Water mains - pipes	Per lineal metre	Y	I	\$ 9.50	\$ 9.90	
Water mains - structures (pumps, tanks, hydrants)	Per structure	Y	I	\$ 124.00	\$ 129.00	
STORMWATER						
Trunk stormwater drainage culvert structure (minimum twin cell 1,200mm diameter)	Per structure	Y	I	\$ 124.00	\$ 129.00	
Stormwater drainage pipes (excluding inter-allotment drainage)	Per lineal metre	Y	I	\$ 9.40	\$ 9.80	
Stormwater drainage pits, headwalls and gross pollutant traps (excluding inter-allotment drainage)	Per structure	Y	I	\$ 12.50	\$ 13.00	

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Charge set by Statute						2
Maximum charge set by statute and Council charges less than maximum						3
Charge set by Council in accordance with statutory guidelines						4
Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027	
Inter-allotment drainage	Per lineal metre	Y	I	\$ 3.15	\$ 3.30	
SEWER						
Sewer mains - pipes	Per lineal metre	Y	I	\$ 9.50	\$ 9.90	
Sewer mains - structures (manholes, pumps, junctions)	Per structure	Y	I	\$ 12.50	\$ 13.00	
ROADS						
Half road construction (or up to half road) including kerb and gutter (excluding stormwater drainage and concrete paths). Items that are also applicable include private driveway/access, right of access where flexible pavement is proposed	Per lineal metre	Y	I	\$ 12.50	\$ 13.00	
Full road construction including kerb and gutter (excluding stormwater drainage and concrete paths)	Per lineal metre	Y	I	\$ 15.50	\$ 16.10	
Full road construction - rural roads with table drains or similar including private access roads	Per lineal metre	Y	I	\$ 6.25	\$ 6.50	
MISCELLANEOUS						
Earthworks where separate Construction Certificate is required - lot greater than 750m ²	Per lot	Y	I	\$60.00 per lot (minimum \$200)	\$62.00 per lot (minimum \$200.00)	
Additional compliance inspections - where reinspection is required	Per inspection	Y	I	\$ 196.50	\$ 204.00	
Additional design assessment including updating details in the Construction Certificate or civil design considerations	Per hour	Y	I	\$ 150.00	\$ 156.00	
Additional fees - depending on extent, scope and number of assessments required. Additional fees range from 5% to 50% of initial fee	Per application	Y	I	By Quote	By Quote	
WASTE DISPOSAL						
Waste						
<ul style="list-style-type: none"> Any materials disposed at this facility which are generated from a regulated waste area will attract the appropriate EPA levies. All commercial transactions are to be weighed and the appropriate waste stream tonnage charge applied. 						
MRF CHARGES						
Plastics only – PET, HDPE, PVE	N/A	N/A	-	No Charge	No Charge	
Cans – steel & aluminium	N/A	N/A	-	No Charge	No Charge	
Paper & cardboard	N/A	N/A	-	No Charge	No Charge	
Glass – brown, green & clear	N/A	N/A	-	No Charge	No Charge	
GREEN WASTE						
Grass Cuttings		Y	I	\$ 5.40	\$ 5.50	
Minimum charge - mixed greens/leaves, branches	Sulo Bin	Y	I	\$ 6.45	\$ 6.70	
Ute / single axle trailer (up to 7x4)	1/2 Load	Y	I	\$ 11.95	\$ 12.50	
Ute / single axle trailer (up to 7x4)	Full load	Y	I	\$ 23.95	\$ 24.50	

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Charge set by Council in accordance with statutory guidelines						4
Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027	
Large truck / commercial / dual axle trailer	Per tonne	Y	I	\$108.90 (minimum charge \$12)	\$113.00 (minimum charge \$13.00)	
Large tree trunks / roots	Per tonne	Y	I	\$162.55 (minimum charge \$24.00)	\$168.75 (minimum charge \$25.00)	
FILL						
Clean fill (topsoil/garden soil - no stone or rock)	Per tonne	Y	I	\$ 10.80	\$ 11.20	
Inert fill (topsoil/clay - with brick/glass/timber or rock)	Per tonne	Y	I	\$54.20 (minimum charge \$10.85)	\$56.25 (minimum charge \$11.30)	
Restricted contaminated solid waste	Per tonne	Y	I	\$ 380.00	\$ 394.44	
RESIDENTIAL						
Minimum charge (per bin over weighbridge)	Per Bin	Y	I	\$ 8.65	\$ 9.00	
Ute / single axle trailer (up to 7x4)	1/2 Load	Y	I	\$ 27.00	\$ 28.00	
Ute / single axle trailer (up to 7x4)	Full load	Y	I	\$ 54.00	\$ 56.00	
Large truck / commercial mixed waste	Per tonne	Y	I	\$ 181.80	\$ 190.00	
Council garbage truck	Per tonne	Y	I	\$ 181.80	\$ 300.00	
Document Security Disposal	Minimum charge	Y	I	\$ 32.60	\$ 34.00	
Mattress (single)	Per unit	Y	I	\$ 16.25	\$ 17.00	
Mattress (double and larger)	Per unit	Y	I	\$ 32.60	\$ 35.00	
COMMERCIAL WASTE - 240L MGB HIRE						
Event bin hire per 240L MGB (includes hire / collection / waste disposal)	Per MGB	Y	I	\$ 21.75	\$ 22.50	
Bin Hire (waste charges not included)	Per MGB	Y	I	\$ 7.40	\$ 8.00	
Drop off / collection fee out of town limits	Per MGB	Y	I	2.20 per kilometre out of town limits	\$2.28 per kilometre out of town limits	
THIRD PARTY PROCESSING						
External Waste Processing	Per tonne	Y	I	POA	POA	
TYRES						
Push bike	Per unit	Y	I	\$ 5.40	\$ 5.50	
Motor bike or car	Per unit	Y	I	\$ 21.75	\$ 22.50	

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

Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027
Light Truck or 4WD	Per unit	Y	I	\$ 27.05	\$ 28.00
Heavy truck	Per unit	Y	I	\$ 43.55	\$ 45.50
Tractor front / small	Per unit	Y	I	\$ 43.55	\$ 45.50
Tractor rear	Per unit	Y	I	\$ 152.45	\$ 158.00
Earthmoving up to 2m	Per unit	Y	I	\$ 326.65	\$ 339.00
TYRES - ON RIM					
Motor bike or car	Per unit	Y	I	\$ 27.00	\$ 28.00
Light Truck or 4WD	Per unit	Y	I	\$ 32.60	\$ 34.00
Heavy truck	Per unit	Y	I	\$ 48.95	\$ 50.50
Tractor front / small	Per unit	Y	I	\$ 48.95	\$ 50.50
Tractor rear	Per unit	Y	I	\$ 163.25	\$ 169.50
Earthmoving up to 2m	Per unit	Y	I	\$ 337.60	\$ 350.00
METAL (CLEAN AND SEPARATED)					
Car Bodies	Each	Y	I	\$ 54.15	\$ 56.00
Car bodies with tyres, batteries and oil removed	Each	Y	I	No Charge	No Charge
Steel/black iron	Per tonne	Y	I	No Charge	No Charge
White goods	Per unit	Y	I	No Charge	No Charge
Fencing wire	Per tonne	Y	I	No Charge	No Charge
Steel drums	Each	Y	I	No Charge	No Charge
Steel tanks	Each	Y	I	No Charge	No Charge
BUILDING MATERIALS (CLEAN)					
Asbestos and asbestos contaminated material	Per tonne	Y	I	\$ 435.50	\$ 452.00
Asbestos contaminated material from one residential house (non-commercial purposes) up to 50 tonnes	First 50 tonnes	Y	I	\$ 13,066.50	\$ 13,563.00
Additional asbestos contaminated material from same residential home	Per tonne	Y	I	\$ 181.80	\$ 188.70
Builders waste mixed / bulk demolition	Per tonne	Y	I	\$ 181.80	\$ 188.70
Builders timber / pallets	Per tonne	Y	I	\$ 181.80	\$ 188.70
Bricks and/or concrete	Per tonne	Y	I	\$ 130.65	\$ 135.60
ANIMAL DISPOSAL					
Horses, cows and bulls	Per animal	Y	I	\$ 76.00	\$ 79.00
Calves and foals	Per animal	Y	I	\$ 65.30	\$ 68.00
Sheep, goats, deer, pigs, kangaroos etc.	Per animal	Y	I	\$ 43.55	\$ 45.00
Dogs, cats, possums	Per animal	Y	I	\$ 16.35	\$ 17.00
Offal	Per m3	Y	I	\$ 32.60	\$ 33.85

Code for Fees and Charges						
Charge set by Council						1
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Charge set by Council in accordance with statutory guidelines						4
Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027	
Bulk animal disposal	Per tonne	Y	I	\$ 435.50	\$ 452.00	
Other Waste						
e-waste	Item	Y	I	No Charge	No Charge	
All types of oils	Each	Y	I	No Charge	No Charge	
Batteries (vehicles, cars etc.)	Each	Y	I	No Charge	No Charge	
Solar Panels	Each	Y	I	POA	POA	
MGB Replacement Charges						
240 litre bin (New)	Per Bin	Y	I	\$ 97.95	\$ 101.70	
140 litre bin (New)	Per Bin	Y	I	\$ 97.95	\$ 101.70	
Weighbridge Ticket						
Weighbridge Ticket	Each	Y	I	\$ 27.20	\$ 28.50	
DISCHARGE OF LIQUID TRADE WASTE TO SEWERAGE SYSTEM						
Application Fee						
Application fee	Per application	N	4	\$ 111.00	\$ 115.00	
Renewal fee	Per application	N	4	\$ 55.00	\$ 57.00	
Annual trade waste fee						
• Category 1 discharger	Per year	N	4	\$ 123.00	\$ 128.00	
• Category 2/2S discharger	Per year	N	4	\$ 246.00	\$ 255.00	
• Category 3 discharger	Per year	N	4	\$ 825.00	\$ 856.00	
Re-inspection Fee	Per re-inspection	N	4	\$ 103.00	\$ 107.00	
Trade Waste usage Charge	\$/kL	N	4	\$ 2.16	\$ 2.24	
Trade Waste usage Charge for dischargers where appropriate pre-treatment facilities are not installed or maintained	\$/kL	N	4	\$ 18.90	\$ 19.60	
Substances						
EXCESS MASS CHARGES U VALUE FOR SUBSTANCE (See Section 3.5.5 of Council's Policy 3.60)						
Acid demand, pH>10	\$/kg	N	4	\$ 0.95	\$ 0.99	
Alkali demand, pH<7	\$/kg	N	4	\$ 0.95	\$ 0.99	
Aluminium	\$/kg	N	4	\$ 0.95	\$ 0.99	
Ammonia (as N)	\$/kg	N	4	\$ 2.78	\$ 2.89	
Arsenic	\$/kg	N	4	\$ 93.70	\$ 97.30	
Barium	\$/kg	N	4	\$ 46.83	\$ 48.60	
BOD	\$/kg	N	4	\$ 0.95	\$ 0.99	
Boron	\$/kg	N	4	\$ 0.95	\$ 0.99	
Bromine	\$/kg	N	4	\$ 18.74	\$ 19.50	

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027
Cadmium	\$/kg	N	4	\$ 432.50	\$ 448.90
Chloride	\$/kg	N	4	\$ 0.00	\$ 0.00
Chlorinated Hydrocarbons	\$/kg	N	4	\$ 46.83	\$ 48.60
Chlorinated Phenolics	\$/kg	N	4	\$ 1,873.64	\$ 1,944.80
Chlorine	\$/kg	N	4	\$ 1.90	\$ 1.97
Chromium	\$/kg	N	4	\$ 31.00	\$ 32.20
Herbicides/Defoliant	\$/kg	N	4	\$ 930.50	\$ 965.90
Cobalt	\$/kg	N	4	\$ 18.95	\$ 19.70
Copper	\$/kg	N	4	\$ 18.95	\$ 19.70
Cyanide	\$/kg	N	4	\$ 93.05	\$ 96.60
Fluoride	\$/kg	N	4	\$ 4.65	\$ 4.83
Formaldehyde	\$/kg	N	4	\$ 1.90	\$ 1.97
Total Oil and Grease	\$/kg	N	4	\$ 1.65	\$ 1.71
Iron	\$/kg	N	4	\$ 1.90	\$ 1.97
Lead	\$/kg	N	4	\$ 46.50	\$ 48.30
Lithium	\$/kg	N	4	\$ 9.30	\$ 9.65
Manganese	\$/kg	N	4	\$ 9.30	\$ 9.65
Mercaptans	\$/kg	N	4	\$ 93.05	\$ 96.60
Mercury	\$/kg	N	4	\$ 3,101.70	\$ 3,219.60
Methylene Blue Active Substances (MBAS)	\$/kg	N	4	\$ 0.95	\$ 0.99
Molybdenum	\$/kg	N	4	\$ 0.95	\$ 0.99
Nickel	\$/kg	N	4	\$ 31.00	\$ 32.20
Total Kjeldahl Nitrogen	\$/kg	N	4	\$ 0.25	\$ 0.26
Organoarsenic Compounds	\$/kg	N	4	\$ 930.50	\$ 965.90
Pesticides General (excludes organochlorines and organophosphates)	\$/kg	N	4	\$ 930.50	\$ 965.90
Petroleum Hydrocarbons (non-flammable)	\$/kg	N	4	\$ 3.10	\$ 3.22
Phenolic Compounds (non-chlorinated)	\$/kg	N	4	\$ 9.30	\$ 9.65
Total Phosphorous	\$/kg	N	4	\$ 1.90	\$ 1.97
Polynuclear Aromatic Hydrocarbons (PAHs)	\$/kg	N	4	\$ 18.95	\$ 19.70
Selenium	\$/kg	N	4	\$ 64.30	\$ 66.70
Silver	\$/kg	N	4	\$ 1.70	\$ 1.76
Sulphate (SO4)	\$/kg	N	4	\$ 0.18	\$ 0.19
Sulphide	\$/kg	N	4	\$ 1.90	\$ 1.97
Sulphite	\$/kg	N	4	\$ 2.07	\$ 2.15
Suspended Solids	\$/kg	N	4	\$ 1.20	\$ 1.25
Thiosulphate	\$/kg	N	4	\$ 0.32	\$ 0.33

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027	
Tin	\$/kg	N	4	\$ 9.30	\$ 9.65	
Total Dissolved Solids	\$/kg	N	4	\$ 0.06	\$ 0.06	
Uranium	\$/kg	N	4	\$ 9.30	\$ 9.65	
Zinc	\$/kg	N	4	\$ 18.95	\$ 19.70	
Excess Mass Charges C Value for BOD>600mg/L (see section 3.5.5 of Council's policy 3.60)	C - Value	N	4	\$ 0.95	\$ 0.99	
Food waste disposal charge	per bed	N	4	\$ 34.50	\$ 35.80	
Non-compliance						
NON-COMPLIANCE CHARGES (See Section 3.5.7 of Council's Policy 3.60)						
Non-compliance pH charge	k value	N	4	\$ 0.51	\$ 0.53	
NON-COMPLIANCE EXCESS MASS CHARGE (Value as for excess mass charge)						
Discharge of stormwater to the sewerage system	\$/kL	N	4	\$ 19.00	\$ 19.70	
Portable toilet waste	\$/kL	N	4	\$ 20.70	\$ 21.50	
Septic tank and pan waste disposal charge (where accepted with prior arrangement from Council)	\$/kL	N	4	\$ 3.25	\$ 3.40	
Septic tank sludge (where accepted with prior arrangement of Council)	\$/kL	N	4	\$ 27.65	\$ 28.70	
CEMETERY						
NSW GOVERNMENT LEVY						
Cemeteries and Crematoria NSW Interment Levy for each ash interment	Each	Y	4	\$ 69.30	\$ 71.50	
Cemeteries and Crematoria NSW Interment Levy for each burial	Each	Y	4	\$ 171.60	\$ 178.20	
Services exempt from the levy: Interment services for children under 12, stillborn and miscarriages. Interment services for destitute people. This fee is not payable if a memorial only is required (eg. No ashes interred)						
COLUMBARIUM (ASHES ONLY)						
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of Interment)	Each	Y	I	\$ 507.00	\$ 526.00	
Interment of Ashes: Includes niche for casket, installation and perpetual maintenance and including plaque (to a standard amount of inscription)	Each	Y	I	\$ 800.00	\$ 830.00	
MEMORIAL TREE AND MEMORIAL GARDENS (ASHES ONLY)						
• Gardens to have maximum of two interments per niche.						
• Garden prices to include one vase and one plaque, upon second interment both interments to be on one plaque.						
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of Interment)	Each	Y	I	\$ 830.00	\$ 862.00	

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027
Interment of Ashes: reception and Interment of ashes if desired, perpetual maintenance and plaque (to a standard amount of inscription)	Each	Y	I	\$ 1,197.00	\$ 1,242.00
Additional Interment(s) of Ashes: (Memorial Tree Portions A, B, C & D only) Existing tree – includes reception and Interment of ashes if desired, perpetual maintenance, and plaque (to a standard amount of inscription)	Each	Y	I	\$ 822.00	\$ 853.00
LAWN SECTIONS					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of Interment)	Each	Y	I	\$ 928.00	\$ 963.00
Interment Fee: Land for each grave, first Interment, perpetual maintenance, and large concrete headstone, and provision for and including bronze plaque (to a standard amount of inscription):					
• New Lawn/Old Lawn	Each	Y	I	\$ 3,768.00	\$ 3,911.00
• Catholic Lawn Section (larger plaque)	Each	Y	I	\$ 3,874.00	\$ 4,021.00
• Children's Lawn	Each	Y	I	\$ 1,625.00	\$ 1,687.00
Interment of ashes in existing grave	Each	Y	I	\$ 702.00	\$ 729.00
Extra depth (Below 1.6m to make provision for a second interment)	Each	Y	I	\$ 516.00	\$ 536.00
Re-opening of grave for second interment and provision for and including bronze plaque (to a standard amount of inscription)	Each	Y	I	\$ 1,650.00	\$ 1,713.00
Interment of ashes into new lawn plot	Each	Y	I	\$ 3,034.00	\$ 3,149.00
MONUMENTAL GARDEN SECTION					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of interment)	Each	Y	I	\$ 662.00	\$ 687.00
Interment Fee: Land for each grave, first interment, perpetual maintenance. Strict conditions apply to Monument Headstone Applications for this section.	Each	Y	I	\$ 3,353.00	\$ 3,480.00
Extra depth (Below 1.6m to make provision for a second interment)	Each	Y	I	\$ 516.00	\$ 536.00
Re-opening of grave for second interment	Each	Y	I	\$ 1,007.00	\$ 1,045.00
Interment of ashes into new plot include perpetual maintenance	Each	Y	I	\$ 2,955.00	\$ 3,067.00
Interment of ashes into an existing grave	Each	Y	I	\$ 702.00	\$ 729.00
MONUMENTAL SECTION & VILLAGES					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of interment)	Each	Y	I	\$ 662.00	\$ 687.00
Interment fee: land for each grave, first interment, perpetual maintenance	Each	Y	I	\$ 2,100.00	\$ 2,180.00
Extra depth (Below 1.6m to make provision for a second interment)	Each	Y	I	\$ 516.00	\$ 536.00
Re-opening of grave for second interment	Each	Y	I	\$ 1,007.00	\$ 1,045.00
Interment of Ashes - exclusive use includes land for each grave, first interment, perpetual maintenance	Each	Y	I	\$ 1,641.00	\$ 1,703.00

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027	
Interment of Ashes into existing Grave	Each	Y	I	\$ 702.00	\$ 729.00	
SATURDAY & PUBLIC HOLIDAYS						
Lawn/Monumental Sections (Note: Additional payment over and above normal weekday Interment fee)	Each	Y	I	\$ 1,456.00	\$ 1,511.00	
Columbarium/Memorial Sections (Note: additional payment over and above normal weekday Interment fee)	Each	Y	I	\$ 462.00	\$ 480.00	
MONUMENT APPLICATIONS						
All applications to Council for approval	Each	N	I	\$ 64.00	\$ 66.00	
HEADSTONES						
Large concrete headstone	Each	Y	I	\$ 184.00	\$ 191.00	
Small concrete headstone	Each	Y	I	\$ 78.00	\$ 81.00	
PLAQUES						
Children's Lawn/Memorial/Tree/Columbarium Sections – 149mm x 111mm bronze die cast plaque – standard of nine lines inscription	Each	Y	I	\$ 428.00	\$ 444.00	
New Lawn/Old Lawn Sections – 254mm x 203mm bronze die cast plaque – standard of five lines inscription	Each	Y	I	\$ 754.00	\$ 783.00	
Catholic Lawn Section – 279mm x 381mm bronze die cast plaque – standard of eight lines inscription	Each	Y	I	\$ 877.00	\$ 910.00	
Refurbishment of bronze plaque (149x111mm)	Each	Y	I	New Charge	\$ 171.30	
Refurbishment of bronze plaque (254x203mm)	Each	Y	I	\$ 185.00	\$ 192.00	
Refurbishment of bronze plaque (381x279mm)	Each	Y	I	New Charge	\$ 270.00	
ULTRA IMAGE PHOTOGRAPHS						
5x7	Each	Y	I	\$ 357.00	\$ 371.00	
7x9	Each	Y	I	\$ 422.00	\$ 438.00	
TRUE TO LIFE PHOTOGRAPHS						
5x7	Each	Y	I	\$ 532.00	\$ 552.00	
7x9	Each	Y	I	\$ 569.00	\$ 591.00	
COLOUR CERAMIC PHOTOGRAPHS						
5 x 7	Each	Y	I	\$ 526.00	\$ 546.00	
7 x 9	Each	Y	I	\$ 557.00	\$ 578.00	
VASES						
Concrete block surround with stainless steel insert	Each	Y	I	\$ 154.00	\$ 160.00	
Stainless steel insert for vase	Each	Y	I	\$ 136.00	\$ 141.00	
CEMETERY/INFORMATION (EXCLUDING FUNERAL DIRECTORS)						
Search Fee	Per hour	Y	I	No Charge	No Charge	
WATER						

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027	
Standpipe Bulk Water Sales						
Avdata Access Key (accounts) - no refund available	Per key	Y	I	\$ 59.00	\$ 61.25	
Rate per kL inclusive of Avdata Charge	Per kL	N	I	\$ 5.45	\$ 5.66	
Connections (New)						
(Applications and Connections to Council's Water Supply System - A capital contribution charge is applicable)						
New service and meter						
< 4m	20mm	N	I	\$ 1,212.00	\$ 1,258.00	
	25mm	N	I	\$ 1,595.00	\$ 1,656.00	
> 4m < 15m	Cowra - 20mm	N	I	\$ 2,001.00	\$ 2,077.00	
	Cowra - 25mm	N	I	\$ 2,555.00	\$ 2,652.00	
	Villages - 20mm	N	I	\$ 2,116.00	\$ 2,196.00	
	Villages - 25mm	N	I	\$ 2,662.00	\$ 2,763.00	
> 15m < 30m	Cowra - 20mm	N	I	\$ 2,335.00	\$ 2,424.00	
	Cowra - 25mm	N	I	\$ 3,120.00	\$ 3,239.00	
	Villages - 20mm	N	I	\$ 2,882.00	\$ 2,992.00	
	Villages - 25mm	N	I	\$ 3,644.00	\$ 3,782.00	
(i) New meter and service greater than 30mm diameter		N	I	POA	POA	
(ii) Meter installation only – 20mm		N	I	\$ 260.00	\$ 270.00	
Non-Payment of Account						
Disconnection/Reconnection		N	I	\$ 172.00	\$ 179.00	
Replacement/Reconnection of service where illegally connected in addition to Penalty Infringement Notice		N	I	Meter at cost, labour at private works rate	Meter at cost, labour at private works rate	
Disconnection/Reconnection						
EXISTING CONNECTIONS - DISCONNECTION						
Urban – Cowra, Noonbinna	Each instance	N	I	\$ 117.00	\$ 121.00	
Village – Rural	Each instance	N	I	\$ 172.00	\$ 179.00	
EXISTING CONNECTIONS - RECONNECTION						
Urban – Cowra, Noonbinna	Each instance	N	I	\$ 166.00	\$ 172.00	
Village – Rural	Each instance	N	I	\$ 172.00	\$ 179.00	
(i) New meter and service other than 20mm and 25mm diameter	Each instance	N	I	POA	POA	
(ii) Meter installation only – 20mm	Each instance	N	I	\$ 260.00	\$ 270.00	
Fee to provide quotation for change in water meter size	Each instance	Y	I	\$ 47.00	\$ 49.00	
Meters						
Size change	Each instance	N	I	POA	POA	

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027	
Ancillary Services						
METER TESTING (FOR ACCURACY)						
- Cowra	Each instance	N	I	\$ 353.00	\$ 366.00	
- Other	Each instance	N	I	\$ 396.00	\$ 411.00	
FLOW & PRESSURE TESTS						
Cowra	Each instance	N	I	\$ 96.00	\$ 100.00	
Other	Each instance	N	I	\$ 159.00	\$ 165.00	
for fire rating purposes & report	Each instance	N	I	\$ 177.00	\$ 184.00	
SPECIAL ONE-OFF METER READS						
Cowra	Each instance	N	I	\$ 77.00	\$ 80.00	
Other	Each instance	N	I	\$ 110.00	\$ 114.00	
CAPITAL CONTRIBUTION						
Capital contribution charge for developments on existing unconnected lots, not subject to subdivision (in-fill blocks) and not previously paying water availability charge. This charge is in addition to the connection fee.						
The base capital charge:						
A – Darbys Falls, Wyangala, Cowra, Billimari		N	I	\$ 4,218.00	\$ 4,378.00	
B – R5 Large Lot Residential		N	I	\$ 10,815.00	\$ 11,226.00	
C – Southern Section		N	I	\$ 8,523.00	\$ 8,847.00	
D – Central Tablelands Water		N	I	\$ 11,022.00	\$ 11,441.00	
Headworks Charge/ET						
As per Developer Servicing Plan (Section 64 Local Government Association, Section 306 Water Management Act)						
A – Darbys Falls, Wyangala, Cowra, Billimari		N	I	\$ 4,345.00	\$ 4,510.00	
B – R5 Large Lot Residential		N	I	\$ 11,138.00	\$ 11,561.00	
C – Southern Section		N	I	\$ 8,778.00	\$ 9,112.00	
D – Central Tablelands Water		N	I	\$ 11,353.00	\$ 11,784.00	
SEWER						
Supply and install new junction	Each instance	N	I	POA	POA	
Inspect line with camera	Per hour	Y	I	\$ 200.00	\$ 208.00	
Pipe cleaning with water jet	Per hour	Y	I	\$ 275.00	\$ 285.00	
Headworks Charge/ET						
As per Developer Servicing Plan (Section 64 Local Government Association, Section 306 Water Management Act)						
Cowra		N	I	\$ 6,490.00	\$ 6,737.00	
VENUE HIRE						
Nguluway Room						
Hire of Nguluway Room for community or non-profit groups	Per hour	Y	I	No Charge	No Charge	
Cleaning Fee if room not left in clean and tidy condition	Per hire	Y	I	\$ 78.00	\$ 78.00	

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Charge set by Council						1
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Charge set by Council in accordance with statutory guidelines						4
Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027	
Lost key fee will be charged for any keys lost or damaged	Per key	Y	I	\$ 30.00	\$ 30.00	
Public Meeting Room						
Hire of Public Meeting Room for commercial purposes.	Per hour	Y	I	\$ 42.00	\$ 42.00	
Bookings for community or non profit groups	Per booking		I	No Charge	No Charge	
Cleaning Fee if room not left in clean and tidy condition	Per hire	Y	I	\$ 47.00	\$ 47.00	
Lost key fee will be charged for any keys lost or damaged	Per key	Y	I	\$ 30.00	\$ 30.00	
Civic Centre - Auditorium						
(One technician, FOH Supervisor, and Two Ushers for the duration, use of dressing rooms, stage, green room, auditorium seating in standard layout, basic lighting (four colour wash and front fill), basic sound with up to 4 wireless mics, lectern and post-event clean. Staff numbers to be determined by the Civic Centre Manager appropriate for the event. Any additional staff will be at the cost of the hirer.) - Loadings apply to weekends and public holidays, refer to loadings chart below.						
HIRE RATES FOR ALL EVENTS FOR COMMERCIAL USERS OUTSIDE THE LOCAL GOVERNMENT AREA						
(all other users as per Concessional Rates shown below)						
Monday - Friday						
Auditorium Daily Rate	Max. 8 Hours	Y	I	\$ 2,300.00	\$ 2,500.00	
Auditorium Half Day Rate	Max. 4 Hours	Y	I	\$ 1,375.00	\$ 1,600.00	
Auditorium Additional time (per hour)	Per Hour	Y	I	\$ 240.00	\$ 260.00	
Auditorium Dark Day (Non-use during a hire period)	Per Day	Y	I	\$ 350.00	\$ 350.00	
Bump-In/Bump-Out - Includes 1x Technician and Duty Manager Only (Min. 3 hour call unless attached to a Full or Half Day Rate Hire	Per Hour	Y	I	\$ 130.00	\$ 150.00	
Civic Centre - Theatre/Cinema						
Includes two staff for the duration, post-event cleaning, and use of equipment. A lighting and sound technician may be required to operate some equipment, which will be at an additional cost to the hirer. Rates are listed under 'additional staffing'. Loadings apply to weekends and public holidays.						
Monday - Friday						
Theatrette Daily Rate (E.g. Meetings and Events)	Max. 8 Hours	Y	I	\$ 1,200.00	\$ 1,250.00	
Theatrette Half Day Rate (E.g. Meetings and Events)	Max. 4 Hours	Y	I	\$ 770.00	\$ 800.00	
Cinema Screenings (E.g. Private, Open to public, Special Screenings) (Based on 3 hour session) Additional charges may apply for screening rights	Per Session	Y	I	\$ 700.00	\$ 750.00	
Cinema Screenings - Additional Time	Per Hour	Y	I	\$ 120.00	\$ 130.00	
Access to Theatre - Does not cover any staff or use of equipment (Min. 3 Hour Call)	Per Hour	Y	I	\$ 90.00	\$ 120.00	
Civic Centre - Additional Staffing						
(Additional to any rate where staff are not included or extra are required) - Loadings apply to weekends and public holidays, refer to loadings chart below.						
Technician (per hour - if attached to a half or full day, otherwise min. 3 hour block)	Per Hour	Y	I	\$ 55.00	\$ 60.00	

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027
FOH staff/Usher (per hour - if attached to a half or full day, otherwise min. 3 hour block)	Per Hour	Y	I	\$ 47.00	\$ 50.00
Shift Supervisor (per hour - if attached to a half or full day, otherwise min. 3 hour block)	Per Hour	Y	I	\$ 58.00	\$ 62.00
Loading Multiplier Applies to all staffing and venue hire rates. Does not apply to equipment, incidentals, or ticketing					
Saturday Rate	Percentage multiplier	Y	I	125%	125%
Sunday Rate	Percentage multiplier	Y	I	150%	150%
Public Holidays	Percentage multiplier	Y	I	200%	200%
For Good Friday and Christmas Public Holidays an additional 20% to the Public Holidays rate	Percentage multiplier	Y	I	220%	220%
Additional Charge - Catering and Kitchen Use The manager must be notified at the time of booking if the event will be catered. The hirer may nominate their preferred caterer; however, the caterer must meet the requirements set out by the venue. Food Safety Standards apply to the use of the kitchen and external caterers. Some charitable organizations or hirers may be granted limited access to the kitchen, subject to the manager's discretion. In such cases, a cleaning deposit may be required. Rates below cover a basic clean post-event/use. Caterers are still required to complete a satisfactory clean post-use, or extra cleaning charges will be applied. Additionally, all caterers must provide proof of insurance and relevant certifications. Any damage to kitchen equipment or facilities will					
Use of Kitchen - Full Access to all Equipment	Per Day	Y	I	\$ 350.00	\$ 360.00
Use of Kitchen - Limited Access: does not include use of cooking equipment (e.g. Fryer/Oven)	Per Day	Y	I	\$ 120.00	\$ 125.00
Catered Event (no use of kitchen)	Per Day	Y	I	\$ 55.00	\$ 55.00
Additional Charge - Ticketing and Merchandise Below charges relate to the charge payable by the hirer per ticket and not the charge passed onto the customer. Customer Booking Fees can be absorbed into the ticket price at an inside fee cost to the hirer. All ticketing for events at the Civic Centre must be conducted via the Cowra Civic Centre Ticketing System					
TICKETING FEE (Hirer or External Organisation)					
Registered Charities and Local Schools	Per Ticket	Y	I	\$ 0.00	\$ 0.00
Local Community Groups within the LGA	Per Ticket	Y	I	\$ 1.00	\$ 1.00
Commercial	Per Ticket	Y	I	\$ 2.20	\$ 2.20
Complimentary Tickets (do not incur a customer transaction fee)	Per Ticket	Y	I	\$ 1.00	\$ 1.00
Capital Renewal Levy (Must Be paid by Hirer on all tickets sold)	Per Ticket	Y	I	\$ 1.00	\$ 1.50
Non-Ticketed Event (including school performances, meetings and presentations etc.)	Per Session	Y	I	\$ 190.00	\$ 200.00

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CUSTOMER BOOKING FEE						
Non Member Booking Fee - Online	Per Ticket	Y	I	\$ 1.00	\$ 1.00	1.00
Non Member Booking Fee - Box Office prior to the day of the event	Per Ticket	Y	I	\$ 1.50	\$ 1.00	1.00
Non Member Booking Fee - Box Office on the day of the event	Per Ticket	Y	I	\$ 2.00	\$ 2.50	2.50
Members - Online or from the Box Office prior to the day of the event	Per Ticket	Y	I	\$ 0.00	\$ 0.00	0.00
Members - Box Office on the day of the event	Per Ticket	Y	I	\$ 2.00	\$ 2.50	2.50
EXTERNAL LOCAL BUSINESS TICKETING SERVICE						
Initial Set Up of Ticketing	Per Event	Y	I	\$ 50.00	\$ 55.00	55.00
Changes to Existing Approved Event	Per Event	Y	I	\$ 25.00	\$ 30.00	30.00
Cancellation of Event (Venue to send cancellation email via ticketing system. If individuals are required to be contacted via phone or other means additional labour charges will apply)	Per Event	Y	I	\$ 25.00	\$ 30.00	30.00
MERCHANDISE						
Set-up of merchandise space in the foyer with table and table cloth	Per Booking	Y	I	\$ 25.00	\$ 50.00	50.00
Merchandise - including CD's, DVD's, Clothing and programs etc.	Per Booking	Y	I	5%	5%	5%
Additional Charge - Technical						
Staff cost included in prices unless otherwise stated.						
Portable Staging - Up to 4 Sections (Best for Drum Riser)	Per Day	Y	I	\$ 150.00	\$ 150.00	150.00
Portable Staging - Up to 8 Sections	Per Day	Y	I	\$ 210.00	\$ 220.00	220.00
Portable Staging - All Sections	Per Day	Y	I	\$ 260.00	\$ 300.00	300.00
Portable Staging (off-site)- Plus staffing and transportation costs as relevant and required	Per Booking	Y	I			
Yamaha Upright Piano	Per Day	Y	I	\$ 65.00	\$ 67.00	67.00
Yamaha C3 Grand Piano	Per Day	Y	I	\$ 165.00	\$ 170.00	170.00
Drum Kit - Yamaha Stage Custom Euro Size SPB2F5 Deep Blue Sunburst	Per Day	Y	I	\$ 120.00	\$ 125.00	125.00
Cymbal Pack - Zildjian Family Standard Gig Cymbal Pack 14/16/20	Per Day	Y	I	\$ 50.00	\$ 52.00	52.00
Roland Electric Piano	Per Day	Y	I	\$ 45.00	\$ 46.00	46.00
Piano Tuning	One Off	Y	I	At Cost	At Cost	At Cost
Smoke Machine	Per Day	Y	I	\$ 60.00	\$ 65.00	65.00
Tarkett Flooring (installation and removal)	As Required	Y	I	\$ 120.00	\$ 125.00	125.00
Tarkett Flooring Rental	Per Day	Y	I	\$ 40.00	\$ 41.00	41.00
Any changes beyond standard rig (e.g. Mirror Ball, Lighting Changes etc)	Per Request	Y	I	Labour Cost Recovery Basis	Labour Cost Recovery Basis	Labour Cost Recovery Basis
Concessional Rate						
Local commercial operator (inside Cowra LGA)	Per Full Day Booking	Y	I	45% of full charge	45% of full charge	45% of full charge

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Local commercial operator (inside Cowra LGA)	Per Half Day Booking	Y	I	39% of full charge	39% of full charge
Volunteer/local Not-for-profit groups/Schools/Registered Charities	Per Full Day Booking	Y	I	30% of full charge	30% of full charge
Volunteer/local Not-for-profit groups/Schools/Registered Charities	Per Half Day Booking	Y	I	27% of full charge	27% of full charge
Events Deemed to not require minimum staffing requirements	Per Booking	Y	I	As determined by the Manager	As determined by the Manager
Additional Charge - Event Marketing					
Marketing Package One Inclusion in What's On Brochure for the month of the Event and inclusion in standard EDM to subscribers in month of event only. Plus 1x user login to view event ticket sales progress	Per Booking	Y	I	\$ 0.00	\$ 0.00
Marketing Package Two All inclusions in Marketing Package One plus included in local poster run, display of poster (digital or print) for the event in the Foyer and separate event announcement EDM to subscribers when tickets go live	Per Booking	Y	I	\$ 130.00	\$ 135.00
Marketing Package Three All inclusions in Marketing Packages One and Two plus 2nd EDM reminder of event, display of pull up banner in the foyer (provided by hirer), Facebook advertising campaign for 2 weeks leading up to the event (min spend \$100), featured banner on website home page and featured Event label on Ticketing Platform (Ticketsearch). Plus 2x user login for Ticketsearch to access ticket sales progress and marketing opt in information	Per Booking	Y	I	\$ 300.00	\$ 330.00
Social Media Basic Package - 5x Organic Facebook Posts/Stories and 5x Organic Instagram Post/stories (spread of stories and posts to be determined by the Venue Manager)	Per Booking	Y	I	\$ 55.00	\$ 60.00
Social Media Advanced Package - 2x paid campaigns (at least \$100 in total), Daily story for four weeks (2 weeks from announcement and 2 weeks prior to event), at least 5x posts (must be different content) and active sharing to local pages and groups.	Per Booking	Y	I	\$ 200.00	\$ 220.00
Additional Social Media Campaigns	Per Campaign	Y	I	Cost + 10%	Cost +10%
Radio - included in What's On regular ad on Triple M and HitFM.	Per Campaign	Y	I	\$ 100.00	\$ 110.00
EDM to subscribers	Per Campaign	Y	I	\$ 95.00	\$ 100.00
Event Poster Run to Local Businesses	Per Run	Y	I	\$ 110.00	\$ 120.00
Cinema Advertising - 30-40sec advert (minimum 4 week buy)	Per Week	Y	I	\$ 80.00	\$ 60.00

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Cinema Advertising - Basic Creation of Cinema Advert for your business or event (up to 2 edits)	Per Creation	Y	I	\$ 300.00	\$ 330.00	
Cinema Advertising - Addition to the Local Business Spotlight Reel. Up to 1 x logo and 1 x photo included only (Minimum 4 week buy)	Per Week	Y	I	\$ 50.00	\$ 40.00	
Additional Charge - Other						
Anything externally sourced (e.g. equipment, catering, Photographer, Videographer etc)	Per Request	Y	I	Cost + 10%	Cost + 10%	Cost +10%
Extra cleaning and damages	Per Booking	Y	I	Cost + 20%	Cost + 20%	Cost +20%
Security For Events - The requirement for security for an event will be on a risk basis and must be paid by the hirer	Per Event	Y	I	Cost + 10%	Cost + 10%	Cost +10%
Civic Centre - Memberships						
Valid for 365 days from purchase and entitle the holder 'member priced tickets and other benefits as listed in the terms and conditions. Members do not pay booking fees other than when tickets are purchased at the Box Office on the day of the event. The terms and conditions are subject to change at the discretion of the Manager. Changes to the terms and conditions notice will be provided 30 days prior to the changes taking effect. A discounted membership may be offered at the discretion of the Manager for the purpose of a 'membership drive'.						
All Access Premium Membership	Per Membership	Y	I	\$ 49.00	\$ 49.00	49.00
Movie Club	Per Membership	Y	I	\$ 29.00	\$ 29.00	29.00
Civic Centre - Cinema Admission						
Prices listed below do not include booking fee						
Luxe Seats (Standard)						
Non-Member Adult	Per Ticket	Y	I	\$ 19.00	\$ 20.00	20.00
Non-Member Child/Senior/Concession	Per Ticket	Y	I	\$ 15.00	\$ 16.00	16.00
Member Adult	Per Ticket	Y	I	\$ 14.00	\$ 14.00	14.00
Member Child/Senior/Concession	Per Ticket	Y	I	\$ 12.50	\$ 12.50	12.50
Emperor Recliners						
Non-Member Adult	Per Ticket	Y	I	\$ 35.00	\$ 37.00	37.00
Non-Member Child/Senior/Concession	Per Ticket	Y	I	\$ 35.00	\$ 37.00	37.00
Member Adult	Per Ticket	Y	I	\$ 29.00	\$ 29.00	29.00
Member Child/Senior/Concession	Per Ticket	Y	I	\$ 29.00	\$ 29.00	29.00
Civic Centre - Customer Booking Fees						
Prices listed below (Waived for Members except for 'On the Day' purchases from the Box Office)						
Online	Per Ticket	Y	I	\$ 1.00	\$ 1.00	1.00
Box Office Prior to the Day of Event or Film (Phone or In-Person)	Per Ticket	Y	I	\$ 1.50	\$ 1.00	1.00
Box Office On the Day of the Event or Film (Phone or In-Person)	Per Ticket	Y	I	\$ 2.00	\$ 2.50	2.50

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DEPOSITS					
A deposit may be required to confirm a booking. This may be a percentage of the total hire or the cost of the total hire as per the estimate of charges.				10% of estimate for all non-ticketed events	10% of estimate for all non-ticketed events
ADDITIONAL COMMENTS					
<ul style="list-style-type: none"> - Hire cannot exceed 14 hours per day, including staff breaks, with staff completing no more than 12 hours excluding breaks. - A production schedule is required no less than 7 days prior to the first date of the event. - The bar and box office are operated by Cowra Civic Centre. Ticketing for all events is done through Cowra Civic Centre. No other ticketing methods are permitted. - The foyer is a shared public space. Use of this space is by negotiation, including the installation of posters, signage, artwork, tables, etc. - Sticky-tape, Blu-Tack, and any other adhesives are not permitted anywhere in the venue without prior permission from the Venue Manager. Additional cleaning fees will apply if used. - Additional hours are charged at a per-hour rate in 30-minute increments. - The manager has the discretion to adjust prices for venue-specific and driven events, films, and special hires (e.g., kids' birthday parties, memberships, and other specials). - All hirers must comply with the venue's health and safety regulations. Failure to do so may result in additional charges or termination of the hire agreement. - Any damage to the venue or its equipment will be the responsibility of the hirer, and repair costs will be charged accordingly. - The venue reserves the right to refuse any booking that does not align with its policies or operational capabilities. 					
AFTER HOURS					
Failure to vacate hall by 1.30 a.m.	Per hour or part thereof	Y	I	\$ 450.00	\$ 470.00
CANCELLATION					
Notification of cancellation is to be made in writing. The following charges apply to the deposit held.					
Cancellation within 7 days of event	Deposit	Y	I	100%	100%
Cancellation within 14 days of event	Deposit	Y	I	75%	75%
Cancellation within 21 days of event	Deposit	Y	I	50%	50%
Cancellation within 28 days of event	Deposit	Y	I	25%	25%
Cancellation within 29 days or more of event	Deposit	Y	I	Full Refund of Deposit	Full Refund of Deposit
SWIMMING POOL ADMISSION					

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027
Please note: The Cowra Swimming Pool will be closed for the 2026/27 season due to construction of the pool upgrade/replacement, therefore all charges are not applicable in this year.					
<u>Conditions</u>					
DAILY PASS					
Daily pass outs are to be issued at the discretion of the pool customer service staff and are to be non-transferable between customers (enforced through digital photo id linking the customer with the card).					
TICKET CLASSIFICATION					
<ul style="list-style-type: none"> Family tickets, including pensioner family tickets, comprise two adults (either parents or grandparents of the children) and all children as identified on the family Medicare Card. Child tickets refer to children of school age. Children under school age are admitted free of charge. 					
REDUCED RATE ENTRY					
Aged, Disability Support and/or Veterans Affairs card must be shown to receive Pensioner entry.					
CONCESSIONS					
The definition of a Pension cardholder is as follows: <ul style="list-style-type: none"> Person(s) in possession of a Department of Veterans' Affairs or Centrelink Pension Card or low income card. To receive entry at a reduced rate an application must be completed at the pool. On approval an Aquatic Centre Concession Card will be issued. This card would be valid for one season, renewable annually, and be shown on entry to the Aquatic Centre 					
<u>Admission</u>					
GENERAL ADMISSION					
Adult	Per person	Y	I	\$ 5.20	N/A
Child	Per person	Y	I	\$ 3.10	N/A
Pensioner (aged, invalid & Veterans Affairs only)	Per person	Y	I	\$ 3.10	N/A
Family ticket	Per "Family"	Y	I	\$ 15.60	N/A
Non-swimmer/Spectator	Per person	Y	I	\$ 2.60	N/A
Daily Pass Outs		N/A	-	No Charge	N/A
School Students completing regular structured classes/carnivals	Per student	Y	I	\$ 2.05	N/A
SEASON TICKETS					
Adult	Per person	Y	I	\$ 145.00	N/A
Child	Per person	Y	I	\$ 87.00	N/A
Family	Per "Family"	Y	I	\$ 310.00	N/A
Pensioner Family	Per "Family"	Y	I	\$ 145.00	N/A
Non-swimmer/Spectator	Per person	Y	I	\$ 87.00	N/A
Pensioner (aged, invalid & Veterans Affairs only)	Per person	Y	I	\$ 87.00	N/A
HALF SEASON TICKETS - AVAILABLE FROM 1ST JANUARY					
Adult	Per person	Y	I	\$ 87.00	N/A

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027	
Child	Per person	Y	I	\$ 52.00		N/A
Family	Per "Family"	Y	I	\$ 186.00		N/A
Pensioner Family	Per "Family"	Y	I	\$ 87.00		N/A
Non-swimmer/Spectator	Per person	Y	I	\$ 52.00		N/A
Pensioner (aged, invalid & Veteran Affairs only)	Per person	Y	I	\$ 52.00		N/A
Low Income Admission						
The definition of Low Income Family cardholder is as follows: Person(s) in possession of a Centrelink Health Care Card with listed dependants.						
LOW INCOME ADMISSION						
Adult	Per person	Y	I	\$ 3.10		N/A
Child	Per person	Y	I	\$ 2.60		N/A
Family Ticket	Per "Family"	Y	I	\$ 10.40		N/A
LOW INCOME SEASON TICKETS						
Adult	Per person	Y	I	\$ 87.00		N/A
Child	Per person	Y	I	\$ 87.00		N/A
Family Ticket	Per "Family"	Y	I	\$ 145.00		N/A
Other Entry						
LEARN TO SWIM LESSONS						
Per half hour lesson	Per 30 minutes per person	Y	I	\$ 17.00		N/A
SCHOOL BASED LEARN-TO-SWIM (10 DAY PROGRAM)						
Child	Per person/Per day	Y	I	\$ 2.15		N/A
10 ENTRY PASS						
Adult	Per person	Y	I	\$ 45.00		N/A
Child	Per person	Y	I	\$ 23.00		N/A
Family	Per "Family"	Y	I	\$ 140.00		N/A
Pensioner (aged, invalid & Veterans Affairs only)	Per person	Y	I	\$ 23.00		N/A
Non-swimmer/Spectator	Per person	Y	I	\$ 23.00		N/A
The 10 entry pass is valid for the duration of the season in which it was purchased and can be re-activated with another 10 entries upon payment. The cards are non-transferable between customers (enforced through digital photo id linking the customer with the card).						
Hire of Aquatic Centre for School Carnivals						
With the exception of the Cowra Swimming Club & all Learn to Swim Classes, use of the pool for the purpose of conducting private Aquatic classes for the public (where a fee is being charged to participants)	Per person, per day	Y	I	\$ 1.15		N/A
Other Fees						
LOCKER HIRE						

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Per Day	Each	Y	I	\$ 1.20		N/A
Per Week	Each	Y	I	\$ 5.75		N/A
Per Season	Each	Y	I	\$ 70.00		N/A
LOST OR DAMAGED POOL SEASON CARDS						
Per card	Per card	Y	I	\$ 7.50		N/A
SWIM TEACHER HIRE						
Per swim teacher	Per hour	Y	I	\$ 60.00		N/A
CLEANING FEE						
Cleaning/Litter collection when cleaning is not carried out by the hirer to the satisfaction of Council	Per hour	Y	I	\$ 170.00		N/A
SPORTSFIELDS HIRE & USAGE						
Variations to Sports Field season fees should be calculated according to the following formula: padlock charge + capital maintenance charge + kiosk (if used) + amenities (if used) + mowing (base rate X frequency X no. fields) + wicket preparation (base rate X frequency X no. wickets) = Season Fee."						
One off hire of facility/Special Event (junior, school and charities exempt)	Each event	Y	I	\$ 120.00	\$	125.00
Netball - Summer	Per season	Y	I	\$ 1,365.00	\$	1,417.00
Netball - Winter	Per season	Y	I	\$ 1,056.00	\$	1,096.00
Touch Football	Per season	Y	I	\$ 2,323.00	\$	2,411.00
7-a-side Soccer	Per season	Y	I	\$ 1,902.00	\$	1,974.00
Senior Soccer	Per season	Y	I	\$ 1,590.00	\$	1,650.00
Cricket	Per ground preparation	Y	I	\$ 218.00	\$	226.00
AFL	Per season	Y	I	\$ 2,534.00	\$	2,630.00
Hockey	Per season	Y	I	\$ 2,042.00	\$	2,120.00
Rugby League	Per season	Y	I	\$ 2,534.00	\$	2,630.00
Other						
Lights	Per hour	Y	I	\$ 116.00	\$	120.00
Cleaning/Litter collection when cleaning is not carried out by the hirer to the satisfaction of Council	Per hour	Y	I	\$ 170.00	\$	176.00
Waste disposal per 240L MGB	Per MGB	Y	I	\$ 20.50	\$	21.00
Padlock/Key Deposit	Each instance	Y	I	\$ 100.00	\$	104.00
DISABLED ACCESS KEY						
Key which gives people with disabilities 24/7 access to participating public facilities Australia-wide.						
Master Locksmiths Access Key (MLAK)	Per key	Y	I	\$ 25.50	\$	26.50
BANNERS AND STREET SIGNS						
Fee for installation and dismantling of banners as per Council's Street Banner Policy.						

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Zone 1 - Kendal Street (east)	Per installation	Y	I	\$ 613.00	\$ 636.00	
Zone 2 - Kendal Street (between Brisbane Street & Lachlan Street)	Per installation	Y	I	\$ 876.00	\$ 909.00	
Zone 3 - Railway Lane	Per installation	Y	I	\$ 613.00	\$ 636.00	
Zone 4 - Olympic Park	Per installation	Y	I	\$ 286.00	\$ 297.00	
QUARRY CHARGES						
Private sale of gravel	Per tonne	Y	I	\$ 17.00	\$ 17.65	
AERODROME						
Terminal Building						
• room rent	Per annum	Y	I	\$ 610.00	\$ 633.00	
• hangar rent	Per annum	Y	I	\$ 252.00	\$ 262.00	
Aerodrome Hire Fee	Each event	Y	I	\$ 1,267.00	\$ 1,315.00	
Land and Terminal Lease Agreements (refer to individual contracts for details)						
CARAVAN PARK						
Note: Figures in brackets are the range of fees that can be charged based on market fluctuations.						
Cabin - deluxe	per night	Y	I	\$140.00 (110.00 - 160.00)	\$145.00 (\$120.00 - \$170.00)	
Cabin - studio queen	per night	Y	I	\$130.00 (110.00 - 160.00)	\$135.00 (\$115.00 - \$160.00)	
Cabin - superior deluxe	per night	Y	I	\$180.00 (130.00 - 240.00)	\$185.00 (\$145.00 - \$240.00)	
Cabin - accessible	per night	Y	I	\$155.00 (130.00 - 200.00)	\$160.00 (\$130.00 - \$200.00)	
Site - powered	per night	Y	I	\$42.00 (37.00 - 67.00)	\$42.00 (\$40.00 - \$70.00)	
Site - unpowered	per night	Y	I	\$32.00 (26.00 - 47.00)	\$32.00 (\$30.00 - \$48.00)	
Extra person - cabin	per night	Y	I	\$ 23.00	\$ 24.00	
Extra person - site	per night	Y	I	\$ 10.00	\$ 10.00	
Extra person - site (holiday periods)	per night	Y	I	\$ 12.00	\$ 13.00	
Extra person - site (under 5 years old)	per night	Y	I	No Charge	No Charge	
SALEYARDS						
Advertising Fee (for Council to assess and approve placement of advertising signage at the Saleyards)	Per application	Y	I	On Application	On Application	
Auctioneer's Permit						
Regular sales	Per agent	Y	I	\$ 99.70	\$ 103.50	
Special sales	Per agent	Y	I	\$ 99.70	\$ 103.50	

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Levies					
NLIS levy for cattle	Per head	Y	I	\$ 1.32	\$ 1.37
NLIS levy for sheep	Per head	Y	I	\$ 0.16	\$ 0.17
Emergency Tags					
Emergency NLIS Cattle Device	Per device	Y	I	\$ 21.80	\$ 22.60
Emergency NLIS Sheep Tag	Per tag	Y	I	\$ 2.77	\$ 5.00
Sheep handling and identification fee	Per head	Y	I	New Charge	\$ 20.00
Saleyard Fees					
Fee includes unloading of stock for the scheduled sale into the yards from 12pm Tuesday; yarding for sale, and reloading of stock until 12pm Thursday					
REGULAR & SPECIAL SALES					
Cattle/Head	Per head	Y	I	\$ 9.27	\$ 9.62
Sheep/Head	Per head	Y	I	\$ 1.84	\$ 1.91
Supplementary feeding for sale stock or transit stock	Per head	Y	I	At cost + 20%	At cost + 20%
SPECIAL USE OF YARDS (NO SCALES)					
These charges are for using the saleyards for non-sale livestock: drafting, distribution, animal husbandry, use of facility outside of feeder yards/stock pens. 'Special use of yards' fees are applicable to sale livestock remaining in yards after 12pm Thursday					
Minimum Charge	This minimum fee per head is for special use of the yards 'non-sale day' and no scales	Y	I	\$ 16.67	\$ 17.30
Cattle	Per head per day	Y	I	\$ 4.50	\$ 4.67
Sheep	Per head per day	Y	I	\$ 0.65	\$ 0.67
Monthly non-sale use of yards by local transport operators and agents	By negotiation based on average head per month	Y	I	By Negotiation	By Negotiation
NOTE: Additional to special sales and special use of yards (where used)					
Truck Wash Key	Per key	Y	I	\$ 64.40	\$ 66.85
Truck-Wash (per minute)	Per minute	Y	I	\$ 1.22	\$ 1.27
Truck-Wash turn on fee	Each	Y	I	\$ 5.61	\$ 5.82
Saleyard Scales Private Use	Per head	Y	I	\$ 7.92	\$ 8.22
Stock In Transit					

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

Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027
Use of Cowra Saleyards for sheep and cattle in transit may be arranged by contacting our office on (02) 6340 2070 or after hours 0419 219 231. Availability of the saleyards for sheep and cattle in transit is subject to facility operational requirements and capacity.					
Minimum Charge	Per load	Y	I	\$ 16.50	\$ 17.10
Cattle/Head	Per head per day	Y	I	\$ 4.50	\$ 4.67
Sheep/Head	Per head per day	Y	I	\$ 0.65	\$ 0.67
Supplementary feeding for transit stock	Per head per night	Y	I	At cost + 20%	At cost + 20%
Overnight Paddock Fee - Cattle	Per head per night	Y	I	\$ 4.58	\$ 4.75
Overnight Paddock Fee - Sheep	Per head per night	Y	I	\$ 0.66	\$ 0.69
Disposal of Dead Animals					
Sheep/Head	Per head	Y	I	\$ 76.85	\$ 79.80
Sale Cattle/Head	Per head	Y	I	\$ 212.30	\$ 220.40
Transit Cattle	Per head	Y	I	\$ 278.70	\$ 289.30
NOTE: A cow and calf offered for sale together shall be charged the fee applicable for one head only. Per day means any continuous period of 24 hours from arrival of stock at saleyards.					
LIBRARY (Set by Central West Library - Orange)					
General					
LOST BORROWER CARD					
Lost or damaged material - replacement cost and processing fee	Per Item	Y	I	\$ 2.20	\$ 2.20
Lost or damaged library materials	Per Item Replacement cost plus processing fee	Y	I	\$ 25.00	\$ 25.00
INTER LIBRARY LOANS					
Search Fee	Per Item	Y	I	\$ 5.50	\$ 5.50
Lending library imposed fee	Per Item	Y	I	Various	Various
Copying					
PHOTOCOPYING AND PRINTING					
Photocopying					
- A4/A3 Black & White	Per sheet	Y	I	\$ 0.20	\$ 0.20
- A4 Colour	Per sheet	Y	I	\$ 1.00	\$ 1.00
- A3 Colour	Per sheet	Y	I	\$ 2.00	\$ 2.00
Printing					
- A4/A3 Black & White	Per sheet	Y	I	\$ 0.20	\$ 0.20
- A4 Colour	Per sheet	Y	I	\$ 1.00	\$ 1.00

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

Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027
- A3 Colour	Per sheet	Y	I	\$ 2.00	\$ 2.00

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

Function/Activity	Unit of Measure	GST	Code	Total Charge 2025/2026	Total Charge 2026/2027
<u>Other</u>					
Local History Research	Per hour	Y	I	First hour is free, then \$40 per hour	First hour is free, then \$40 per hour
School Holiday Activities	Per activity	Y	I	Various	Various
Exam Invigilation	Per hour	Y	I	\$ 75.00	\$ 75.00
<u>PRIVATE WORKS</u>					
Private Works - Payment required upfront in accordance with Debt Recovery Plan 1.10	Each instance	Y	I	Cost + 20%	Cost + 20%

Cowra Shire Council
Long Term Financial Plan
2027-2036
Draft - For Public Exhibition

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Income Statement \$'000	CONSOLIDATED - ALL FUNDS										
	Revised Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035	Budget 2036
Income from continuing operations											
Rates and annual charges	17,860	18,685	19,432	20,208	20,813	21,436	22,079	22,740	23,421	24,123	24,846
User charges and fees	17,588	15,485	16,073	16,683	17,183	17,698	18,228	18,774	19,337	19,916	20,513
Other revenue	2,294	1,899	1,166	633	647	661	676	691	706	722	739
Grants and contributions provided for operating purposes	11,097	9,772	10,255	10,461	10,694	10,934	11,181	11,435	11,697	11,967	12,245
Grants and contributions provided for capital purposes	2,709	7,947	732	761	784	15,808	832	857	883	909	936
Interest and investment income	1,969	2,055	2,029	2,094	1,754	1,822	1,845	1,855	1,782	1,794	1,826
Other income	213	221	230	239	246	253	261	269	277	285	294
Net gains from the disposal of assets	307	0	0	0	0	0	0	0	0	0	0
Total Income	54,037	56,064	49,916	51,079	52,121	68,612	55,101	56,621	58,103	59,717	61,399
Expenses from continuing operations											
Employee benefits and on-costs	19,704	20,043	20,201	20,810	21,428	22,065	22,721	23,397	24,093	24,810	25,548
Materials and contracts	19,492	15,656	15,888	16,490	16,889	17,207	17,955	18,504	18,862	19,472	20,028
Borrowing costs	1,374	619	1,494	1,421	1,350	1,275	2,459	2,345	2,224	2,108	1,987
Depreciation, amortisation and impairment	10,424	10,632	10,845	11,062	11,283	11,509	11,739	11,974	12,213	12,457	12,706
Other expenses	1,819	1,816	1,886	1,959	2,016	2,074	2,134	2,197	2,261	2,326	2,394
Total Expenses	52,813	48,767	50,314	51,742	52,966	54,129	57,008	58,416	59,653	61,174	62,665
Net Operating Result	1,224	7,297	(398)	(663)	(845)	14,482	(1,907)	(1,795)	(1,550)	(1,456)	(1,265)
Net operating result before grants and contributions provided for capital purposes	(1,485)	(650)	(1,130)	(1,424)	(1,629)	(1,325)	(2,739)	(2,652)	(2,433)	(2,366)	(2,202)

Income Statement \$'000	GENERAL FUND										
	Revised Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035	Budget 2036
Income from continuing operations											
Rates and annual charges	8,523	8,831	9,184	9,550	9,835	10,129	10,432	10,744	11,066	11,397	11,738
User charges and fees	9,012	7,207	7,463	7,729	7,960	8,198	8,443	8,696	8,956	9,224	9,501
Other revenue	1,066	364	373	383	390	398	406	414	423	431	440
Grants and contributions provided for operating purposes	10,844	9,772	10,255	10,461	10,694	10,934	11,181	11,435	11,697	11,967	12,245
Grants and contributions provided for capital purposes	1,334	7,734	618	642	662	681	702	723	745	767	790
Interest and investment income	1,786	1,876	1,855	1,925	1,590	1,661	1,693	1,706	1,649	1,661	1,691
Other income	196	203	211	220	226	233	240	247	255	262	270
Net gains from the disposal of assets	307	0	0	0	0	0	0	0	0	0	0
Total Income	33,067	35,987	29,959	30,909	31,356	32,234	33,097	33,966	34,790	35,710	36,675
Expenses from continuing operations											
Employee benefits and on-costs	15,473	15,643	15,921	16,550	17,040	17,546	18,066	18,602	19,154	19,723	20,309
Materials and contracts	9,208	4,501	5,467	5,908	5,861	5,104	6,335	6,544	6,554	6,802	7,016
Borrowing costs	173	104	311	294	277	261	244	226	207	192	179
Depreciation, amortisation and impairment	6,150	6,273	6,399	6,527	6,657	6,791	6,926	7,065	7,206	7,350	7,497
Other expenses	1,785	1,780	1,849	1,920	1,976	2,033	2,092	2,153	2,216	2,280	2,347
Total Expenses	32,790	28,301	29,947	31,198	31,812	31,734	33,664	34,591	35,337	36,348	37,348
Net Operating Result	277	7,686	12	(289)	(456)	500	(567)	(625)	(546)	(638)	(673)
Net operating result before grants and contributions provided for capital purposes	(1,057)	(48)	(606)	(932)	(1,117)	(182)	(1,269)	(1,348)	(1,291)	(1,405)	(1,462)

Income Statement \$'000	WASTE FUND										
	Revised Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035	Budget 2036
Income from continuing operations											
Rates and annual charges	3,547	3,682	3,829	3,982	4,102	4,225	4,352	4,482	4,617	4,755	4,898
User charges and fees	1,500	1,104	1,148	1,194	1,230	1,267	1,305	1,344	1,384	1,426	1,469
Other revenue	1,228	1,535	793	251	257	264	270	277	284	291	299
Grants and contributions provided for operating purposes	235	0	0	0	0	0	0	0	0	0	0
Grants and contributions provided for capital purposes	0	85	0	0	0	0	0	0	0	0	0
Interest and investment income	29	30	31	32	33	34	35	36	37	38	40
Other income	3	3	3	3	3	3	4	4	4	4	4
Net gains from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
Total Income	6,542	6,439	5,804	5,463	5,625	5,793	5,965	6,143	6,326	6,514	6,709
Expenses from continuing operations											
Employee benefits and on-costs	2,198	2,350	2,148	2,043	2,104	2,167	2,232	2,299	2,368	2,439	2,512
Materials and contracts	3,058	2,929	2,662	2,483	2,592	2,556	2,745	2,831	2,920	3,012	3,099
Borrowing costs	25	24	23	22	22	21	20	18	17	16	15
Depreciation, amortisation and impairment	363	371	378	386	393	401	409	417	426	434	443
Other expenses	2	3	3	3	3	3	3	3	3	3	3
Total Expenses	5,647	5,677	5,215	4,936	5,114	5,148	5,409	5,569	5,735	5,905	6,073
Net Operating Result	895	762	590	526	511	645	557	574	591	610	636
Net operating result before grants and contributions provided for capital purposes	895	677	590	526	511	645	557	574	591	610	636

Income Statement \$'000	WATER FUND										
	Revised Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035	Budget 2036
Income from continuing operations											
Rates and annual charges	2,466	2,721	2,830	2,943	3,032	3,122	3,216	3,313	3,412	3,514	3,620
User charges and fees	6,026	6,105	6,349	6,603	6,801	7,005	7,215	7,431	7,654	7,884	8,120
Other revenue	0	0	0	0	0	0	0	0	0	0	0
Grants and contributions provided for operating purposes	17	0	0	0	0	0	0	0	0	0	0
Grants and contributions provided for capital purposes	1,305	55	38	40	41	15,042	44	45	46	48	49
Interest and investment income	62	62	62	62	62	62	62	62	62	62	62
Other income	0	0	0	0	0	0	0	0	0	0	0
Net gains from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
Total Income	9,876	8,943	9,279	9,648	9,936	25,232	10,537	10,851	11,175	11,508	11,851
Expenses from continuing operations											
Employee benefits and on-costs	1,428	1,482	1,541	1,603	1,651	1,700	1,751	1,804	1,858	1,914	1,971
Materials and contracts	4,911	4,913	5,240	5,484	5,707	6,880	6,001	6,170	6,344	6,524	6,693
Borrowing costs	167	154	139	123	106	88	1,332	1,283	1,233	1,185	1,134
Depreciation, amortisation and impairment	2,781	2,836	2,893	2,951	3,010	3,070	3,132	3,194	3,258	3,323	3,390
Other expenses	30	31	33	34	35	36	37	38	39	41	42
Total Expenses	9,317	9,416	9,846	10,195	10,509	11,774	12,254	12,489	12,733	12,986	13,229
Net Operating Result	558	(474)	(567)	(547)	(573)	13,458	(1,717)	(1,638)	(1,558)	(1,478)	(1,378)
Net operating result before grants and contributions provided for capital purposes	(747)	(528)	(605)	(587)	(615)	(1,585)	(1,760)	(1,683)	(1,605)	(1,526)	(1,427)

Income Statement	SEWER FUND										
	Revised Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035	Budget 2036
\$'000											
Income from continuing operations											
Rates and annual charges	3,325	3,451	3,589	3,733	3,844	3,960	4,079	4,201	4,327	4,457	4,591
User charges and fees	1,051	1,070	1,113	1,157	1,192	1,228	1,265	1,303	1,342	1,382	1,423
Other revenue	0	0	0	0	0	0	0	0	0	0	0
Grants and contributions provided for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Grants and contributions provided for capital purposes	70	73	76	79	82	84	86	89	92	94	97
Interest and investment income	93	87	81	74	69	65	55	50	33	33	33
Other income	14	15	15	16	16	17	17	18	18	19	20
Net gains from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
Total Income	4,553	4,696	4,874	5,059	5,204	5,353	5,503	5,661	5,812	5,985	6,164
Expenses from continuing operations											
Employee benefits and on-costs	605	569	591	615	633	652	672	692	713	734	756
Materials and contracts	2,315	3,313	2,518	2,615	2,728	2,668	2,874	2,958	3,044	3,135	3,219
Borrowing costs	1,009	337	1,021	982	945	905	862	817	766	714	660
Depreciation, amortisation and impairment	1,129	1,152	1,175	1,198	1,222	1,247	1,272	1,297	1,323	1,349	1,376
Other expenses	2	2	2	2	2	2	2	2	2	2	2
Total Expenses	5,060	5,373	5,307	5,412	5,531	5,473	5,682	5,767	5,849	5,935	6,014
Net Operating Result	(507)	(677)	(433)	(353)	(327)	(120)	(179)	(106)	(37)	50	149
Net operating result before grants and contributions provided for capital purposes	(577)	(750)	(509)	(432)	(409)	(204)	(266)	(195)	(129)	(44)	52

STATEMENT OF FINANCIAL POSITION	CONSOLIDATED - ALL FUNDS											
	Annual Statements 2025	Revised Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035	Budget 2036
\$'000												
ASSETS												
Current Assets												
Cash and cash equivalents	13,312	7,873	7,789	8,070	8,260	8,614	8,774	8,841	8,556	8,613	8,767	9,018
Investments	27,421	31,490	31,158	32,280	33,040	34,457	35,096	35,366	34,225	34,453	35,069	36,071
Receivables	8,564	8,564	8,564	8,564	8,564	8,564	8,564	8,564	8,564	8,564	8,564	8,564
Inventories	1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033
Contract Assets	4,977	4,977	4,977	4,977	4,977	4,977	4,977	4,977	4,977	4,977	4,977	4,977
Other	45	45	45	45	45	45	45	45	45	45	45	45
Total Current Assets	55,352	53,982	53,566	54,969	55,919	57,690	58,489	58,826	57,400	57,685	58,456	59,707
Non-Current Assets												
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Inventories	149	149	149	149	149	149	149	149	149	149	149	149
Infrastructure, property, plant and equipment	923,046	924,872	946,634	943,954	941,427	937,855	970,517	966,742	964,738	961,323	957,441	953,189
Other	174	174	174	174	174	174	174	174	174	174	174	174
Total Non-Current Assets	923,369	925,195	946,957	944,277	941,750	938,178	970,840	967,065	965,061	961,646	957,764	953,512
TOTAL ASSETS	978,721	979,176	1,000,524	999,246	997,669	995,869	1,029,329	1,025,891	1,022,461	#####	#####	#####
LIABILITIES												
Current Liabilities												
Payables	4,364	4,364	4,364	4,364	4,364	4,364	4,364	4,364	4,364	4,364	4,364	4,364
Borrowings	891	891	891	891	891	891	891	891	891	891	891	891
Provisions	5,646	5,646	5,646	5,646	5,646	5,646	5,646	5,646	5,646	5,646	5,646	5,646
Contract Liabilities	3,866	3,866	3,866	3,866	3,866	3,866	3,866	3,866	3,866	3,866	3,866	3,866
Total Current Liabilities	14,767	14,767	14,767	14,767	14,767	14,767	14,767	14,767	14,767	14,767	14,767	14,767
Non-Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	11,067	10,235	24,027	22,877	21,682	20,439	39,120	37,283	35,332	33,428	31,438	29,358
Provisions	798	861	1,120	1,389	1,670	1,958	2,256	2,562	2,877	3,202	3,537	3,881
Total Non-Current Liabilities	11,865	11,096	25,147	24,266	23,352	22,397	41,375	39,844	38,209	36,630	34,975	33,239
TOTAL LIABILITIES	26,632	25,863	39,914	39,033	38,119	37,164	56,142	54,611	52,976	51,397	49,742	48,006
NET ASSETS	952,089	953,313	960,610	960,212	959,549	958,704	973,187	971,280	969,484	967,934	966,478	965,212
EQUITY												
Accumulated Surplus	261,858	263,082	270,379	269,981	269,318	268,473	282,956	281,049	279,253	277,703	276,247	274,981
Revaluation Reserves	690,231	690,231	690,231	690,231	690,231	690,231	690,231	690,231	690,231	690,231	690,231	690,231
TOTAL EQUITY	952,089	953,313	960,610	960,212	959,549	958,704	973,187	971,280	969,484	967,934	966,478	965,212

STATEMENT OF FINANCIAL POSITION	GENERAL FUND											
	Annual Statements 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035	Budget 2036
ASSETS												
Current Assets												
Cash and cash equivalents	5,388	3,617	3,195	3,204	3,212	3,196	3,584	3,638	3,678	3,657	3,782	4,022
Investments	12,604	14,467	12,782	12,816	12,849	12,783	14,337	14,551	14,712	14,630	15,129	16,087
Receivables	4,228	4,228	4,228	4,228	4,228	4,228	4,228	4,228	4,228	4,228	4,228	4,228
Inventories	1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033	1,033
Contract Assets	4,858	4,858	4,858	4,858	4,858	4,858	4,858	4,858	4,858	4,858	4,858	4,858
Other	45	45	45	45	45	45	45	45	45	45	45	45
Total Current Assets	28,156	28,248	26,141	26,184	26,225	26,143	28,086	28,353	28,554	28,451	29,076	30,272
Non-Current Assets												
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Inventories	149	149	149	149	149	149	149	149	149	149	149	149
Infrastructure, property, plant and equipment	773,231	773,075	786,325	786,191	785,778	785,335	783,813	782,892	781,970	781,479	780,194	778,328
Other	174	174	174	174	174	174	174	174	174	174	174	174
Total Non-Current Assets	773,554	773,398	786,648	786,514	786,101	785,658	784,136	783,215	782,293	781,802	780,517	778,651
TOTAL ASSETS	801,710	801,646	812,789	812,698	812,326	811,800	812,222	811,568	810,847	810,254	809,593	808,923
LIABILITIES												
Current Liabilities												
Payables	4,253	4,253	4,253	4,253	4,253	4,253	4,253	4,253	4,253	4,253	4,253	4,253
Borrowings	465	465	465	465	465	465	465	465	465	465	465	465
Provisions	4,615	4,615	4,615	4,615	4,615	4,615	4,615	4,615	4,615	4,615	4,615	4,615
Contract Liabilities	2,739	2,739	2,739	2,739	2,739	2,739	2,739	2,739	2,739	2,739	2,739	2,739
Total Current Liabilities	12,072	12,072	12,072	12,072	12,072	12,072	12,072	12,072	12,072	12,072	12,072	12,072
Non-Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	2,824	2,375	5,601	5,258	4,925	4,598	4,255	3,895	3,518	3,181	2,859	2,555
Provisions	733	841	1,072	1,312	1,562	1,820	2,085	2,358	2,639	2,929	3,228	3,535
Total Non-Current Liabilities	3,557	3,216	6,673	6,570	6,488	6,418	6,340	6,254	6,157	6,110	6,087	6,090
TOTAL LIABILITIES	15,629	15,288	18,745	18,642	18,560	18,490	18,412	18,326	18,229	18,182	18,159	18,162
NET ASSETS	786,081	786,358	794,044	794,056	793,766	793,310	793,810	793,243	792,618	792,072	791,434	790,761
EQUITY												
Accumulated Surplus	195,575	195,852	203,538	203,550	203,260	202,804	203,304	202,737	202,112	201,566	200,928	200,255
Revaluation Reserves	590,506	590,506	590,506	590,506	590,506	590,506	590,506	590,506	590,506	590,506	590,506	590,506
TOTAL EQUITY	786,081	786,358	794,044	794,056	793,766	793,310	793,810	793,243	792,618	792,072	791,434	790,761

STATEMENT OF FINANCIAL POSITION	WASTE FUND											
	Annual Statements 2025	Revised Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035	Budget 2036
ASSETS												
Current Assets												
Cash and cash equivalents	600	646	834	945	1,045	1,221	945	1,133	1,326	1,447	1,572	1,582
Investments	2,596	2,584	3,337	3,781	4,180	4,885	3,780	4,533	5,305	5,786	6,288	6,328
Receivables	916	916	916	916	916	916	916	916	916	916	916	916
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Contract Assets	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	4,112	4,146	5,087	5,642	6,141	7,022	5,641	6,582	7,548	8,149	8,775	8,826
Non-Current Assets												
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, property, plant and equipment	3,330	4,142	3,961	3,993	4,017	3,644	5,667	5,277	4,880	4,864	4,840	5,417
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	3,330	4,142	3,961	3,993	4,017	3,644	5,667	5,277	4,880	4,864	4,840	5,417
TOTAL ASSETS	7,442	8,289	9,048	9,635	10,159	10,667	11,308	11,859	12,428	13,013	13,616	14,243
LIABILITIES												
Current Liabilities												
Payables	30	30	30	30	30	30	30	30	30	30	30	30
Borrowings	13	13	13	13	13	13	13	13	13	13	13	13
Provisions	539	539	539	539	539	539	539	539	539	539	539	539
Contract Liabilities	5	5	5	5	5	5	5	5	5	5	5	5
Total Current Liabilities	587	587	587	587	587	587	587	587	587	587	587	587
Non-Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	425	412	398	383	368	351	334	315	296	275	253	230
Provisions	36	0	12	24	37	50	63	77	91	105	121	136
Total Non-Current Liabilities	461	412	410	407	404	401	397	392	387	381	374	366
TOTAL LIABILITIES	1,048	999	997	994	991	988	984	979	974	968	961	953
NET ASSETS	6,394	7,289	8,051	8,641	9,167	9,679	10,324	10,880	11,454	12,045	12,655	13,291
EQUITY												
Accumulated Surplus	6,159	7,054	7,816	8,406	8,932	9,444	10,089	10,645	11,219	11,810	12,420	13,056
Revaluation Reserves	235	235	235	235	235	235	235	235	235	235	235	235
TOTAL EQUITY	6,394	7,289	8,051	8,641	9,167	9,679	10,324	10,880	11,454	12,045	12,655	13,291

STATEMENT OF FINANCIAL POSITION	WATER FUND											
	Annual Statements 2025	Revised Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035	Budget 2036
ASSETS												
Current Assets												
Cash and cash equivalents	2,705	1,467	1,672	1,883	2,099	2,334	2,388	2,314	1,905	1,873	1,854	1,846
Investments	5,100	5,868	6,687	7,532	8,396	9,338	9,551	9,254	7,620	7,492	7,417	7,382
Receivables	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Contract Assets	119	119	119	119	119	119	119	119	119	119	119	119
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	10,649	10,178	11,203	12,259	13,339	14,516	14,783	14,412	12,369	12,209	12,115	12,072
Non-Current Assets												
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, property, plant and equipment	98,919	99,725	98,016	96,169	94,303	92,296	125,214	123,137	122,762	120,642	118,489	116,335
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	98,919	99,725	98,016	96,169	94,303	92,296	125,214	123,137	122,762	120,642	118,489	116,335
TOTAL ASSETS	109,568	109,903	109,219	108,428	107,642	106,812	139,996	137,549	135,131	132,852	130,604	128,407
LIABILITIES												
Current Liabilities												
Payables	42	42	42	42	42	42	42	42	42	42	42	42
Borrowings	213	213	213	213	213	213	213	213	213	213	213	213
Provisions	409	409	409	409	409	409	409	409	409	409	409	409
Contract Liabilities	1,122	1,122	1,122	1,122	1,122	1,122	1,122	1,122	1,122	1,122	1,122	1,122
Total Current Liabilities	1,786	1,786	1,786	1,786	1,786	1,786	1,786	1,786	1,786	1,786	1,786	1,786
Non-Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	2,431	2,218	1,992	1,751	1,494	1,220	20,928	20,178	19,379	18,638	17,848	17,007
Provisions	17	6	23	39	57	75	93	112	131	152	172	194
Total Non-Current Liabilities	2,448	2,225	2,015	1,790	1,550	1,294	21,021	20,290	19,511	18,790	18,021	17,201
TOTAL LIABILITIES	4,234	4,011	3,801	3,576	3,336	3,080	22,807	22,076	21,297	20,576	19,807	18,987
NET ASSETS	105,334	105,892	105,419	104,852	104,305	103,732	117,189	115,473	113,834	112,276	110,798	109,420
EQUITY												
Accumulated Surplus	29,743	30,301	29,828	29,261	28,714	28,141	41,598	39,882	38,243	36,685	35,207	33,829
Revaluation Reserves	75,591	75,591	75,591	75,591	75,591	75,591	75,591	75,591	75,591	75,591	75,591	75,591
TOTAL EQUITY	105,334	105,892	105,419	104,852	104,305	103,732	117,189	115,473	113,834	112,276	110,798	109,420

STATEMENT OF FINANCIAL POSITION	SEWER FUND											
	Annual Statements 2025	Revised Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035	Budget 2036
ASSETS												
Current Assets												
Cash and cash equivalents	4,619	2,143	2,088	2,038	1,904	1,863	1,857	1,757	1,647	1,636	1,559	1,568
Investments	7,121	8,571	8,352	8,151	7,615	7,451	7,428	7,027	6,587	6,545	6,235	6,273
Receivables	695	695	695	695	695	695	695	695	695	695	695	695
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Contract Assets	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	12,435	11,409	11,135	10,883	10,214	10,008	9,979	9,479	8,929	8,876	8,489	8,537
Non-Current Assets												
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, property, plant and equipment	47,566	47,930	58,332	57,601	57,328	56,581	55,824	55,436	55,126	54,337	53,918	53,109
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	47,566	47,930	58,332	57,601	57,328	56,581	55,824	55,436	55,126	54,337	53,918	53,109
TOTAL ASSETS	60,001	59,339	69,467	68,484	67,543	66,589	65,803	64,915	64,055	63,213	62,407	61,646
LIABILITIES												
Current Liabilities												
Payables	39	39	39	39	39	39	39	39	39	39	39	39
Borrowings	200	200	200	200	200	200	200	200	200	200	200	200
Provisions	83	83	83	83	83	83	83	83	83	83	83	83
Contract Liabilities	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	322	322	322	322	322	322	322	322	322	322	322	322
Non-Current Liabilities												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	5,387	5,230	16,035	15,485	14,896	14,269	13,603	12,894	12,139	11,334	10,477	9,566
Provisions	12	13	14	14	14	14	15	15	15	16	16	16
Total Non-Current Liabilities	5,399	5,244	16,049	15,499	14,910	14,284	13,617	12,909	12,155	11,350	10,494	9,583
TOTAL LIABILITIES	5,721	5,566	16,371	15,821	15,232	14,606	13,939	13,231	12,477	11,672	10,816	9,905
NET ASSETS	54,280	53,773	53,096	52,664	52,311	51,984	51,863	51,684	51,578	51,541	51,592	51,741
EQUITY												
Accumulated Surplus	30,381	29,874	29,197	28,765	28,412	28,085	27,964	27,785	27,679	27,642	27,693	27,842
Revaluation Reserves	23,899	23,899	23,899	23,899	23,899	23,899	23,899	23,899	23,899	23,899	23,899	23,899
TOTAL EQUITY	54,280	53,773	53,096	52,664	52,311	51,984	51,863	51,684	51,578	51,541	51,592	51,741

Cash Flow Statement	CONSOLIDATED - ALL FUNDS											
	\$'000	Revised Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035	Budget 2036
Cash flows from operating activities												
<i>Receipts:</i>												
Rates and annual charges	17,860	18,685	19,432	20,208	20,813	21,436	22,079	22,740	23,421	24,123	24,846	
User charges and fees	17,588	15,485	16,073	16,683	17,183	17,698	18,228	18,774	19,337	19,916	20,513	
Investment and interest revenue received	1,969	2,055	2,029	2,094	1,754	1,822	1,845	1,855	1,782	1,794	1,826	
Grants and contributions	13,372	17,269	10,520	10,736	10,977	26,225	11,481	11,744	12,016	12,295	12,583	
Other Revenue	2,294	1,899	1,166	633	647	661	676	691	706	722	739	
Other Income	213	221	230	239	246	253	261	269	277	285	294	
Net gain from the disposal of assets	307	0	0	0	0	0	0	0	0	0	0	
<i>Payments:</i>												
Employee benefits and on-costs	(19,140)	(19,457)	(19,591)	(20,175)	(20,775)	(21,392)	(22,028)	(22,683)	(23,358)	(24,052)	(24,768)	
Materials and contracts	(19,492)	(15,656)	(15,888)	(16,490)	(16,889)	(17,207)	(17,955)	(18,504)	(18,862)	(19,472)	(20,028)	
Borrowing costs	(1,374)	(619)	(1,494)	(1,421)	(1,350)	(1,275)	(2,459)	(2,345)	(2,224)	(2,108)	(1,987)	
Other	(1,819)	(1,816)	(1,886)	(1,959)	(2,016)	(2,074)	(2,134)	(2,197)	(2,261)	(2,326)	(2,394)	
LSL Paid - reduce liability	(501)	(328)	(341)	(354)	(365)	(376)	(387)	(399)	(411)	(423)	(436)	
Net cash provided (or used in) operating activities	11,277	17,739	10,249	10,193	10,225	25,772	9,606	9,946	10,424	10,755	11,187	
Cash flows from investing activities												
<i>Receipts:</i>												
Sale of infrastructure, property, plant and equipment	99	0	0	0	0	0	0	0	0	0	0	
Deferred debtors receipts	0	0	0	0	0	0	0	0	0	0	0	
<i>Payments:</i>												
Purchase of property, plant and equipment	(11,915)	(31,945)	(7,696)	(8,048)	(7,210)	(43,654)	(7,432)	(9,422)	(8,234)	(7,994)	(7,855)	
Net cash provided (or used in) investing activities	(11,816)	(31,945)	(7,696)	(8,048)	(7,210)	(43,654)	(7,432)	(9,422)	(8,234)	(7,994)	(7,855)	
Cash flows from financing activities												
<i>Receipts:</i>												
New loans	6,252	14,524	0	0	0	20,000	0	0	0	0	0	
<i>Payments:</i>												
Repayment of borrowings and advances	(7,084)	(733)	(1,150)	(1,194)	(1,244)	(1,319)	(1,837)	(1,951)	(1,904)	(1,990)	(2,080)	
Net cash provided (or used in) financing activities	(832)	13,791	(1,150)	(1,194)	(1,244)	18,681	(1,837)	(1,951)	(1,904)	(1,990)	(2,080)	
Net increase / (decrease) in cash	(1,370)	(415)	1,402	950	1,771	799	337	(1,426)	286	770	1,252	
Cash at the beginning of the year	40,733	39,363	38,947	40,350	41,300	43,071	43,870	44,207	42,781	43,066	43,837	
Cash at the end of the year	39,363	38,947	40,350	41,300	43,071	43,870	44,207	42,781	43,066	43,837	45,088	

Cash Flow Statement	GENERAL FUND											
	\$'000	Revised Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035	Budget 2036
Cash flows from operating activities												
<i>Receipts:</i>												
Rates and annual charges	8,523	8,831	9,184	9,550	9,835	10,129	10,432	10,744	11,066	11,397	11,738	
User charges and fees	9,012	7,207	7,463	7,729	7,960	8,198	8,443	8,696	8,956	9,224	9,501	
Investment and interest revenue received	1,786	1,876	1,855	1,925	1,590	1,661	1,693	1,706	1,649	1,661	1,691	
Grants and contributions	11,745	17,056	10,405	10,616	10,854	11,099	11,351	11,610	11,878	12,153	12,437	
Other Revenue	1,066	364	373	383	390	398	406	414	423	431	440	
Other Income	196	203	211	220	226	233	240	247	255	262	270	
Net gain from the disposal of assets	307	0	0	0	0	0	0	0	0	0	0	
<i>Payments:</i>												
Employee benefits and on-costs	(15,000)	(15,151)	(15,409)	(16,017)	(16,492)	(16,981)	(17,484)	(18,003)	(18,537)	(19,087)	(19,654)	
Materials and contracts	(9,208)	(4,501)	(5,467)	(5,908)	(5,861)	(5,104)	(6,335)	(6,544)	(6,554)	(6,802)	(7,016)	
Borrowing costs	(173)	(104)	(311)	(294)	(277)	(261)	(244)	(226)	(207)	(192)	(179)	
Other	(1,785)	(1,780)	(1,849)	(1,920)	(1,976)	(2,033)	(2,092)	(2,153)	(2,216)	(2,280)	(2,347)	
LSL Paid - reduce liability	(366)	(261)	(272)	(283)	(291)	(300)	(309)	(318)	(328)	(337)	(347)	
Net cash provided (or used in) operating activities	6,102	13,740	6,183	6,001	5,958	7,039	6,101	6,174	6,386	6,430	6,534	
Cash flows from investing activities												
<i>Receipts:</i>												
Sale of infrastructure, property, plant and equipment	99	0	0	0	0	0	0	0	0	0	0	
Deferred debtors receipts	0	0	0	0	0	0	0	0	0	0	0	
<i>Payments:</i>												
Purchase of property, plant and equipment	(5,660)	(19,073)	(5,797)	(5,628)	(5,713)	(4,753)	(5,473)	(5,596)	(6,151)	(5,484)	(5,033)	
Net cash provided (or used in) investing activities	(5,561)	(19,073)	(5,797)	(5,628)	(5,713)	(4,753)	(5,473)	(5,596)	(6,151)	(5,484)	(5,033)	
Cash flows from financing activities												
<i>Receipts:</i>												
New loans	762	3,469	0	0	0	0	0	0	0	0	0	
<i>Payments:</i>												
Repayment of borrowings and advances	(1,211)	(242)	(343)	(333)	(327)	(343)	(360)	(378)	(337)	(321)	(305)	
Net cash provided (or used in) financing activities	(449)	3,226	(343)	(333)	(327)	(343)	(360)	(378)	(337)	(321)	(305)	
Net increase / (decrease) in cash	92	(2,107)	43	41	(82)	1,943	267	201	(103)	625	1,197	
Cash at the beginning of the year	17,992	18,084	15,977	16,020	16,061	15,979	17,922	18,189	18,390	18,287	18,912	
Cash at the end of the year	18,084	15,977	16,020	16,061	15,979	17,922	18,189	18,390	18,287	18,912	20,108	

Cash Flow Statement	WASTE FUND										
	Revised Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035	Budget 2036
Cash flows from operating activities											
<i>Receipts:</i>											
Rates and annual charges	3,547	3,682	3,829	3,982	4,102	4,225	4,352	4,482	4,617	4,755	4,898
User charges and fees	1,500	1,104	1,148	1,194	1,230	1,267	1,305	1,344	1,384	1,426	1,469
Investment and interest revenue received	29	30	31	32	33	34	35	36	37	38	40
Grants and contributions	235	85	0	0	0	0	0	0	0	0	0
Other Revenue	1,228	1,535	793	251	257	264	270	277	284	291	299
Other Income	3	3	3	3	3	3	4	4	4	4	4
Net gain from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
<i>Payments:</i>											
Employee benefits and on-costs	(2,154)	(2,305)	(2,101)	(1,994)	(2,054)	(2,116)	(2,179)	(2,245)	(2,312)	(2,381)	(2,453)
Materials and contracts	(3,058)	(2,929)	(2,662)	(2,483)	(2,592)	(2,556)	(2,745)	(2,831)	(2,920)	(3,012)	(3,099)
Borrowing costs	(25)	(24)	(23)	(22)	(22)	(21)	(20)	(18)	(17)	(16)	(15)
Other	(2)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)
LSL Paid - reduce liability	(79)	(33)	(35)	(36)	(37)	(38)	(39)	(41)	(42)	(43)	(44)
Net cash provided (or used in) operating activities	1,223	1,144	980	924	918	1,060	979	1,005	1,032	1,059	1,094
Cash flows from investing activities											
<i>Receipts:</i>											
Sale of infrastructure, property, plant and equipment	0	0	0	0	0	0	0	0	0	0	0
Deferred debtors receipts	0	0	0	0	0	0	0	0	0	0	0
<i>Payments:</i>											
Purchase of property, plant and equipment	(1,175)	(190)	(410)	(410)	(20)	(2,424)	(20)	(20)	(410)	(410)	(1,020)
Net cash provided (or used in) investing activities	(1,175)	(190)	(410)	(410)	(20)	(2,424)	(20)	(20)	(410)	(410)	(1,020)
Cash flows from financing activities											
<i>Receipts:</i>											
New loans	0	0	0	0	0	0	0	0	0	0	0
<i>Payments:</i>											
Repayment of borrowings and advances	(13)	(14)	(15)	(16)	(16)	(17)	(18)	(20)	(21)	(22)	(23)
Net cash provided (or used in) financing activities	(13)	(14)	(15)	(16)	(16)	(17)	(18)	(20)	(21)	(22)	(23)
Net increase / (decrease) in cash	34	941	555	499	881	(1,381)	941	966	601	627	51
Cash at the beginning of the year	3,196	3,230	4,171	4,726	5,225	6,106	4,725	5,666	6,632	7,233	7,859
Cash at the end of the year	3,230	4,171	4,726	5,225	6,106	4,725	5,666	6,632	7,233	7,859	7,910

Cash Flow Statement	WATER FUND										
	Revised Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035	Budget 2036
Cash flows from operating activities											
<i>Receipts:</i>											
Rates and annual charges	2,466	2,721	2,830	2,943	3,032	3,122	3,216	3,313	3,412	3,514	3,620
User charges and fees	6,026	6,105	6,349	6,603	6,801	7,005	7,215	7,431	7,654	7,884	8,120
Investment and interest revenue received	62	62	62	62	62	62	62	62	62	62	62
Grants and contributions	1,322	55	38	40	41	15,042	44	45	46	48	49
Other Revenue	0	0	0	0	0	0	0	0	0	0	0
Other Income	0	0	0	0	0	0	0	0	0	0	0
Net gain from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
<i>Payments:</i>											
Employee benefits and on-costs	(1,388)	(1,440)	(1,498)	(1,557)	(1,604)	(1,652)	(1,702)	(1,753)	(1,805)	(1,860)	(1,915)
Materials and contracts	(4,911)	(4,913)	(5,240)	(5,484)	(5,707)	(6,880)	(6,001)	(6,170)	(6,344)	(6,524)	(6,693)
Borrowing costs	(167)	(154)	(139)	(123)	(106)	(88)	(1,332)	(1,283)	(1,233)	(1,185)	(1,134)
Other	(30)	(31)	(33)	(34)	(35)	(36)	(37)	(38)	(39)	(41)	(42)
LSL Paid - reduce liability	(51)	(26)	(27)	(28)	(29)	(29)	(30)	(31)	(32)	(33)	(34)
Net cash provided (or used in) operating activities	3,328	2,379	2,343	2,422	2,454	16,546	1,434	1,575	1,720	1,866	2,033
Cash flows from investing activities											
<i>Receipts:</i>											
Sale of infrastructure, property, plant and equipment	0	0	0	0	0	0	0	0	0	0	0
Deferred debtors receipts	0	0	0	0	0	0	0	0	0	0	0
<i>Payments:</i>											
Purchase of property, plant and equipment	(3,586)	(1,128)	(1,046)	(1,085)	(1,003)	(35,988)	(1,055)	(2,819)	(1,138)	(1,170)	(1,236)
Net cash provided (or used in) investing activities	(3,586)	(1,128)	(1,046)	(1,085)	(1,003)	(35,988)	(1,055)	(2,819)	(1,138)	(1,170)	(1,236)
Cash flows from financing activities											
<i>Receipts:</i>											
New loans	0	0	0	0	0	20,000	0	0	0	0	0
<i>Payments:</i>											
Repayment of borrowings and advances	(213)	(226)	(241)	(257)	(274)	(292)	(750)	(799)	(742)	(790)	(841)
Net cash provided (or used in) financing activities	(213)	(226)	(241)	(257)	(274)	19,708	(750)	(799)	(742)	(790)	(841)
Net increase / (decrease) in cash	(471)	1,024	1,056	1,079	1,178	266	(371)	(2,043)	(160)	(94)	(43)
Cash at the beginning of the year	7,805	7,334	8,359	9,415	10,495	11,672	11,939	11,568	9,525	9,365	9,271
Cash at the end of the year	7,334	8,359	9,415	10,495	11,672	11,939	11,568	9,525	9,365	9,271	9,228

Cash Flow Statement	SEWER FUND										
	Revised Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035	Budget 2036
Cash flows from operating activities											
<i>Receipts:</i>											
Rates and annual charges	3,325	3,451	3,589	3,733	3,844	3,960	4,079	4,201	4,327	4,457	4,591
User charges and fees	1,051	1,070	1,113	1,157	1,192	1,228	1,265	1,303	1,342	1,382	1,423
Investment and interest revenue received	93	87	81	74	69	65	55	50	33	33	33
Grants and contributions	70	73	76	79	82	84	86	89	92	94	97
Other Revenue	0	0	0	0	0	0	0	0	0	0	0
Other Income	14	15	15	16	16	17	17	18	18	19	20
Net gain from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
<i>Payments:</i>											
Employee benefits and on-costs	(598)	(561)	(583)	(607)	(625)	(644)	(663)	(683)	(703)	(724)	(746)
Materials and contracts	(2,315)	(3,313)	(2,518)	(2,615)	(2,728)	(2,668)	(2,874)	(2,958)	(3,044)	(3,135)	(3,219)
Borrowing costs	(1,009)	(337)	(1,021)	(982)	(945)	(905)	(862)	(817)	(766)	(714)	(660)
Other	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)
LSL Paid - reduce liability	(6)	(7)	(8)	(8)	(8)	(8)	(9)	(9)	(9)	(9)	(10)
Net cash provided (or used in) operating activities	624	475	742	846	895	1,127	1,093	1,191	1,287	1,400	1,526
Cash flows from investing activities											
<i>Receipts:</i>											
Sale of infrastructure, property, plant and equipment	0	0	0	0	0	0	0	0	0	0	0
Deferred debtors receipts	0	0	0	0	0	0	0	0	0	0	0
<i>Payments:</i>											
Purchase of property, plant and equipment	(1,493)	(11,554)	(443)	(926)	(475)	(489)	(884)	(987)	(535)	(931)	(567)
Net cash provided (or used in) investing activities	(1,493)	(11,554)	(443)	(926)	(475)	(489)	(884)	(987)	(535)	(931)	(567)
Cash flows from financing activities											
<i>Receipts:</i>											
New loans	5,490	11,055	0	0	0	0	0	0	0	0	0
<i>Payments:</i>											
Repayment of borrowings and advances	(5,647)	(250)	(551)	(589)	(626)	(667)	(709)	(754)	(805)	(857)	(911)
Net cash provided (or used in) financing activities	(157)	10,805	(551)	(589)	(626)	(667)	(709)	(754)	(805)	(857)	(911)
Net increase / (decrease) in cash	(1,026)	(274)	(252)	(669)	(206)	(29)	(500)	(550)	(53)	(387)	48
Cash at the beginning of the year	11,740	10,714	10,440	10,188	9,519	9,313	9,284	8,784	8,234	8,181	7,794
Cash at the end of the year	10,714	10,440	10,188	9,519	9,313	9,284	8,784	8,234	8,181	7,794	7,842

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
CIVIC ACTIVITIES												
Income from continuing operations												
1225	Sale of Cowra History Book	1,000										
	Total income	1,000	0	0	0	0	0	0	0	0	0	0
Expenses from continuing operations												
42	Mayoral Expenses	4,005	4,165	4,332	4,505	4,640	4,779	4,922	5,070	5,222	5,379	5,540
40	Mayoral Allowance	40,294	41,906	43,582	45,325	46,685	48,086	49,529	51,015	52,545	54,121	55,745
51	Mayor - Vehicle Running Expenses	19,837	20,630	21,455	22,313	22,982	23,671	24,381	25,112	25,865	26,641	27,440
57	Executive Meetings	14,349	14,923	15,520	16,141	16,625	17,124	17,638	18,167	18,712	19,273	19,851
54	Community Event Attendance	3,631	3,776	3,927	4,084	4,207	4,333	4,463	4,597	4,735	4,877	5,023
43	Councillor Travelling Costs/Allowances	15,032	15,633	16,258	16,908	17,415	17,937	18,475	19,029	19,600	20,188	20,794
44	Councillor Communication Expenses	4,931	5,128	5,333	5,546	5,712	5,883	6,059	6,241	6,428	6,621	6,820
45	Councillor Training & Conference Attendance	31,580	32,843	34,157	35,523	36,589	37,687	38,818	39,982	41,182	42,418	43,691
49	Councillor Partners/Spouses Expenses	784	815	848	882	908	935	963	992	1,022	1,053	1,085
2436	Councillor Induction				10,000				10,000			
46	Councillor Professional Development Plans			5,000				5,000				5,000
61	Membership Fees	1,796	1,868	1,943	2,021	2,082	2,144	2,208	2,274	2,342	2,412	2,484
67	Prospective Councillor Introductory Sessions				5,000				5,000			
50	Councillor Carers Expenses	4,000	4,160	4,326	4,499	4,634	4,773	4,916	5,063	5,215	5,371	5,532
56	Staff Meeting Expenses	12,618	13,123	13,648	14,194	14,620	15,059	15,511	15,976	16,455	16,949	17,457
55	Council & Staff Functions	13,081	13,604	14,148	14,714	15,155	15,610	16,078	16,560	17,057	17,569	18,096
38	Councillor Insurance	37,149	38,635	40,180	41,787	43,041	44,332	45,662	47,032	48,443	49,896	51,393
37	Local Government NSW - Membership	35,381	36,796	38,268	39,799	40,993	42,223	43,490	44,795	46,139	47,523	48,949
1658	Election Expenses				157,139				172,853			
39	Section 356 Donations - General	21,497	22,357	23,251	24,181	24,906	25,653	26,423	27,216	28,032	28,873	29,739
2423	Section 356 Donations - New Years Eve Beach Party	6,000	6,240	6,490	6,750	6,953	7,162	7,377	7,598	7,826	8,061	8,303
2424	Section 356 Donations - Sakura Matsuri & Koyo Matsuri	2,000	5,000	5,200	5,408	5,570	5,737	5,909	6,086	6,269	6,457	6,651
2425	Section 356 Donations - Woodstock Show	2,000	2,080	2,163	2,250	2,318	2,388	2,460	2,534	2,610	2,688	2,769
2426	Section 356 Donations - Woodstock Swimming Pool	6,000	6,240	6,490	6,750	6,953	7,162	7,377	7,598	7,826	8,061	8,303
2427	Section 356 Donations - Erambie All Blacks	7,500	7,800	8,112	8,436	8,689	8,950	9,219	9,496	9,781	10,074	10,376
2428	Section 356 Donations - Cowra Senior Citizens	1,269	2,500	2,600	2,704	2,785	2,869	2,955	3,044	3,135	3,229	3,326
60	Information & Neighbourhood Centre Contribution	12,927	13,444	13,982	14,541	14,977	15,426	15,889	16,366	16,857	17,363	17,884
58	Cowra / Japan Relationship	5,000	5,000	25,000	5,000	5,000	5,000	25,000	5,000	5,000	5,000	5,000
52	Civic Receptions	20,726	12,519	13,020	13,541	13,947	14,365	14,796	15,240	15,697	16,168	16,653
53	Civic Expenses	17,886	10,738	11,168	11,615	11,963	12,322	12,692	13,073	13,465	13,869	14,285
41	Councillor Fees	169,021	175,782	182,813	190,126	195,830	201,705	207,756	213,989	220,409	227,021	233,832
2015	Councillor Super Equivalent	20,283	21,094	21,938	22,815	23,500	24,205	24,931	25,679	26,449	27,243	28,060
68	Breakout Anniversary	1,309				40,000					50,000	
62	Central NSW Joint Organisation Membership & Admin	27,807	28,919	30,076	31,279	32,217	33,184	34,180	35,205	36,261	37,349	38,469
63	Central NSW Joint Organisation Operational Membership	13,082	13,606	14,150	14,716	15,157	15,612	16,080	16,562	17,059	17,571	18,098
59	Cowra Community Grants Scheme	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
71	Cowra History Book - Cost of Goods Sold	1,309										
	Total expenses	624,084	631,324	679,378	850,493	737,053	716,316	761,157	944,444	777,638	849,318	826,648
Capital items												
2516	Visual Presentation Equipment for Council Chambers	13,795										
	Total capital items	13,795	0	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(636,879)	(631,324)	(679,378)	(850,493)	(737,053)	(716,316)	(761,157)	(944,444)	(777,638)	(849,318)	(826,648)
Funded by / (to) reserves												
	Transfer to Election Reserve	(40,000)	(40,000)	(40,000)	(43,000)	(43,000)	(43,000)	(43,000)	(46,000)	(46,000)	(46,000)	(46,000)
	Transfer from Election Reserve				157,139				172,853			
	Transfer from Carryover Reserve	15,900										
	Funded by / (to) general revenues	660,979	671,324	719,378	736,353	780,053	759,316	804,157	817,591	823,638	895,318	872,648

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
LAND DEVELOPMENT												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1146	Land Development - Holding Costs	9,357	9,713	10,102	10,506	10,821	11,146	11,480	11,824	12,179	12,544	12,920
	Total expenses	9,357	9,713	10,102	10,506	10,821	11,146	11,480	11,824	12,179	12,544	12,920
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(9,357)	(9,713)	(10,102)	(10,506)	(10,821)	(11,146)	(11,480)	(11,824)	(12,179)	(12,544)	(12,920)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	9,357	9,713	10,102	10,506	10,821	11,146	11,480	11,824	12,179	12,544	12,920

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
GENERAL MANAGERS OFFICE												
Income from continuing operations												
30	Festival Revenue	7,734	8,028	8,349	8,683	8,943	9,211	9,487	9,772	10,065	10,367	10,678
2377	Grant - Installation of EV Charging	43,445										
	Total income	51,179	8,028	8,349	8,683	8,943	9,211	9,487	9,772	10,065	10,367	10,678
Expenses from continuing operations												
1	GM's Office - Operating Expenses - Wages	541,281	572,121	595,006	618,806	637,370	656,491	676,186	696,471	717,366	738,887	761,054
1	GM's Office - Operating Expenses - Other	61,506	63,966	66,524	69,184	71,260	73,397	75,599	77,867	80,203	82,608	85,086
4	Advertising	79,935	83,132	86,457	89,915	92,612	95,390	98,252	101,200	104,236	107,363	110,584
5	Printing	34,956	22,576	23,479	24,418	25,151	25,906	26,683	27,483	28,307	29,156	30,031
6	Public Relations	18,447	11,863	12,337	12,830	13,215	13,612	14,020	14,441	14,874	15,320	15,780
8	Sponsorship	18,059	11,563	12,026	12,507	12,882	13,268	13,666	14,076	14,498	14,933	15,381
9	Local Government NSW Management Services - General Manager - Performance Review	8,002	8,322	8,655	9,001	9,271	9,549	9,835	10,130	10,434	10,747	11,069
11	Business Assistance	38,040	39,562	41,144	42,790	44,074	45,396	46,758	48,161	49,606	51,094	52,627
14	Community Satisfaction Surveys	23,103		24,273		25,502		26,793		28,149		29,574
15	Festival Operations	113,301	117,833	122,546	127,448	131,271	135,208	139,264	143,442	147,745	152,176	156,741
16	Festival Coordinator	34,104	35,468	36,887	38,362	39,513	40,698	41,919	43,177	44,472	45,806	47,180
17	Main Street Banners	11,314	5,798	11,886	6,092	12,488	6,400	13,120	6,724	13,784	7,064	14,482
2070	Contribution - Christmas Lights Competition	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
1876	Contribution - Cowra Ca\$h Christmas Shop Local Campaign	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
2161	Business/Economic Data	26,214	27,263	28,354	29,488	30,373	31,284	32,223	33,190	34,186	35,212	36,268
	Total expenses	1,018,262	1,009,467	1,079,574	1,090,841	1,154,982	1,156,599	1,224,318	1,226,362	1,297,860	1,300,366	1,375,857
Capital items												
2402	Installation of EV Charging	43,445										
	Total capital items	43,445	0	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(1,010,528)	(1,001,439)	(1,071,225)	(1,082,158)	(1,146,039)	(1,147,388)	(1,214,831)	(1,216,590)	(1,287,795)	(1,289,999)	(1,365,179)
Funded by / (to) reserves												
	Transfer from Carryover Reserve	26,544										
	Funded by / (to) general revenues	983,984	1,001,439	1,071,225	1,082,158	1,146,039	1,147,388	1,214,831	1,216,590	1,287,795	1,289,999	1,365,179

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
TOURISM ACTIVITIES												
Income from continuing operations												
1030	Japanese Garden Rent	2,288	2,380	2,475	2,574	2,651	2,731	2,813	2,897	2,984	3,074	3,166
1029	Visitor's Centre Rent	55,047	57,139	59,425	61,802	63,656	65,566	67,533	69,559	71,646	73,795	76,009
Total income		57,335	59,519	61,900	64,376	66,307	68,297	70,346	72,456	74,630	76,869	79,175
Expenses from continuing operations												
1993	Japanese Garden Raw Water	124,692	129,430	134,607	139,991	144,191	148,517	152,973	157,562	162,289	167,158	172,173
1021	Cowra Tourism Contribution	307,743	320,053	332,855	346,169	356,554	367,251	378,269	389,617	401,306	413,345	425,745
	Building Maintenance - Visitor's Centre	12,000	12,480	12,979	13,498	13,903	14,320	14,750	15,193	15,649	16,118	16,602
1022	Cowra Tourism Contribution - Events Management Officer	53,084	55,207	57,415	59,712	61,503	63,348	65,248	67,205	69,221	71,298	73,437
1026	Cowra Japanese Garden & Cultural Centre - Plant/Labour Contribution	11,820	12,293	12,785	13,296	13,695	14,106	14,529	14,965	15,414	15,876	16,352
1023	Christmas Decorations	6,092	300	6,400	300	6,724	300	7,064	300	7,422	300	7,798
1028	Visitor's Centre Rent Contribution	36,595	38,059	39,581	41,164	42,399	43,671	44,981	46,330	47,720	49,152	50,627
	Building Depreciation	34,614	35,306	36,012	36,732	37,467	38,216	38,980	39,760	40,555	41,366	42,193
Total expenses		586,640	603,128	632,634	650,862	676,436	689,729	716,794	730,932	759,576	774,613	804,927
Capital items												
Total Capital Items		0	0	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
	Depreciation	(34,614)	(35,306)	(36,012)	(36,732)	(37,467)	(38,216)	(38,980)	(39,760)	(40,555)	(41,366)	(42,193)
Total adjustment for non-cash items		(34,614)	(35,306)	(36,012)	(36,732)	(37,467)	(38,216)	(38,980)	(39,760)	(40,555)	(41,366)	(42,193)
Increase / (decrease) in cash		(494,691)	(508,303)	(534,722)	(549,754)	(572,662)	(583,216)	(607,468)	(618,716)	(644,391)	(656,378)	(683,559)
Funded by / (to) reserves												
Funded by / (to) general revenues		494,691	508,303	534,722	549,754	572,662	583,216	607,468	618,716	644,391	656,378	683,559

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
HUMAN RESOURCES												
Income from continuing operations												
141	Training Subsidy	42,230	43,835	45,588	47,412	48,834	50,299	51,808	53,362	54,963	56,612	58,310
2458	Grant - Fresh Start Program - School Based Trainees	47,125										
Total income		89,355	43,835	45,588	47,412	48,834	50,299	51,808	53,362	54,963	56,612	58,310
Expenses from continuing operations												
133	Human Resources - Wages	254,413	261,323	271,776	282,647	291,126	299,860	308,856	318,122	327,666	337,496	347,621
133	Human Resources - Operating Expenses - Other	1,834	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
134	Training	245,311	227,593	236,697	246,165	253,550	261,157	268,992	277,062	285,374	293,935	302,753
135	Employee Assistance Program	13,670	10,738	11,168	11,615	11,963	12,322	12,692	13,073	13,465	13,869	14,285
136	Indoor Staff Uniforms	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
137	Pre-Employment Expenses	13,582	14,125	14,690	15,278	15,736	16,208	16,694	17,195	17,711	18,242	18,789
138	Employee Health & Welfare Programs	41,139	34,705	36,093	37,537	38,664	39,823	41,018	42,249	43,516	44,822	46,167
139	Recruitment Expense	22,000	22,880	23,795	24,747	25,489	26,254	27,042	27,853	28,689	29,550	30,437
140	HR Management Software	59,464	61,842	64,316	66,889	68,896	70,963	73,092	75,285	77,543	79,869	82,265
2318	Employee Assistance - Onsite Counselling	12,288	12,780	13,291	13,823	14,238	14,665	15,105	15,558	16,025	16,506	17,001
2319	Staff Medical Assessments	1,024	1,065	1,108	1,152	1,187	1,223	1,260	1,298	1,337	1,377	1,418
2320	Drug & Alcohol Testing	12,717	7,340	7,634	7,939	8,177	8,422	8,675	8,935	9,203	9,479	9,763
2321	Staff Service Awards	6,194	6,442	6,700	6,968	7,177	7,392	7,614	7,842	8,077	8,319	8,569
2322	Legal Expenses - HR	1,024	1,065	1,108	1,152	1,187	1,223	1,260	1,298	1,337	1,377	1,418
2323	All Staff BBQ	4,096	4,260	4,430	4,607	4,745	4,887	5,034	5,185	5,341	5,501	5,666
2489	HR Consultancy	6,878	5,000	5,200	5,408	5,570	5,737	5,909	6,086	6,269	6,457	6,651
1957	Training Contribution - Saleyards, Waste, Water, Sewer	(93,860)	(97,614)	(101,518)	(105,579)	(108,747)	(112,010)	(115,370)	(118,831)	(122,397)	(126,068)	(129,851)
WORK HEALTH & SAFETY												
2244	Work Health & Safety - Wages	95,113	85,092	88,496	92,036	94,797	97,641	100,570	103,587	106,695	109,896	113,193
2244	Work Health & Safety - Other Operating Expenses	51,252	37,715	39,224	40,793	42,017	43,277	44,575	45,913	47,291	48,710	50,171
2245	Assessment of Workstations & Chair Replacements	5,551	5,773	6,004	6,244	6,431	6,624	6,823	7,028	7,239	7,456	7,680
2246	Replenish First Aid Kits	22,000	12,288	12,780	13,291	13,690	14,101	14,524	14,960	15,409	15,871	16,347
2247	Defibrillator Maintenance	4,433	4,610	4,794	4,986	5,136	5,290	5,449	5,612	5,780	5,953	6,132
2449	Fire Extinguisher Inspections & Fire Safety Audits	16,233	16,872	17,547	18,249	18,796	19,360	19,941	20,539	21,155	21,790	22,444
2448	WHS Management Tools & Software	20,000										
Total expenses		828,356	748,894	778,333	808,947	832,825	857,419	882,755	908,849	935,725	963,407	991,919
Capital items												
Total capital items		0	0	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
Total adjustment for non-cash items		0	0	0	0	0	0	0	0	0	0	0
Increase / (decrease) in cash		(739,001)	(705,059)	(732,745)	(761,535)	(783,991)	(807,120)	(830,947)	(855,487)	(880,762)	(906,795)	(933,609)
Funded by / (to) reserves												
	Transfer from Statecover Reserve	94,620	51,216	53,265	55,396	57,058	58,769	60,533	62,350	64,220	66,147	68,132
	Transfer from Carryover Reserve	61,957										
Funded by / (to) general revenues		582,424	653,843	679,480	706,139	726,933	748,351	770,414	793,137	816,542	840,648	865,477

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
GENERAL MANAGER - OVERHEADS												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
18	Superannuation	110,217	129,695	134,883	140,278	144,486	148,821	153,286	157,884	162,621	167,500	172,525
18	Public Holidays	36,586	42,144	43,830	45,583	46,950	48,359	49,810	51,304	52,843	54,428	56,061
18	Workers Comp. Insurance	31,319	32,572	33,875	35,230	36,287	37,376	38,497	39,652	40,842	42,067	43,329
18	Annual Leave	73,171	84,288	87,660	91,166	93,901	96,718	99,620	102,609	105,687	108,858	112,124
	Long Service Leave - Accrual	36,012	37,452	38,950	40,508	41,723	42,975	44,264	45,592	46,960	48,369	49,820
18	Sick Leave	27,439	31,608	32,872	34,187	35,213	36,269	37,357	38,478	39,632	40,821	42,046
	Lump Sum Payment	6,000										
	Total expenses	320,744	357,760	372,070	386,952	398,560	410,518	422,834	435,519	448,585	462,043	475,905
	Capital items											
18	Long Service Leave	18,293	21,072	21,915	22,792	23,476	24,180	24,905	25,652	26,422	27,215	28,031
	Total capital items	18,293	21,072	21,915	22,792	23,476	24,180	24,905	25,652	26,422	27,215	28,031
	Cash reconciliation items											
	Long Service Leave Accrual	(36,012)	(37,452)	(38,950)	(40,508)	(41,723)	(42,975)	(44,264)	(45,592)	(46,960)	(48,369)	(49,820)
	Total adjustment for non-cash items	(36,012)	(37,452)	(38,950)	(40,508)	(41,723)	(42,975)	(44,264)	(45,592)	(46,960)	(48,369)	(49,820)
	Increase / (decrease) in cash	(303,025)	(341,380)	(355,035)	(369,236)	(380,313)	(391,723)	(403,475)	(415,579)	(428,047)	(440,889)	(454,116)
	Funded by / (to) reserves											
	Transfer to Long Service Leave Reserve	(18,293)	(21,072)	(21,915)	(22,792)	(23,476)	(24,180)	(24,905)	(25,652)	(26,422)	(27,215)	(28,031)
	Transfer from Long Service Leave Reserve	18,293	21,072	21,915	22,792	23,476	24,180	24,905	25,652	26,422	27,215	28,031
	Funded by / (to) general revenues	303,025	341,380	355,035	369,236	380,313	391,723	403,475	415,579	428,047	440,889	454,116

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
CORPORATE SERVICES												
Income from continuing operations												
100	Statecover - Performance Rebate	55,701	57,929	60,246	62,656	64,536	66,472	68,466	70,520	72,636	74,815	77,059
	Total income	55,701	57,929	60,246	62,656	64,536	66,472	68,466	70,520	72,636	74,815	77,059
Expenses from continuing operations												
74	Corporate Services - Operating Expenses - Wages	648,083	647,121	673,006	699,927	720,925	742,553	764,829	787,774	811,407	835,750	860,823
74	Corporate Services - Operating Expenses - Other	365,175	379,782	394,975	410,774	423,098	435,790	448,864	462,329	476,199	490,485	505,198
81	Insurance Expenses	458,827	477,180	496,268	516,119	531,603	547,551	563,978	580,898	598,325	616,274	634,762
FINANCIAL SERVICES												
2009	Financial Services - Operating Expenses - Wages	504,317	577,115	600,200	624,208	642,934	662,222	682,089	702,552	723,629	745,338	767,698
2009	Financial Services - Operating Expenses - Other	45,120	46,925	48,802	50,754	52,277	53,845	55,460	57,124	58,838	60,603	62,421
102	Fringe Benefits Tax	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
103	Bank Charges	57,214	59,503	61,883	64,358	66,289	68,278	70,326	72,436	74,609	76,847	79,152
106	Annual Statements Audit Fees	83,763	87,114	90,599	94,223	97,050	99,962	102,961	106,050	109,232	112,509	115,884
107	Internal Audit	25,600	26,624	27,689	28,797	29,661	30,551	31,468	32,412	33,384	34,386	35,418
2243	ARIC Members Fees	27,600	28,704	29,852	31,046	31,977	32,936	33,924	34,942	35,990	37,070	38,182
110	Accounting Software	25,600	26,624	27,689	28,797	29,661	30,551	31,468	32,412	33,384	34,386	35,418
111	Revaluation of Council Assets	1,576	20,000	20,000		30,000		20,000	20,000		30,000	
ADMINISTRATION BUILDING - WORKING EXPENSES												
85	Administration Building - Maintenance & Operating Expenses	247,856	257,771	268,082	278,805	287,169	295,784	304,657	313,797	323,211	332,906	342,893
	Building Depreciation	127,085	129,627	132,220	134,864	137,561	140,312	143,118	145,980	148,900	151,878	154,916
	Total expenses	2,652,816	2,799,090	2,906,265	2,997,672	3,115,205	3,175,335	3,288,142	3,383,706	3,462,108	3,593,432	3,667,765
Capital items												
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
	Depreciation	(127,085)	(129,627)	(132,220)	(134,864)	(137,561)	(140,312)	(143,118)	(145,980)	(148,900)	(151,878)	(154,916)
	Total adjustment for non-cash items	(127,085)	(129,627)	(132,220)	(134,864)	(137,561)	(140,312)	(143,118)	(145,980)	(148,900)	(151,878)	(154,916)
	Increase / (decrease) in cash	(2,470,030)	(2,611,534)	(2,713,799)	(2,800,152)	(2,913,108)	(2,968,551)	(3,076,558)	(3,167,206)	(3,240,572)	(3,366,739)	(3,435,790)
Funded by / (to) reserves												
	Transfer to Statecover Reserve	(55,701)	(57,929)	(60,246)	(62,656)	(64,536)	(66,472)	(68,466)	(70,520)	(72,636)	(74,815)	(77,059)
	Transfer to Bad Debts Reserve	(8,000)	(8,000)	(8,000)	(8,500)	(8,500)	(9,000)	(9,000)	(9,000)	(9,500)	(9,500)	(10,000)
	Funded by / (to) general revenues	2,533,731	2,677,463	2,782,045	2,871,308	2,986,144	3,044,023	3,154,024	3,246,726	3,322,708	3,451,054	3,522,849

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
GENERAL PURPOSE REVENUE												
Income from continuing operations												
	Residential - Cowra	2,248,004	2,324,577	2,417,560	2,514,262	2,589,690	2,667,381	2,747,402	2,829,824	2,914,719	3,002,161	3,092,226
	Residential	334,468	345,830	359,663	374,050	385,272	396,830	408,735	420,997	433,627	446,636	460,035
	Residential - Rural	738,143	777,035	808,116	840,441	865,654	891,624	918,373	945,924	974,302	1,003,531	1,033,637
	Farmland	3,541,854	3,679,403	3,826,579	3,979,642	4,099,031	4,222,002	4,348,662	4,479,122	4,613,496	4,751,901	4,894,458
	Mining	24,563	25,536	26,557	27,619	28,448	29,301	30,180	31,085	32,018	32,979	33,968
	Business	1,673,401	1,735,525	1,804,946	1,877,144	1,933,458	1,991,462	2,051,206	2,112,742	2,176,124	2,241,408	2,308,650
	Interest on Overdue Rates	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000
	Income - Rate Legal Action	45,795	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
	Write off Bad & Doubtful Debts	(5,651)	(5,877)	(6,112)	(6,356)	(6,547)	(6,743)	(6,945)	(7,153)	(7,368)	(7,589)	(7,817)
	Pensioner Rates Abandoned	(170,736)	(177,224)	(184,313)	(191,686)	(197,437)	(203,360)	(209,461)	(215,745)	(222,217)	(228,884)	(235,751)
	Pensioner Rates Subsidy	93,119	96,657	100,523	104,544	107,680	110,910	114,237	117,664	121,194	124,830	128,575
	Interest on Investments	1,727,630	1,818,127	1,797,374	1,867,496	1,531,991	1,602,850	1,634,794	1,648,276	1,591,232	1,602,653	1,633,464
1583	Financial Assistance Grant - Local Roads	2,102,054	2,181,932	2,269,209	2,359,977	2,430,776	2,503,699	2,578,810	2,656,174	2,735,859	2,817,935	2,902,473
1582	Financial Assistance Grant - General	4,678,765	4,856,558	5,050,820	5,252,853	5,410,439	5,572,752	5,739,935	5,912,133	6,089,497	6,272,182	6,460,347
	Total income	17,089,409	17,746,079	18,358,922	19,087,986	19,266,455	19,866,708	20,443,928	21,019,043	21,540,483	22,147,743	22,792,265
Expenses from continuing operations												
105	Valuer General Land Value Fee	70,733	73,562	76,504	79,564	81,951	84,410	86,942	89,550	92,237	95,004	97,854
108	Debt Recovery Expenses	40,966	30,000	31,200	32,448	33,421	34,424	35,457	36,521	37,617	38,746	39,908
116	S.611 Charges - Water/Sewer	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)	(950,000)
109	Refund S.611 Charges to Water	120,000	80,000	50,000								
	Total expenses	(718,301)	(766,438)	(792,296)	(837,988)	(834,628)	(831,166)	(827,601)	(823,929)	(820,146)	(816,250)	(812,238)
Capital items												
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	17,807,709	18,512,517	19,151,218	19,925,974	20,101,083	20,697,874	21,271,529	21,842,972	22,360,629	22,963,993	23,604,503
Funded by / (to) reserves												
	Transfer to Financial Assistance Grants Reserve	(3,443,363)	(3,181,380)	(3,260,914)	(3,342,437)	(3,425,998)	(3,511,648)	(3,599,439)	(3,689,425)	(3,781,661)	(3,876,202)	(3,973,108)
	Transfer from Financial Assistance Grants Reserve		3,103,785	3,181,380	3,260,914	3,342,437	3,425,998	3,511,648	3,599,439	3,689,425	3,781,661	3,876,202
	Transfer to Built Asset Replacement Program Reserve	(1,092,389)	(122,332)	(83,517)	(71,344)	(62,055)	(66,626)	(71,343)	(76,210)	(80,831)	(81,060)	(81,256)
	Funded by / (to) general revenues	(13,271,957)	(18,312,590)	(18,988,167)	(19,773,106)	(19,955,467)	(20,545,598)	(21,112,395)	(21,676,776)	(22,187,561)	(22,788,391)	(23,426,341)

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
OTHER REVENUE												
Income from continuing operations												
113	S.603 Certificates	44,725	46,425	48,282	50,213	51,719	53,271	54,869	56,515	58,210	59,956	61,755
115	AGL Gas Distribution Revenue	2,695	2,797	2,909	3,025	3,116	3,209	3,305	3,404	3,506	3,611	3,719
98	Sundry	5,147	5,343	5,557	5,779	5,952	6,131	6,315	6,504	6,699	6,900	7,107
	Total income	52,567	54,565	56,748	59,017	60,787	62,611	64,489	66,423	68,415	70,467	72,581
Expenses from continuing operations												
1965	AODE Distribution	(1,813,782)	(2,719,950)	(2,122,621)	(2,243,313)	(2,501,423)	(3,275,786)	(2,647,480)	(2,758,380)	(2,871,976)	(2,991,286)	(3,078,135)
1963	Waste Dividend	(64,731)	(67,320)	(70,013)	(72,814)	(74,998)	(77,248)	(79,565)	(81,952)	(84,411)	(86,943)	(89,551)
1960	Saleyards Dividend	(22,836)	(23,749)	(24,699)	(25,687)	(26,458)	(27,252)	(28,070)	(28,912)	(29,779)	(30,672)	(31,592)
1961	Caravan Park Dividend	(44,297)	(46,069)	(47,912)	(49,828)	(51,323)	(52,863)	(54,449)	(56,082)	(57,764)	(59,497)	(61,282)
1962	Dividend - Water	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
1964	Dividend - Sewer	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
1966	Contribution - Waste Fund	(1,031,084)	(1,028,947)	(772,786)	(611,229)	(617,069)	(664,949)	(650,509)	(666,077)	(682,037)	(698,425)	(717,231)
	Total expenses	(3,126,730)	(4,036,035)	(3,188,030)	(3,152,870)	(3,421,271)	(4,248,098)	(3,610,074)	(3,741,403)	(3,875,967)	(4,016,823)	(4,127,791)
Capital items												
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	3,179,297	4,090,600	3,244,778	3,211,887	3,482,058	4,310,709	3,674,563	3,807,826	3,944,382	4,087,290	4,200,372
	Funded by / (to) reserves											
	Funded by / (to) general revenues	(3,179,297)	(4,090,600)	(3,244,778)	(3,211,887)	(3,482,058)	(4,310,709)	(3,674,563)	(3,807,826)	(3,944,382)	(4,087,290)	(4,200,372)

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
INFORMATION TECHNOLOGY												
Income from continuing operations												
123	Information Services - Sundry Income	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238
	Total income	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238
Expenses from continuing operations												
123	Information Services - Operating Expenditure - Wages	252,535	266,511	277,171	288,258	296,906	305,813	314,987	324,437	334,170	344,195	354,521
123	Information Services - Operating Expenditure - Other	88,881	92,436	96,133	99,978	102,978	106,067	109,249	112,527	115,903	119,380	122,961
123	Software Licenses	364,886	379,481	394,660	410,446	422,759	435,442	448,505	461,960	475,819	490,094	504,797
2422	Contribution - Joint Computer Security Information Officer	15,000	15,000									
2143	Website Licensing	42,170	43,857	45,611	47,435	48,858	50,324	51,834	53,389	54,991	56,641	58,340
2142	Desktop PC/Laptop Replacement	20,771	21,602	22,466	23,365	24,066	24,788	25,532	26,298	27,087	27,900	28,737
124	Purchase of IT Equipment - Councillors				28,500				29,000			
RECORDS												
2010	Records Management - Operating Expenditure - Wages	122,517	129,969	135,168	140,575	144,792	149,136	153,610	158,218	162,965	167,854	172,890
2010	Records Management - Operating Expenditure - Other	24,258	25,228	26,237	27,286	28,105	28,948	29,816	30,710	31,631	32,580	33,557
DEPRECIATION												
	Equipment Depreciation	99,380	101,368	103,395	105,463	107,572	109,723	111,917	114,155	116,438	118,767	121,142
	Other Asset Depreciation	11,021	11,241	11,466	11,695	11,929	12,168	12,411	12,659	12,912	13,170	13,433
	Total expenses	1,041,419	1,086,693	1,112,307	1,183,001	1,187,965	1,222,409	1,257,861	1,323,353	1,331,916	1,370,581	1,410,378
Capital items												
	Major Software & Infrastructure Upgrades	90,000										
	Total capital items	90,000	0	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
	Depreciation	(110,401)	(112,609)	(114,861)	(117,158)	(119,501)	(121,891)	(124,328)	(126,814)	(129,350)	(131,937)	(134,575)
	Total adjustment for non-cash items	(110,401)	(112,609)	(114,861)	(117,158)	(119,501)	(121,891)	(124,328)	(126,814)	(129,350)	(131,937)	(134,575)
	Increase / (decrease) in cash	(1,019,780)	(972,846)	(996,208)	(1,064,605)	(1,067,226)	(1,099,280)	(1,132,295)	(1,195,301)	(1,201,328)	(1,237,406)	(1,274,565)
Funded by / (to) reserves												
	Transfer to IT Equipment Reserve	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
	Transfer from IT Equipment Reserve (Capital)	90,000										
	Funded by / (to) general revenues	979,780	1,022,846	1,046,208	1,114,605	1,117,226	1,149,280	1,182,295	1,245,301	1,251,328	1,287,406	1,324,565

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
LIBRARY												
Income from continuing operations												
958	Library Subsidy	82,009	82,009	82,009	82,009	82,009	82,009	82,009	82,009	82,009	82,009	82,009
959	Sundry Income	8,106	8,414	8,751	9,101	9,374	9,655	9,945	10,243	10,550	10,867	11,193
960	Special Purpose Grant	19,690	19,690	19,690	19,690	19,690	19,690	19,690	19,690	19,690	19,690	19,690
	Total income	109,805	110,113	110,450	110,800	111,073	111,354	111,644	111,942	112,249	112,566	112,892
Expenses from continuing operations												
954	Contribution to Central West Libraries	409,600	425,984	443,023	460,744	474,566	488,803	503,467	518,571	534,128	550,152	566,657
952	Building Maintenance - Library	50,848	52,882	54,997	57,197	58,913	60,680	62,500	64,375	66,306	68,295	70,344
951	Library - Working Expenses	46,158	48,004	49,924	51,921	53,479	55,083	56,735	58,437	60,190	61,996	63,856
955	Local Projects Grant Expenditure	60,651	19,690	19,690	19,690	19,690	19,690	19,690	19,690	19,690	19,690	19,690
	Building Depreciation	45,508	46,418	47,346	48,293	49,259	50,244	51,249	52,274	53,319	54,385	55,473
	Equipment Depreciation	1,451	1,480	1,510	1,540	1,571	1,602	1,634	1,667	1,700	1,734	1,769
	Total expenses	614,216	594,458	616,490	639,385	657,478	676,102	695,275	715,014	735,333	756,252	777,789
Capital items												
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
	Depreciation	(46,959)	(47,898)	(48,856)	(49,833)	(50,830)	(51,846)	(52,883)	(53,941)	(55,019)	(56,119)	(57,242)
	Total adjustment for non-cash items	(46,959)	(47,898)	(48,856)	(49,833)	(50,830)	(51,846)	(52,883)	(53,941)	(55,019)	(56,119)	(57,242)
	Increase / (decrease) in cash	(457,452)	(436,447)	(457,184)	(478,752)	(495,575)	(512,902)	(530,748)	(549,131)	(568,065)	(587,567)	(607,655)
Funded by / (to) reserves												
	Transfer from Unexpended Grants Reserve	40,961										
	Transfer from S94 Growth Reserve	2,406										
	Funded by / (to) general revenues	414,085	436,447	457,184	478,752	495,575	512,902	530,748	549,131	568,065	587,567	607,655

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
ART GALLERY												
Income from continuing operations												
864	Calleen Art Award	14,108	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
870	Retail Shop Sales	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
865	Workshops	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
868	Art Sales (Net of Commission)	28,643	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
869	Art Sales Commission	9,925	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
866	Other Special Events	7,150	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
867	Cash Donations	200	200	200	200	200	200	200	200	200	200	200
	Total income	67,526	30,700	30,700	30,700	30,700	30,700	30,700	30,700	30,700	30,700	30,700
Expenses from continuing operations												
841	Salaries	192,221	201,663	209,730	218,119	224,663	231,403	238,345	245,495	252,860	260,446	268,259
842	Building & Utilities	77,182	80,269	83,480	86,819	89,423	92,106	94,869	97,715	100,646	103,666	106,776
845	Administration & Marketing Expenses	28,129	29,254	30,424	31,641	32,590	33,568	34,575	35,612	36,680	37,780	38,913
847	Collection Storage & Conservation	7,790	8,102	8,426	8,763	9,026	9,297	9,576	9,863	10,159	10,464	10,778
851	Calleen Art Award	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
850	Exhibitions Expenses	35,000	36,400	37,856	39,370	40,551	41,768	43,021	44,312	45,641	47,010	48,420
848	Exhibition Development	1,501	1,561	1,623	1,688	1,739	1,791	1,845	1,900	1,957	2,016	2,076
844	Public Programs/Outreach	20,000	20,800	21,632	22,497	23,172	23,867	24,583	25,320	26,080	26,862	27,668
843	Shop Sales Expenses	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
852	Art Sales (Net of Commission)	28,643	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
2397	Upgrade/ Staging Options	17,500										
COWRA SCULPTURE PARK												
855	Cowra Sculpture Park	11,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
DEPRECIATION												
	Building Depreciation	45,508	46,418	47,346	48,293	49,259	50,244	51,249	52,274	53,319	54,385	55,473
	Other Asset Depreciation	29,812	30,408	31,016	31,636	32,269	32,914	33,572	34,243	34,928	35,627	36,340
	Total expenses	517,286	488,375	505,033	522,326	536,192	550,458	565,135	580,234	595,770	611,756	628,203
Capital items												
	Art Gallery - Air Conditioner Upgrade		135,977									
	Art Gallery - Internal Wall Replacement		40,000									
	Total capital items	0	175,977	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
	Depreciation	(75,320)	(76,826)	(78,362)	(79,929)	(81,528)	(83,158)	(84,821)	(86,517)	(88,247)	(90,012)	(91,813)
	Total adjustment for non-cash items	(75,320)	(76,826)	(78,362)	(79,929)	(81,528)	(83,158)	(84,821)	(86,517)	(88,247)	(90,012)	(91,813)
	Increase / (decrease) in cash	(374,440)	(556,826)	(395,971)	(411,697)	(423,964)	(436,600)	(449,614)	(463,017)	(476,823)	(491,044)	(505,690)
Funded by / (to) reserves												
	Transfer from Carryover Reserve	17,330										
	Transfer from S94 Growth Reserve	2,406										
	Transfer from Built Asset Replacement Program Reserve (Capital)		175,977									
	Transfer to Built Asset Replacement Program Reserve			(17,598)	(17,598)	(17,598)	(17,598)	(17,598)	(17,598)			
	Funded by / (to) general revenues	354,704	380,849	413,569	429,295	441,562	454,198	467,212	480,615	476,823	491,044	505,690

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
CIVIC CENTRE												
Income from continuing operations												
2023	Grant - Civic Centre Accessibility Upgrade											
831	Equipment Funds	12,360	12,830	13,343	13,877	14,293	14,722	15,164	15,619	16,088	16,571	17,068
832	Other Income	3,914	4,063	4,226	4,395	4,527	4,663	4,803	4,947	5,095	5,248	5,405
833	Bar Sales	62,500	64,875	67,470	70,169	72,274	74,442	76,675	78,975	81,344	83,784	86,298
835	Booking Fees	10,500	10,899	11,335	11,788	12,142	12,506	12,881	13,267	13,665	14,075	14,497
836	Equipment Hire	5,000	5,190	5,398	5,614	5,782	5,955	6,134	6,318	6,508	6,703	6,904
837	Venue Hire Fees	156,552	162,501	169,001	175,761	181,034	186,465	192,059	197,821	203,756	209,869	216,165
838	Ticket Sales	41,200	42,766	44,477	46,256	47,644	49,073	50,545	52,061	53,623	55,232	56,889
2357	Cinema Sales	57,096	59,266	61,637	64,102	66,025	68,006	70,046	72,147	74,311	76,540	78,836
839	Merchandise Sales	1,236	1,283	1,334	1,387	1,429	1,472	1,516	1,561	1,608	1,656	1,706
2387	Membership Fees	12,000	7,000	7,280	7,571	7,798	8,032	8,273	8,521	8,777	9,040	9,311
2446	Grant - TfNSW - Bell Beats Music & Arts Festival	170,800	89,600	89,600								
2494	Merchandise Fees - Bell Beats Music & Arts Festival	2,707										
2495	Stallholder Fees - Bell Beats Music & Arts Festival	2,045										
2498	Play It Forward - Event Income	3,191										
	Total income	541,101	460,273	475,101	400,920	412,948	425,336	438,096	451,237	464,775	478,718	493,079
Expenses from continuing operations												
WAGES AND SALARIES												
1667	Manager's Wages	97,988	104,252	108,422	112,759	116,142	119,626	123,215	126,911	130,718	134,640	138,679
810	General Expenditure - Wages	61,103	63,547	66,089	68,733	70,795	72,919	75,107	77,360	79,681	82,071	84,533
814	Marketing - Wages	15,000	17,000	17,680	18,387	18,939	19,507	20,092	20,695	21,316	21,955	22,614
815	Technical Expenditure - Wages	18,025	26,000	27,040	28,122	28,966	29,835	30,730	31,652	32,602	33,580	34,587
816	Venue Hire - Wages	41,200	42,848	44,562	46,344	47,734	49,166	50,641	52,160	53,725	55,337	56,997
817	Projects - Wages	9,270	9,641	10,027	10,428	10,741	11,063	11,395	11,737	12,089	12,452	12,826
811	Bar - Wages	20,600	26,000	27,040	28,122	28,966	29,835	30,730	31,652	32,602	33,580	34,587
818	Cinema - Wages	30,900	32,163	33,450	34,788	35,832	36,907	38,014	39,154	40,329	41,539	42,785
OTHER OPERATING EXPENSES												
810	General Expenditure	45,000	46,800	48,672	50,618	52,137	53,701	55,312	56,971	58,680	60,440	62,253
818	Cinema	25,000	26,000	27,040	28,122	28,966	29,835	30,730	31,652	32,602	33,580	34,587
811	Bar	30,000	31,200	32,448	33,746	34,758	35,801	36,875	37,981	39,120	40,294	41,503
813	Maintenance & Cleaning	65,000	67,600	70,304	73,116	75,309	77,568	79,895	82,292	84,761	87,304	89,923
812	Box Office	9,000	9,360	9,734	10,123	10,427	10,740	11,062	11,394	11,736	12,088	12,451
814	Marketing	25,000	26,000	27,040	28,122	28,966	29,835	30,730	31,652	32,602	33,580	34,587
815	Technical Expenditure	7,500	7,800	8,112	8,436	8,689	8,950	9,219	9,496	9,781	10,074	10,376
816	Venue Hire	5,000	5,200	5,408	5,624	5,793	5,967	6,146	6,330	6,520	6,716	6,917
817	Projects	27,000	28,080	29,203	30,371	31,282	32,220	33,187	34,183	35,208	36,264	37,352
804	Eisteddfod Donation	24,940	25,888	26,924	28,001	28,841	29,706	30,597	31,515	32,460	33,434	34,437
2447	Bell Beats Music & Arts Festival	189,193	82,780	82,780								
2451	Concessions - Local Commercial Operators	14,957	15,555	16,177	16,824	17,329	17,849	18,384	18,936	19,504	20,089	20,692
2450	Concessions - Volunteer/Not-for-profit/Schools	63,000	65,520	68,141	70,867	72,993	75,183	77,438	79,761	82,154	84,619	87,158
2498	Play It Forward - Event Operation	2,344										
FIXED COSTS												
1932	Loan No. 249 - Civic Centre Refurbishment (\$1,388k) - Interest	41,703										
1933	Loan No. 245 - Civic Centre Refurbishment (\$234k) - Interest	6,262	4,729	3,073	979							
2528	Loan No. 249 - Break Costs	49,196										
2530	Loan No. 257 - Civic Centre Refurbishment - Refinance (\$762k) - Interest	11,682	43,473	38,885	33,440	28,087	22,304	16,204	9,699	2,242	150	
	Building Depreciation	126,695	129,229	131,814	134,450	137,139	139,882	142,680	145,534	148,445	151,414	154,442
	Equipment Depreciation	8,630	8,803	8,979	9,159	9,342	9,529	9,720	9,914	10,112	10,314	10,520
	Other Asset Depreciation	5,982	6,102	6,224	6,348	6,475	6,605	6,737	6,872	7,009	7,149	7,292
	Total expenses	1,077,170	951,570	975,268	916,029	934,648	954,533	974,840	995,503	1,015,998	1,042,663	1,072,098
Capital items												
	Loan No. 249 - Civic Centre Refurbishment (\$1,388k) - Principal	795,438										
	Loan No. 245 - Civic Centre Refurbishment (\$234k) - Principal	18,023	19,555	21,211	20,779							
	Loan No. 257 - Civic Centre Refurbishment - Refinance (\$762k) - Principal	18,582	77,584	82,172	87,617	92,970	98,753	104,853	111,358	58,287	30,114	
	Loan No. 257 - Civic Centre Refurbishment - Refinance (\$762k) - Funding	(762,289)										
	Civic Centre Roof Upgrade		41,000									

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
824	Civic Centre - Technical Upgrades	3,858										
	Total capital items	73,611	138,139	103,383	108,396	92,970	98,753	104,853	111,358	58,287	30,114	0
	Cash reconciliation items											
	Depreciation	(141,307)	(144,134)	(147,017)	(149,957)	(152,956)	(156,016)	(159,137)	(162,320)	(165,566)	(168,877)	(172,254)
	Total adjustment for non-cash items	(141,307)	(144,134)	(147,017)	(149,957)	(152,956)	(156,016)	(159,137)	(162,320)	(165,566)	(168,877)	(172,254)
	Increase / (decrease) in cash	(468,373)	(485,302)	(456,533)	(473,548)	(461,714)	(471,934)	(482,460)	(493,304)	(443,943)	(425,182)	(406,765)
	Funded by / (to) reserves											
	Transfer to Civic Centre Reserve	(12,360)	(12,830)	(13,343)	(13,877)	(14,293)	(14,722)	(15,164)	(15,619)	(16,088)	(16,571)	(17,068)
	Transfer from Civic Centre Reserve (Capital)	3,858										
	Transfer from S94 Growth Reserve	8,891										
	Transfer from Built Asset Replacement Program Reserve (Capital)		41,000									
	Transfer to Built Asset Replacement Program Reserve			(4,100)	(4,100)	(4,100)	(4,100)	(4,100)	(4,100)			
	Funded by / (to) general revenues	467,984	457,132	473,976	491,525	480,107	490,756	501,724	513,023	460,031	441,753	423,833

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
COMMUNITY DEVELOPMENT												
Income from continuing operations												
983	Youth Week Grant	3,412	3,412	3,412	3,412	3,412	3,412	3,412	3,412	3,412	3,412	3,412
982	Youth Week - Sundry Income	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
987	Australia Day Council Grant	10,000										
2138	Grant - Winter Holiday Break Program	4,260										
	Total income	18,672	4,412	4,412	4,412	4,412	4,412	4,412	4,412	4,412	4,412	4,412
Expenses from continuing operations												
961	Community Development - Operating Expenses - Wages	85,976	96,755	100,625	104,650	107,790	111,024	114,355	117,786	121,320	124,960	128,709
961	Community Development - Operating Expenses - Other	12,134	12,619	13,124	13,649	14,058	14,480	14,914	15,361	15,822	16,297	16,786
963	Showground Trust Contribution	50,768	52,799	54,911	57,107	58,820	60,585	62,403	64,275	66,203	68,189	70,235
964	Regional Arts Contribution	9,074	9,437	9,814	10,207	10,513	10,828	11,153	11,488	11,833	12,188	12,554
971	Youth Council Activities	12,534	14,670	15,257	15,867	16,343	16,833	17,338	17,858	18,394	18,946	19,514
967	Sport/Recreation Plan Implementation	5,073	7,250	7,540	7,842	8,077	8,319	8,569	8,826	9,091	9,364	9,645
2291	Family Day Care Grants	8,000										
COMMUNITY EVENTS												
978	NAIDOC Week	3,400	3,650	3,796	3,948	4,066	4,188	4,314	4,443	4,576	4,713	4,854
979	World Peace Day	8,011	9,698	10,086	10,489	10,803	11,126	11,460	11,805	12,158	12,522	12,898
980	Christmas Markets	28,720	29,868	31,064	32,306	33,275	34,273	35,302	36,361	37,453	38,575	39,733
981	New Year's Eve Beach Party	5,952	6,190	6,437	6,694	6,895	7,102	7,315	7,534	7,760	7,992	8,232
976	Australia Day Celebrations	26,644	15,000	15,600	16,224	16,710	17,211	17,727	18,258	18,805	19,370	19,951
977	Seniors Festival	7,500	8,900	9,256	9,626	9,915	10,212	10,518	10,834	11,159	11,494	11,839
2116	ANZAC Day	3,907	4,064	4,227	4,396	4,528	4,664	4,804	4,948	5,096	5,249	5,407
2117	Cowra Show	7,832	8,145	8,471	8,810	9,074	9,346	9,626	9,915	10,213	10,519	10,835
2043	Other Community Events	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
2176	Remembrance Day	865	899	934	971	999	1,029	1,060	1,091	1,124	1,158	1,192
2177	Morongla Show Traffic	2,084	2,167	2,254	2,344	2,414	2,486	2,561	2,638	2,717	2,799	2,883
2179	Other Events	609										
	Other Asset Depreciation	30,122	30,724	31,338	31,965	32,604	33,256	33,921	34,599	35,291	35,997	36,717
	Total expenses	312,204	315,835	327,734	340,095	349,884	359,962	370,340	381,020	392,015	403,332	414,984
Capital items												
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
	Depreciation	(30,122)	(30,724)	(31,338)	(31,965)	(32,604)	(33,256)	(33,921)	(34,599)	(35,291)	(35,997)	(36,717)
	Total adjustment for non-cash items	(30,122)	(30,724)	(31,338)	(31,965)	(32,604)	(33,256)	(33,921)	(34,599)	(35,291)	(35,997)	(36,717)
	Increase / (decrease) in cash	(263,410)	(280,699)	(291,984)	(303,718)	(312,868)	(322,294)	(332,007)	(342,009)	(352,312)	(362,923)	(373,855)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	263,410	280,699	291,984	303,718	312,868	322,294	332,007	342,009	352,312	362,923	373,855

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
CORPORATE SERVICES - OVERHEADS												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
91	Superannuation	304,868	321,882	334,758	348,148	358,592	369,350	380,430	391,843	403,598	415,706	428,177
91	Public Holidays	92,618	95,958	99,797	103,789	106,903	110,110	113,413	116,815	120,319	123,929	127,647
91	Workers Comp. Insurance	133,105	138,429	143,966	149,725	154,217	158,844	163,609	168,517	173,573	178,780	184,143
91	Annual Leave	186,028	191,917	199,594	207,578	213,805	220,219	226,826	233,631	240,640	247,859	255,295
	Long Service Leave - Accrual	84,825	88,218	91,747	95,417	98,280	101,228	104,265	107,393	110,615	113,933	117,351
91	Sick Leave	69,761	71,969	74,848	77,842	80,177	82,582	85,059	87,611	90,239	92,946	95,734
91	Training Wages	2,057										
	Lump Sum Payment	18,168										
	Total expenses	891,429	908,374	944,710	982,499	1,011,974	1,042,333	1,073,602	1,105,810	1,138,984	1,173,153	1,208,347
	Capital items											
91	Long Service Leave	130,000	47,979	49,898	51,894	53,451	55,055	56,707	58,408	60,160	61,965	63,824
	Total capital items	130,000	47,979	49,898	51,894	53,451	55,055	56,707	58,408	60,160	61,965	63,824
	Cash reconciliation items											
	Long Service Leave Accrual	(84,825)	(88,218)	(91,747)	(95,417)	(98,280)	(101,228)	(104,265)	(107,393)	(110,615)	(113,933)	(117,351)
	Total adjustment for non-cash items	(84,825)	(88,218)	(91,747)	(95,417)	(98,280)	(101,228)	(104,265)	(107,393)	(110,615)	(113,933)	(117,351)
	Increase / (decrease) in cash	(936,604)	(868,135)	(902,861)	(938,976)	(967,145)	(996,160)	(1,026,044)	(1,056,825)	(1,088,529)	(1,121,185)	(1,154,820)
	Funded by / (to) reserves											
	Transfer to Long Service Leave Reserve	(46,309)	(47,979)	(49,898)	(51,894)	(53,451)	(55,055)	(56,707)	(58,408)	(60,160)	(61,965)	(63,824)
	Transfer from Long Service Leave Reserve	130,000	47,979	49,898	51,894	53,451	55,055	56,707	58,408	60,160	61,965	63,824
	Funded by / (to) general revenues	852,913	868,135	902,861	938,976	967,145	996,160	1,026,044	1,056,825	1,088,529	1,121,185	1,154,820

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
RANGER SERVICES												
Income from continuing operations												
943	Companion Animals Reimbursement	22,993	23,867	24,822	25,815	26,589	27,387	28,209	29,055	29,927	30,825	31,750
2419	Animal Registration Fees	28,000	29,064	30,227	31,436	32,379	33,350	34,351	35,382	36,443	37,536	38,662
2420	Microchipping Fees	4,000	4,152	4,318	4,491	4,626	4,765	4,908	5,055	5,207	5,363	5,524
945	Infringement Notice - Fines	22,045	22,883	23,798	24,750	25,493	26,258	27,046	27,857	28,693	29,554	30,441
946	Animal Impounding Fees	2,844	2,952	3,070	3,193	3,289	3,388	3,490	3,595	3,703	3,814	3,928
947	Companion Animal Rehoming Scheme	3,000	3,114	3,239	3,369	3,470	3,574	3,681	3,791	3,905	4,022	4,143
2474	Companion Animal Adoption Fee	3,000	3,114	3,239	3,369	3,470	3,574	3,681	3,791	3,905	4,022	4,143
	Total income	85,882	89,146	92,713	96,423	99,316	102,296	105,366	108,526	111,783	115,136	118,591
Expenses from continuing operations												
937	Ranger - Operating Expenses - Wages	151,077	167,413	174,109	181,074	186,507	192,102	197,865	203,801	209,915	216,213	222,699
937	Ranger - Operating Expenses - Other	65,895	68,531	71,272	74,123	76,347	78,638	80,997	83,427	85,930	88,508	91,164
2418	Pound Operating Expenditure	36,990	38,470	40,009	41,609	42,857	44,142	45,466	46,830	48,235	49,682	51,172
942	OLG Companion Animal Registrations	15,000	15,600	16,224	16,873	17,379	17,900	18,437	18,990	19,560	20,147	20,751
941	Weighbridge Charges	3,150	3,276	3,407	3,543	3,649	3,758	3,871	3,987	4,107	4,230	4,357
940	Infringement Processing Expense	8,887	5,325	5,538	5,760	5,933	6,111	6,294	6,483	6,677	6,877	7,083
	Building Depreciation	2,101	2,143	2,186	2,230	2,275	2,321	2,367	2,414	2,462	2,511	2,561
	Total expenses	283,100	300,758	312,745	325,212	334,947	344,972	355,297	365,932	376,886	388,168	399,787
Capital items												
949	Pound Refurbishment	142,957										
	Total capital items	142,957	0	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
	Depreciation	(2,101)	(2,143)	(2,186)	(2,230)	(2,275)	(2,321)	(2,367)	(2,414)	(2,462)	(2,511)	(2,561)
	Total adjustment for non-cash items	(2,101)	(2,143)	(2,186)	(2,230)	(2,275)	(2,321)	(2,367)	(2,414)	(2,462)	(2,511)	(2,561)
	Increase / (decrease) in cash	(338,074)	(209,469)	(217,846)	(226,559)	(233,356)	(240,355)	(247,564)	(254,992)	(262,641)	(270,521)	(278,635)
Funded by / (to) reserves												
	Transfer from Built Asset Replacement Reserve (Capital)	142,957										
	Funded by / (to) general revenues	195,117	209,469	217,846	226,559	233,356	240,355	247,564	254,992	262,641	270,521	278,635

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
ENVIRONMENTAL SERVICES												
Income from continuing operations												
907	Food Inspection Fees	13,021	13,516	14,057	14,619	15,058	15,510	15,975	16,454	16,948	17,456	17,980
	Building Inspection Fees	80,641	83,705	87,053	90,535	93,251	96,049	98,930	101,898	104,955	108,104	111,347
	Planning & Building Cert. Application Fee	72,695	75,457	78,475	81,614	84,062	86,584	89,182	91,857	94,613	97,451	100,375
	DA Fees	173,686	180,286	187,497	194,997	200,847	206,872	213,078	219,470	226,054	232,836	239,821
930	Sundry	11,042	11,462	11,920	12,397	12,769	13,152	13,547	13,953	14,372	14,803	15,247
	Rural Addressing Sales	2,546	2,643	2,749	2,859	2,945	3,033	3,124	3,218	3,315	3,414	3,516
914	Heritage Advisors Grant	7,692	7,984	8,303	8,635	8,894	9,161	9,436	9,719	10,011	10,311	10,620
909	Heritage Fund Grant	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
	Construction Certificate	74,438	77,267	80,358	83,572	86,079	88,661	91,321	94,061	96,883	99,789	102,783
	Subdivision Certificate	3,144	3,263	3,394	3,530	3,636	3,745	3,857	3,973	4,092	4,215	4,341
929	Long Service Levy Commission	4,091	4,246	4,416	4,593	4,731	4,873	5,019	5,170	5,325	5,485	5,650
1236	Public Health Act Registration/Compliance Inspection	224	233	242	252	260	268	276	284	293	302	311
933	Swimming Pool Act Compliance/Exemption Application	6,905	7,167	7,454	7,752	7,985	8,225	8,472	8,726	8,988	9,258	9,536
	Complying Dev Cert Applications	24,913	20,670	21,497	22,357	23,028	23,719	24,431	25,164	25,919	26,697	27,498
	Section 68 Application Fee	34,310	35,614	37,039	38,521	39,677	40,867	42,093	43,356	44,657	45,997	47,377
932	Drainage Diagrams	14,961	10,340	10,754	11,184	11,520	11,866	12,222	12,589	12,967	13,356	13,757
	S94 Growth Contributions	25,000										
	S94A Contributions	230,000										
	S7.11 Contributions		10,000	10,400	10,816	11,140	11,474	11,818	12,173	12,538	12,914	13,301
	S7.12 Contributions		133,900	139,256	144,826	149,171	153,646	158,255	163,003	167,893	172,930	178,118
	Total income	791,809	690,253	717,364	745,559	767,553	790,205	813,536	837,568	862,323	887,818	914,078
Expenses from continuing operations												
874	Environmental Services - Operating Expenses - Wages	899,299	986,188	1,025,636	1,066,661	1,098,661	1,131,621	1,165,570	1,200,537	1,236,553	1,273,650	1,311,860
874	Environmental Services - Operating Expenses - Other	186,233	162,482	168,982	175,741	181,014	186,444	192,037	197,797	203,731	209,843	216,139
2417	Environmental Services Legal Costs	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
2396	API Licence Fee	20,600	20,600	20,600	22,500	22,500	22,500	24,600	24,600	24,600	26,900	26,900
879	Strategic / LEP Amendments	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
883	Local Heritage Fund	15,780	16,411	17,067	17,750	18,283	18,831	19,396	19,978	20,577	21,194	21,830
884	Heritage Advisor	34,304	35,676	37,103	38,587	39,745	40,937	42,165	43,430	44,733	46,075	47,457
881	Small Environmental Grants Program	29,032	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
887	DA Tracking Project	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600
880	Disabled Access Incentive Fund	75,041	43,802	45,554	47,376	48,797	50,261	51,769	53,322	54,922	56,570	58,267
2302	Strong Start Cadetship Program	6,833										
	Total expenses	1,330,722	1,332,759	1,382,542	1,436,215	1,476,600	1,518,194	1,563,137	1,607,264	1,652,716	1,701,832	1,750,053
Capital items												
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(538,913)	(642,506)	(665,178)	(690,656)	(709,047)	(727,989)	(749,601)	(769,696)	(790,393)	(814,014)	(835,975)
Funded by / (to) reserves												
	Transfer to S94A Reserve	(307,875)										
	Transfer to S94 Growth Reserve	152,875										
	Transfer to S7.11 Reserve		(10,000)	(10,400)	(10,816)	(11,140)	(11,474)	(11,818)	(12,173)	(12,538)	(12,914)	(13,301)
	Transfer to S7.12 Reserve		(133,900)	(139,256)	(144,826)	(149,171)	(153,646)	(158,255)	(163,003)	(167,893)	(172,930)	(178,118)
	Transfer from Carryover Reserve	57,298										
	Transfer from Unexpended Grants Reserve	6,833										
	Funded by / (to) general revenues	629,782	786,406	814,834	846,298	869,358	893,109	919,674	944,872	970,824	999,858	1,027,394

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
ENVIRONMENTAL SERVICES - OVERHEADS												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
900	Superannuation	151,772	163,329	169,863	176,658	181,958	187,417	193,040	198,831	204,796	210,940	217,268
900	Public Holidays	48,478	51,113	53,158	55,284	56,943	58,651	60,411	62,223	64,090	66,013	67,993
900	Workers Comp. Insurance	41,759	43,429	45,166	46,973	48,382	49,833	51,328	52,868	54,454	56,088	57,771
900	Annual Leave	96,957	102,226	106,316	110,569	113,886	117,303	120,822	124,447	128,180	132,025	135,986
	Long Service Leave - Accrual	49,298	51,270	53,321	55,454	57,118	58,832	60,597	62,415	64,287	66,216	68,202
900	Sick Leave	36,359	38,335	39,868	41,463	42,707	43,988	45,308	46,667	48,067	49,509	50,994
900	Training Wages	501										
	Lump Sum Payment	9,643										
	Total expenses	434,767	449,703	467,692	486,401	500,994	516,024	531,506	547,451	563,874	580,791	598,214
	Capital items											
900	Long Service Leave	24,239	25,557	26,579	27,642	28,471	29,325	30,205	31,111	32,044	33,005	33,995
	Total capital items	24,239	25,557	26,579	27,642	28,471	29,325	30,205	31,111	32,044	33,005	33,995
	Cash reconciliation items											
	Long Service Leave Accrual	(49,298)	(51,270)	(53,321)	(55,454)	(57,118)	(58,832)	(60,597)	(62,415)	(64,287)	(66,216)	(68,202)
	Total adjustment for non-cash items	(49,298)	(51,270)	(53,321)	(55,454)	(57,118)	(58,832)	(60,597)	(62,415)	(64,287)	(66,216)	(68,202)
	Increase / (decrease) in cash	(409,708)	(423,990)	(440,950)	(458,589)	(472,347)	(486,517)	(501,114)	(516,147)	(531,631)	(547,580)	(564,007)
	Funded by / (to) reserves											
	Transfer from Long Service Leave Reserve	24,239	25,557	26,579	27,642	28,471	29,325	30,205	31,111	32,044	33,005	33,995
	Transfer to Long Service Leave Reserve	(24,239)	(25,557)	(26,579)	(27,642)	(28,471)	(29,325)	(30,205)	(31,111)	(32,044)	(33,005)	(33,995)
	Funded by / (to) general revenues	409,708	423,990	440,950	458,589	472,347	486,517	501,114	516,147	531,631	547,580	564,007

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
INFRASTRUCTURE & OPERATIONS ADMINISTRATION												
Income from continuing operations												
1238	Compliance Certificate Application Fee	1,000	1,038	1,080	1,123	1,157	1,192	1,228	1,265	1,303	1,342	1,382
	Total income	1,000	1,038	1,080	1,123	1,157	1,192	1,228	1,265	1,303	1,342	1,382
Expenses from continuing operations												
1958	Salary Contribution from Saleyards, Waste, Water, Sewer	(521,681)	(542,547)	(564,250)	(586,821)	(604,425)	(622,557)	(641,233)	(660,471)	(680,285)	(700,694)	(721,715)
164	I&O Admin - Operating Expenses - Salaries	976,527	1,016,277	1,056,928	1,099,205	1,132,181	1,166,146	1,201,131	1,237,165	1,274,280	1,312,509	1,351,885
164	I&O Admin - Operating Expenses - Other	307,476	319,775	332,566	345,868	356,243	366,930	377,939	389,277	400,956	412,985	425,375
169	Public Events - Banner Changes	11,234	11,682	12,149	12,635	13,014	13,405	13,808	14,222	14,650	15,089	15,542
	Total expenses	773,556	805,187	837,393	870,887	897,013	923,924	951,645	980,193	1,009,601	1,039,889	1,071,087
Capital items												
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(772,556)	(804,149)	(836,313)	(869,764)	(895,856)	(922,732)	(950,417)	(978,928)	(1,008,298)	(1,038,547)	(1,069,705)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	772,556	804,149	836,313	869,764	895,856	922,732	950,417	978,928	1,008,298	1,038,547	1,069,705

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
TECHNICAL SERVICES												
Income from continuing operations												
1020	Roads Act Section 138 Application	9,872	10,247	10,657	11,083	11,415	11,757	12,110	12,473	12,847	13,232	13,629
	Subdivision Works Certificates	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
2411	Grant - Community Energy Upgrades - Solar Installation		110,287									
	Total income	19,872	130,534	20,657	21,083	21,415	21,757	22,110	22,473	22,847	23,232	23,629
Expenses from continuing operations												
1991	Contribution - Compliance Officer - Water	(19,990)	(20,790)	(21,622)	(22,487)	(23,162)	(23,857)	(24,573)	(25,310)	(26,069)	(26,851)	(27,657)
1992	Contribution - Compliance Officer - Sewer	(46,389)	(48,245)	(50,175)	(52,182)	(53,747)	(55,359)	(57,020)	(58,731)	(60,493)	(62,308)	(64,177)
1004	Technical Services - Operating Expenses - Wages	734,555	807,466	839,765	873,356	899,557	926,544	954,340	982,970	1,012,459	1,042,833	1,074,118
1004	Technical Services - Operating Expenses - Other	215,423	224,040	233,002	242,322	249,591	257,079	264,792	272,736	280,918	289,345	298,026
1017	Crown Land - Plans of Management - Wages	74,741	77,730									
1914	Cowra Gasworks - Voluntary Management Plan	45,809										
	Total expenses	1,004,149	1,040,201	1,000,970	1,041,009	1,072,239	1,104,407	1,137,539	1,171,665	1,206,815	1,243,019	1,280,310
Capital items												
1715	Survey Equipment Upgrade							15,000				
2412	Civic Centre Solar Installation & Battery Storage		42,374									
2413	Library/Art Gallery Solar Installation & Battery Storage		41,170									
2414	Council Depot Solar Installation & Battery Storage		94,656									
2415	Visitors Centre Solar Installation & Battery Storage		42,374									
	Total capital items	0	220,574	0	0	0	0	15,000	0	0	0	0
Cash reconciliation items												
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(984,277)	(1,130,241)	(980,313)	(1,019,926)	(1,050,824)	(1,082,650)	(1,130,429)	(1,149,192)	(1,183,968)	(1,219,787)	(1,256,681)
Funded by / (to) reserves												
	Transfer from Carryover Reserve	45,809										
	Transfer from Built Asset Replacement Program Reserve (Capital)		110,287									
	Funded by / (to) general revenues	938,468	1,019,954	980,313	1,019,926	1,050,824	1,082,650	1,130,429	1,149,192	1,183,968	1,219,787	1,256,681

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
PLANT & DEPOT OPERATIONS												
Income from continuing operations												
1213	Fuel Tax Credits	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
1214	Leaseback Contribution	135,960	141,126	146,771	152,642	157,221	161,938	166,796	171,800	176,954	182,263	187,731
161	Sundry Income - Depot	1,135	1,178	1,225	1,274	1,312	1,351	1,392	1,434	1,477	1,521	1,567
	Total income	237,095	242,304	247,996	253,916	258,533	263,289	268,188	273,234	278,431	283,784	289,298
Expenses from continuing operations												
155	Plant & Depot - Operating Expenses - Wages	352,371	400,817	416,850	433,524	446,530	459,926	473,724	487,936	502,574	517,652	533,181
155	Plant & Depot - Operating Expenses - Other	275,372	286,388	297,843	309,756	319,049	328,621	338,480	348,633	359,092	369,864	380,960
	Plant Operating Expenses	1,705,170	1,737,973	1,807,492	1,879,792	1,936,186	1,994,271	2,054,099	2,115,722	2,179,194	2,244,569	2,311,906
1210	Plant Insurance	98,180	102,107	106,191	110,439	113,752	117,165	120,680	124,300	128,029	131,870	135,826
1940	Loan No. 253A - Depot - Stage 1 (\$400k) - Interest	740										
1939	Loan No. 254A - Depot - Stage 2 (\$764k) - Interest	14,299	13,473	12,627	11,760	10,873	9,964	9,032	8,078	7,101	6,100	5,075
	Proposed Loan - Depot - Stage 3 (\$850k) - Interest			53,631	52,211	50,700	49,091	47,378	45,555	43,614	41,548	39,349
1967	Contribution - Depot Redevelopment Loan - Water	(20,736)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)
1968	Contribution - Depot Redevelopment Loan - Sewerage	(20,736)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)	(14,347)
	Plant & Equipment Depreciation	982,761	1,002,416	1,022,464	1,042,913	1,063,771	1,085,046	1,106,747	1,128,882	1,151,460	1,174,489	1,197,979
	Building Depreciation	69,272	70,657	72,070	73,511	74,981	76,481	78,011	79,571	81,162	82,785	84,441
	Other Asset Depreciation	20,178	20,582	20,994	21,414	21,842	22,279	22,725	23,180	23,644	24,117	24,599
	Plant Hire Income	(5,124,248)	(4,826,610)	(4,728,677)	(4,845,479)	(4,948,329)	(5,074,826)	(5,205,090)	(5,339,224)	(5,497,338)	(5,619,554)	(5,765,993)
	Total expenses	(1,647,377)	(1,220,891)	(947,209)	(938,853)	(939,340)	(960,677)	(982,908)	(1,006,061)	(1,050,162)	(1,055,254)	(1,081,371)
Capital items												
1712	Depot Redevelopment Stage 3		416,760	430,000								
	Loan No. 253A - Depot - Stage 1 (\$400k) - Principal	44,858										
	Loan No. 254A - Depot - Stage 2 (\$764k) - Principal	33,961	34,787	35,633	36,500	37,388	38,297	39,228	40,182	41,159	42,160	43,185
	Proposed Loan - Depot Stage 3 (\$850k) - Principal			22,010	23,430	24,941	26,550	28,263	30,086	32,027	34,093	36,292
	Proposed Loan - Depot Stage 3 (\$850k) - Funding		(850,000)									
	Total capital items	78,819	(398,453)	487,643	59,930	62,329	64,847	67,491	70,268	73,186	76,253	79,477
Cash reconciliation items												
	Depreciation	(1,072,211)	(1,093,655)	(1,115,528)	(1,137,838)	(1,160,594)	(1,183,806)	(1,207,483)	(1,231,633)	(1,256,266)	(1,281,391)	(1,307,019)
	Total adjustment for non-cash items	(1,072,211)	(1,093,655)	(1,115,528)	(1,137,838)	(1,160,594)	(1,183,806)	(1,207,483)	(1,231,633)	(1,256,266)	(1,281,391)	(1,307,019)
	Increase / (decrease) in cash	2,877,864	2,955,303	1,823,089	2,270,677	2,296,138	2,342,925	2,391,088	2,440,660	2,511,673	2,544,176	2,598,211
Funded by / (to) reserves												
	Transfer to Plant Reserve	(500,000)	(650,000)	(650,000)	(650,000)	(650,000)	(650,000)	(650,000)	(650,000)	(650,000)	(650,000)	(650,000)
	Transfer to Unexpended Loan Reserve		(430,000)									
	Transfer from Unexpended Loan Reserve (Capital)			430,000								
	Funded by / (to) general revenues	(2,377,864)	(1,875,303)	(1,603,089)	(1,620,677)	(1,646,138)	(1,692,925)	(1,741,088)	(1,790,660)	(1,861,673)	(1,894,176)	(1,948,211)

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
PLANT PURCHASES												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1211	Small Plant Purchases	10,000	10,400	10,816	11,249	11,586	11,934	12,292	12,661	13,041	13,432	13,835
	Total expenses	10,000	10,400	10,816	11,249	11,586	11,934	12,292	12,661	13,041	13,432	13,835
	Capital items											
1217	Plant Purchases	1,686,190	1,342,000	828,404	1,316,814	1,409,402	525,469	1,168,462	1,230,849	1,720,741	985,091	463,932
	Total capital items	1,686,190	1,342,000	828,404	1,316,814	1,409,402	525,469	1,168,462	1,230,849	1,720,741	985,091	463,932
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(1,696,190)	(1,352,400)	(839,220)	(1,328,063)	(1,420,988)	(537,403)	(1,180,754)	(1,243,510)	(1,733,782)	(998,523)	(477,767)
	Funded by / (to) reserves											
	Transfer from Plant Reserve (Capital)	1,696,190	1,352,400	839,220	1,328,063	1,420,988	537,403	1,180,754	1,243,510	1,733,782	998,523	477,767
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
TRANSPORT FOR NSW MAINTENANCE / CONSTRUCTION												
Income from continuing operations												
STATE ROADS												
305	RMCC Ordered Works	5,063,752	3,135,658	3,229,728	3,326,620	3,426,418	3,529,211	3,635,087	3,744,140	3,856,464	3,972,158	4,091,322
2407	State Road Maintenance Contract (RMAP)	1,100,867	1,143,379	1,189,115	1,236,679	1,273,775	1,311,992	1,351,354	1,391,899	1,433,652	1,476,664	1,520,965
REGIONAL ROADS												
351	Block Grant - Roads Component	395,000	395,000	395,000	395,000	395,000	395,000	395,000	395,000	395,000	395,000	395,000
2346	Block Grant - Traffic Component	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000
2347	Block Grant - Supplementary Component	108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000
352	TfNSW Payments - Repair Grant			108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000
2094	Flood Damage Regional Roads	293,200										
Total income		7,032,819	4,854,037	5,101,843	5,246,299	5,383,193	5,524,203	5,669,441	5,819,039	5,973,116	6,131,822	6,295,287
Expenses from continuing operations												
STATE ROADS												
	RMCC Ordered Works	454,854	555,388	577,603	600,707	618,729	637,291	656,410	676,103	696,386	717,277	738,796
	State Road Maintenance Contract (RMAP)	1,100,867	1,143,379	1,189,115	1,236,679	1,273,775	1,311,992	1,351,354	1,391,899	1,433,652	1,476,664	1,520,965
	Heavy Patching & Reseal Prep	1,034,280	1,255,506	1,305,726	1,357,955	1,398,693	1,440,653	1,483,872	1,528,388	1,574,240	1,621,466	1,670,110
	Resealing State Roads	2,817,675	802,155	834,241	867,611	893,639	920,448	948,061	976,503	1,005,798	1,035,972	1,067,051
REGIONAL ROADS												
	Regional Roads (Roads Component)	395,000	395,000	395,000	395,000	395,000	395,000	395,000	395,000	395,000	395,000	395,000
	Regional Roads (Traffic Component)	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000
	Regional Rd (Block) - Repair Grant			108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000	108,000
	Regional Roads - Flood Emergent Works & Damage Repairs	293,200										
GENERAL												
304	Salaries	185,400	192,816	200,529	208,550	214,807	221,251	227,889	234,726	241,768	249,021	256,492
306	Oncost on RMS Works - Plant & Materials	(162,574)	(126,825)	(136,688)	(141,964)	(146,078)	(150,317)	(154,683)	(159,180)	(163,811)	(168,582)	(173,496)
307	Oncost on RMS Works - Payroll	(449,501)	(620,195)	(650,362)	(676,161)	(696,286)	(717,017)	(738,367)	(760,359)	(783,009)	(806,338)	(830,370)
	Regional Road Depreciation	127,471	130,020	132,620	135,272	137,977	140,737	143,552	146,423	149,351	152,338	155,385
Total expenses		5,868,672	3,799,244	4,027,784	4,163,649	4,270,255	4,380,038	4,493,088	4,609,503	4,729,375	4,852,818	4,979,934
Capital items												
	RERRF & Block Supplementary - Regional Roads Repairs	108,000	0									
Total capital items		108,000	0	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
	Depreciation	(127,471)	(130,020)	(132,620)	(135,272)	(137,977)	(140,737)	(143,552)	(146,423)	(149,351)	(152,338)	(155,385)
Total adjustment for non-cash items		(127,471)	(130,020)	(132,620)	(135,272)	(137,977)	(140,737)	(143,552)	(146,423)	(149,351)	(152,338)	(155,385)
Increase / (decrease) in cash		1,183,618	1,184,813	1,206,679	1,217,922	1,250,915	1,284,902	1,319,905	1,355,959	1,393,092	1,431,342	1,470,739
Funded by / (to) reserves												
	Transfer to Plant Reserve	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)
	Transfer from Unexpended Grants Reserve	74,881										
Funded by / (to) general revenues		(808,499)	(734,813)	(756,679)	(767,922)	(800,915)	(834,902)	(869,905)	(905,959)	(943,092)	(981,342)	(1,020,739)

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
ROADS TO RECOVERY												
Income from Continuing Operations												
1231	Roads to Recovery Grant (RTR) - 2024-2029	1,464,729	1,739,365	1,830,911	1,830,911	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904
	Total income	1,464,729	1,739,365	1,830,911	1,830,911	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904
Expenses from continuing operations												
	Total expenses	0	0	0	0	0	0	0	0	0	0	0
Capital items												
	RTR - Program Works	613,044	1,739,365	1,830,911	1,830,911	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904
CULVERT & CAUSEWAY PROJECTS												
2453	RTR - Low Level Bridge - Retrofit Repairs	420,649										
	Total capital items	1,033,693	1,739,365	1,830,911	1,830,911	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904
Cash reconciliation items												
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	431,036	0	0	0	0	0	0	0	0	0	0
	Funded by / (to) reserves											
	Funded by / (to) general revenues	(431,036)	0	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
COWRA STREET MAINTENANCE												
Income from continuing operations												
262	Traffic Route Lighting Subsidy	66,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000
263	Banner Pole Income	1,317	1,367	1,422	1,479	1,523	1,569	1,616	1,664	1,714	1,765	1,818
1662	Annual Maintenance Contribution - Target Carpark	1,053	1,093	1,137	1,182	1,217	1,254	1,292	1,331	1,371	1,412	1,454
	Total income	68,370	68,460	68,559	68,661	68,740	68,823	68,908	68,995	69,085	69,177	69,272
Expenses from continuing operations												
252	Roads Maintenance - Supervisor - Operating Expenses	135,097	139,730	145,319	151,133	155,667	160,337	165,147	170,101	175,204	180,460	185,874
251	Roads Maintenance - Maintenance Engineer - Operating Expenses	92,458	101,492	105,552	109,774	113,067	116,459	119,953	123,552	127,259	131,077	135,009
254	Cowra Streets - Maintenance	585,410	608,827	633,180	658,508	678,264	698,610	719,567	741,154	763,388	786,289	809,878
272	Unsealed Streets Maintenance	6,555	6,817	7,090	7,374	7,595	7,823	8,058	8,300	8,549	8,806	9,070
241	Footpaths - Ancillary Maintenance	67,492	70,191	72,999	75,920	78,198	80,544	82,961	85,450	88,013	90,654	93,373
273	Carpark Maintenance	13,679	14,226	14,795	15,387	15,849	16,324	16,814	17,318	17,838	18,373	18,925
2151	RERRF/RLRRP - Cowra Streets Maintenance & Heavy Patching Program	101,341	101,341									
	Macquarie Street Masterplan		80,000									
	Road Depreciation	399,039	407,020	415,160	423,463	431,932	440,571	449,382	458,370	467,537	476,888	486,426
	Footpath Depreciation	154,367	157,454	160,603	163,815	167,091	170,433	173,842	177,319	180,865	184,482	188,172
	Other Road Asset Depreciation	60,038	61,239	62,464	63,713	64,987	66,287	67,613	68,965	70,344	71,751	73,186
	Other Asset Depreciation	10,782	10,998	11,218	11,442	11,671	11,904	12,142	12,385	12,633	12,886	13,144
	Total expenses	1,626,258	1,759,335	1,628,380	1,680,529	1,724,321	1,769,292	1,815,479	1,862,914	1,911,630	1,961,666	2,013,057
Capital items												
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
	Depreciation	(624,226)	(636,711)	(649,445)	(662,433)	(675,681)	(689,195)	(702,979)	(717,039)	(731,379)	(746,007)	(760,928)
	Total adjustment for non-cash items	(624,226)	(636,711)	(649,445)	(662,433)	(675,681)	(689,195)	(702,979)	(717,039)	(731,379)	(746,007)	(760,928)
	Increase / (decrease) in cash	(933,662)	(1,054,164)	(910,376)	(949,435)	(979,900)	(1,011,274)	(1,043,592)	(1,076,880)	(1,111,166)	(1,146,482)	(1,182,857)
Funded by / (to) reserves												
	Transfer from Unexpended Grants Reserve	101,341	101,341									
	Funded by / (to) general revenues	832,321	952,823	910,376	949,435	979,900	1,011,274	1,043,592	1,076,880	1,111,166	1,146,482	1,182,857

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
COWRA STREET CONSTRUCTION												
Income from continuing operations												
1684	Grant - Japanese Gardens Carpark Upgrade		100,000									
2443	Grant - CPTIGS - Bus Shelter at Erambie	20,000										
2517	Contribution - Cowra Local Aboriginal Land Council - Bus Shelter	1,912										
	Total income	21,912	100,000	0	0	0	0	0	0	0	0	0
Expenses from continuing operations												
1934	Loan No. 254B - CBD Footpath (\$1,502k) - Interest	28,108	26,484	24,821	23,118	21,373	19,586	17,755	15,880	13,959	11,991	9,976
	Total expenses	28,108	26,484	24,821	23,118	21,373	19,586	17,755	15,880	13,959	11,991	9,976
Capital items												
265	Cowra Street & Lane Reseals	168,770	220,000	213,957	368,996	230,150	173,693	177,862	182,131	186,502	190,978	195,561
1683	Japanese Gardens Carpark Upgrade		100,000									
2445	Bus Shelter - 1 Front Street, Erambie	21,912										
	Loan No. 254B - CBD Footpath (\$1,502k) - Principal	66,759	68,382	70,045	71,749	73,493	75,281	77,111	78,987	80,908	82,875	84,891
	Total capital items	257,441	388,382	284,002	440,745	303,643	248,974	254,973	261,118	267,410	273,853	280,452
Cash reconciliation items												
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(263,636)	(314,866)	(308,823)	(463,862)	(325,016)	(268,559)	(272,728)	(276,997)	(281,368)	(285,844)	(290,427)
Funded by / (to) reserves												
	Transfer from S94A Reserve(Capital)	8,612										
	Funded by / (to) general revenues	255,024	314,866	308,823	463,862	325,016	268,559	272,728	276,997	281,368	285,844	290,427

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
RURAL ROAD MAINTENANCE												
Income from continuing operations												
443	Rent of Dedicated Roads	3,325	3,451	3,589	3,733	3,845	3,960	4,079	4,201	4,327	4,457	4,591
444	Road Opening Permits	132	137	142	148	152	157	162	167	172	177	182
2072	Disaster Assistance Arrangement (AGRN1034)	1,170,594										
2510	Emergency Works Funding	673,825										
	Total income	1,847,876	3,588	3,731	3,881	3,997	4,117	4,241	4,368	4,499	4,634	4,773
Expenses from continuing operations												
	Sealed Rural Road Maintenance	449,200	467,169	485,856	505,290	520,449	536,062	552,144	568,710	585,772	603,345	621,445
	Unsealed Rural Road Maintenance	35,000	16,640	17,306	17,998	18,538	19,094	19,667	20,257	20,865	21,491	22,136
	Sealed Rural Roads - Flood Emergent Works & Damage Repairs	210,206										
2103	Unsealed Rural Road - Flood Emergent Works & Damage Repairs	953,443										
2509	Rural Roads - Emergency Works	673,825										
2199	Project Management - Flood Repairs	45,000										
453	Rural Roads - Traffic Signs	33,624	34,969	36,368	37,823	38,957	40,126	41,330	42,570	43,846	45,161	46,516
RERRF - RURAL ROADS PROGRAM												
2317	RERRF - Rural Roads Repair Program - Grading	485,686	300,931									
2293	RERRF - Heavy Patching Rural Roads	314,343	325,024									
	RERRF - Shoulder Repair & Widening	309,000	309,000									
DEPRECIATION												
	Road Depreciation	1,949,460	1,988,449	2,028,218	2,068,782	2,110,158	2,152,361	2,195,408	2,239,316	2,284,102	2,329,784	2,376,380
	Other Road Asset Depreciation	6,680	6,814	6,950	7,089	7,231	7,376	7,524	7,674	7,827	7,984	8,144
	Total Expenses	5,465,467	3,448,996	2,574,698	2,636,982	2,695,333	2,755,019	2,816,073	2,878,527	2,942,412	3,007,765	3,074,621
Capital items												
	Grading	324,098	700,000	1,021,130	1,061,975	1,093,834	1,126,650	1,160,449	1,195,262	1,231,120	1,268,053	1,306,095
	Total capital items	324,098	700,000	1,021,130	1,061,975	1,093,834	1,126,650	1,160,449	1,195,262	1,231,120	1,268,053	1,306,095
Cash reconciliation items												
	Depreciation	(1,956,140)	(1,995,263)	(2,035,168)	(2,075,871)	(2,117,389)	(2,159,737)	(2,202,932)	(2,246,990)	(2,291,929)	(2,337,768)	(2,384,524)
	Total adjustment for non-cash items	(1,956,140)	(1,995,263)	(2,035,168)	(2,075,871)	(2,117,389)	(2,159,737)	(2,202,932)	(2,246,990)	(2,291,929)	(2,337,768)	(2,384,524)
	Increase / (decrease) in cash	(1,985,549)	(2,150,145)	(1,556,929)	(1,619,205)	(1,667,781)	(1,717,815)	(1,769,349)	(1,822,431)	(1,877,104)	(1,933,416)	(1,991,419)
Funded by / (to) reserves												
	Transfer from Unexpended Grants Reserve	1,170,408	924,274									
	Funded by / (to) general revenues	815,140	1,225,871	1,556,929	1,619,205	1,667,781	1,717,815	1,769,349	1,822,431	1,877,104	1,933,416	1,991,419

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
RURAL ROAD CONSTRUCTION												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
447	Roads Construction - Supervisor - Operating Expenses	124,807	127,891	133,006	138,326	142,476	146,750	151,152	155,687	160,358	165,169	170,124
446	Construction Engineer	107,778	112,026	116,507	121,167	124,802	128,546	132,402	136,374	140,465	144,679	149,019
	Total expenses	232,585	239,917	249,513	259,493	267,278	275,296	283,554	292,061	300,823	309,848	319,143
	Capital items											
	Gravel Resheeting	634,548	572,827	586,575	600,652	615,068	629,829	644,945	660,424	676,275	692,505	709,125
693	Rural Reseals	435,386	688,251	430,647	334,989	419,322	351,775	360,217	368,862	377,715	387,158	396,837
	Total capital items	1,069,934	1,261,078	1,017,222	935,641	1,034,390	981,604	1,005,162	1,029,286	1,053,990	1,079,663	1,105,962
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(1,302,519)	(1,500,995)	(1,266,735)	(1,195,134)	(1,301,668)	(1,256,900)	(1,288,716)	(1,321,347)	(1,354,813)	(1,389,511)	(1,425,105)
	Funded by / (to) reserves											
	Transfer from S94A Reserve (Capital)	25,835										
	Funded by / (to) general revenues	1,276,684	1,500,995	1,266,735	1,195,134	1,301,668	1,256,900	1,288,716	1,321,347	1,354,813	1,389,511	1,425,105

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
VILLAGE STREETS												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
	Village Streets Maintenance	135,888	141,324	146,977	152,856	157,442	162,165	167,030	172,040	177,201	182,517	187,992
	Village Streets - Flood Repairs	6,945										
2205	RERRF/RLRRP - Village Streets Repairs	33,975	33,975									
	Road Depreciation	57,727	58,882	60,060	61,261	62,486	63,736	65,011	66,311	67,637	68,990	70,370
	Footpath Depreciation	4,918	5,016	5,116	5,218	5,322	5,428	5,537	5,648	5,761	5,876	5,994
	Other Asset Depreciation	1,087	1,109	1,131	1,154	1,177	1,201	1,225	1,250	1,275	1,301	1,327
	Total expenses	240,540	240,306	213,284	220,489	226,427	232,530	238,803	245,249	251,874	258,684	265,683
	Capital items											
	Village Reseals	58,127	52,688	52,560	52,920	52,912	52,752	52,376	53,000	53,000	53,000	53,000
	Total capital items	58,127	52,688	52,560	52,920	52,912	52,752	52,376	53,000	53,000	53,000	53,000
	Cash reconciliation items											
	Depreciation	(63,732)	(65,007)	(66,307)	(67,633)	(68,985)	(70,365)	(71,773)	(73,209)	(74,673)	(76,167)	(77,691)
	Total adjustment for non-cash items	(63,732)	(65,007)	(66,307)	(67,633)	(68,985)	(70,365)	(71,773)	(73,209)	(74,673)	(76,167)	(77,691)
	Increase / (decrease) in cash	(234,935)	(227,987)	(199,537)	(205,776)	(210,354)	(214,917)	(219,406)	(225,040)	(230,201)	(235,517)	(240,992)
	Funded by / (to) reserves											
	Transfer from Unexpended Grants Reserve	33,975	33,975									
	Transfer from S94A Reserve	4,306										
	Funded by / (to) general revenues	196,654	194,012	199,537	205,776	210,354	214,917	219,406	225,040	230,201	235,517	240,992

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
BUSHFIRE & EMERGENCY SERVICES												
Income from continuing operations												
1125	Bushfire Equipment Subsidy	433,438	449,909	467,905	486,621	501,220	516,257	531,745	547,697	564,128	581,052	598,484
1127	RFS Hazard Reduction Mechanical Activity	30,205	31,353	32,607	33,911	34,928	35,976	37,055	38,167	39,312	40,492	41,707
	RFS - Reimbursement for Plant Assistance at Fires	1,732										
	Total income	465,375	481,262	500,512	520,532	536,148	552,233	568,800	585,864	603,440	621,544	640,191
Expenses from continuing operations												
1091	Contr. To NSW Fire Brigade	50,158	52,164	54,251	56,421	58,114	59,857	61,653	63,503	65,408	67,370	69,391
1093	RFS Utility Expense	14,906	15,502	16,122	16,767	17,270	17,788	18,322	18,871	19,437	20,020	20,621
	RFS - Hazard Reduction	30,205	31,353	32,607	33,911	34,928	35,976	37,055	38,167	39,312	40,492	41,707
1092	Contribution to RFS	438,389	455,925	474,162	493,128	507,922	523,160	538,855	555,021	571,672	588,822	606,487
1086	Contribution to SES	62,439	64,937	67,534	70,235	72,342	74,512	76,747	79,049	81,420	83,863	86,379
1087	SES Expenses	6,313	6,566	6,829	7,102	7,315	7,534	7,760	7,993	8,233	8,480	8,734
2501	RFS Fire - Rockdale	1,732										
	Plant & Equipment Depreciation	170,631	174,044	177,525	181,076	184,698	188,392	192,160	196,003	199,923	203,921	207,999
	Other Asset Depreciation	8,781	8,957	9,136	9,319	9,505	9,695	9,889	10,087	10,289	10,495	10,705
	Building Depreciation	108,334	110,501	112,711	114,965	117,264	119,609	122,001	124,441	126,930	129,469	132,058
	Total expenses	891,888	919,949	950,877	982,924	1,009,358	1,036,523	1,064,442	1,093,135	1,122,624	1,152,932	1,184,081
Capital items												
1119	Bushfire Equipment Allocation	433,438	449,909	467,905	486,621	501,220	516,257	531,745	547,697	564,128	581,052	598,484
	Total capital items	433,438	449,909	467,905	486,621	501,220	516,257	531,745	547,697	564,128	581,052	598,484
Cash reconciliation items												
	Depreciation	(287,746)	(293,502)	(299,372)	(305,360)	(311,467)	(317,696)	(324,050)	(330,531)	(337,142)	(343,885)	(350,762)
	Total adjustment for non-cash items	(287,746)	(293,502)	(299,372)	(305,360)	(311,467)	(317,696)	(324,050)	(330,531)	(337,142)	(343,885)	(350,762)
	Increase / (decrease) in cash	(572,205)	(595,094)	(618,898)	(643,653)	(662,963)	(682,851)	(703,337)	(724,437)	(746,170)	(768,555)	(791,612)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	572,205	595,094	618,898	643,653	662,963	682,851	703,337	724,437	746,170	768,555	791,612

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
BRIDGES												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
235	Low Level Bridge	15,000	7,586	7,890	8,206	8,452	8,706	8,967	9,237	9,514	9,800	10,094
237	Bridge Inspections/Repairs	30,000	31,200	32,448	33,746	34,758	35,801	36,875	37,981	39,120	40,294	41,503
1931	Loan No. 254C - Low Level Repairs (\$184k) - Interest	3,441	3,242	3,039	2,830	2,617	2,398	2,174	1,944	1,709	1,468	1,221
	Bridge Depreciation	175,481	178,991	182,571	186,222	189,946	193,745	197,620	201,572	205,603	209,715	213,909
	Total expenses	223,922	221,019	225,948	231,004	235,773	240,650	245,636	250,734	255,946	261,277	266,727
	Capital items											
	Loan No. 254C - Low Level Repairs (\$184k) - Principal	8,173	8,372	8,575	8,784	8,998	9,216	9,441	9,670	9,905	10,146	10,393
	Total capital items	8,173	8,372	8,575	8,784	8,998	9,216	9,441	9,670	9,905	10,146	10,393
	Cash reconciliation items											
	Depreciation	(175,481)	(178,991)	(182,571)	(186,222)	(189,946)	(193,745)	(197,620)	(201,572)	(205,603)	(209,715)	(213,909)
	Total adjustment for non-cash items	(175,481)	(178,991)	(182,571)	(186,222)	(189,946)	(193,745)	(197,620)	(201,572)	(205,603)	(209,715)	(213,909)
	Increase / (decrease) in cash	(56,614)	(50,400)	(51,952)	(53,566)	(54,824)	(56,121)	(57,456)	(58,832)	(60,248)	(61,708)	(63,211)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	56,614	50,400	51,952	53,566	54,824	56,121	57,456	58,832	60,248	61,708	63,211

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
QUARRY OPERATIONS												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1141	Working Expenses	58,730	29,467	30,646	31,871	32,827	33,812	34,826	35,871	36,948	38,057	39,199
1142	Oncost on Gravel Issues	(300,000)	(231,499)	(240,759)	(250,389)	(257,901)	(265,638)	(273,607)	(281,815)	(290,269)	(298,977)	(307,946)
	Quarry Depreciation	5,662	5,775	5,891	6,009	6,129	6,252	6,377	6,505	6,635	6,768	6,903
	Other Asset Depreciation	9,788	9,984	10,184	10,388	10,596	10,808	11,024	11,244	11,469	11,698	11,932
	Total expenses	(225,820)	(186,273)	(194,038)	(202,121)	(208,349)	(214,766)	(221,380)	(228,195)	(235,217)	(242,454)	(249,912)
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(15,450)	(15,759)	(16,075)	(16,397)	(16,725)	(17,060)	(17,401)	(17,749)	(18,104)	(18,466)	(18,835)
	Total adjustment for non-cash items	(15,450)	(15,759)	(16,075)	(16,397)	(16,725)	(17,060)	(17,401)	(17,749)	(18,104)	(18,466)	(18,835)
	Increase / (decrease) in cash	241,270	202,032	210,113	218,518	225,074	231,826	238,781	245,944	253,321	260,920	268,747
	Funded by / (to) reserves											
	Transfer from Quarry Rehabilitation Reserve	58,730	29,467	30,646	31,871	32,827	33,812	34,826	35,871	36,948	38,057	39,199
	Transfer to Quarry Rehabilitation Reserve	(131,912)	(57,985)	(57,985)	(57,985)	(57,985)	(57,985)	(57,985)	(57,985)	(57,985)	(57,985)	(57,985)
	Funded by / (to) general revenues	(168,088)	(173,514)	(182,774)	(192,404)	(199,916)	(207,653)	(215,622)	(223,830)	(232,284)	(240,992)	(249,961)

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
DRAINAGE												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1936	Loan No. 241B - Vaux St Drainage (\$166k) - Interest	6,286	5,889	5,497	5,002	4,536	4,026	3,491	2,921	2,282	1,628	937
1935	Loan No. 250 - Drainage Improvements (\$250k) - Interest	3,954	2,525	1,005								
1074	Detention Basin Inspection	31,324	33,232	53,166	35,252	36,310	37,399	38,521	39,677	40,867	42,093	43,356
2400	Declared Dams Safety Levy	43,336	45,069	46,872	48,747	50,209	51,715	53,266	54,864	56,510	58,205	59,951
	Dam Safety Risk Assessments		140,000					140,000				
1073	Stormwater Infrastructure Maintenance	67,872	70,587	73,411	76,348	78,639	80,998	83,427	85,930	88,508	91,163	93,897
	Proposed Loan - West Cowra Drainage (\$365k) - Interest			23,030	22,420	21,771	21,080	20,345	19,562	18,728	17,841	16,897
	Stormwater Depreciation	332,811	339,467	346,256	353,181	360,245	367,450	374,799	382,295	389,941	397,740	405,695
	Total expenses	485,584	636,769	549,237	540,950	551,710	562,668	713,849	585,249	596,837	608,670	620,733
	Capital items											
1084	West Cowra Drainage Improvements - Walker St to Grenfell Rd	29,914	284,711									
2038	Chiverton Road - Repair Drainage Erosion	29,220										
	Loan No. 241B - Vaux St Drainage (\$166k) - Principal	6,165	6,563	6,955	7,450	7,916	8,426	8,961	9,531	10,170	10,824	11,515
	Loan No. 250 - Drainage Improvements (\$250k) - Principal	22,040	23,470	24,989								
	Proposed Loan - West Cowra Drainage (\$365k) - Funding		(365,000)									
	Proposed Loan - West Cowra Drainage (\$365k) - Principal			9,451	10,061	10,710	11,401	12,136	12,919	13,753	14,640	15,584
	Total capital items	87,339	(50,256)	41,396	17,511	18,626	19,827	21,097	22,450	23,922	25,464	27,099
	Cash reconciliation items											
	Depreciation	(332,811)	(339,467)	(346,256)	(353,181)	(360,245)	(367,450)	(374,799)	(382,295)	(389,941)	(397,740)	(405,695)
	Total adjustment for non-cash items	(332,811)	(339,467)	(346,256)	(353,181)	(360,245)	(367,450)	(374,799)	(382,295)	(389,941)	(397,740)	(405,695)
	Increase / (decrease) in cash	(240,112)	(247,045)	(244,376)	(205,280)	(210,091)	(215,045)	(360,147)	(225,404)	(230,818)	(236,394)	(242,137)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	240,112	247,045	244,376	205,280	210,091	215,045	360,147	225,404	230,818	236,394	242,137

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
PRIVATE WORKS												
Income from continuing operations												
354	Private Works Revenue	68,000	70,584	73,407	76,343	78,633	80,992	83,422	85,925	88,503	91,158	93,893
355	Private Works Profit	13,600	14,117	14,681	15,269	15,727	16,198	16,684	17,185	17,701	18,232	18,779
Total income		81,600	84,701	88,088	91,612	94,360	97,190	100,106	103,110	106,204	109,390	112,672
Expenses from continuing operations												
	Private Works Expenditure	68,000	57,528	59,829	62,222	64,089	66,011	67,992	70,033	72,134	74,298	76,527
Total expenses		68,000	57,528	59,829	62,222	64,089	66,011	67,992	70,033	72,134	74,298	76,527
Capital items												
Total capital items		0	0	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
Total adjustment for non-cash items		0	0	0	0	0	0	0	0	0	0	0
Increase / (decrease) in cash		13,600	27,173	28,259	29,390	30,271	31,179	32,114	33,077	34,070	35,092	36,145
Funded by / (to) reserves												
Funded by / (to) general revenues		(13,600)	(27,173)	(28,259)	(29,390)	(30,271)	(31,179)	(32,114)	(33,077)	(34,070)	(35,092)	(36,145)

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
BIOSECURITY REGULATION												
Income from continuing operations												
181	Grants	94,350	94,350	94,350	94,350	97,181	100,096	103,099	106,192	109,378	112,659	116,039
182	Regulatory Fees & Fines	1,902	1,974	2,053	2,135	2,199	2,265	2,333	2,403	2,475	2,549	2,625
Total income		96,252	96,324	96,403	96,485	99,380	102,361	105,432	108,595	111,853	115,208	118,664
Expenses from continuing operations												
177	Biosecurity - Weeds - Operating Expenses	302,300	302,837	305,746	308,854	318,120	327,664	337,495	347,620	358,049	368,791	379,855
Total expenses		302,300	302,837	305,746	308,854	318,120	327,664	337,495	347,620	358,049	368,791	379,855
Capital items												
Total capital items		0	0	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
Total adjustment for non-cash items		0	0	0	0	0	0	0	0	0	0	0
Increase / (decrease) in cash		(206,048)	(206,513)	(209,343)	(212,369)	(218,740)	(225,303)	(232,063)	(239,025)	(246,196)	(253,583)	(261,191)
Funded by / (to) reserves												
Funded by / (to) general revenues		206,048	206,513	209,343	212,369	218,740	225,303	232,063	239,025	246,196	253,583	261,191

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
PUBLIC CEMETERIES												
Income from continuing operations												
1040	Cemetery Fees	276,603	287,114	298,599	310,543	319,859	329,455	339,339	349,519	360,005	370,805	381,929
2373	Cemeteries & Crematoria Interment Levy	30,000	31,200	32,448	33,746	34,758	35,801	36,875	37,981	39,120	40,294	41,503
1042	War Graves Contribution	26,950	27,759	28,869	30,024	30,925	31,854	32,811	33,796	34,810	35,854	36,930
1041	Plaques & Vases	90,368	93,802	97,554	101,456	104,500	107,635	110,864	114,190	117,616	121,144	124,778
2520	Department of Veterans' Affairs - War Graves Upgrade	79,802										
	Total income	503,723	439,875	457,470	475,769	490,042	504,745	519,889	535,486	551,551	568,097	585,140
Expenses from continuing operations												
1032	Cowra Cemetery - Operating Expenses - Wages	121,130	125,975	131,014	136,255	140,343	144,553	148,889	153,356	157,957	162,695	167,576
1032	Cowra Cemetery - Operating Expenses - Other	164,706	171,294	178,146	185,272	190,830	196,555	202,451	208,524	214,780	221,224	227,860
2374	Cemeteries & Crematoria Interment Services Levy	30,000	31,200	32,448	33,746	34,758	35,801	36,875	37,981	39,120	40,294	41,503
1777	Cherry Tree Avenue Maintenance	10,000	10,400	10,816	11,249	11,586	11,934	12,292	12,661	13,041	13,432	13,835
1037	War Graves Maintenance	34,902	27,759	28,869	30,024	30,925	31,854	32,811	33,796	34,810	35,854	36,930
2306	Hospital Memorial Rose Garden	1,030	1,071	1,114	1,159	1,194	1,230	1,267	1,305	1,344	1,384	1,426
1779	Village Cemeteries - Management & Maintenance	25,696	26,724	27,792	28,903	29,770	30,663	31,581	32,529	33,505	34,510	35,545
1035	Plaques	63,531	66,072	68,715	71,464	73,608	75,816	78,090	80,433	82,846	85,331	87,891
1941	Loan No. 253C - Cemetery Expansion (\$250k) - Interest	463										
1969	AODE	44,406	37,716	45,799	48,432	54,029	43,104	57,240	59,661	62,171	64,763	66,653
	Other Asset Depreciation	8,080	8,242	8,407	8,575	8,747	8,922	9,100	9,282	9,468	9,657	9,850
	Building Depreciation	4,913	5,011	5,111	5,213	5,317	5,423	5,531	5,642	5,755	5,870	5,987
	Total expenses	508,857	511,464	538,231	560,292	581,107	585,855	616,127	635,170	654,797	675,014	695,056
Capital items												
2519	War Graves Upgrade	79,802										
	Loan No. 253C - Cemetery Expansion (\$250k) - Principal	28,107										
	Total capital items	107,909	0	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
	Depreciation	(12,993)	(13,253)	(13,518)	(13,788)	(14,064)	(14,345)	(14,631)	(14,924)	(15,223)	(15,527)	(15,837)
	Total adjustment for non-cash items	(12,993)	(13,253)	(13,518)	(13,788)	(14,064)	(14,345)	(14,631)	(14,924)	(15,223)	(15,527)	(15,837)
	Increase / (decrease) in cash	(100,050)	(58,336)	(67,243)	(70,735)	(77,001)	(66,765)	(81,607)	(84,760)	(88,023)	(91,390)	(94,079)
Funded by / (to) reserves												
	Transfer from S94A Reserve	21,529										
	Transfer from Carryover Reserve	12,752										
	Funded by / (to) general revenues	65,769	58,336	67,243	70,735	77,001	66,765	81,607	84,760	88,023	91,390	94,079

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
PUBLIC AMENITIES												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
1151	Public Amenities - Operating Expenses - Wages	138,598	119,727	124,516	129,497	133,382	137,383	141,504	145,749	150,121	154,625	159,263
1151	Public Amenities - Operating Expenses - Other	89,662	93,248	96,978	100,857	103,882	106,999	110,209	113,515	116,920	120,428	124,041
1155	Squire Park Carer's Centre - Operating Expenses	59,036	61,397	63,852	66,407	68,399	70,451	72,565	74,743	76,986	79,296	81,675
	Building Depreciation	110,614	112,826	115,083	117,385	119,733	122,128	124,571	127,062	129,603	132,195	134,839
	Total expenses	397,910	387,198	400,429	414,146	425,396	436,961	448,849	461,069	473,630	486,544	499,818
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(110,614)	(112,826)	(115,083)	(117,385)	(119,733)	(122,128)	(124,571)	(127,062)	(129,603)	(132,195)	(134,839)
	Total adjustment for non-cash items	(110,614)	(112,826)	(115,083)	(117,385)	(119,733)	(122,128)	(124,571)	(127,062)	(129,603)	(132,195)	(134,839)
	Increase / (decrease) in cash	(287,296)	(274,372)	(285,346)	(296,761)	(305,663)	(314,833)	(324,278)	(334,007)	(344,027)	(354,349)	(364,979)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	287,296	274,372	285,346	296,761	305,663	314,833	324,278	334,007	344,027	354,349	364,979

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
SWIMMING POOL												
Income from continuing operations												
1685	Grant - Growing Regions Program	400,000	4,453,619									
2082	Grant - Stronger Country Communities Fund - Round 5		981,202									
	Total income	400,000	5,434,821	0	0	0	0	0	0	0	0	0
Expenses from continuing operations												
988	Pool - Operating Expenses	265,374	146,923	282,207	293,496	302,301	311,371	320,712	330,334	340,243	350,449	360,963
994	Pool - Management Contract	266,864		279,827	291,020	299,751	308,744	318,006	327,546	337,372	347,493	357,918
	Swimming Pool Depreciation	148,585	151,557	154,588	157,680	160,834	164,051	167,332	170,679	174,093	177,575	181,127
	Building Depreciation	60,962	62,181	63,425	64,694	65,988	67,308	68,654	70,027	71,428	72,857	74,314
	Proposed Loan - Pool Replacement (\$2,254k) - Interest			142,186	138,422	134,415	130,149	125,609	120,775	115,630	110,152	104,322
	Total expenses	741,785	360,661	922,233	945,312	963,289	981,623	1,000,313	1,019,361	1,038,766	1,058,526	1,078,644
Capital items												
1680	Pool Concept Design & Specifications	400,000										
1679	WP2 - Main Pool & Toddler Pool Redevelopment		10,382,801									
	Proposed Loan - Pool Replacement (\$2,254k) - Funding		(2,253,508)									
	Proposed Loan - Pool Replacement (\$2,254k) - Principal			58,352	62,117	66,124	70,389	74,930	79,763	84,909	90,386	96,217
	Total capital items	400,000	8,129,293	58,352	62,117	66,124	70,389	74,930	79,763	84,909	90,386	96,217
Cash reconciliation items												
	Depreciation	(209,547)	(213,738)	(218,013)	(222,374)	(226,822)	(231,359)	(235,986)	(240,706)	(245,521)	(250,432)	(255,441)
	Total adjustment for non-cash items	(209,547)	(213,738)	(218,013)	(222,374)	(226,822)	(231,359)	(235,986)	(240,706)	(245,521)	(250,432)	(255,441)
	Increase / (decrease) in cash	(532,238)	(2,841,395)	(762,572)	(785,054)	(802,590)	(820,653)	(839,256)	(858,418)	(878,153)	(898,480)	(919,419)
Funded by / (to) reserves												
	Transfer from Carryover Reserve (Capital)	3,111										
	Transfer from Aquatic Centre Capital Renewal Reserve (Capital)		1,379,020									
	Transfer from Cowra Services Projects Reserve (Capital)		915,452									
	Transfer from S94 Growth Reserve	8,347										
	Transfer from S94A Reserve	5,167										
	Funded by / (to) general revenues	515,613	546,923	762,572	785,054	802,590	820,653	839,256	858,418	878,153	898,480	919,419

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
PARKS, GARDENS & RESERVES												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
190	Parks & Gardens - Operating Expenses - Wages	452,073	507,899	528,215	549,344	565,824	582,799	600,283	618,291	636,840	655,945	675,623
190	Parks & Gardens - Operating Expenses - Other	585,471	608,890	633,246	658,576	678,333	698,683	719,644	741,234	763,472	786,376	809,967
207	Lachlan River Precinct	1,700	1,769	1,840	1,914	1,971	2,031	2,092	2,155	2,220	2,286	2,355
206	Peace Precinct	46,343	48,196	50,123	52,128	53,692	55,303	56,963	58,672	60,432	62,244	64,111
209	Adventure Playground	20,000	20,800	21,632	22,498	23,173	23,868	24,583	25,321	26,081	26,864	27,670
2159	Sculpture Park - Ground Maintenance	10,000	10,400	10,816	11,249	11,587	11,935	12,293	12,662	13,042	13,433	13,836
195	Vandalism	11,452	11,910	12,386	12,882	13,268	13,666	14,075	14,498	14,933	15,381	15,842
2430	Mural Maintenance				20,000					20,000		
2431	Review of Peace Precinct Masterplan			80,000								
2432	Mountain Bike Track Investigation				80,000							
2433	Review of Lachlan Riverbank Precinct Masterplan					80,000						
	Playground Strategy Study		80,000									
	Open Space Recreation Depreciation	152,904	155,962	159,081	162,263	165,508	168,818	172,194	175,638	179,151	182,734	186,389
	Other Asset Depreciation	25,774	26,289	26,815	27,351	27,898	28,456	29,025	29,606	30,198	30,802	31,418
	Total expenses	1,305,717	1,472,115	1,524,154	1,598,205	1,621,254	1,585,559	1,631,152	1,678,077	1,746,369	1,776,065	1,827,211
	Capital items											
1716	Playground Asset Renewal	84,296	28,000	29,120	30,285	31,194	32,130	33,094	34,087	35,110	36,163	37,248
	Total capital items	84,296	28,000	29,120	30,285	31,194	32,130	33,094	34,087	35,110	36,163	37,248
	Cash reconciliation items											
	Depreciation	(178,678)	(182,251)	(185,896)	(189,614)	(193,406)	(197,274)	(201,219)	(205,244)	(209,349)	(213,536)	(217,807)
	Total adjustment for non-cash items	(178,678)	(182,251)	(185,896)	(189,614)	(193,406)	(197,274)	(201,219)	(205,244)	(209,349)	(213,536)	(217,807)
	Increase / (decrease) in cash	(1,211,335)	(1,317,864)	(1,367,378)	(1,438,876)	(1,459,042)	(1,420,415)	(1,463,027)	(1,506,920)	(1,572,130)	(1,598,692)	(1,646,652)
	Funded by / (to) reserves											
	Transfer from Built Asset Replacement Program Reserve (Capital)	84,296	28,000	29,120	30,285	31,194	32,130	33,094	34,087	35,110	36,163	37,248
	Funded by / (to) general revenues	1,127,039	1,289,864	1,338,258	1,408,591	1,427,848	1,388,285	1,429,933	1,472,833	1,537,020	1,562,529	1,609,404

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
SPORTSFIELDS												
Income from continuing operations												
228	User Charges	11,330	11,761	12,231	12,720	13,102	13,495	13,900	14,317	14,747	15,189	15,645
2404	Grant - DHAC - Play Our Way Program		1,495,000									
	Total income	11,330	1,506,761	12,231	12,720	13,102	13,495	13,900	14,317	14,747	15,189	15,645
Expenses from continuing operations												
	Sportsfields - Operating Expenses - Wages	193,202	186,056	193,498	201,238	207,275	213,493	219,898	226,495	233,290	240,289	247,498
	Sportsfields - Operating Expenses - Other	250,550	194,740	202,529	210,631	216,949	223,458	230,162	237,067	244,179	251,504	259,050
227	Vandalism	3,092	3,216	3,345	3,479	3,583	3,690	3,801	3,915	4,032	4,153	4,278
2248	Sport Precinct Masterplans	59,085										
1946	Loan No. 242b - Mulyan Oval Amenities (\$95k) - Interest	4,107	3,894	3,613	3,356	3,070	2,765	2,457	2,082	1,709	1,313	887
	Building Depreciation	49,557	50,548	51,559	52,590	53,642	54,715	55,809	56,925	58,064	59,225	60,410
	Open Space Recreation Depreciation	50,044	51,045	52,066	53,107	54,169	55,252	56,357	57,484	58,634	59,807	61,003
	Total expenses	609,637	489,499	506,610	524,401	538,688	553,373	568,484	583,968	599,908	616,291	633,126
Capital items												
2405	Mulyan Park - Female Changerooms		747,500									
2406	WCRG - Female Changerooms		747,500									
	Loan No. 242b - Mulyan Oval Amenities (\$95k) - Principal	3,347	3,560	3,841	4,098	4,383	4,689	4,996	5,372	5,745	6,140	6,566
	Total capital items	3,347	1,498,560	3,841	4,098	4,383	4,689	4,996	5,372	5,745	6,140	6,566
Cash reconciliation items												
	Depreciation	(99,601)	(101,593)	(103,625)	(105,697)	(107,811)	(109,967)	(112,166)	(114,409)	(116,698)	(119,032)	(121,413)
	Total adjustment for non-cash items	(99,601)	(101,593)	(103,625)	(105,697)	(107,811)	(109,967)	(112,166)	(114,409)	(116,698)	(119,032)	(121,413)
	Increase / (decrease) in cash	(502,053)	(379,705)	(394,595)	(410,082)	(422,159)	(434,600)	(447,415)	(460,614)	(474,208)	(488,211)	(502,635)
Funded by / (to) reserves												
	Transfer from Carryover Reserve	59,085										
	Funded by / (to) general revenues	442,968	379,705	394,595	410,082	422,159	434,600	447,415	460,614	474,208	488,211	502,635

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
VILLAGE PARKS												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
	Village Parks Maintenance	50,646	52,672	54,779	56,970	58,679	60,439	62,252	64,120	66,044	68,025	70,066
	Total expenses	50,646	52,672	54,779	56,970	58,679	60,439	62,252	64,120	66,044	68,025	70,066
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(50,646)	(52,672)	(54,779)	(56,970)	(58,679)	(60,439)	(62,252)	(64,120)	(66,044)	(68,025)	(70,066)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	50,646	52,672	54,779	56,970	58,679	60,439	62,252	64,120	66,044	68,025	70,066

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
RURAL & URBAN TREES												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
183	Trees - Operating Expenses - Wages	117,637	134,006	139,366	144,941	149,289	153,768	158,381	163,132	168,026	173,067	178,259
183	Trees - Operating Expenses - Other	192,649	200,355	208,369	216,703	223,204	229,900	236,797	243,901	251,218	258,755	266,518
188	Vandalism	2,315	2,408	2,504	2,604	2,682	2,762	2,845	2,930	3,018	3,109	3,202
187	National Tree Day	3,505	4,000	4,160	4,327	4,457	4,590	4,728	4,870	5,016	5,166	5,321
	Total expenses	316,106	340,769	354,399	368,575	379,632	391,020	402,751	414,833	427,278	440,097	453,300
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(316,106)	(340,769)	(354,399)	(368,575)	(379,632)	(391,020)	(402,751)	(414,833)	(427,278)	(440,097)	(453,300)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	316,106	340,769	354,399	368,575	379,632	391,020	402,751	414,833	427,278	440,097	453,300

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
AERODROME												
Income from continuing operations												
1059	Rents & Fees	2,011	2,087	2,170	2,257	2,325	2,395	2,467	2,541	2,617	2,696	2,777
1060	Land Leases	34,590	35,904	37,340	38,834	39,999	41,199	42,435	43,708	45,019	46,370	47,761
1056	Profit on Disposal - Airport Subdivision	241,890										
2513	Sale of 11 Richards Drive, Cowra	65,554										
	Total income	344,045	37,991	39,510	41,091	42,324	43,594	44,902	46,249	47,636	49,066	50,538
Expenses from continuing operations												
1047	Aerodrome - Operating Expenses - Wages	83,282	86,094	89,538	93,119	95,912	98,789	101,753	104,806	107,950	111,189	114,525
1047	Aerodrome - Operating Expenses - Other	104,858	109,052	113,414	117,950	121,488	125,132	128,886	132,752	136,734	140,836	145,061
1930	Loan No. 253B - Airport Subdivision (\$1,479k) - Interest	2,737										
	Airport Depreciation	65,429	66,738	68,073	69,434	70,823	72,239	73,684	75,158	76,661	78,194	79,758
	Building Depreciation	14,342	14,629	14,922	15,220	15,524	15,834	16,151	16,474	16,803	17,139	17,482
	Other Asset Depreciation	12,815	13,071	13,332	13,599	13,871	14,148	14,431	14,720	15,014	15,314	15,620
	Total expenses	283,463	289,584	299,279	309,322	317,618	326,142	334,905	343,910	353,162	362,672	372,446
Capital items												
	Loan No. 253B - Airport Subdivision (\$1,479k) - Principal	165,969										
1057	Sale of Asset - Airport Subdivision	(96,210)										
2487	Sale of 11 Richards Drive, Cowra	(3,054)										
	Terminal Building - Repair/Upgrades			60,000								
	Airport Office - Roof Replacement		25,000									
	Total capital items	66,705	25,000	60,000	0	0	0	0	0	0	0	0
Cash reconciliation items												
	Depreciation	(92,586)	(94,438)	(96,327)	(98,253)	(100,218)	(102,221)	(104,266)	(106,352)	(108,478)	(110,647)	(112,860)
	Total adjustment for non-cash items	(92,586)	(94,438)	(96,327)	(98,253)	(100,218)	(102,221)	(104,266)	(106,352)	(108,478)	(110,647)	(112,860)
	Increase / (decrease) in cash	86,463	(182,155)	(223,442)	(169,978)	(175,076)	(180,327)	(185,737)	(191,309)	(197,048)	(202,959)	(209,048)
Funded by / (to) reserves												
	Transfer from S94A Reserve	10,334										
	Transfer from Built Asset Replacement Program Reserve (Capital)		25,000	60,000								
	Transfer to Built Asset Replacement Program Reserve			(2,500)	(8,500)	(8,500)	(8,500)	(8,500)	(8,500)			
	Funded by / (to) general revenues	(96,797)	157,155	165,942	178,478	183,576	188,827	194,237	199,809	197,048	202,959	209,048

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
CARAVAN PARK												
Income from continuing operations												
794	Caravan Park - Laundry & Other Income	8,100	8,300	8,550	8,800	8,800	8,800	8,800	8,800	8,800	8,800	8,800
792	Caravan Park - Sites	363,751	377,574	392,677	408,384	420,636	433,255	446,253	459,641	473,430	487,633	502,262
793	Caravan Park - Cabins	333,805	346,490	360,350	374,764	386,007	397,587	409,515	421,800	434,454	447,488	460,913
	Total income	705,656	732,364	761,577	791,948	815,443	839,642	864,568	890,241	916,684	943,921	971,975
Expenses from continuing operations												
1956		44,297	46,069	47,912	49,828	51,323	52,863	54,449	56,082	57,764	59,497	61,282
1955	AODE	62,208	62,794	76,245	80,618	89,906	71,703	95,190	99,186	103,329	107,607	110,717
772	Management Contract	219,524	228,305	237,437	246,935	254,343	261,974	269,833	277,928	286,266	294,854	303,700
772	General - Operation & Maintenance	157,568	163,871	170,425	177,241	182,557	188,033	193,673	199,484	205,469	211,632	217,982
773	Cabins - Operation & Maintenance	10,055	10,457	10,875	11,310	11,649	11,998	12,358	12,729	13,111	13,504	13,909
774	Amenities - Operation & Maintenance	13,127	13,652	14,198	14,766	15,209	15,665	16,135	16,620	17,119	17,632	18,162
775	Park - Operation & Maintenance	41,707	43,375	45,110	46,915	48,323	49,772	51,265	52,803	54,387	56,019	57,699
776	Site - Operation & Maintenance	15,537	16,158	16,804	17,476	18,000	18,540	19,096	19,669	20,259	20,867	21,493
777	Laundry - Operation & Maintenance	16,529	17,190	17,878	18,593	19,151	19,726	20,318	20,928	21,556	22,203	22,869
	Other Asset Depreciation	54,018	55,098	56,200	57,324	58,470	59,639	60,832	62,049	63,290	64,556	65,847
	Equipment Depreciation	276	282	288	294	300	306	312	318	324	330	337
	Building Depreciation	25,667	26,180	26,704	27,238	27,783	28,339	28,906	29,484	30,074	30,675	31,289
	Total expenses	660,513	683,431	720,076	748,538	777,014	778,558	822,367	847,280	872,948	899,376	925,286
Capital items												
2506	Central Precinct Redevelopment - Internal Roads		70,000									
	Total capital items	0	70,000	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
	Depreciation	(79,961)	(81,560)	(83,192)	(84,856)	(86,553)	(88,284)	(90,050)	(91,851)	(93,688)	(95,561)	(97,473)
	Total adjustment for non-cash items	(79,961)	(81,560)	(83,192)	(84,856)	(86,553)	(88,284)	(90,050)	(91,851)	(93,688)	(95,561)	(97,473)
	Increase / (decrease) in cash	125,104	60,493	124,693	128,266	124,982	149,368	132,251	134,812	137,424	140,106	144,162
Funded by / (to) reserves												
	Transfer to Caravan Park Reserve	(125,104)	(130,493)	(124,693)	(128,266)	(124,982)	(149,368)	(132,251)	(134,812)	(137,424)	(140,106)	(144,162)
	Transfer from Caravan Park Reserve (Capital)		70,000									
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
SALEYARDS												
Income from continuing operations												
1069	Fees	371,315	385,425	400,842	416,876	429,382	442,263	455,531	469,197	483,273	497,771	512,704
1070	Truck Wash	182,965	189,918	197,515	205,416	211,578	217,925	224,463	231,197	238,133	245,277	252,635
1688	Grant - Cover Yard Walkways	100,000										
	Total income	654,280	575,343	598,357	622,292	640,960	660,188	679,994	700,394	721,406	743,048	765,339
Expenses from continuing operations												
1981	Contribution to Admin Salaries	18,102	18,826	19,579	20,362	20,973	21,602	22,250	22,918	23,606	24,314	25,043
1980	Dividend	22,836	23,749	24,699	25,687	26,458	27,252	28,070	28,912	29,779	30,672	31,592
1978	AODE	57,679	49,331	59,904	63,347	70,668	56,378	74,868	78,034	81,317	84,707	87,179
1062	Saleyards - Operating Expenses - Wages	153,716	155,188	161,396	167,852	172,888	178,075	183,417	188,920	194,588	200,426	206,439
1062	Saleyards - Operating Expenses - Other	215,039	223,640	232,585	241,889	249,146	256,620	264,319	272,250	280,418	288,831	297,496
1068	Avdata Charges on Truck Wash	14,725	15,314	15,927	16,564	17,061	17,573	18,100	18,643	19,202	19,778	20,371
1982	Contribution - Training	3,127	3,252	3,382	3,517	3,623	3,732	3,844	3,959	4,078	4,200	4,326
1979	Overheads	48,283	50,214	52,223	54,312	55,941	57,619	59,348	61,128	62,962	64,851	66,797
	Other Asset Depreciation	35,285	35,991	36,711	37,445	38,194	38,958	39,737	40,532	41,343	42,170	43,013
	Building Depreciation	9,693	9,887	10,085	10,287	10,493	10,703	10,917	11,135	11,358	11,585	11,817
	Total expenses	578,485	585,392	616,491	641,262	665,445	668,512	704,870	726,431	748,651	771,534	794,073
Capital items												
1687	Cover Yard Walkways Stage 1	100,000										
	Total capital items	100,000	0	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
	Depreciation	(44,978)	(45,878)	(46,796)	(47,732)	(48,687)	(49,661)	(50,654)	(51,667)	(52,701)	(53,755)	(54,830)
	Total adjustment for non-cash items	(44,978)	(45,878)	(46,796)	(47,732)	(48,687)	(49,661)	(50,654)	(51,667)	(52,701)	(53,755)	(54,830)
	Increase / (decrease) in cash	20,773	35,829	28,662	28,762	24,202	41,337	25,778	25,630	25,456	25,269	26,096
Funded by / (to) reserves												
	Transfer to Saleyards Reserve	(20,773)	(35,829)	(28,662)	(28,762)	(24,202)	(41,337)	(25,778)	(25,630)	(25,456)	(25,269)	(26,096)
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
COUNCIL BUILDINGS & STRUCTURES MAINTENANCE												
Income from continuing operations												
1221	Rent of Council Properties	61,477	63,813	66,366	69,021	71,092	73,225	75,422	77,685	80,016	82,416	84,888
1220	Rose Garden Coffee House Rent	36,801	38,199	39,727	41,316	42,555	43,832	45,147	46,501	47,896	49,333	50,813
	Total income	98,278	102,012	106,093	110,337	113,647	117,057	120,569	124,186	127,912	131,749	135,701
Expenses from continuing operations												
1161	Building Maintenance - Operating Expense	80,000	72,800	75,712	78,740	81,102	83,535	86,041	88,622	91,281	94,019	96,840
1181	Rose Garden Coffee House	12,995	13,515	14,056	14,618	15,057	15,509	15,974	16,453	16,947	17,455	17,979
950	Pound Maintenance	5,052	5,254	5,464	5,683	5,853	6,029	6,210	6,396	6,588	6,786	6,990
1162	Building Maintenance - Neighbourhood Centre	6,500	6,760	7,030	7,311	7,530	7,756	7,989	8,229	8,476	8,730	8,992
1201	Senior Citizens Building	5,379	5,594	5,818	6,051	6,233	6,420	6,613	6,811	7,015	7,225	7,442
	Building Maintenance - Public Toilets	24,142	25,108	26,112	27,156	27,971	28,810	29,674	30,564	31,481	32,425	33,398
1202	Building Maintenance - 118A Kendal Street	5,189	5,397	5,613	5,838	6,013	6,193	6,379	6,570	6,767	6,970	7,179
1177	Bus Shelters	3,202	3,330	3,463	3,602	3,710	3,821	3,936	4,054	4,176	4,301	4,430
1179	Building Maintenance - RFS Headquarters	3,652	3,798	3,950	4,108	4,231	4,358	4,489	4,624	4,763	4,906	5,053
1203	Council Property Rates	27,723	28,832	29,985	31,184	32,120	33,084	34,077	35,099	36,152	37,237	38,354
	Council Property Maintenance	33,058	34,380	35,755	37,185	38,301	39,450	40,634	41,853	43,109	44,402	45,734
1178	Council Depot	15,729	16,358	17,012	17,692	18,222	18,768	19,332	19,912	20,509	21,125	21,759
1183	Lot 2 Macquarie Street	4,630	4,815	5,008	5,208	5,364	5,525	5,691	5,862	6,038	6,219	6,406
2496	Expenses - Sale of 1 Bourke Street	15,000										
	Building Depreciation	98,338	100,305	102,311	104,357	106,444	108,573	110,744	112,959	115,218	117,522	119,872
	Total expenses	340,589	326,246	337,289	348,733	358,151	367,831	377,783	388,008	398,520	409,322	420,428
Capital items												
1205	Building Asset Management Plan - Works	172,161			30,000	30,000	30,000	30,000	40,000	40,000	40,000	40,000
	Workshop - Air Conditioner Unit Replacement		80,500									
	Admin Building - Air Conditioner Unit Replacement - Stage 1		256,800									
	Admin Building - Air Conditioner Unit Replacement - Stage 2			256,800								
	Admin Building - Carpet Replacement		27,060	27,060								
	Admin Building - Council Chambers Upgrade		50,000									
	Admin Building - LED Light Upgrade			25,034								
	Admin Building - Landscaping/Waterproofing		30,000									
	Admin Building - Roof Upgrade		10,000									
	Neighbourhood Centre - Access Path Upgrade		10,000									
	Neighbourhood Centre - LED Light Upgrade			5,000								
	Neighbourhood Centre - Disabled Access Upgrade		54,000									
	Total capital items	172,161	518,360	313,894	30,000	30,000	30,000	30,000	40,000	40,000	40,000	40,000
Cash reconciliation items												
	Depreciation	(98,338)	(100,305)	(102,311)	(104,357)	(106,444)	(108,573)	(110,744)	(112,959)	(115,218)	(117,522)	(119,872)
	Total adjustment for non-cash items	(98,338)	(100,305)	(102,311)	(104,357)	(106,444)	(108,573)	(110,744)	(112,959)	(115,218)	(117,522)	(119,872)
	Increase / (decrease) in cash	(316,134)	(642,289)	(442,779)	(164,039)	(168,060)	(172,201)	(176,470)	(190,863)	(195,390)	(200,051)	(204,855)
Funded by / (to) reserves												
	Transfer from Built Asset Replacement Program Reserve (Capital)	172,161	518,360	313,894	30,000	30,000	30,000	30,000	40,000	40,000	40,000	40,000
	Transfer to Built Asset Replacement Program Reserve			(51,836)	(83,225)	(83,225)	(83,225)	(83,225)	(83,225)			
	Funded by / (to) general revenues	143,973	123,929	180,721	217,264	221,285	225,426	229,695	234,088	155,390	160,051	164,855

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
INFRASTRUCTURE & OPERATIONS OVERHEADS												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
170	Superannuation	1,024,882	1,072,750	1,115,660	1,160,287	1,195,096	1,230,948	1,267,876	1,305,912	1,345,089	1,385,442	1,427,005
170	Public Holidays	328,572	333,216	346,545	360,407	371,219	382,356	393,827	405,642	417,811	430,345	443,255
170	Workers Comp. Insurance	401,924	418,001	434,721	452,110	465,673	479,643	494,032	508,853	524,119	539,843	556,038
170	Annual Leave	657,144	666,433	693,090	720,814	742,438	764,711	787,652	811,282	835,620	860,689	886,510
	Long Service Leave - Accrual	303,271	315,402	328,018	341,139	351,373	361,914	372,771	383,954	395,473	407,337	419,557
170	Sick Leave	246,429	249,912	259,909	270,305	278,414	286,766	295,369	304,230	313,357	322,758	332,441
170	Training Wages	33,887										
	Lump Sum Payment	89,307										
1959	Saleyards Overheads Contra	(48,283)	(50,214)	(52,223)	(54,312)	(55,941)	(57,619)	(59,348)	(61,128)	(62,962)	(64,851)	(66,797)
2308	Oncost - Biosecurity - Weeds - Materials & Plant	(20,480)	(21,299)	(22,151)	(23,037)	(23,728)	(24,440)	(25,173)	(25,928)	(26,706)	(27,507)	(28,332)
2309	Oncost - Biosecurity - Weeds - Payroll	(65,920)	(68,557)	(71,299)	(74,151)	(76,376)	(78,667)	(81,027)	(83,458)	(85,962)	(88,541)	(91,197)
	Total expenses	2,950,733	2,915,644	3,032,270	3,153,562	3,248,168	3,345,612	3,445,979	3,549,359	3,655,839	3,765,515	3,878,480
	Capital items											
170	Long Service Leave	193,104	166,608	173,272	180,203	185,609	191,177	196,912	202,819	208,904	215,171	221,626
	Total capital items	193,104	166,608	173,272	180,203	185,609	191,177	196,912	202,819	208,904	215,171	221,626
	Cash reconciliation items											
	Long Service Leave Accrual	(303,271)	(315,402)	(328,018)	(341,139)	(351,373)	(361,914)	(372,771)	(383,954)	(395,473)	(407,337)	(419,557)
	Total adjustment for non-cash items	(303,271)	(315,402)	(328,018)	(341,139)	(351,373)	(361,914)	(372,771)	(383,954)	(395,473)	(407,337)	(419,557)
	Increase / (decrease) in cash	(2,840,566)	(2,766,850)	(2,877,524)	(2,992,626)	(3,082,404)	(3,174,875)	(3,270,120)	(3,368,224)	(3,469,270)	(3,573,349)	(3,680,549)
	Funded by / (to) reserves											
	Transfer from Long Service Leave Reserve	193,104	166,608	173,272	180,203	185,609	191,177	196,912	202,819	208,904	215,171	221,626
	Transfer to Long Service Leave Reserve	(193,104)	(166,608)	(173,272)	(180,203)	(185,609)	(191,177)	(196,912)	(202,819)	(208,904)	(215,171)	(221,626)
	Funded by / (to) general revenues	2,840,566	2,766,850	2,877,524	2,992,626	3,082,404	3,174,875	3,270,120	3,368,224	3,469,270	3,573,349	3,680,549

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
WASTE COLLECTION												
Income from continuing operations												
	Domestic Waste Management Charge	2,545,768	2,642,507	2,748,207	2,858,135	2,943,879	3,032,195	3,123,161	3,216,856	3,313,362	3,412,763	3,515,146
	Commercial Waste Management Charge	321,014	333,213	346,542	360,404	371,216	382,352	393,823	405,638	417,807	430,341	443,251
	Interest on Overdue Charges	28,576	29,719	30,908	32,144	33,108	34,101	35,124	36,178	37,263	38,381	39,532
	Pensioner Rates Abandoned	(152,083)	(157,862)	(164,176)	(170,743)	(175,865)	(181,141)	(186,575)	(192,172)	(197,937)	(203,875)	(209,991)
	Pensioner Subsidy	82,923	86,074	89,517	93,098	95,891	98,768	101,731	104,783	107,926	111,164	114,499
	Total income	2,826,198	2,933,651	3,050,998	3,173,038	3,268,229	3,366,275	3,467,264	3,571,283	3,678,421	3,788,774	3,902,437
Expenses from continuing operations												
1514	Waste - Collection - Operating Expenses - Wages	87,550	91,052	94,694	98,482	101,436	104,479	107,613	110,841	114,166	117,591	121,119
1514	Waste - Collection - Operating Expenses - Other	207,631	215,937	224,574	233,557	240,564	247,781	255,215	262,872	270,758	278,880	287,247
1514	MGB Maintenance	22,360	23,254	24,184	25,152	25,907	26,684	27,484	28,309	29,159	30,033	30,934
1541	Donations - DWMC	2,438	2,536	2,637	2,742	2,824	2,909	2,996	3,086	3,179	3,274	3,372
1514	Bin Deliveries	12,143	12,629	13,134	13,660	14,070	14,492	14,926	15,374	15,836	16,311	16,801
1519	MGB Disposal Costs (Weighbridge) - Internal	498,074	821,822	854,695	888,883	915,549	943,015	971,305	1,000,444	1,030,457	1,061,371	1,093,212
1994	AODE	249,146	251,535	305,449	323,004	360,334	287,471	381,749	397,895	414,632	431,920	444,523
1995	Dividend	64,731	67,320	70,013	72,814	74,998	77,248	79,565	81,952	84,411	86,943	89,551
	Contribution to Waste Fund Administration, Overheads, Depreciation		128,945	151,897	182,471	187,405	192,478	197,696	203,061	208,579	214,253	220,088
	Total expenses	1,144,073	1,615,030	1,741,276	1,840,765	1,923,087	1,896,558	2,038,548	2,103,834	2,171,177	2,240,576	2,306,847
Capital items												
1571	MGB Replacements	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
	Total capital items	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Cash reconciliation items												
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	1,662,125	1,298,621	1,289,722	1,312,273	1,325,142	1,449,717	1,408,716	1,447,449	1,487,244	1,528,198	1,575,590
Funded by / (to) reserves												
	Transfer to Waste Reserve	(311,200)										
	Transfer to Domestic Waste Management Reserve	(443,236)	(985,408)	(963,180)	(971,869)	(973,926)	(1,087,365)	(1,034,893)	(1,061,811)	(1,089,437)	(1,117,857)	(1,152,339)
	Transfer from Domestic Waste Management Reserve (Capital)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
	Funded by / (to) general revenues	(927,689)	(333,213)	(346,542)	(360,404)	(371,216)	(382,352)	(393,823)	(405,638)	(417,807)	(430,341)	(443,251)

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
WASTE DISPOSAL												
Income from continuing operations												
1562	Weighbridge Charges	1,500,000	1,104,142	1,148,308	1,194,240	1,230,067	1,266,969	1,304,978	1,344,127	1,384,451	1,425,985	1,468,765
2497	Grant - EPA - Landfill Improvement Program	25,000										
	Total income	1,525,000	1,104,142	1,148,308	1,194,240	1,230,067	1,266,969	1,304,978	1,344,127	1,384,451	1,425,985	1,468,765
Expenses from continuing operations												
1564	MGB Disposal (Weighbridge)	(498,074)	(821,822)	(854,695)	(888,883)	(915,549)	(943,015)	(971,305)	(1,000,444)	(1,030,457)	(1,061,371)	(1,093,212)
1514	Illegal Roadside Waste Collection	18,527	19,268	20,038	20,839	21,465	22,109	22,772	23,455	24,159	24,884	25,631
LANDFILL												
	Landfill - Operating Expenses - Wages	66,950	69,628	72,413	75,310	77,569	79,896	82,293	84,762	87,305	89,924	92,622
	Landfill - Operating Expenses - Other	221,791	230,662	239,888	249,484	256,969	264,678	272,619	280,798	289,222	297,899	306,836
1546	EPA Licence & Audits	4,944	5,142	5,348	5,562	5,729	5,901	6,078	6,260	6,448	6,641	6,840
2518	Landfill Improvement Program	40,743										
OTHER WASTE DISPOSAL												
1537	MRF - Operating Expenses - Wages	670,906										
1537	MRF - Operating Expenses - Other	484,196										
	Other Waste Disposal Expenses - Wages		258,036	268,358	279,092	287,465	296,089	304,971	314,120	323,544	333,250	343,247
	Other Waste Disposal Expenses - Other		227,435	236,533	245,994	253,374	260,976	268,805	276,869	285,175	293,730	302,542
VILLAGE TIPS												
	Village Tips - Operating Expenses - Wages	12,360	12,854	13,368	13,903	14,320	14,750	15,193	15,649	16,118	16,602	17,100
	Village Tips - Operating Expenses - Other	19,252	20,022	20,823	21,655	22,305	22,974	23,663	24,373	25,105	25,858	26,633
1997	AODE	43,908	116,106	114,962	121,570	135,619	108,196	143,679	149,756	156,055	162,562	167,306
	Contribution to Waste Fund Administration, Overheads, Depreciation		577,365	680,134	817,033	839,125	861,843	885,206	909,230	933,934	959,340	985,468
	Total expenses	1,085,503	714,697	817,170	961,558	998,392	994,397	1,053,974	1,084,828	1,116,609	1,149,320	1,181,013
Capital items												
2146	Landfill Waste Cell Modifications						2,403,668					
	Total capital items	0	0	0	0	0	2,403,668	0	0	0	0	0
Cash reconciliation items												
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	439,497	389,445	331,138	232,682	231,675	(2,131,096)	251,004	259,299	267,842	276,665	287,752
Funded by / (to) reserves												
	Transfer from Domestic Waste Management Reserve (Capital)						1,802,751					
	Transfer to Waste Landfill Reserve	(500,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
	Transfer from Waste Reserve	500,000										
	Transfer from Waste Landfill Reserve (Capital)						600,917					
	Funded by / (to) general revenues	(439,497)	(289,445)	(231,138)	(132,682)	(131,675)	(172,572)	(151,004)	(159,299)	(167,842)	(176,665)	(187,752)

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
RECYCLING												
Income from continuing operations												
	Recycling Charge	749,410	777,887	809,002	841,362	866,603	892,601	919,379	946,960	975,369	1,004,630	1,034,769
1560	Sale of Recycled Material	174,184	180,803	188,035	195,556	201,423	207,466	213,690	220,101	226,704	233,505	240,510
1559	Recycling Crates Sales	5,584	5,796	6,028	6,269	6,457	6,651	6,851	7,057	7,269	7,487	7,712
2303	Revive Recycling Hub	5,150	5,346	5,560	5,782	5,955	6,134	6,318	6,508	6,703	6,904	7,111
1771	Cardboard Pick-Up	23,637	23,637	23,637	23,637	23,637	23,637	23,637	23,637	23,637	23,637	23,637
	Total income	957,965	993,469	1,032,262	1,072,606	1,104,075	1,136,489	1,169,875	1,204,263	1,239,682	1,276,163	1,313,739
Expenses from continuing operations												
RECYCLING - COLLECTION												
1532	Recycling - Collection - Wages	110,939	115,377	119,992	124,792	128,536	132,392	136,364	140,455	144,669	149,009	153,479
1532	Recycling - Collection - Other	175,303	182,315	189,607	197,191	203,107	209,200	215,476	221,940	228,599	235,456	242,520
RECYCLING - PROCESSING												
	Recycling - Processing - Wages		180,626	187,851	195,365	201,226	207,263	213,480	219,885	226,482	233,277	240,276
	Recycling - Processing - Other		121,568	126,431	131,488	135,433	139,496	143,681	147,991	152,430	157,003	161,714
RECYCLING - OTHER												
1535	Recycling - Education	24,006	24,966	25,964	27,002	27,813	28,648	29,507	30,392	31,304	32,243	33,210
1536	RAFCA Program	4,838	5,031	5,232	5,442	5,605	5,773	5,946	6,124	6,308	6,497	6,692
2304	Revive Recycling Hub	5,000	5,200	5,408	5,624	5,793	5,967	6,146	6,330	6,520	6,716	6,917
1973	AODE	84,450	85,181	103,344	109,188	121,728	97,053	128,804	134,173	139,737	145,483	149,647
	Contribution to Waste Fund Administration, Overheads, Depreciation		332,947	392,211	471,155	483,895	496,996	510,469	524,323	538,569	553,220	568,287
	Total expenses	404,536	1,053,212	1,156,040	1,267,247	1,313,137	1,322,789	1,389,873	1,431,613	1,474,618	1,518,903	1,562,741
Capital items												
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	553,428	(59,743)	(123,778)	(194,641)	(209,062)	(186,300)	(219,998)	(227,350)	(234,936)	(242,740)	(249,002)
Funded by / (to) reserves												
	Transfer to Waste Reserve											
	Transfer from Domestic Waste Management Reserve		275,325	347,038	425,885	446,534	430,188	470,494	484,653	499,249	514,273	527,972
	Funded by / (to) general revenues	(553,428)	(215,582)	(223,260)	(231,244)	(237,472)	(243,888)	(250,496)	(257,303)	(264,313)	(271,533)	(278,970)

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
FOOD ORGANICS & GARDEN ORGANICS (FOGO)												
Income from continuing operations												
2503	Grant - EPA - FOGO Joint Procurement	210,160										
	Total income	210,160	0	0	0	0	0	0	0	0	0	0
Expenses from continuing operations												
2504	FOGO Joint Procurement Expense	210,160										
	Total expenses	210,160	0	0	0	0	0	0	0	0	0	0
Capital items												
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash		0	0	0	0	0	0	0	0	0	0
	Funded by / (to) reserves											
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
CONTAINER DEPOSIT SCHEME												
Income from continuing operations												
2145	CDS Processing Fee	1,000,000	1,300,000	550,000								
	Total income	1,000,000	1,300,000	550,000	0	0	0	0	0	0	0	0
Expenses from continuing operations												
1542	CDS - Operating Expenses - Wages	433,093	461,174	183,872								
1542	CDS - Operating Expenses - Other	223,233	229,257	98,817								
2074	Contribution to Waste Fund Depreciation	23,056										
1971	Contribution to Waste Fund Overheads	100,616										
	Contribution to Waste Fund Administration, Overheads, Depreciation		384,910	226,711								
	Total expenses	779,998	1,075,341	509,400	0	0	0	0	0	0	0	0
Capital items												
2438	Purchase of Glass Breaker	60,500										
2500	Purchase of Trommel Processing Plant	45,000										
	Total capital items	105,500	0	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	114,502	224,659	40,600	0	0	0	0	0	0	0	0
	Funded by / (to) reserves											
	Funded by / (to) general revenues	(114,502)	(224,659)	(40,600)	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
OTHER WASTE OPERATIONS												
Income from continuing operations												
1565	Hilltops Council Garbage Collection	19,628	19,628	19,628	19,628	19,628	19,628	19,628	19,628	19,628	19,628	19,628
1563	Land Rental	2,904	3,014	3,135	3,260	3,358	3,459	3,563	3,670	3,780	3,893	4,010
	Total income	22,532	22,642	22,763	22,888	22,986	23,087	23,191	23,298	23,408	23,521	23,638
Expenses from continuing operations												
1972	Contribution - General Fund	1,031,084	1,028,947	772,786	611,229	617,069	664,949	650,509	666,077	682,037	698,425	717,231
1545	Clean Up Australia Day	2,033	2,114	2,199	2,287	2,356	2,427	2,500	2,575	2,652	2,732	2,814
WASTE & ENERGY SUSTAINABILITY												
2016	Waste & Energy Sustainability - Wages	81,812	58,221	60,550	62,972	64,861	66,807	68,811	70,875	73,001	75,191	77,447
1975	Contribution from Sewer Fund - Sustainability Officer	(22,364)	(23,259)	(24,189)	(25,157)	(25,912)	(26,689)	(27,490)	(28,315)	(29,164)	(30,039)	(30,940)
1976	Contribution from Water Fund - Sustainability Officer	(22,364)	(23,259)	(24,189)	(25,157)	(25,912)	(26,689)	(27,490)	(28,315)	(29,164)	(30,039)	(30,940)
STREET SWEEPING - COWRA & VILLAGES												
1514	Street Sweeping - Operating Expenses - Wages	48,969	50,374	52,389	54,485	56,120	57,804	59,538	61,324	63,164	65,059	67,011
1514	Street Sweeping - Operating Expenses - Other	97,426	101,323	105,376	109,591	112,879	116,266	119,754	123,347	127,047	130,858	134,784
CLEANING COWRA CBD												
1514	Cleaning Cowra CBD - Operating Expenses - Wages	104,800	108,992	113,352	117,886	121,423	125,066	128,818	132,682	136,662	140,762	144,985
1514	Cleaning Cowra CBD - Operating Expenses - Other	94,949	98,747	102,697	106,805	110,009	113,309	116,709	120,210	123,816	127,531	131,357
PLANT												
	Waste Fund - Plant Working Expenses Control	241,301	250,953	260,991	271,431	279,574	287,962	296,601	305,499	314,664	324,104	333,827
	Waste Fund - Plant Hire - Income	(563,941)	(586,499)	(609,959)	(634,357)	(653,388)	(672,990)	(693,180)	(713,975)	(735,394)	(757,456)	(780,180)
	Contribution to Waste Fund Administration, Overheads, Depreciation		153,964	181,369	217,875	223,767	229,825	236,055	242,461	249,049	255,824	262,791
	Total expenses	1,093,705	1,220,618	993,372	869,890	882,845	938,047	931,135	954,445	978,370	1,002,952	1,030,187
Capital items												
1578	Replacement Garbage Truck			390,000	390,000					390,000	390,000	
2434	Purchase of Landfill Compactor	1,000,000										1,000,000
2525	Purchase of Landfill Leachate Pump	49,990										
	Total capital items	1,049,990	0	390,000	390,000	0	0	0	0	390,000	390,000	1,000,000
Cash reconciliation items												
	Depreciation	(363,357)	(370,624)	(378,037)	(385,598)	(393,310)	(401,176)	(409,200)	(417,383)	(425,730)	(434,244)	(442,929)
	Total adjustment for non-cash items	(363,357)	(370,624)	(378,037)	(385,598)	(393,310)	(401,176)	(409,200)	(417,383)	(425,730)	(434,244)	(442,929)
	Increase / (decrease) in cash	(1,757,806)	(827,352)	(982,572)	(851,404)	(466,549)	(513,784)	(498,744)	(513,764)	(919,232)	(935,187)	(1,563,620)
Funded by / (to) reserves												
	Transfer from Waste Reserve (Capital)	1,000,000										
	Transfer from Waste Plant Replacement Reserve (Capital)			390,000	390,000					390,000	390,000	1,000,000
	Transfer to Waste Plant Replacement Reserve	(300,000)	(235,546)	(248,968)	(262,926)	(273,814)	(285,028)	(296,579)	(308,476)	(320,730)	(333,352)	(346,353)
	Funded by / (to) general revenues	1,057,806	1,062,898	841,540	724,330	740,363	798,812	795,323	822,240	849,962	878,539	909,973

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
WASTE ADMINISTRATION & OVERHEADS												
Income from continuing operations												
2429	Grant - Community Energy Upgrades - Solar Installation		84,807									
	Total income	0	84,807	0	0	0	0	0	0	0	0	0
Expenses from continuing operations												
ADMINISTRATION EXPENSES												
	Waste Fund Administration - Wages		315,490	328,109	341,233	351,470	362,014	372,874	384,060	395,581	407,449	419,673
	Waste Fund Administration - Other		150,475	156,494	162,754	167,636	172,665	177,845	183,181	188,676	194,337	200,167
1974	Contribution - Training	25,924	26,961	28,039	29,161	30,036	30,937	31,865	32,821	33,806	34,820	35,865
1996	Contribution to Administration Salaries	108,259	112,589	117,093	121,777	125,430	129,193	133,069	137,061	141,173	145,408	149,770
2295	Loan No. 255 - Admin Building (\$450k) - Interest	24,927	24,155	23,338	22,472	21,556	20,586	19,559	18,471	17,319	16,100	14,808
	Contribution from Waste Programs to Administration Expenses		(643,555)	(667,775)	(692,965)	(712,612)	(732,849)	(753,693)	(775,163)	(797,276)	(820,054)	(843,515)
EMPLOYEE OVERHEADS												
1551	Superannuation	180,050	218,241	226,970	236,049	243,130	250,424	257,937	265,675	273,645	281,854	290,310
1551	Public Holidays	57,803	66,655	69,321	72,094	74,257	76,485	78,780	81,143	83,577	86,084	88,667
1551	Workers Comp. Insurance	60,028	62,429	64,926	67,523	69,549	71,635	73,784	75,998	78,278	80,626	83,045
1551	Annual Leave	115,604	133,310	138,642	144,188	148,514	152,969	157,558	162,285	167,154	172,169	177,334
	Long Service Leave - Accrual	43,235	44,964	46,763	48,634	50,093	51,596	53,144	54,738	56,380	58,071	59,813
1551	Sick Leave	53,352	49,991	51,991	54,071	55,693	57,364	59,085	60,858	62,684	64,565	66,502
	Lump Sum Payment	19,664										
1998	Contribution to Overheads - Container Deposit Scheme	(100,616)										
	Contribution from Waste Programs to Employee Overheads		(563,953)	(586,510)	(609,971)	(628,270)	(647,118)	(666,532)	(686,529)	(707,125)	(728,339)	(750,190)
DEPRECIATION												
	Plant & Equipment Depreciation	273,605	279,077	284,659	290,352	296,159	302,082	308,124	314,286	320,572	326,983	333,523
	Building Depreciation	27,487	28,037	28,598	29,170	29,753	30,348	30,955	31,574	32,205	32,849	33,506
	Other Asset Depreciation	62,265	63,510	64,780	66,076	67,398	68,746	70,121	71,523	72,953	74,412	75,900
2073	Container Deposit Scheme - Contribution to Depreciation	(23,056)										
	Contribution from Waste Programs to Depreciation		(370,624)	(378,037)	(385,598)	(393,310)	(401,176)	(409,200)	(417,383)	(425,730)	(434,244)	(442,929)
	Total expenses	928,531	(2,248)	(2,599)	(2,979)	(3,518)	(4,099)	(4,725)	(5,401)	(6,128)	(6,910)	(7,750)
Capital items												
2416	MRF Solar Installation & Battery Storage		169,615									
	Loan No. 255 - Admin Building (\$450k) - Principal	13,113	13,885	14,702	15,567	16,484	17,454	18,481	19,569	20,721	21,940	23,231
1551	Long Service Leave	78,901	33,327	34,660	36,046	37,127	38,241	39,388	40,570	41,787	43,041	44,332
	Total capital items	92,014	216,827	49,362	51,613	53,611	55,695	57,869	60,139	62,508	64,981	67,563
Cash reconciliation items												
	Long Service Leave Accrual	(43,235)	(44,964)	(46,763)	(48,634)	(50,093)	(51,596)	(53,144)	(54,738)	(56,380)	(58,071)	(59,813)
	Total adjustment for non-cash items	(43,235)	(44,964)	(46,763)	(48,634)	(50,093)	(51,596)	(53,144)	(54,738)	(56,380)	(58,071)	(59,813)
	Increase / (decrease) in cash	(977,310)	(84,808)	0	0	0	0	0	0	0	0	0
Funded by / (to) reserves												
	Transfer from Waste Reserve - Long Service Leave	78,901	33,327	34,660	36,046	37,127	38,241	39,388	40,570	41,787	43,041	44,332
	Transfer to Waste Reserve - Long Service Leave	(78,901)	(33,327)	(34,660)	(36,046)	(37,127)	(38,241)	(39,388)	(40,570)	(41,787)	(43,041)	(44,332)
	Transfer from Waste Reserve (Capital)		84,808									
	Funded by / (to) general revenues	977,310	0	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
WATER												
	Income from continuing operations											
	Water Access-Vacant Land - Residential	146,870	152,451	158,549	164,891	169,838	174,933	180,181	185,586	191,154	196,889	202,796
	RESIDENTIAL											
	Access Charges	1,533,055	1,749,548	1,819,530	1,892,311	1,949,080	2,007,552	2,067,779	2,129,812	2,193,706	2,259,517	2,327,303
	Consumption Charges	3,633,773	3,639,481	3,785,060	3,936,462	4,054,556	4,176,193	4,301,479	4,430,523	4,563,439	4,700,342	4,841,352
	NON-RESIDENTIAL											
	Access Charges	777,351	819,428	852,205	886,293	912,882	940,268	968,476	997,530	1,027,456	1,058,280	1,090,028
	Consumption Charges	1,718,365	1,793,627	1,865,372	1,939,987	1,998,187	2,058,133	2,119,877	2,183,473	2,248,977	2,316,446	2,385,939
	NON-RESIDENTIAL (INDUSTRIAL)											
	Access Charges	13,516	7,259	7,549	7,851	8,087	8,330	8,580	8,837	9,102	9,375	9,656
	Consumption Charges	190,805	204,715	212,903	221,419	228,062	234,904	241,951	249,210	256,686	264,387	272,319
	NON-RESIDENTIAL (NURSERIES)											
	Access Charges	3,820	3,965	4,124	4,289	4,418	4,551	4,688	4,829	4,974	5,123	5,277
	Consumption Charges	9,412	10,181	10,589	11,013	11,343	11,683	12,033	12,394	12,766	13,149	13,543
	EDUCATION											
	Access Charges	23,196	22,131	23,016	23,937	24,655	25,395	26,157	26,942	27,750	28,583	29,440
	Consumption Charges	70,869	75,402	78,418	81,555	84,002	86,522	89,118	91,792	94,546	97,382	100,303
	RAW WATER											
	Access Charges	27,843	28,572	29,715	30,904	31,831	32,786	33,770	34,783	35,826	36,901	38,008
	Consumption Charges	157,727	155,672	161,899	168,375	173,426	178,629	183,988	189,508	195,193	201,049	207,080
	OTHER											
	Interest On Overdue Charges	62,105	62,105	62,105	62,105	62,105	62,105	62,105	62,105	62,105	62,105	62,105
1423	Standpipe Sales	130,000	106,220	110,469	114,888	118,335	121,885	125,542	129,308	133,187	137,183	141,298
	Pensioner Rates Abandoned	(133,157)	(138,217)	(143,746)	(149,496)	(153,981)	(158,600)	(163,358)	(168,259)	(173,307)	(178,506)	(183,861)
	Pensioner Rate Subsidy	73,237	76,020	79,061	82,223	84,690	87,231	89,848	92,543	95,319	98,179	101,124
	Water Connection Fees	98,444	102,185	106,272	110,523	113,839	117,254	120,772	124,395	128,127	131,971	135,930
	Sundry Revenue	14,101	14,637	15,222	15,831	16,306	16,795	17,299	17,818	18,353	18,904	19,471
	Developer Contributions	35,606	36,959	38,437	39,974	41,173	42,408	43,680	44,990	46,340	47,730	49,162
1434	Service Agreement Erambie Cowra Water Maintenance	2,323	2,411	2,507	2,607	2,685	2,766	2,849	2,934	3,022	3,113	3,206
1433	Grant - Cowra Drought Water Supply Construction	1,269,163										
2336	Safe & Secure Water Program - Cowra WTP	17,115										
	Grant - 50% WTP Replacement						15,000,000					
2410	Grant - Community Energy Upgrades - Solar Installation		17,864									
	Total income	9,875,539	8,942,616	9,279,256	9,647,942	9,935,519	25,231,723	10,536,814	10,851,053	11,174,721	11,508,102	11,851,479
	Expenses from continuing operations											
2000	Contribution to Administration Salaries	197,660	205,566	213,789	222,341	229,011	235,881	242,957	250,246	257,753	265,486	273,451
2004	Contribution - Compliance Officer	19,990	20,790	21,622	22,487	23,162	23,857	24,573	25,310	26,069	26,851	27,657
2005	Contribution - Depot Redevelopment Loan	20,736	14,347	14,347	14,347	14,347	14,347	14,347	14,347	14,347	14,347	14,347
2003	Contribution - Sustainability Officer	22,364	23,259	24,189	25,157	25,912	26,689	27,490	28,315	29,164	30,039	30,940
2001	Dividend - General fund	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
2002	Contribution - Training	38,885	40,440	42,058	43,740	45,052	46,404	47,796	49,230	50,707	52,228	53,795
1999	AODE	870,588	766,753	928,987	982,127	1,095,428	2,154,726	1,160,112	1,208,971	1,259,616	1,311,923	1,349,992
2007	Japanese Garden Water Subsidy	(124,692)	(129,430)	(134,607)	(139,991)	(144,191)	(148,517)	(152,973)	(157,562)	(162,289)	(167,158)	(172,173)
1440	Tr. From General Fund (S.611)	(120,000)	(80,000)	(50,000)								
1330	Public Promotion & Education	6,428	6,685	6,952	7,230	7,447	7,670	7,900	8,137	8,381	8,632	8,891
1258	Administration Expenses & Memberships	71,070	73,913	76,870	79,944	82,343	84,815	87,360	89,981	92,680	95,461	98,326
1333	Protective Equipment & Safety Supplies	9,018	9,379	9,754	10,144	10,448	10,761	11,084	11,417	11,760	12,113	12,476
1335	Avdata Charges on Standpipe Sales	9,000	7,000	7,280	7,571	7,798	8,032	8,273	8,521	8,777	9,040	9,311
1327	Donations - Water Availability Charge	30,254	31,464	32,723	34,032	35,053	36,105	37,188	38,304	39,453	40,637	41,856
1381	Minor Equipment	13,109	13,633	14,178	14,745	15,187	15,643	16,112	16,595	17,093	17,606	18,134
1659	Water Asset Revaluation Expense	8,813										
	ENGINEERING & SUPERVISION											
1325	Project Engineer - Water	99,918	49,727	51,716	53,785	55,399	57,061	58,773	60,536	62,352	64,223	66,150
1417	Cowra Integrated Water Cycle Management (IWCM)	46,886										
	PURCHASE OF WATER											
1260	Central Tablelands Water	128,000	133,120	138,445	143,983	148,302	152,751	157,334	162,054	166,916	171,923	177,081
1259	State Water - Lachlan River	266,240	276,890	287,966	299,485	308,470	317,724	327,256	337,074	347,186	357,602	368,330

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	PUMPING STATION											
1279	Pumping Station - Repairs & Operating Expenses	157,147	163,433	169,970	176,769	182,072	187,534	193,160	198,955	204,924	211,072	217,405
1280	Energy Costs - Pumping Stations	470,286	489,097	508,661	529,007	544,877	561,223	578,060	595,402	613,264	631,662	650,612
2081	River Screen Maintenance	39,399	40,975	42,614	44,319	45,648	47,017	48,428	49,881	51,377	52,918	54,505
	RESERVOIRS											
	Reservoirs - Operations & Maintenance	144,712	150,501	156,521	162,781	167,665	172,696	177,877	183,214	188,711	194,372	200,203
	TREATMENT PLANT											
1261	Treatment Plant - Cowra - Operating Expenses	759,555	789,937	821,535	854,398	880,031	906,432	933,624	961,632	990,480	1,020,195	1,050,801
1268	Sludge Removal Expense	26,414	27,471	28,570	29,713	30,604	31,522	32,468	33,442	34,445	35,478	36,542
1263	Wyangala Operation - Treatment Plant	150,000	156,001	162,241	168,730	173,792	179,006	184,376	189,907	195,605	201,474	207,519
1265	Woodstock Chlorine Station Operation	9,074	9,437	9,814	10,207	10,513	10,828	11,153	11,487	11,831	12,186	12,551
1266	Wattamondara Chlorine Station Operation	9,130	9,495	9,875	10,270	10,578	10,895	11,222	11,559	11,906	12,263	12,631
1264	Darbys Falls Operation - Treatment Plant	57,015	59,296	61,668	64,135	66,058	68,040	70,081	72,183	74,349	76,580	78,877
1297	Koorawatha Chlorine Station Operation	16,031	16,672	17,339	18,033	18,574	19,131	19,705	20,296	20,905	21,532	22,178
1270	Chlorine	89,456	93,034	96,755	100,625	103,644	106,753	109,956	113,255	116,653	120,153	123,758
1271	Fluoride	15,998	16,638	17,304	17,996	18,536	19,092	19,665	20,255	20,863	21,489	22,134
1272	Aluminium Chlorohydrate (ACH)	196,002	203,842	211,996	220,476	227,090	233,903	240,920	248,148	255,592	263,260	271,158
1328	EPA Licence	8,200	8,528	8,869	9,224	9,501	9,786	10,080	10,382	10,693	11,014	11,344
1273	Caustic Soda	34,725	36,114	37,559	39,061	40,233	41,440	42,683	43,963	45,282	46,640	48,039
1274	Permanganate	8,532	8,873	9,228	9,597	9,885	10,182	10,487	10,802	11,126	11,460	11,804
1269	Testing - Treatment Plant	120,419	125,236	130,245	135,454	139,518	143,704	148,016	152,456	157,029	161,739	166,592
1276	Test Monitoring Software	5,243	5,453	5,671	5,898	6,075	6,257	6,445	6,638	6,837	7,042	7,253
1277	Telephone	11,881	12,356	12,850	13,364	13,765	14,178	14,603	15,041	15,492	15,957	16,436
	MAINS											
	Water - Main Operations & Maintenance	830,878	864,112	898,675	934,623	962,663	991,542	1,021,289	1,051,929	1,083,487	1,115,992	1,149,472
1321	Infiltration Gallery	32,662	33,968	35,327	36,740	37,843	38,978	40,148	41,352	42,592	43,869	45,184
	TELEMETRY											
1320	Service & Maintenance	79,447	82,625	85,930	89,366	92,047	94,808	97,653	100,582	103,599	106,708	109,910
	METERS											
	Meters - Operations & Maintenance	252,113	262,197	272,685	283,593	292,101	300,864	309,889	319,185	328,761	338,625	348,784
	LOAN REPAYMENTS - INTEREST											
1951	Loan No. 251 - Emergency Water Supply (\$1,186k) - Interest	41,848	37,467	32,791	27,801	22,475	16,791	10,724	4,249			
1949	Loan No. 242A - 1C1 Zone (\$1,287k) - Interest	55,584	52,705	48,895	45,423	41,555	37,426	33,261	28,177	23,129	17,778	12,007
1950	Loan No. 241A - Mains Replacement Stage 3 (\$1,256k) - Interest	47,582	44,572	41,606	37,862	34,334	30,469	26,424	22,111	17,274	12,323	7,092
1953	Loan No. 238 - Mains Replacement (\$1,000k) - Interest	22,483	19,115	15,562	11,771	7,683	3,393					
	Proposed Loan - 50% WTP & River Offtake (\$20M) - Interest							1,261,907	1,228,500	1,192,937	1,155,081	1,114,782
	OVERHEADS & E.L.E.											
1338	Superannuation	128,832	177,128	184,214	191,583	197,330	203,250	209,348	215,628	222,096	228,759	235,622
1338	Public Holidays	39,352	51,372	53,427	55,564	57,231	58,948	60,716	62,537	64,413	66,345	68,335
1338	Workers Comp. Insurance	53,503	55,643	57,869	60,184	61,990	63,850	65,766	67,739	69,771	71,864	74,020
1338	Annual Leave	78,704	102,744	106,854	111,128	114,462	117,896	121,433	125,076	128,828	132,693	136,674
	Long Service Leave - Accrual	40,149	41,755	43,425	45,162	46,517	47,913	49,350	50,831	52,356	53,927	55,545
1338	Sick Leave	36,952	38,529	40,070	41,673	42,923	44,211	45,537	46,903	48,310	49,759	51,252
1338	Training Wages	12,007										
	Lump Sum Payment	11,000										
	OTHER											
1439	S.611 Charges	780,000	780,000	780,000	780,000	780,000	780,000	780,000	780,000	780,000	780,000	780,000
	DEPRECIATION CHARGE											
	Water Infrastructure Depreciation	2,766,594	2,821,926	2,878,365	2,935,932	2,994,651	3,054,544	3,115,635	3,177,948	3,241,507	3,306,337	3,372,464
	Plant & Equipment Depreciation	11,149	11,372	11,599	11,831	12,068	12,309	12,555	12,806	13,062	13,323	13,589
	Other Asset Depreciation	3,007	3,067	3,128	3,191	3,255	3,320	3,386	3,454	3,523	3,593	3,665
	Total expenses	9,317,331	9,416,222	9,845,976	10,194,612	10,508,955	11,774,079	12,253,612	12,489,380	12,732,974	12,986,414	13,229,303
	Capital items											
	METERS											
1347	New Meter Installations	119,428	124,204	129,173	134,341	138,371	142,522	146,797	151,201	155,738	160,410	165,222
1363	Meter Replacements	180,000	187,200	194,689	202,476	208,550	214,807	221,252	227,891	234,727	241,769	249,022
2457	Non-Urban Water Meter Reform (4 Sites)	69,131										
	RESERVOIRS											
1380	Reservoir Cleaning & Painting	85,592	57,820	60,133	62,538	64,414	66,346	68,336	70,386	72,498	74,673	76,913
1697	Reservoir Chlorine Monitoring System	111,699										
2144	Cowra - Reservoir Re-Roofing	154,873										
	Billimari - Reservoir Re-Roof											86,079

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	PUMPING STATIONS											
1398	Billimari - Pump Station Upgrade					64,004				81,931		
1392	River Low Lift Pump Station			169,557	173,796							
1388	High Lift Pump at River								233,949			
1391	High Lift Pump at River - Switch Board	25,531										
1399	Wyangala - Raw Lift Pump Station										81,931	
1410	Gooloogong Pump Replacement						21,538					28,966
1419	Southern Line - Pump Replacement Program							59,434				
2409	High Lift Pump Station - PFC Installation		35,728									
	MAINS CONSTRUCTION											
1383	Cowra - Raw Water Intake Upgrade								1,559,659			
2505	AC Water Mains Replacement	528,161	473,198	492,125	511,810	527,165	542,980	559,270	576,048	593,330	611,130	629,464
1869	Comerford St & Lachlan St Main Replacement	45,081										
1421	Construct Emergency Drought Supply	1,269,163										
2206	Mains Replacement - Brisbane Street - West		250,000									
2208	Young Road Water Main Upgrade - Industrial Development	100,000										
	TREATMENT PLANT											
	New River Offtake						5,000,000					
	Replace Cowra WTP (30ML / day)						30,000,000					
	Loan Funding - 50% WTP & River Offtake (\$20M) - Funding						(20,000,000)					
2315	Acquisition of Wyangala WTP Land	3,988										
2534	Drum to Cylinder Changers - Chlorine	40,000										
	OTHER											
1384	Replace Telemetry System	853,788										
	LOAN REPAYMENTS - PRINCIPAL											
	Loan No. 242A - 1C1 Zone (\$1,287k) - Principal	45,300	48,179	51,989	55,461	59,329	63,458	67,623	72,707	77,755	83,106	88,877
	Loan No. 251 - Emergency Water Supply (\$1,186k) - Principal	65,104	69,485	74,160	79,151	84,477	90,161	96,228	102,703			
	Loan No. 241A - Mains Replacement Stage 3 (\$1,256k) - Principal	46,666	49,676	52,642	56,386	59,913	63,778	67,823	72,137	76,974	81,925	87,156
	Loan No. 238 - Mains Replacement (\$1,000k) - Principal	55,495	58,863	62,416	66,207	70,295	74,586					
	Proposed Loan - 50% WTP & River Offtake (\$20M) - Principal							517,880	551,288	586,850	624,707	665,005
1338	Long Service Leave	50,706	25,686	26,714	27,783	28,616	29,474	30,358	31,269	32,207	33,173	34,168
	Total capital items	3,849,705	1,380,038	1,313,597	1,369,948	1,305,134	16,309,650	1,835,001	3,649,237	1,912,010	1,992,824	2,110,871
	Cash reconciliation items											
	Depreciation	(2,780,750)	(2,836,365)	(2,893,092)	(2,950,954)	(3,009,974)	(3,070,173)	(3,131,576)	(3,194,208)	(3,258,092)	(3,323,253)	(3,389,718)
	Long Service Leave Accrual	(40,149)	(41,755)	(43,425)	(45,162)	(46,517)	(47,913)	(49,350)	(50,831)	(52,356)	(53,927)	(55,545)
	Total adjustment for non-cash items	(2,820,899)	(2,878,120)	(2,936,517)	(2,996,116)	(3,056,491)	(3,118,086)	(3,180,926)	(3,245,039)	(3,310,448)	(3,377,180)	(3,445,263)
	Increase / (decrease) in cash	(470,598)	1,024,475	1,056,199	1,079,498	1,177,921	266,080	(370,873)	(2,042,525)	(159,815)	(93,956)	(43,433)
	Funded by / (to) reserves											
	Transfer to Water Reserve - Long Service Leave	(50,706)	(25,686)	(26,714)	(27,783)	(28,616)	(29,474)	(30,358)	(31,269)	(32,207)	(33,173)	(34,168)
	Transfer to Water Reserve - Infrastructure	(1,978,414)	(1,984,761)	(1,951,876)	(2,014,459)	(2,030,425)	(1,104,273)	(534,216)	(626,608)	(828,409)	(925,957)	(1,042,233)
	Transfer to Water Reserve - Equalisation	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
	Transfer to S64 Water Reserve	(35,606)	(36,959)	(38,437)	(39,974)	(41,173)	(42,408)	(43,680)	(44,990)	(46,340)	(47,730)	(49,162)
	Transfer from Water Reserve - Infrastructure (Capital)	2,599,012	1,110,286	1,045,677	1,084,961	1,002,504	988,193	1,055,089	2,819,134	1,138,224	1,169,913	1,235,666
	Transfer from S64 Water Reserve (Capital)	35,606	36,959	38,437	39,974	41,173	42,408	43,680	44,990	46,340	47,730	49,162
	Transfer from Water Reserve - Long Service Leave	50,706	25,686	26,714	27,783	28,616	29,474	30,358	31,269	32,207	33,173	34,168
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
SEWER												
	Income from continuing operations											
	Sewer Access Charges	3,317,659	3,443,730	3,581,479	3,724,738	3,836,480	3,951,574	4,070,121	4,192,225	4,317,992	4,447,532	4,580,958
	Sewer Service Charges	839,509	871,410	906,266	942,517	970,793	999,917	1,029,915	1,060,812	1,092,636	1,125,415	1,159,177
	Wyangala Sewer - Access Charges	46,905	48,687	50,634	52,659	54,239	55,866	57,542	59,268	61,046	62,877	64,763
	Wyangala Sewer - Service Charges	21,465	22,281	23,172	24,099	24,822	25,567	26,334	27,124	27,938	28,776	29,639
1509	Sundry Income	17,173	17,826	18,539	19,281	19,859	20,455	21,069	21,701	22,352	23,023	23,714
	Pensioner Rates Abandoned	(88,836)	(92,212)	(95,900)	(99,736)	(102,728)	(105,810)	(108,984)	(112,254)	(115,622)	(119,091)	(122,664)
	Pensioner Rate Subsidy	48,859	50,716	52,745	54,855	56,501	58,196	59,942	61,740	63,592	65,500	67,465
	Interest on Overdue Charges	33,024	33,024	33,024	33,024	33,024	33,024	33,024	33,024	33,024	33,024	33,024
1507	Treatment Works Land Rental	14,183	14,722	15,311	15,923	16,401	16,893	17,400	17,922	18,460	19,014	19,584
1508	Trade Waste Fees	79,091	82,096	85,380	88,795	91,459	94,203	97,029	99,940	102,938	106,026	109,207
1511	Sludge Effluent at the STP	35,235	15,692	16,320	16,973	17,482	18,006	18,546	19,102	19,675	20,265	20,873
1513	Service Agreement Erambie Cowra Sewer Maintenance	58,499	60,722	63,151	65,677	67,647	69,676	71,766	73,919	76,137	78,421	80,774
	Developer Contributions	70,489	73,168	76,095	79,139	81,513	83,958	86,477	89,071	91,743	94,495	97,330
	Sewer - Interest on Investments	60,000	54,000	47,520	41,437	36,050	31,724	22,405	17,252			
	Total income	4,553,255	4,695,862	4,873,736	5,059,381	5,203,542	5,353,249	5,502,586	5,660,846	5,811,911	5,985,277	6,163,844
	Expenses from continuing operations											
1984	Contribution to Admin Salaries	197,660	205,566	213,789	222,341	229,011	235,881	242,957	250,246	257,753	265,486	273,451
1987	Contribution - Compliance Officer	46,389	48,245	50,175	52,182	53,747	55,359	57,020	58,731	60,493	62,308	64,177
1990	Contribution - Depot Redevelopment Loan	20,736	14,347	14,347	14,347	14,347	14,347	14,347	14,347	14,347	14,347	14,347
1989	Contribution - Sustainability Officer	22,364	23,259	24,189	25,157	25,912	26,689	27,490	28,315	29,164	30,039	30,940
1985	Dividend - General Fund	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
1983	AODE	401,397	1,350,534	487,931	515,028	573,710	457,154	605,839	630,704	655,119	682,321	702,118
1988	Contribution Training	25,924	26,961	28,039	29,161	30,036	30,937	31,865	32,821	33,806	34,820	35,865
1447	Sewer - Administration Expenses	15,838	16,471	17,130	17,815	18,350	18,900	19,467	20,051	20,653	21,272	21,910
1469	Telephone	5,057	5,260	5,470	5,688	5,859	6,035	6,216	6,402	6,595	6,793	6,996
1456	Donations	1,678	1,745	1,815	1,888	1,945	2,003	2,063	2,125	2,189	2,255	2,323
1464	Protective Clothing & Safety Supplies	3,738	3,888	4,044	4,206	4,332	4,462	4,596	4,734	4,876	5,022	5,173
1470	EPA Licences	8,034	8,355	8,689	9,037	9,308	9,587	9,875	10,171	10,476	10,790	11,114
1475	Project Engineer - Sewer	99,918	49,727	51,716	53,785	55,399	57,061	58,773	60,536	62,352	64,223	66,150
1489	Minor Equipment	6,548	6,810	7,082	7,365	7,586	7,814	8,048	8,289	8,538	8,794	9,058
1660	Sewer Asset Revaluation Expense	8,813										
	TREATMENT WORKS											
1465	STP Insurance	64,872	67,467	70,166	72,973	75,162	77,417	79,740	82,132	84,596	87,134	89,748
1442	Sewer - Treatment Works - Cowra Operation	532,800	554,112	576,277	599,328	617,308	635,827	654,902	674,549	694,785	715,629	737,098
1445	Testing & Monitoring	35,290	36,702	38,170	39,697	40,888	42,115	43,378	44,679	46,019	47,400	48,822
1474	Test Monitoring Software	21,708	22,576	23,479	24,418	25,151	25,906	26,683	27,483	28,307	29,156	30,031
1446	Sewer - Treatment Works - Wyangala Operation	253,093	263,217	273,746	284,696	293,237	302,033	311,094	320,428	330,040	339,942	350,140
1467	Sludge Removal	162,736	169,245	176,015	183,056	188,548	194,204	200,030	206,031	212,212	218,578	225,135
	SEWER MAINS											
	Sewer - Mains - Repairs & Maintenance	251,462	261,520	271,981	282,860	291,346	300,086	309,088	318,361	327,912	337,749	347,881
1459	Condition Audit - Mains Inspection	45,058	46,860	48,734	50,683	52,203	53,769	55,382	57,043	58,754	60,517	62,333
1457	S.611 Charges	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000
2524	Airport Sewer Pump Out	76,000	79,040	82,202	85,490	88,055	90,697	93,418	96,221	99,108	102,081	105,143
	PUMPING STATION											
	Sewer - Pumping Stations - Operating Expenses	220,167	228,974	238,133	247,659	255,088	262,741	270,623	278,742	287,104	295,717	304,589
	LOAN REPAYMENTS - INTEREST											
1945	Loan No. 244 - STP Upgrade (\$7,213k) - Interest	325,829										
2527	Loan No. 244 - Break Costs	595,333										
2529	Loan No. 256 - STP Upgrade - Refinance (\$5,490k) - Interest	87,454	337,368	323,085	303,199	285,666	266,131	246,007	224,510	199,164	174,102	148,253
	Proposed Loan - West Cowra Sewerage (\$11.055M) - Interest			697,543	679,076	659,419	638,493	616,217	592,504	567,262	540,391	511,787
	EMPLOYMENT OVERHEADS & E.I.E.											
1476	Superannuation	37,057	48,274	50,205	52,213	53,779	55,392	57,054	58,766	60,529	62,345	64,215
1476	Public Holidays	11,837	14,613	15,197	15,805	16,279	16,767	17,270	17,788	18,322	18,872	19,438
1476	Workers Comp. Insurance	11,744	12,214	12,703	13,211	13,607	14,015	14,435	14,868	15,314	15,773	16,246
1476	Annual Leave	23,672	29,225	30,394	31,610	32,558	33,535	34,541	35,577	36,644	37,743	38,875
	Long Service Leave - Accrual	7,280	7,571	7,874	8,189	8,435	8,688	8,949	9,217	9,494	9,779	10,072
1476	Sick Leave	19,990	10,959	11,398	11,854	12,210	12,576	12,953	13,342	13,742	14,154	14,579
1476	Training Wages	7,188										

Work Order	Budget Detail - Description	Revised 2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Lump Sum Payment	6,000										
	DEPRECIATION											
	Sewer Infrastructure Depreciation	1,118,118	1,140,480	1,163,290	1,186,556	1,210,287	1,234,493	1,259,183	1,284,367	1,310,054	1,336,255	1,362,980
	Building Depreciation	10,875	11,093	11,315	11,541	11,772	12,007	12,247	12,492	12,742	12,997	13,257
	Other Asset Depreciation	183	187	191	195	199	203	207	211	215	219	223
	Total expenses	5,059,838	5,372,865	5,306,514	5,412,309	5,530,738	5,473,323	5,681,957	5,766,782	5,848,680	5,935,003	6,014,467
	Capital items											
	SEWER MAINS											
1490	West Cowra Sewer Reticulation	68,583	11,055,377									
1485	Mains Replacement/Renewal Program	960,641	412,344	428,838	445,992	459,372	473,153	487,348	501,968	517,027	532,538	548,514
	COWRA TREATMENT PLANT											
2018	Aerator Replacement								467,898			
2353	Sludge Lagoon Cleanout	380,000			380,000			380,000			380,000	
	SEWER PUMP STATIONS											
1487	Pump Station Renewal/Replacement	13,423	13,960	14,518	15,099	15,552	16,019	16,500	16,995	17,505	18,030	18,571
	OTHER											
1488	Ventstack Replacement	70,585	72,279									
	Replace Telemetry System				84,778							
	LOAN REPAYMENT - PRINCIPAL											
	Loan No. 244 - STP Upgrade (\$7,213k) - Principal	5,587,255										
	Loan No. 256 - STP Upgrade - Refinance (\$5,490k) - Principal	59,429	250,164	264,447	284,333	301,866	321,401	341,525	363,022	388,368	413,430	439,279
	Loan No. 256 - STP Upgrade - Refinance (\$5,490k) - Funding	(5,489,914)										
	Proposed Loan - West Cowra Sewerage (\$11.055M) - Funding			286,268	304,735	324,392	345,318	367,594	391,307	416,549	443,420	472,024
	Proposed Loan - West Cowra Sewerage (\$11.055M) - Funding		(11,055,377)									
1476	Long Service Leave	5,918	7,306	7,599	7,903	8,140	8,384	8,636	8,895	9,162	9,437	9,720
	Total capital items	1,655,920	756,053	1,001,670	1,522,839	1,109,323	1,164,276	1,601,603	1,750,085	1,348,611	1,796,855	1,488,109
	Cash reconciliation items											
	Depreciation	(1,129,176)	(1,151,760)	(1,174,796)	(1,198,292)	(1,222,258)	(1,246,703)	(1,271,637)	(1,297,070)	(1,323,011)	(1,349,471)	(1,376,460)
	Long Service Leave Accrual	(7,280)	(7,571)	(7,874)	(8,189)	(8,435)	(8,688)	(8,949)	(9,217)	(9,494)	(9,779)	(10,072)
	Total adjustment for non-cash items	(1,136,456)	(1,159,331)	(1,182,670)	(1,206,481)	(1,230,693)	(1,255,391)	(1,280,586)	(1,306,287)	(1,332,505)	(1,359,250)	(1,386,532)
	Increase / (decrease) in cash	(1,026,047)	(273,725)	(251,778)	(669,287)	(205,826)	(28,959)	(500,388)	(549,734)	(52,875)	(387,331)	47,801
	Funded by / (to) reserves											
	Transfer to Sewer Reserve - Long Service Leave	(5,918)	(7,306)	(7,599)	(7,903)	(8,140)	(8,384)	(8,636)	(8,895)	(9,162)	(9,437)	(9,720)
	Transfer to S64 Sewer Reserve	(70,489)	(73,168)	(76,095)	(79,139)	(81,513)	(83,958)	(86,477)	(89,071)	(91,743)	(94,495)	(97,330)
	Transfer to Sewer Reserve - Infrastructure	(410,530)	(372,436)	(354,227)	(435,361)	(467,098)	(672,557)	(397,593)	(437,126)	(481,657)	(543,237)	(614,886)
	Transfer from Sewer Reserve - Infrastructure (Capital)	1,292,804	498,583	443,356	925,869	474,924	489,172	883,848	986,861	534,532	930,568	567,085
	Transfer from S94 Sewer Reserve (Capital)	70,489	73,168	76,095	79,139	81,513	83,958	86,477	89,071	91,743	94,495	97,330
	Transfer from Sewer Reserve - Long Service Leave	5,918	7,306	7,599	7,903	8,140	8,384	8,636	8,895	9,162	9,437	9,720
	Transfer to Wyangala STP Reserve	(109,320)	(115,638)	(111,098)	(105,917)	(95,237)	(89,689)					
	Transfer from Wyangala STP Reserve	253,093	263,217	273,746	284,696	293,237	302,033	14,133				
	Funded by / (to) general revenues	0	0	0	0	0	(0)	0	0	0	0	0

DEVELOPER CONTRIBUTIONS SCHEDULE												
Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
GENERAL FUND												
S94A	53,959	286,051	286,051	286,051	286,051	286,051	286,051	286,051	286,051	286,051	286,051	286,051
S94 Growth Areas	201,389	26,464	26,464	26,464	26,464	26,464	26,464	26,464	26,464	26,464	26,464	26,464
S7.11		0	10,000	20,400	31,216	42,356	53,830	65,648	77,821	90,359	103,273	116,574
S7.12		0	133,900	273,156	417,982	567,153	720,799	879,054	1,042,057	1,209,950	1,382,880	1,560,998
TOTAL GENERAL FUND	255,348	312,515	312,515	312,515	312,515	312,515	312,515	312,515	312,515	312,515	312,515	312,515
WATER FUND												
Section 64 Water	0	0	0	0	0	0	0	0	0	0	0	0
Headworks Water	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WATER FUND	0	0	0	0	0	0	0	0	0	0	0	0
SEWER FUND												
Section 64 Sewerage	0	0	0	0	0	0	0	0	0	0	0	0
Headworks Sewer	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL SEWER FUND	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL RESERVES	255,349	312,516	312,516	312,516	312,516	312,516	312,516	312,516	312,516	312,516	312,516	312,516

RESERVES SCHEDULE												
Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
GENERAL FUND												
Long Service Leave	960,774	877,083	877,083	877,083	877,083	877,083	877,083	877,083	877,083	877,083	877,083	877,083
Plant & Vehicle Replacement	2,415,081	1,668,891	1,416,491	1,677,271	1,449,208	1,128,220	1,690,817	1,610,063	1,466,553	832,771	934,248	1,556,481
Aquatic Centre Capital Renewal	1,379,020	1,379,020	0	0	0	0	0	0	0	0	0	0
Bad Debts	89,189	97,189	105,189	113,189	121,689	130,189	139,189	148,189	157,189	166,689	176,189	186,189
Built Asset Replacement Program	1,753,664	2,446,639	1,670,347	1,426,884	1,551,366	1,665,650	1,783,569	1,905,241	2,020,787	2,026,508	2,031,406	2,035,414
Business Assistance	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Caravan Park	1,258,365	1,383,469	1,443,962	1,568,655	1,696,922	1,821,904	1,971,272	2,103,523	2,238,335	2,375,759	2,515,865	2,660,027
Carry Over Works	299,786	0	0	0	0	0	0	0	0	0	0	0
Civic Centre	20,477	28,979	41,809	55,152	69,029	83,322	98,044	113,208	128,827	144,915	161,486	178,554
Cowra Services Projects	915,452	915,452	0	0	0	0	0	0	0	0	0	0
Election	0	40,000	80,000	120,000	5,861	48,861	91,861	134,861	8,008	54,008	100,008	146,008
IT Equipment	211,652	171,652	221,652	271,652	321,652	371,652	421,652	471,652	521,652	571,652	621,652	671,652
Lachlan River Precinct	140,684	140,684	140,684	140,684	140,684	140,684	140,684	140,684	140,684	140,684	140,684	140,684
Peace Precinct	8,312	8,312	8,312	8,312	8,312	8,312	8,312	8,312	8,312	8,312	8,312	8,312
Pedestrian & Cycling Plan	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Quarry Rehabilitation	465,877	539,059	567,577	594,916	621,030	646,188	670,361	693,520	715,634	736,671	756,599	775,385
RMS Warranty	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Saleyards	117,444	138,218	174,047	202,709	231,470	255,672	297,009	322,787	348,416	373,873	399,141	425,237
Statecover	97,593	58,674	65,387	72,368	79,628	87,106	94,809	102,742	110,912	119,328	127,996	136,923
Statewide	123,423	123,423	123,423	123,423	123,423	123,423	123,423	123,423	123,423	123,423	123,423	123,423
Unexpended Grants	2,487,990	1,059,590	0	0	0	0	0	0	0	0	0	0
Unexpended Loans	0	0	430,000	0	0	0	0	0	0	0	0	0
Financial Assistance Grants	0	3,443,363	3,520,958	3,600,492	3,682,015	3,765,576	3,851,226	3,939,017	4,029,003	4,121,239	4,215,780	4,312,686
TOTAL GENERAL FUND	13,094,783	14,869,697	11,236,921	11,202,790	11,329,373	11,503,843	12,609,311	13,044,305	13,244,818	13,022,915	13,539,872	14,584,058
WASTE FUND												
Waste - General	1,869,161	680,361	595,553	595,553	595,553	595,553	595,553	595,553	595,553	595,553	595,553	595,553
Waste - Landfill	0	500,000	600,000	700,000	800,000	900,000	399,083	499,083	599,083	699,083	799,083	899,083
Waste - Plant Replacement	0	300,000	535,546	394,514	267,440	541,254	826,282	1,122,861	1,431,337	1,362,067	1,305,419	651,772
Waste - DWM	1,198,686	1,621,922	2,312,005	2,908,146	3,434,130	3,941,523	2,775,949	3,320,348	3,877,506	4,447,695	5,031,279	5,635,645
Waste - Long Service Leave	141,575	141,575	141,575	141,575	141,575	141,575	141,575	141,575	141,575	141,575	141,575	141,575
TOTAL WASTE FUND	3,209,422	3,243,858	4,184,678	4,739,788	5,238,698	6,119,904	4,738,442	5,679,420	6,645,054	7,245,972	7,872,908	7,923,628
WATER FUND												
Water - Long Service Leave	123,658	123,658	123,658	123,658	123,658	123,658	123,658	123,658	123,658	123,658	123,658	123,658
Water - Infrastructure	8,154,263	7,683,664	8,708,139	9,764,339	10,843,837	12,021,758	12,287,837	11,916,964	9,874,439	9,714,624	9,620,668	9,577,235
TOTAL WATER FUND	8,277,921	7,807,322	8,831,797	9,887,997	10,967,495	12,145,416	12,411,495	12,040,622	9,998,097	9,838,282	9,744,326	9,700,893
SEWER FUND												
Sewer - Long Service Leave	37,718	37,718	37,718	37,718	37,718	37,718	37,718	37,718	37,718	37,718	37,718	37,718
Sewer - Wyangala Treatment Plant	1,037,182	893,409	745,830	583,182	404,403	206,403	(5,941)	(20,073)	(20,073)	(20,073)	(20,073)	(20,073)
Sewer - Infrastructure	11,221,640	10,339,365	10,213,218	10,124,089	9,633,581	9,625,755	9,809,140	9,322,885	8,773,151	8,720,275	8,332,944	8,380,745
TOTAL SEWER FUND	12,296,539	11,270,492	10,996,767	10,744,989	10,075,702	9,869,876	9,840,917	9,340,529	8,790,795	8,737,920	8,350,588	8,398,389
TOTAL RESERVES	36,878,665	37,191,369	35,250,164	36,575,564	37,611,268	39,639,039	39,600,165	40,104,876	38,678,763	38,845,088	39,507,694	40,606,968

KEY PERFORMANCE INDICATORS											
CONSOLIDATED - ALL FUNDS											
	Revised Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035	Budget 2036
Unrestricted Current Ratio											
Current Assets less all External Restrictions	30,460	28,604	28,606	28,619	28,911	30,638	31,302	31,911	31,839	32,507	33,150
Current Liabilities less Specific Purpose Liabilities	12,659	12,659	12,659	12,659	12,659	12,659	12,659	12,659	12,659	12,659	12,659
Benchmark is greater than 1.5x	2.4x	2.3x	2.3x	2.3x	2.3x	2.4x	2.5x	2.5x	2.5x	2.6x	2.6x
Debt Service Cover Ratio											
Operating result before capital excluding interest and depreciation/impairment/amortisation	10,005	10,602	11,209	11,059	11,004	11,458	11,458	11,666	12,004	12,200	12,492
Loan Repayments (Principal & Interest)	2,206	1,352	2,644	2,616	2,594	2,594	4,296	4,296	4,128	4,098	4,068
Benchmark is greater than 2x	4.5x	7.8x	4.2x	4.2x	4.2x	4.4x	2.7x	2.7x	2.9x	3x	3.1x
Rates & Annual Charges Coverage Ratio											
Rates & Annual Charges	17,860	18,685	19,432	20,208	20,813	21,436	22,079	22,740	23,421	24,123	24,846
Income from Continuing Operations	54,037	56,064	49,916	51,079	52,121	68,612	55,101	56,621	58,103	59,717	61,399
Benchmark is greater than or equal to 40%	33%	33%	39%	40%	40%	31%	40%	40%	40%	40%	40%
Operating Performance											
Total continuing operating revenue excluding capital grants and contributions less operating expenses	(1,485)	(650)	(1,130)	(1,424)	(1,629)	(1,325)	(2,739)	(2,652)	(2,433)	(2,366)	(2,202)
Total continuing operating revenue excluding capital grants and contributions	51,329	48,117	49,184	50,318	51,337	52,804	54,269	55,764	57,220	58,808	60,463
Benchmark is greater than 0%	-2.9%	-1.3%	-2.3%	-2.8%	-3.2%	-2.5%	-5.0%	-4.8%	-4.3%	-4.0%	-3.6%
Own Source Operating Revenue											
Total continuing operating revenue excluding all grants and contributions	40,232	38,345	38,929	39,857	40,643	41,870	43,089	44,329	45,523	46,841	48,218
Total continuing operating revenue	54,037	56,064	49,916	51,079	52,121	68,612	55,101	56,621	58,103	59,717	61,399
Benchmark is greater than 60%	74%	68%	78%	78%	78%	61%	78%	78%	78%	78%	79%
Cash Expense Cover Ratio											
Current year's cash, cash equivalents and term deposits	39,363	38,947	40,350	41,300	43,071	43,870	44,207	42,781	43,066	43,837	45,088
Monthly payments from cash flow of operating and financing activities	4,118	3,217	3,362	3,466	3,553	3,637	3,900	4,006	4,085	4,198	4,308
Benchmark is greater than 3 months	10 months	12 months	12 months	12 months	12 months	12 months	11 months	11 months	11 months	10 months	10 months

KEY PERFORMANCE INDICATORS											
GENERAL FUND											
	Revised Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035	Budget 2036
Unrestricted Current Ratio											
Current Assets less all External Restrictions	27,935	25,829	25,872	25,912	25,830	27,773	28,041	28,241	28,139	28,763	29,960
Current Liabilities less Specific Purpose Liabilities	12,072	12,072	12,072	12,072	12,072	12,072	12,072	12,072	12,072	12,072	12,072
Benchmark is greater than 1.5x	2.3x	2.1x	2.1x	2.1x	2.1x	2.3x	2.3x	2.3x	2.3x	2.4x	2.5x
Debt Service Cover Ratio											
Operating result before capital excluding interest and depreciation/impairment/amortisation	4,959	6,329	6,105	5,889	5,818	6,870	5,902	5,944	6,122	6,138	6,214
Loan Repayments (Principal & Interest)	622	346	655	626	604	604	604	604	544	514	483
Benchmark is greater than 2x	8x	18.3x	9.3x	9.4x	9.6x	11.4x	9.8x	9.8x	11.3x	12x	12.9x
Rates & Annual Charges Coverage Ratio											
Rates & Annual Charges	8,523	8,831	9,184	9,550	9,835	10,129	10,432	10,744	11,066	11,397	11,738
Income from Continuing Operations	33,067	35,987	29,959	30,909	31,356	32,234	33,097	33,966	34,790	35,710	36,675
Benchmark is greater than or equal to 40%	26%	25%	31%	31%	31%	31%	32%	32%	32%	32%	32%
Operating Performance											
Total continuing operating revenue excluding capital grants and contributions less operating expenses	(1,057)	(48)	(606)	(932)	(1,117)	(182)	(1,269)	(1,348)	(1,291)	(1,405)	(1,462)
Total continuing operating revenue excluding capital grants and contributions	31,733	28,253	29,341	30,267	30,695	31,553	32,395	33,243	34,046	34,943	35,886
Benchmark is greater than 0%	-3.3%	-0.2%	-2.1%	-3.1%	-3.6%	-0.6%	-3.9%	-4.1%	-3.8%	-4.0%	-4.1%
Own Source Operating Revenue											
Total continuing operating revenue excluding all grants and contributions	20,889	18,481	19,086	19,806	20,001	20,619	21,214	21,808	22,349	22,975	23,640
Total continuing operating revenue	33,067	35,987	29,959	30,909	31,356	32,234	33,097	33,966	34,790	35,710	36,675
Benchmark is greater than 60%	63%	51%	64%	64%	64%	64%	64%	64%	64%	64%	64%
Cash Expense Cover Ratio											
Current year's cash, cash equivalents and term deposits	18,084	15,977	16,020	16,061	15,979	17,922	18,189	18,390	18,287	18,912	20,108
Monthly payments from cash flow of operating and financing activities	2,312	1,837	1,971	2,063	2,102	2,085	2,235	2,302	2,348	2,418	2,487
Benchmark is greater than 3 months	8 months	9 months	8 months	8 months	8 months	9 months	8 months	8 months	8 months	8 months	8 months

KEY PERFORMANCE INDICATORS											
WASTE FUND											
	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035	Budget 2036
Unrestricted Current Ratio											
Current Assets less all External Restrictions	2,525	2,775	2,734	2,707	3,081	2,865	3,262	3,670	3,701	3,744	3,191
Current Liabilities less Specific Purpose Liabilities	587	587	587	587	587	587	587	587	587	587	587
Benchmark is greater than 1.5x	4.3x	4.7x	4.7x	4.6x	5.2x	4.9x	5.6x	6.3x	6.3x	6.4x	5.4x
Debt Service Cover Ratio											
Operating result before capital excluding interest and depreciation/impairment/amortisation	1,284	1,072	991	934	926	1,067	985	1,010	1,034	1,060	1,093
Loan Repayments (Principal & Interest)	38	38	38	38	38	38	38	38	38	38	38
Benchmark is greater than 2x	33.7x	28.2x	26.1x	24.6x	24.4x	28x	25.9x	26.5x	27.2x	27.9x	28.7x
Rates & Annual Charges Coverage Ratio											
Rates & Annual Charges	3,547	3,682	3,829	3,982	4,102	4,225	4,352	4,482	4,617	4,755	4,898
Income from Continuing Operations	6,542	6,439	5,804	5,463	5,625	5,793	5,965	6,143	6,326	6,514	6,709
Benchmark is greater than or equal to 40%	54%	57%	66%	73%	73%	73%	73%	73%	73%	73%	73%
Operating Performance											
Total continuing operating revenue excluding capital grants and contributions less operating expenses	895	677	590	526	511	645	557	574	591	610	636
Total continuing operating revenue excluding capital grants and contributions	6,542	6,354	5,804	5,463	5,625	5,793	5,965	6,143	6,326	6,514	6,709
Benchmark is greater than 0%	13.7%	10.7%	10.2%	9.6%	9.1%	11.1%	9.3%	9.3%	9.3%	9.4%	9.5%
Own Source Operating Revenue											
Total continuing operating revenue excluding all grants and contributions	6,307	6,354	5,804	5,463	5,625	5,793	5,965	6,143	6,326	6,514	6,709
Total continuing operating revenue	6,542	6,439	5,804	5,463	5,625	5,793	5,965	6,143	6,326	6,514	6,709
Benchmark is greater than 60%	96%	99%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Cash Expense Cover Ratio											
Current year's cash, cash equivalents and term deposits	3,230	4,171	4,726	5,225	6,106	4,725	5,666	6,632	7,233	7,859	7,910
Monthly payments from cash flow of operating and financing activities	444	442	403	379	394	396	417	430	443	456	470
Benchmark is greater than 3 months	7 months	9 months	12 months	14 months	16 months	12 months	14 months	15 months	16 months	17 months	17 months

KEY PERFORMANCE INDICATORS											
COMBINED GENERAL & WASTE FUNDS											
	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035	Budget 2036
Unrestricted Current Ratio											
Current Assets less all External Restrictions	30,460	28,604	28,606	28,619	28,911	30,638	31,302	31,911	31,839	32,507	33,150
Current Liabilities less Specific Purpose Liabilities	12,659	12,659	12,659	12,659	12,659	12,659	12,659	12,659	12,659	12,659	12,659
Benchmark is greater than 1.5x	2.4x	2.3x	2.3x	2.3x	2.3x	2.4x	2.5x	2.5x	2.5x	2.6x	2.6x
Debt Service Cover Ratio											
Operating result before capital excluding interest and depreciation/impairment/amortisation	6,243	7,401	7,096	6,823	6,744	7,937	6,887	6,953	7,157	7,198	7,307
Loan Repayments (Principal & Interest)	660	384	693	664	642	642	642	642	582	552	521
Benchmark is greater than 2x	9.5x	19.3x	10.2x	10.3x	10.5x	12.4x	10.7x	10.8x	12.3x	13x	14x
Rates & Annual Charges Coverage Ratio											
Rates & Annual Charges	12,070	12,513	13,013	13,532	13,937	14,354	14,784	15,227	15,682	16,152	16,636
Income from Continuing Operations	39,609	42,426	35,763	36,372	36,982	38,027	39,062	40,109	41,116	42,224	43,384
Benchmark is greater than or equal to 40%	30%	29%	36%	37%	38%	38%	38%	38%	38%	38%	38%
Operating Performance											
Total continuing operating revenue excluding capital grants and contributions less operating expenses	(161)	629	(16)	(405)	(606)	463	(713)	(774)	(700)	(795)	(827)
Total continuing operating revenue excluding capital grants and contributions	38,275	34,607	35,146	35,729	36,320	37,345	38,360	39,386	40,372	41,457	42,594
Benchmark is greater than 0%	-0.4%	1.8%	0.0%	-1.1%	-1.7%	1.2%	-1.9%	-2.0%	-1.7%	-1.9%	-1.9%
Own Source Operating Revenue											
Total continuing operating revenue excluding all grants and contributions	27,195	24,835	24,890	25,269	25,627	26,412	27,180	27,951	28,674	29,490	30,349
Total continuing operating revenue	39,609	42,426	35,763	36,372	36,982	38,027	39,062	40,109	41,116	42,224	43,384
Benchmark is greater than 60%	69%	59%	70%	69%	69%	69%	70%	70%	70%	70%	70%
Cash Expense Cover Ratio											
Current year's cash, cash equivalents and term deposits	21,314	20,148	20,746	21,286	22,085	22,647	23,855	25,021	25,520	26,771	28,018
Monthly payments from cash flow of operating and financing activities	2,756	2,279	2,374	2,442	2,496	2,481	2,652	2,732	2,791	2,875	2,957
Benchmark is greater than 3 months	8 months	9 months	9 months	9 months	9 months	9 months	9 months	9 months	9 months	9 months	9 months

KEY PERFORMANCE INDICATORS											
WATER FUND											
	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035	Budget 2036
Unrestricted Current Ratio											
Current Assets less all External Restrictions	10,178	11,203	12,259	13,339	14,516	14,783	14,412	12,369	12,209	12,115	12,072
Current Liabilities less Specific Purpose Liabilities	1,786	1,786	1,786	1,786	1,786	1,786	1,786	1,786	1,786	1,786	1,786
Benchmark is greater than 1.5x	5.7x	6.3x	6.9x	7.5x	8.1x	8.3x	8.1x	6.9x	6.8x	6.8x	6.8x
Debt Service Cover Ratio											
Operating result before capital excluding interest and depreciation/impairment/amortisation	2,202	2,462	2,427	2,487	2,501	1,573	2,703	2,794	2,887	2,982	3,097
Loan Repayments (Principal & Interest)	380	380	380	380	380	380	2,082	2,082	1,975	1,975	1,975
Benchmark is greater than 2x	5.8x	6.5x	6.4x	6.5x	6.6x	4.1x	1.3x	1.3x	1.5x	1.5x	1.6x
Rates & Annual Charges Coverage Ratio											
Rates & Annual Charges	2,466	2,721	2,830	2,943	3,032	3,122	3,216	3,313	3,412	3,514	3,620
Income from Continuing Operations	9,876	8,943	9,279	9,648	9,936	25,232	10,537	10,851	11,175	11,508	11,851
Benchmark is greater than or equal to 40%	25%	30%	30%	31%	31%	12%	31%	31%	31%	31%	31%
Operating Performance											
Total continuing operating revenue excluding capital grants and contributions less operating expenses	(747)	(528)	(605)	(587)	(615)	(1,585)	(1,760)	(1,683)	(1,605)	(1,526)	(1,427)
Total continuing operating revenue excluding capital grants and contributions	8,571	8,888	9,241	9,608	9,894	10,189	10,493	10,806	11,128	11,460	11,802
Benchmark is greater than 0%	-8.7%	-5.9%	-6.5%	-6.1%	-6.2%	-15.6%	-16.8%	-15.6%	-14.4%	-13.3%	-12.1%
Own Source Operating Revenue											
Total continuing operating revenue excluding all grants and contributions	8,554	8,888	9,241	9,608	9,894	10,189	10,493	10,806	11,128	11,460	11,802
Total continuing operating revenue	9,876	8,943	9,279	9,648	9,936	25,232	10,537	10,851	11,175	11,508	11,851
Benchmark is greater than 60%	87%	99%	100%	100%	100%	40%	100%	100%	100%	100%	100%
Cash Expense Cover Ratio											
Current year's cash, cash equivalents and term deposits	7,334	8,359	9,415	10,495	11,672	11,939	11,568	9,525	9,365	9,271	9,228
Monthly payments from cash flow of operating and financing activities	563	566	598	624	646	748	821	840	850	869	888
Benchmark is greater than 3 months	13 months	15 months	16 months	17 months	18 months	16 months	14 months	11 months	11 months	11 months	10 months

KEY PERFORMANCE INDICATORS											
SEWER FUND											
	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035	Budget 2036
Unrestricted Current Ratio											
Current Assets less all External Restrictions	11,409	11,135	10,883	10,214	10,008	9,979	9,479	8,929	8,876	8,489	8,537
Current Liabilities less Specific Purpose Liabilities	322	322	322	322	322	322	322	322	322	322	322
Benchmark is greater than 1.5x	35.4x	34.6x	33.8x	31.7x	31.1x	31x	29.4x	27.7x	27.6x	26.4x	26.5x
Debt Service Cover Ratio											
Operating result before capital excluding interest and depreciation/impairment/amortisation	1,561	739	1,687	1,749	1,759	1,947	1,868	1,919	1,961	2,020	2,089
Loan Repayments (Principal & Interest)	1,165	588	1,571	1,571	1,571	1,571	1,571	1,571	1,571	1,571	1,571
Benchmark is greater than 2x	1.3x	1.3x	1.1x	1.1x	1.1x	1.2x	1.2x	1.2x	1.2x	1.3x	1.3x
Rates & Annual Charges Coverage Ratio											
Rates & Annual Charges	3,325	3,451	3,589	3,733	3,844	3,960	4,079	4,201	4,327	4,457	4,591
Income from Continuing Operations	4,553	4,696	4,874	5,059	5,204	5,353	5,503	5,661	5,812	5,985	6,164
Benchmark is greater than or equal to 40%	73%	73%	74%	74%	74%	74%	74%	74%	74%	74%	74%
Operating Performance											
Total continuing operating revenue excluding capital grants and contributions less operating expenses	(577)	(750)	(509)	(432)	(409)	(204)	(266)	(195)	(129)	(44)	52
Total continuing operating revenue excluding capital grants and contributions	4,483	4,623	4,798	4,980	5,122	5,269	5,416	5,572	5,720	5,891	6,067
Benchmark is greater than 0%	-12.9%	-16.2%	-10.6%	-8.7%	-8.0%	-3.9%	-4.9%	-3.5%	-2.2%	-0.8%	0.9%
Own Source Operating Revenue											
Total continuing operating revenue excluding all grants and contributions	4,483	4,623	4,798	4,980	5,122	5,269	5,416	5,572	5,720	5,891	6,067
Total continuing operating revenue	4,553	4,696	4,874	5,059	5,204	5,353	5,503	5,661	5,812	5,985	6,164
Benchmark is greater than 60%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
Cash Expense Cover Ratio											
Current year's cash, cash equivalents and term deposits	10,714	10,440	10,188	9,519	9,313	9,284	8,784	8,234	8,181	7,794	7,842
Monthly payments from cash flow of operating and financing activities	798	373	390	400	411	408	427	435	444	454	462
Benchmark is greater than 3 months	13 months	28 months	26 months	24 months	23 months	23 months	21 months	19 months	18 months	17 months	17 months

CAPITAL WORKS SCHEDULE											
Description	Revised Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035	Budget 2036
GENERAL FUND											
Installation of EV Charging	43,445										
Visual Presentation Equipment for Council Chambers	13,795										
Major Software & Infrastructure Upgrades	90,000										
Survey Equipment Upgrade							15,000				
Art Gallery - Air Conditioner Upgrade		135,977									
Art Gallery - Internal Wall Replacement		40,000									
Civic Centre - Roof Upgrade		41,000									
Civic Centre Solar Installation & Battery Storage		42,374									
Civic Centre - Technical Upgrades	3,858										
Pound Refurbishment	142,957										
Library/ Art Gallery Solar Installation & Battery Storage		41,170									
Council Depot Solar Installation & Battery Storage		94,656									
Visitors Centre Solar Installation & Battery Storage		42,374									
Depot Redevelopment Stage 3		416,760	430,000								
Plant Purchases	1,686,190	1,342,000	828,404	1,316,814	1,409,402	525,469	1,168,462	1,230,849	1,720,741	985,091	463,932
RERRF & Block Supplementary - Regional Roads Repairs	108,000										
RTR - Program Works	613,044	1,739,365	1,830,911	1,830,911	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904	1,830,904
RTR - Low Level Bridge - Retrofit Repairs	420,649										
Cowra Street & Lane Reseals	168,770	220,000	213,957	368,996	230,150	173,693	177,862	182,131	186,502	190,978	195,561
Japanese Gardens Carpark Upgrade		100,000									
Bus Shelter - 1 Front Street, Erambie	21,912										
Grading	324,098	700,000	1,021,130	1,061,975	1,093,834	1,126,650	1,160,449	1,195,262	1,231,120	1,268,053	1,306,095
Gravel Resheeting	634,548	572,827	586,575	600,652	615,068	629,829	644,945	660,424	676,275	692,505	709,125
Rural Reseals	435,386	688,251	430,647	334,989	419,322	351,775	360,217	368,862	377,715	387,158	396,837
Village Reseals	58,127	52,688	52,560	52,920	52,912	52,752	52,376	53,000	53,000	53,000	53,000
Bushfire Equipment Allocation	433,438	449,909	467,905	486,621	501,220	516,257	531,745	547,697	564,128	581,052	598,484
West Cowra Drainage Improvements - Walker St to Grenfell Rd	29,914	284,711									
Chiverton Road - Repair Drainage Erosion	29,220										
Low Level Bridge - New											
Pool Concept Design & Specifications	400,000										
WP2 - Main Pool & Toddler Pool Redevelopment		10,382,801									
Playground Asset Renewal	84,296	28,000	29,120	30,285	31,194	32,130	33,094	34,087	35,110	36,163	37,248
Mulyan Park - Female Changerooms		747,500									
WCRG - Female Changerooms		747,500									
Airport Office - Roof Replacement		25,000									
Terminal Building - Repair/Upgrades			60,000								
Admin Building - Air Conditioner Unit Replacement - Stage 2			256,800								
Admin Building - LED Light Upgrade			25,034								
Neighbourhood Centre - LED Light Upgrade			5,000								
Workshop - Air Conditioner Unit Replacement		80,500									
Admin Building - Air Conditioner Unit Replacement - Stage 1		256,800									
Admin Building - Carpet Replacement		27,060	27,060								
Admin Building - Council Chambers Upgrade		50,000									
Admin Building - Landscaping/Waterproofing		30,000									
Admin Building - Roof Upgrade		10,000									
Neighbourhood Centre - Access Path Upgrade		10,000									
Neighbourhood Centre - Disabled Access Upgrade		54,000									
Central Precinct Redevelopment - Internal Roads		70,000									
Cover Yard Walkways Stage 1	100,000										
Building Asset Management Plan - Works	172,161			30,000	30,000	30,000	30,000	40,000	40,000	40,000	40,000
War Graves Upgrade	79,802										

CAPITAL WORKS SCHEDULE											
Description	Revised Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035	Budget 2036
WASTE FUND											
MGB Replacements	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Replacement Garbage Truck			390,000	390,000					390,000	390,000	
Landfill Waste Cell Modifications						2,403,668					
Purchase of Glass Breaker	60,500										
Purchase of Trommel Processing Plant	45,000										
Purchase of Landfill Compactor	1,000,000										1,000,000
MRF Solar Installation & Battery Storage		169,615									
Purchase of Landfill Leachate Pump	49,990										
WATER FUND											
New Meter Installations	119,428	124,204	129,173	134,341	138,371	142,522	146,797	151,201	155,738	160,410	165,222
Meter Replacements	180,000	187,200	194,689	202,476	208,550	214,807	221,252	227,891	234,727	241,769	249,022
Non-Urban Water Meter Reform (4 sites)	69,131										
Reservoir Cleaning & Painting	85,592	57,820	60,133	62,538	64,414	66,346	68,336	70,386	72,498	74,673	76,913
Reservoir Chlorine Monitoring System	111,699										
Cowra - Reservoir Re-Roofing	154,873										
Billimari - Reservoir Re-Roofing											86,079
Billimari - Pump Station Upgrade					64,004				81,931		
River Low Lift Pump Station			169,557	173,796							
High Lift Pump at River								233,949			
High Lift Pump at River - Switch Board	25,531										
Wyangala - Raw Lift Pump Station										81,931	
Gooloogong Pump Replacement						21,538					28,966
Southern Line - Pump Replacement Program							59,434				
High Lift Pump Station - PFC Installation		35,728									
Cowra - Raw Water Intake Upgrade								1,559,659			
Water Main Replacement	528,161	473,198	492,125	511,810	527,165	542,980	559,270	576,048	593,330	611,130	629,464
Comerford St & Lachlan St Main Replacement	45,081										
Construct Emergency Drought Supply	1,269,163										
Mains Replacement - Brisbane Street - West		250,000									
Young Road Water Main Upgrade - Industrial Development	100,000										
New River Offtake						5,000,000					
Replace Cowra WTP (30ML / day)						30,000,000					
Replace Telemetry System	853,788										
Drum to Cylinder Changers (CO2)	40,000										
Acquisition of Wyangala WTP Land	3,988										
SEWER FUND											
West Cowra Sewer Reticulation	68,583	11,055,377									
Mains Replacement/Renewal Program	960,641	412,344	428,838	445,992	459,372	473,153	487,348	501,968	517,027	532,538	548,514
Aerator Replacement								467,898			
Sludge Lagoon Cleanout	380,000			380,000			380,000			380,000	
Pump Station Renewal/Replacement	13,423	13,960	14,518	15,099	15,552	16,019	16,500	16,995	17,505	18,030	18,571
Ventstack Replacement	70,585	72,279									
Replace Telemetry System				84,778							
TOTAL BY FUND											
General Fund	6,093,610	19,523,223	6,265,103	6,114,163	6,214,006	5,269,459	6,005,054	6,143,216	6,715,495	6,064,904	5,631,186
Waste Fund	1,175,490	189,615	410,000	410,000	20,000	2,423,668	20,000	20,000	410,000	410,000	1,020,000
Water Fund	3,586,435	1,128,150	1,045,677	1,084,961	1,002,504	35,988,193	1,055,089	2,819,134	1,138,224	1,169,913	1,235,666
Sewer Fund	1,493,232	11,553,960	443,356	925,869	474,924	489,172	883,848	986,861	534,532	930,568	567,085
TOTAL CONSOLIDATED	12,348,766	32,394,948	8,164,136	8,534,993	7,711,434	44,170,492	7,963,991	9,969,210	8,798,251	8,575,385	8,453,936

EXTERNAL LOAN SCHEDULE																	
Loan #	Purpose	Principal	Annual	Principal		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	Principal
Lender	Obtained - Maturity	Int. Rate	Repayment	Outstanding													Outstanding
				01/07/2025													30/06/2036
GENERAL FUND																	
242b	Mulyan Amenities	255,000	7,454	61,547	P	3,347	3,560	3,841	4,098	4,383	4,689	4,996	5,372	5,745	6,140	6,566	15,377
CBA	22/08/2007 - 24/08/2037	6.80%			I	4,107	3,894	3,613	3,356	3,070	2,765	2,457	2,082	1,709	1,313	887	
241b	Vaux Street Drainage	166,000	12,452	100,561	P	6,165	6,563	6,955	7,450	7,916	8,426	8,961	9,531	10,170	10,824	11,515	17,601
CBA	18/12/2006 - 18/12/2036	6.35%			I	6,286	5,889	5,497	5,002	4,536	4,026	3,491	2,921	2,282	1,628	937	
249	Civic Centre Refurbishment	1,395,390	130,639	795,438	P	795,438	-	-	-	-	-	-	-	-	-	-	0
NAB	23/12/2008 - 30/09/2033	8.15%			I	41,703	-	-	-	-	-	-	-	-	-	-	
245	Civic Centre Refurbishment - 2	234,000	24,285	79,568	P	18,023	19,555	21,211	20,779	-	-	-	-	-	-	-	0
NAB	29/06/2009 - 29/06/2009	8.33%			I	6,262	4,729	3,073	979	-	-	-	-	-	-	-	
250	Drainage Improvements	250,000	25,994	70,499	P	22,040	23,470	24,989	-	-	-	-	-	-	-	-	0
NAB	28/06/2013 - 28/06/2028	6.36%			I	3,954	2,525	1,005	-	-	-	-	-	-	-	-	
253a	Depot - Stage 1 Redevelopment	400,000	45,636	44,858	P	44,858	-	-	-	-	-	-	-	-	-	-	0
TCorp	27/06/2016 - 27/06/2027	2.63%			I	740	-	-	-	-	-	-	-	-	-	-	
253c	Cemetery Expansion	250,000	28,513	28,107	P	28,107	-	-	-	-	-	-	-	-	-	-	0
TCorp	27/06/2016 - 27/06/2027	2.63%			I	463	-	-	-	-	-	-	-	-	-	-	
253b	Airport Subdivision	1,478,993	168,725	165,969	P	165,969	-	-	-	-	-	-	-	-	-	-	0
TCorp	27/06/2016 - 27/06/2027	2.63%			I	2,737	-	-	-	-	-	-	-	-	-	-	
254a	Depot - Stage 2 Redevelopment	512,120	32,341	606,026	P	33,961	34,787	35,633	36,500	37,388	38,297	39,228	40,182	41,159	42,160	43,185	226,730
TCorp	11/05/2020 - 11/05/2040	2.41%			I	14,299	13,473	12,627	11,760	10,873	9,964	9,032	8,078	7,101	6,100	5,075	
254b	CBD Footpath Refurbishment	1,437,788	90,817	1,191,262	P	66,759	68,382	70,045	71,749	73,493	75,281	77,111	78,987	80,908	82,875	84,891	445,672
TCorp	11/05/2020 - 11/05/2040	2.41%			I	28,108	26,484	24,821	23,118	21,373	19,586	17,755	15,880	13,959	11,991	9,976	
254c	Low Level Bridge Repairs	500,000	31,583	145,726	P	8,173	8,372	8,575	8,784	8,998	9,216	9,441	9,670	9,905	10,146	10,393	54,445
TCorp	11/05/2020 - 11/05/2040	2.41%			I	3,441	3,242	3,039	2,830	2,617	2,398	2,174	1,944	1,709	1,468	1,221	
257	Civic Centre Refurbishment - Refinance 249	762,289	121,057		P	18,582	77,584	82,172	87,617	92,970	98,753	104,853	111,358	58,287	30,114	-	0
CBA	04/03/2026 - 04/01/2034	6.08%			I	11,682	43,473	38,885	33,440	28,087	22,304	16,204	9,699	2,242	150	-	
	Depot Upgrade - Stage 3	850,000	75,641		P	-	-	22,010	23,430	24,941	26,550	28,263	30,086	32,027	34,093	36,292	628,601
	2027 - 2047	6.35%			I	-	-	53,631	52,211	50,700	49,091	47,378	45,555	43,614	41,548	39,349	
	Pool Replacement	2,253,508	200,538		P	-	-	58,352	62,117	66,124	70,389	74,930	79,763	84,909	90,386	96,217	1,666,539
	2027 - 2047	6.35%			I	-	-	142,186	138,422	134,415	130,149	125,609	120,775	115,630	110,152	104,322	
	West Cowra Drainage Stage 1	365,000	32,481		P	-	-	9,451	10,061	10,710	11,401	12,136	12,919	13,753	14,640	15,584	269,929
	2027 - 2047	6.35%			I	-	-	23,030	22,420	21,771	21,080	20,345	19,562	18,728	17,841	16,897	
GENERAL FUND TOTALS			1,028,156	3,289,561		1,335,204	345,982	654,642	626,121	604,363	604,363	604,363	604,363	543,835	513,571	483,307	3,324,894

Loan #	Purpose	Principal	Annual	Principal		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	Principal
Lender	Obtained - Maturity	Int. Rate	Repayment	Outstanding													Outstanding
				01/07/2025													30/06/2036
WASTE FUND																	
255	MRF - Admin Building	450,000			P	13,113	13,885	14,702	15,567	16,484	17,454	18,481	19,569	20,721	21,940	23,231	265,700
Tcorp	28/06/2024 - 28/06/2044	5.76%	38,040	437,616	I	24,927	24,155	23,338	22,472	21,556	20,586	19,559	18,471	17,319	16,100	14,808	
WASTE FUND TOTALS			38,040	437,616		38,040	38,040	38,040	38,040	38,040	38,040	38,040	38,040	38,040	38,040	38,040	265,700
WATER FUND																	
238	Water Main Replacement 2005/2006	1,000,000			P	55,495	58,863	62,416	66,207	70,295	74,586	-	-	-	-	-	0
CBA	21/02/2006 - 22/02/2031	6.03%	77,978	387,860	I	22,483	19,115	15,562	11,771	7,683	3,393	-	-	-	-	-	
241a	Water Main Replacement 2006/2007	1,256,000			P	46,666	49,676	52,642	56,386	59,913	63,778	67,823	72,137	76,974	81,925	87,156	132,774
CBA	18/12/2006 - 18/12/2036	6.35%	94,248	760,694	I	47,582	44,572	41,606	37,862	34,334	30,469	26,424	22,111	17,274	12,323	7,092	
242a	1C1 Zone	1,286,500			P	45,300	48,179	51,989	55,461	59,329	63,458	67,623	72,707	77,755	83,106	88,877	208,798
CBA	22/08/2007 - 24/08/2037	6.80%	100,883	833,705	I	55,584	52,705	48,895	45,423	41,555	37,426	33,261	28,177	23,129	17,778	12,007	
251	Emergency Water Supply - 1C1 Extension	1,186,124			P	65,104	69,485	74,160	79,151	84,477	90,161	96,228	102,703	-	-	-	0
WPC	28/06/2013 - 27/06/2033	6.57%	106,952	661,469	I	41,848	37,467	32,791	27,801	22,475	16,791	10,724	4,249	-	-	-	
50% New WTP and River Offtake		20,000,000			P	-	-	-	-	-	-	517,880	551,288	586,850	624,707	665,005	17,719,275
2031 - 2051		6.35%	1,779,787		I	-	-	-	-	-	-	1,261,907	1,228,500	1,192,937	1,155,081	1,114,782	
WATER FUND TOTALS			2,159,848	2,643,728		380,061	380,061	380,061	380,061	380,061	380,062	2,081,871	2,081,871	1,974,919	1,974,919	1,974,919	18,060,847
SEWER FUND																	
244	Sewerage Treatment Plant	7,213,320			P	5,587,255	-	-	-	-	-	-	-	-	-	-	0
NAB	05/07/2010 - 04/05/2040	8.13%	648,242	5,587,255	I	325,829	-	-	-	-	-	-	-	-	-	-	
256	Sewerage Treatment Plant - Refinance 244	5,489,914			P	59,429	250,164	264,447	284,333	301,866	321,401	341,525	363,022	388,368	413,430	439,279	2,501,928
CBA	04/03/2026 - 04/05/2024	6.32%	587,532		I	87,454	337,368	323,085	303,199	285,666	266,131	246,007	224,510	199,164	174,102	148,253	
West Cowra Sewer Augmentation		11,055,377			P	-	-	286,268	304,735	324,392	345,318	367,594	391,307	416,549	443,420	472,024	8,175,793
2027 - 2047		6.35%	983,881		I	-	-	697,543	679,076	659,419	638,493	616,217	592,504	567,262	540,391	511,787	
SEWER FUND TOTALS			2,219,655	5,587,255		6,059,966	587,532	1,571,343	1,571,343	1,571,343	1,571,343	1,571,343	1,571,343	1,571,343	1,571,343	1,571,343	10,677,721
TOTAL EXTERNAL LOANS			5,445,699	11,958,159		7,813,272	1,351,615	2,644,086	2,615,565	2,593,808	2,593,808	4,295,617	4,295,617	4,128,137	4,097,873	4,067,608	32,329,162

3 LATE REPORTS

Nil