



**DELIVERY PROGRAM
2017 - 2018 TO 2021-2022**

OPERATIONAL PLAN 2021-2022

**LONG TERM FINANCIAL PLAN
2021/2022 - 2030/2031**

Adopted 28 June 2021

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Message from the General Manager and Mayor

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

This document covers Council's Integrated Delivery Program 2017/2018 to 2021/2022; Operational Plan 2021/2022; Draft 10 Year Financial Plan 2021/2022 to 2030/2031; and Draft Revenue Policy 2021/2022

Continued planning on long term infrastructure projects remains a key focus for Council in the coming 2021/2022 year. Major projects that are currently in various stages of planning include:

- Drought Supply Project – Billimari Borefield
- West Cowra Sewer system
- West Cowra flood mitigation works
- Wyangala Water system
- Cowra Aquatic Centre

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

Other objectives Council will aim to deliver include:

- Work with the NSW Government in planning for the redevelopment of Cowra Hospital
- Pursue funding for items identified in the Village Action Plans, that form part of the Local Strategic Planning Statement
- Liaise with Water NSW as the planning for the raising of Wyangala Dam wall progresses
- Advocate for initiatives that provide greater security for water supply in the shire, such as the proposed raising of the Wyangala wall
- Finalising the review of the Cowra Shire Development Control Plan 2014
- Pursue funding for projects identified in the Sport and Recreation Plan
- Continuing the push to re-open the Blayney-Demondrille rail line
- Lobbying the NSW Government for improvements to the state owned road network within the shire
- Provide grants for community groups to undertake environmental-improvement projects
- Work with the local Aboriginal community to develop an agreed scope for an interpretive centre in the Cowra Peace Precinct
- Finalise the Civic Square masterplan
- Undertake an Integrated Water Cycle Management strategy, including a review of Water and Sewer Strategic Business Plans



Your Council

Election - 24 September 2018: Current councillors



Cr Bill West
(Mayor)



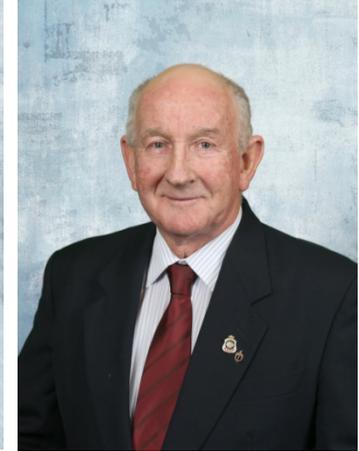
Cr Judi Smith
(Deputy Mayor)



Cr Ruth Fagan



Cr Michael Nobes



Cr Ray Walsh



Cr Kevin Wright



Cr Bruce Miller



Cr Peter Wright

Vision & Values

Vision

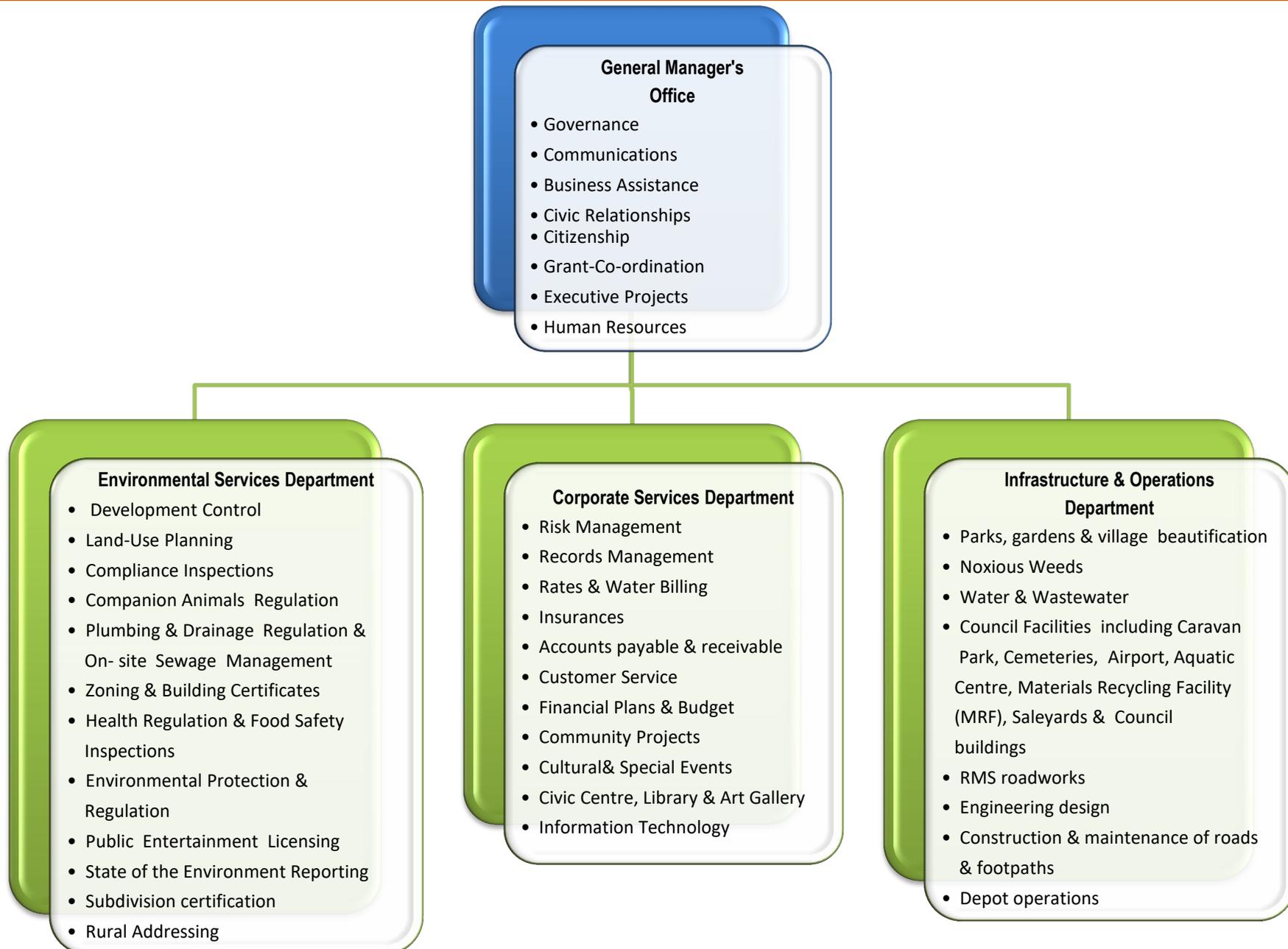
A leading, innovative and creative community, proud of our place in history, offering opportunity with the best of country living.

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 generations.

Council's Organisation Structure





**Delivery Program
2017-2018 to 2021-2022
&
Operational Plan
2021-2022**

Delivery Program & Operational Plan

The Community Strategic Plan is the overall planning document for Cowra. It has a 20+ year timeframe (2017-2036) 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
Community Strategic Plan 2017 – 2036	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 2017/2018 to 2021/2022	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 2021/2022	The outputs/inputs of Council's service delivery – whether the Council is delivering its activities as planned and within its financial budget.	Service output/input measures with a focus on completion of activities on time and within budget.	A financial progress report will be prepared quarterly and tabled in Council. An annual report (including audited financial reports) will be prepared at the end of the financial year (and will include a report on the state of the environment every four years).
Supporting Documents: Long Term Financial Plan Asset Management Plan Workforce Plan	The sustainability of Council. Whether we are improving our overall performance and viability as an organisation.	Organisational sustainability measures with a focus on financial, asset and human resource measures.	A progress report will be included in Council's Annual Report each year

Objectives

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?

Future Directions

The Community Strategic Plan 2017-2036 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 seven themes:

HEALTH & WELL-BEING (STRATEGIC THEME 1)

To enjoy our unique country lifestyle and be fit and healthy, we need a range of facilities, services and programs that cater for the needs of all age groups. We will involve health, social and family care professionals, together with volunteers to improve the health and well-being of our community.

EDUCATION TRAINING & RESEARCH (STRATEGIC THEME 2)

We must work to make Cowra a centre of excellence for education, training and research which are key components for Cowra's present and future development. They provide a sound basis for the economic improvement of individuals and businesses and help build the capacity of the community to get things done. We are challenged to create an environment where the concept of 'life long learning' is encouraged and supported.

LIFESTYLE (STRATEGIC THEME 3)

Cowra has a distinctive country lifestyle. Access to and enjoyment of our sporting, recreational, cultural and heritage facilities together with our natural environment is key to a sense of community and well being. The range and quality of these many assets together with our history, heritage and indigenous culture, provide an opportunity to fully develop Cowra's potential as a unique place to live and work.

GOVERNANCE (STRATEGIC THEME 4)

Understanding the roles and responsibilities of organisations within our community is the key to working together. Communication between Council, other levels of government and the community is fundamental for effective consultation. Leadership and purposeful partnerships are needed from Council and other organisations, groups and individuals within Cowra for shared responsibility and planning.

BUSINESS & INDUSTRY (STRATEGIC THEME 5)

Cowra needs a strong and vital economy to provide opportunity and build its desirable country lifestyle. We will promote Cowra to the rest of the world as an area of agricultural excellence and opportunity for a variety of businesses. We will respond to the needs of new and existing businesses, encourage innovation and high standards and develop ways to help businesses prosper. We must plan, develop and implement the facilities and infrastructure needed for business to locate and expand in Cowra.

TRANSPORT & INFRASTRUCTURE (STRATEGIC THEME 6)

Transport and infrastructure issues are critical for the future development of Cowra. We need to improve and develop our public infrastructure and associated services in a sustainable way. Service delivery is challenged by new demands and a changing world. The diverse demands of public health, community safety, access for all, population change and the reality of climate change will require a range of innovative solutions for the future.

NATURAL RESOURCE MANAGEMENT (STRATEGIC THEME 7)

Cowra looks forward to enjoying both a country lifestyle and economic growth, but not at any cost. Our natural resource base is the foundation of Cowra today and tomorrow. Caring for our natural resources means managing all the elements of land, water and air, now and for the future. It will require expertise and commitment to undertake this task and make Cowra a centre of natural resource management excellence.

Health & Well-Being (Strategic Theme 1)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEARS DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
H1 Provide for future aged care accommodation needs and support services	H1.1 Improve access for aged persons in high movement public environments as well as shops, offices and public buildings and places	H1.1.a	Continue to implement the actions identified in the DIAP and report progress to the Access Committee annually.	Continue with the Access Incentive fund.	Director – Environmental Services
				Continue to improve physical access to all Council buildings and facilities.	
				Continue to work towards upgrading Council toilet facility to ensure that they cater for people with disabilities and that the signage is upgraded.	
H2. Provide facilities and programs for health and well-being needs including disability and mental health services	H2.1 Implement strategies detailed in the adopted Sport and Recreation Plan	H2.1.a	Work with the Sport and Rec Committee to promote the Sport and Rec Plan across sporting and community groups.	Review the DIAP due in 2021 to include a Tourism focus.	Director – Corporate Services
				A number of programs completed and promoted in local media subject to available budget. Advertising be undertaken as part of this project.	
H2. Provide facilities and programs for health and well-being needs including disability and mental health services	H2.1 Increase public awareness of health related issues particularly relevant to an aging demographic, including need for disabled parking, improved pedestrian access, sharing the CBD	H1.1.b	Maintain the Access Incentive Fund	Council to raise awareness of aged related needs during Seniors Week.	Director – Environmental Services
				Regular promotion of Seniors Week activities and events that are user friendly for aged and disabled persons.	
H2. Provide facilities and programs for health and well-being needs including disability and mental health services	H2.1 Implement strategies detailed in the adopted Sport and Recreation Plan	H2.1.a	Work with the Sport and Rec Committee to promote the Sport and Rec Plan across sporting and community groups.	Holding of quarterly Sport and recreation Committee meetings that are well attended by sporting and community groups.	Director – Corporate Services
				Networking opportunities taken to develop	
H2. Provide facilities and programs for health and well-being needs including disability and mental health services	H2.1 Increase public awareness of health related issues particularly relevant to an aging demographic, including need for disabled parking, improved pedestrian access, sharing the CBD	H2.1.b	Maintain relationships with local, State	Director – Environmental Services	Director – Corporate
				Review the DIAP due in 2021 to include a Tourism focus.	

Health & Well-Being (Strategic Theme 1)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEARS DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
			and Federal sport and recreation organisations, including NSW Sport and Recreation and continue to support the Western Regional Academy of Sport (WRAS) through a regular annual financial contribution.	relationship with relevant agencies and bodies. Annual contribution made to WRAS.	Services
		H2.1.c	Support community health programs that encourage increased physical activity.	Programs supported subject to available resources.	Director – Corporate Services
		H2.1.d	Support events that encourage physical activity eg Bike Week, Men’s Health Week, Colour Run.	Support undertaken within available resources.	Director – Corporate Services
		H2.1.e	Support State and local sports initiatives to improve access for people of culturally diverse and indigenous backgrounds.	Support provided as required subject to available resources.	Director – Corporate Services
		H2.1.f	Promote Donations Policy to assist individuals in cultural, sporting and recreational excellence.	Promotion undertaken at least twice during the year.	General Manager
		H2.2 Provide opportunities for staff to participate in a range of health and well-being programs	H2.2.a	Administer health programs for employees and adequately resource appropriate health and well-being initiatives.	Health and wellbeing program developed and details provided to all staff.
	H2.3 Support and participate in the Cowra Interagency to contribute to partnerships in community wellbeing initiatives	H2.3.a	Support community based initiatives for wellbeing programs i.e Families Week, International Women’s Day, International Day of People with Disability, Carers Week, Mental Health Month.	Reports provided to Council as matters arise relating to Council areas of responsibility.	Director – Corporate Services

Health & Well-Being (Strategic Theme 1)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEARS DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
			Respond to requests within resources.		
	H2.4 Inspect and enforce health standards through a regular food shop inspection program	H2.4.a	Maintain a food shop inspection program that is proactive and educational, and also responds appropriately to breaches of the health standards.	All high risk food premises in the Cowra Shire inspected and action taken to achieve compliance. Promotion of best practice food handling procedures, equipment and training programs undertaken via Council website and direct contact with food businesses.	Director – Environmental Services
	H2.5 Provide companion animal management services across the shire	H2.5.a	Maintain a ranger service throughout Cowra Shire that responds to customer requests relating to companion animals.	Dog attacks and nuisance complaints are responded to in accordance with Cowra Ranger Services Procedures Manual and Council's Guarantees of Service. Regular patrols of Cowra and surrounding villages. Where appropriate, publicise Companion Animals Act and obligations on pet owners in media.	Director – Environmental Services
		H2.5.b	Provide a companion animal re-homing incentive program.	Regular promotion of companion animals available for re-homing conducted in local media. Financial incentives available to persons wishing to own a pound animal, including discounted micro-chipping and registration fees. Work with re-homing organisation to re-home animals as necessary.	Director – Environmental Services

Health & Well-Being (Strategic Theme 1)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEARS DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	H2.6 Ensure WorkHealth & Safety compliance of both staff and others in the workplace	H2.6.a	Review Work Health Safety issues in the workplace on an ongoing basis.	<p>Legislation and workplace requirements changes reviewed and implemented as required.</p> <p>Maintain an effective relationship with StateCover Mutual Workers Compensation insurers to ensure all cases are managed effectively thus minimising Council's liability.</p> <p>Comply with all relevant legislation and subsidiary codes to provide a safe working environment and protection of the public and within reasonable budget limits provide resources necessary to meet requirements.</p> <p>Ensure WHS provisions are considered for the purchase of goods and services for Council operations.</p> <p>Support Council's Work Health Safety Committee.</p>	Director – Corporate Services
	H2.7 Maintain facilities for passive recreation for all ages with their companion animals	H2.7.a	Maintain, develop and promote leash free areas.	Consideration given to promotional avenues including directional signage.	Director – Infrastructure & Operations
	H2.8 Support the Woodstock community in the maintenance and improvement of Woodstock Swimming Pool	H2.8.a	Support Community with donation towards operation of Woodstock swimming pool facility.	Donation made and technical advice given if required	Director – Corporate Services
	H2.9 Work with Police and other stakeholders to support programs improving community safety	H2.9.a	<p>Advocate for adequate police resources to meet community demand.</p> <p>Advocate for funding to undertake</p>	<p>Attend regular meetings with the Chifley Local Area Command.</p> <p>Lobby relevant agencies and MPs.</p>	General Manager

Health & Well-Being (Strategic Theme 1)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEARS DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
			Justice Reinvestment trial.	Undertake media advocating Council's position.	
H3. Investigate ways to attract and retain health professionals	H3.1 Advocate for the development of state of the art hospital facilities and services	H3.1.a	Liaise with NSW Health and local medical fraternity in planning for a new hospital for Cowra.	Provide planning advice as required. Attend meetings as required. Lobby all relevant MPs.	General Manager
	H3.2 Liaise with local medical and allied health professionals to identify community healthcare needs	H3.2.a	Liaise with local medical fraternity to assist where possible in the attraction and retention of health workforce	Assistance provided within available resources.	General Manager
H4. Support and encourage voluntary community services	H4.1 Actively encourage community volunteering	H4.1.a	Undertake publicity and promotion of volunteering. Promote activities of Council S355 Committees.	Media and promotions undertaken at least once every six months. Host "Volunteers Week" event. Media and promotion of S355 Committees undertaken.	General Manager
	H4.2 Continue to support the community through provision of Community Strategic Plan funding	H4.2.a	Provide funding for projects that meet Community Strategic Plan objectives through the Cowra Community Grants Scheme.	Funding delivered and projects implemented.	General Manager
	H4.3 Provide support for emergency services in Cowra as required	H4.3.a	Administer Local Emergency Management Committee.	Meetings held quarterly with State Emergency Service, Police, Rural Fire Service, LEMO and others	General Manager
		H4.3.b	Council to provide a Local Emergency Management Officer (LEMO).	LEMO undertakes administration for the Local Emergency Management Committee.	Director – Corporate Services
H5. Develop and provide programs to meet the needs of	H5.1 Continue to promote and support the Cowra Youth Council	H5.1.a	Coordinate regular Youth Council events.	Events coordinated in accordance with programs developed including Youth Week.	Director – Corporate Services

Health & Well-Being (Strategic Theme 1)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEARS DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
Cowra's young people		H5.1.b	Run programs which will support leadership development in young people on bi-annual basis.	Host leadership forum bi-annually.	Director – Corporate Services
		H5.1.c	Support Youth Council representation at State or National youth events.	Minimum of one event attended annually	Director – Corporate Services
		H5.1.d	Continue investigation for establishment of a Study Hub	Investigations undertaken, report on feasibility presented to Council and position determined by Council.	Director – Corporate Services
	H5.2 Advocate for retention and expansion of youth services as appropriate	H5.2.a	Advocate for retention and/or expansion of youth mental health and welfare services eg Headspace, PCYC.	Correspondence sent and meetings held with relevant State Government stakeholders where appropriate. Technical assistance provided to Council to lobby relevant State Ministers where appropriate. Media and promotions undertaken where appropriate.	General Manager

Education Training & Research (Strategic Theme 2)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEAR DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
E1. Making Cowra a Learning Community	E1.1 Liaise with post school education providers to improve access and remove impediments for Cowra residents seeking to further skills/education	E1.1.a	Facilitate linkages between TAFE, Business Chamber, High Schools and the Community with the aim to increase opportunities for students and employees to access vocational training and skills development.	Correspondence sent and meetings held with relevant stakeholders where appropriate. Technical assistance provided to Council to lobby relevant State Ministers where appropriate. Media and promotions undertaken where appropriate.	General Manager
		E1.1.b	Maintain Cowra Council Charles Sturt University (CSU) Scholarship for student completing their schooling at a local High School.	Applications called and individual selected in conjunction with CSU.	
	E1.2 Provide a Council Traineeship program	E1.2.a	Maintain a Cowra Council traineeship program.	Continue the Council Trainee program.	General Manager
	E1.3 Provide work experience placement opportunities for Cowra students	E1.3.a	Provide Work Experience Program for Secondary and Tertiary students.	Respond within resources to Cowra Schools and TAFE to provide a Work Experience program.	General Manager
E2. Maintain and develop learning infrastructure and programs to respond to education and training needs	E2.1 Continue to support Cowra Library	E2.1.a	Manage operation of Library with Central West Library Service (Orange City Council) to operate Cowra Library.	Service Level Agreement, budget and management objectives for financial year are developed and implemented in consultation with Central West Library Service.	Director – Corporate Services
E3. Build a mutually supportive education sector	E3.1 Facilitate discussion between educational institutions, business and training providers to assist students make the	E3.1.a	Attend meetings with schools, TAFE, Cowra Business Chamber and other relevant stakeholders to discuss constraints and opportunities for students	Correspondence sent and meetings held with relevant stakeholders where appropriate. Technical assistance provided to Council to	General Manager

Education Training & Research (Strategic Theme 2)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEAR DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	transition from school to the workforce		and prospective employers.	lobby relevant State Ministers where appropriate. Media and promotions undertaken where appropriate.	
E4. Strengthen the role and use of local education and training providers	E4.1 Research and utilise appropriate local service providers	E4.1.a	Wherever possible Council utilise local training providers in delivering staff training subject to cost comparisons.	Council to utilise TAFE and other local providers wherever possible.	General Manager
	E4.2 Advocate for increased activity at Cowra TAFE	E4.2.a	Advocate for appropriate range of courses at Cowra TAFE to meet community demands.	Liaise with local businesses, schools and TAFE to determine training needs and lobby TAFE and MPs where appropriate to seek delivery of those courses through Cowra TAFE	General Manager

Lifestyle (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEAR DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
L1. Build Strong linkages with our indigenous Community	L1.1 Acknowledge Cowra Shire is Wiradjuri country	L1.1.a	Acknowledge Cowra Shire as Wiradjuri Country at civic functions.	<p>Appropriate welcome delivered at functions.</p> <p>Aboriginal flag flown in accordance with Flag policy.</p> <p>Maintain Welcome to Wiradjuri signs at Cowra town entries.</p> <p>Consider including singing of national anthem in Wiradjuri at civic functions.</p>	General Manager
	L1.2 Work with the Aboriginal community to promote stronger links, identify common goals and projects	L1.2.a	Meet at least annually with Cowra Local Aboriginal Land Council.	Mayor and General Manager attend meetings.	General Manager
		L1.2.b	Consult with the local Aboriginal community on all Council works and projects that have the potential to impact upon Aboriginal cultural heritage.	Consultation undertaken in accordance with Cowra Shire Aboriginal Consultation Policy.	General Manager
		L1.2.c	Continue to support Aboriginal community groups to encourage identification of items of environmental heritage including LEP and State listings and Aboriginal Place listings.	Provide ongoing support to Aboriginal community groups as required.	Director – Environmental Services
		L1.2.d	Work with the Aboriginal community and the Cowra Local Aboriginal Land Council on the Interpretation Centre in line with the Peace Precinct Master plan.	Work towards finalising a plan agreed to by local community then seek grant funding for the works.	Director- Environmental Services
	L1.3 Identify mutually beneficial grant funding opportunities for	L1.3.a	Work with Aboriginal community to lodge funding submissions for projects identified	At least one funding submission lodged annually.	General Manager

Lifestyle (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEAR DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	local Aboriginal groups and assist in completion of applications		by the local Aboriginal community.		
	L1.4 Improve Aboriginal access to employment opportunities	L1.4.a	Council's recruitment program endeavours to reflect Cowra's demographic mix.	Where appropriate recruitment specifically targets Aboriginal people.	General Manager
	L1.5 Liaise with Aboriginal stakeholders on development proposals that have potential to impact on known cultural heritage sites	L1.5.a	Maintain a development assessment process that consults with Aboriginal stakeholders prior to determination.	All DA files are to include consideration of Council's Aboriginal Consultation Policy to determine whether consultation with Aboriginal stakeholders is required.	Director – Environmental Services
L2. Find ways to tell Cowra's story	L2.1 Support annual commemoration of POW Breakout	L2.1.a	Support POW Breakout Association in staging of annual commemorations.	Support provided within resources and feedback from event participants is positive.	General Manager
	L2.2 Develop and implement celebratory program for the Annual Festival of International Understanding	L2.2.a	Guest Nation confirmed and Festival planned and delivered. Plan and deliver Youth Ambassador program in conjunction with Festival.	Festival program including Youth Ambassador program delivered. Evidence of strong community support and participation.	General Manager
		L2.2.b	Review use of Brougham Park for planting of Guest Nation trees.	Review undertaken and plan forward developed.	General Manager
	L2.3 Investigate establishment of a Cowra Virtual Museum	L2.3.a	Work with relevant community groups to investigate potential use of Binni Creek Rd Scout Hall as a heritage centre.	Facilitate meetings with Crown Land officers as appropriate. Provide technical advice as required.	General Manager
	L2.4 Continue to develop the Cowra/Japan relationship and to promote Cowra as a centre of	L2.4.a	Maintain Saburo Nagakura Park.	Park maintained to current high standard.	Director – Infrastructure & Operations

Lifestyle (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEAR DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	international understanding and friendship	L2.4.b	Maintain relationship with Nagakura Foundation as appropriate.	Council responds to any requests for assistance with delegations visiting Cowra.	General Manager
	L2.5 Maintain local heritage	L2.5.a	Employ a properly qualified and experienced heritage advisor to provide advisory services to Council and the wider community.	Heritage advisor engaged and available to respond to heritage issues/queries.	Director – Environmental Services
	L2.6 Ensure new development proposals do not impact on heritage sites	L2.6.a	Maintain a development assessment system that properly assesses heritage sites and potentially threatening proposals.	Where appropriate all DA files are to include assessment criteria that require consideration of heritage matters.	Director – Environmental Services
	L2.7 Support Peace Bell Committee in celebrating World Peace Day	L2.7.a	Work with Peace Bell Committee to develop a program of World Peace Day events.	Program developed and promoted. Event conducted successfully.	Director – Corporate Services
	L2.8 Develop the Cowra Peace Precinct with a focus on the Aboriginal, and Prisoner of War Camp history	L2.8.a	Ongoing conservation management of electrical switch hut and the Nissen Hut.	Subject to funding, undertake the restoration of the electrical switch hut and the Nissen Hut	Director – Environmental Services
		L2.8.b	Continue to maintain and enhance Sakura Avenue (Cherry Tree Avenue). Continue establishment of Cherry Tree Avenue groves of Cherry/ Crab Apple Trees linked by large ornamental trees.	Sakura Avenue maintained to high standard, trees replaced and relocated as required. Cherry Tree groves monitored and maintained. Plaques maintained and replaced as required.	Director – Infrastructure & Operations
	L2.9 Support Program for 100 year anniversary of significant WW1 and Centenary of Service events	L2.9.a	Support groups such as RSL when requested to provide appropriate resources to significant events conducted.	Support provided within available resources.	General Manager

Lifestyle (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEAR DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	L2.9 Support Program for 100 year anniversary of significant WW1 and Centenary of Service events	L2.9.b	Gain recognition of the WW1 memorial planting on the POW Camp site.	Finalise interpretive sign on the site. Lodge an application with the NSSW War Memorials Register for the Memorial Planting.	Director – Environmental Services
	L2.10 Develop and publish a history of Cowra shire for the last 30 years	L2.10.a	Completed.	Completed.	General Manager
L.3. Continue to develop our leisure and cultural facilities, infrastructure and natural environment	L3.1 Maintain and improve the current high standard of the Cowra Aquatic Centre	L3.1.a	Review existing infrastructure needs and program works accordingly.	Complete concept designs and specifications for future 'Design and Construct' contract delivery	Director – Infrastructure & Operations
	L3.2 Provide recreation opportunities through the provision of attractive parks and gardens	L3.2.a	Maintain parks and gardens to a high standard for use of all recreation users.	Recreational playgrounds and reserves (including facilities) are maintained to a high standard for all users. Playground compliance checks completed quarterly.	Director – Infrastructure & Operations
	L3.3 Provide good quality facilities to meet the needs of sporting clubs and users	L3.3.a	Maintain Council sporting fields for all sporting associations in Cowra.	Sporting fields maintained to required standards.	Director – Infrastructure & Operations
		L3.3.b	Support within available resources the Showground Trust, village halls and other community owned and operated facilities.	Consider requests for financial assistance.	Director – Corporate Services
	L3.4 Promote and support cultural and artistic activities within the community	L3.4.a	Develop, present and promote a diverse program of high quality exhibitions, public events and workshop activities at the Cowra Regional Art Gallery. Implement a Gallery Foundation/Arts Trust to support the ongoing development of the Art Gallery and Collection (including	Two year forward exhibition program developed and implemented. Use established Council publications and media to promote. Consider establishment of a Gallery	Director – Corporate Services

Lifestyle (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEAR DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
			the Sculpture Park).	foundation committee.	
		L3.4.b	Develop educational activities with local schools and the Cowra Regional Art Gallery.	Develop and implement educational program.	Director – Corporate Services
		L3.4.c	Support NAIDOC week activities with community organisations and interested parties.	Events supported during NAIDOC week.	Director – Corporate Services
		L3.4.d	Support Cowra Showground Trust in their efforts to maintain and improve the facility.	Provide annual contribution to Showground Trust. Lobby relevant Members of Parliament for funding to maintain and improve facility.	General Manager
		L3.4.e	Review the Cowra Shire Cultural Plan.	Review existing plan and adopt revised Cultural Plan.	Director – Corporate Services
	L3.5 Develop the Lachlan River Precinct as a major focal point for passive recreation	L3.5.a	Pursue funding and implement when adequate resources are available the following initiatives from the Lachlan River Precinct Masterplan: <ul style="list-style-type: none"> • Extending the cycleway on the Eastern bank, including past the front of the Cowra Van Park • Investigations into providing better pedestrian access across the Lachlan River 	Works completed as funds become available.	Director – Infrastructure & Operations
	L3.6 Develop the Cowra Civic Square Cultural Precinct	L3.6.a	Finalise development of a Masterplan for the Civic Square.	Develop a concept plan for the Civic Square, incorporating the Civic Centre, Library & Art Gallery Precinct. Develop drawings and report to Council.	Director – Environmental Services

Lifestyle (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEAR DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	L3.7 Maintain and improve the Cowra Civic Centre	L3.7.a	Develop, present and promote a diverse program of high quality events, workshops, activities and entertainment at the Cowra Civic Centre.	Performance measured by growth in utilisation and attendance. Operations are within budget.	Director – Corporate Services
	L3.8 Maintain and improve facilities at the Cowra Library	L.3.8a	Building renewal and maintenance works planned and implemented.	Works undertaken according to improvement program in Building Asset Management Plan.	Director – Infrastructure & Operations
	L3.9 Maintain and improve the Cowra Regional Art Gallery	L3.9.a	Develop Art Gallery Business Plan.	Undertake a Gallery Business Plan in accordance with State Government infrastructure funding requirements and in line with outcome of Civic Square Master Plan. Plans are shovel ready for funding requests.	Director – Corporate Services
		L3.9.b	Building renewal and maintenance works planned and implemented.	Works undertaken according to improvement program in Building Asset Management Plan.	Director – Infrastructure & Operations
	L3.10 Maintain and operate the Cowra Caravan Park to its current high standard	L3.10.a	Implement adopted Masterplan.	Prepare for implementation by engaging suitably qualified designer to complete detailed design for Stage 2 works.	Director – Infrastructure & Operations
	L3.11 Develop the Cowra Sculpture Park as a major attraction within Cowra	L3.11.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 program to increase the collection.	Director – Corporate Services
	L3.12 Lobby the NSW Government to develop and invest in the Wyangala State Recreation Park	L3.12.a	In conjunction with Cowra Tourism, lobby the relevant Ministers and local members to fund an improvement plan for the Park.	Letters sent and meetings held.	General Manager
				Media undertaken.	
L4. Build participation in community life	L4.1 Work with government departments and other agencies to promote and support volunteer involvement in community activities	L4.1.a	Liaise with NSW and Commonwealth Government agencies to promote their range of sponsored volunteer programs.	Contact made and listings prepared and media produced.	General Manager

Lifestyle (Strategic Theme 3)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEAR DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	L4.2 Coordinate endorsed civic events that are celebrated by our community and recognise and support our residents	L4.2.a	Plan and administer civic events determined by Council.	Events administered and delivered to satisfaction of the community.	Director – Corporate Services
L5. Continue to develop our unique country lifestyle	L5.1 Promote Cowra Shire as a desirable place to visit	L5.1.a	Participate in activities in conjunction with Cowra Tourism. Identify appropriate forums, mediums and strategies to participate in.	Annual contribution provided to Cowra Tourism as the lead agency for promoting visitation to Cowra. Attendance at appropriate forums, deliver marketing strategies within available resources.	General Manager
		L5.1.b	Provide financial support to Cowra Tourism Corporation.	Annual contribution provided.	General Manager
L6. Recognise and grow the talent in our community	L6.1 Support Australia Day Citizen of the Year and related awards	L6.1.a	Work with Australia Day Committee and administer events for Australia Day.	Events are well planned and executed to satisfaction of committee and community.	Director – Corporate Services
	L6.2 Maintain donation policy to support community development	L6.2.a	Respond to requests for donations in accordance with policy.	Request are processed in accordance with policy guidelines and submitted to Council and paid within allocated budget for year.	Director – Corporate Services

Governance (Strategic Theme 4)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEAR DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
G.1 Implement an effective community engagement strategy	G1.1 Maintain and improve appropriate mechanisms to consult with the community and other stakeholders and provide information on Council decisions, services and initiatives	G1.1.a	Issue regular communication informing the community of Council decisions, activities and programs.	Media release issued outlining key items from each Council meeting within one week of each Council meeting. Noticeboard produced every week and distributed to appropriate media outlets. Cowra Quarterly produced and distributed to all businesses and residents within the Shire each quarter. Council's social media outlets remain current and up to date with relevant, informative detail.	General Manager
		G1.1.b	Review Community Strategic Plan following 2021 election.	Plan reviewed and adopted by Council.	General Manager
		G1.1.c	Develop new Delivery Program following 2021 election.	Plan reviewed and adopted by Council.	General Manager
		G1.1.d	Investigate Council Chamber audio-visual equipment and meeting furniture to improve quality of livestreaming provided to the community.	Investigation undertaken, options presented to Council and preferred solution implemented.	Director – Corporate Services
G2. Provide a planning framework that responds to changing community needs	G2.1 Provide responsible financial management	G2.1.a	Maintain long term financial sustainability by providing key financial information and advice to Council.	Advice via detailed regular reports prepared and provided to Council.	Director – Corporate Services

Governance (Strategic Theme 4)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEAR DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	G2.2 Continue to develop land-use planning policies to guide growth and development in the Cowra Shire	G2.2.a	Review the Cowra Shire Development Control Plan (DCP) 2014	DCP reviewed and adopted by Council	Director – Environmental Services
		G2.2.b	Consider ramifications of the State Environmental Planning Policy (Vegetation in non-rural areas)	Report prepared for council consideration detailing ramifications and potential options for implementation.	Director – Environmental Services
		G2.2.c	Building Services – Council provide a Principal Certifying Authority (PCA) service	Continue to provide a PCA service to builders/developers in the Cowra shire.	Director – Environmental Services
	G2.3 Employ a Council workforce that supports corporate values and meets the organisations present and future skill needs	G2.3.a	Provide skills and professional development training for staff.	Appropriate training offered to staff in accordance with identified training needs.	General Manager
		G2.3.b	Review Workforce Plan following 2021 election.	Plan reviewed and adopted by Council.	General Manager
	G2.4 Develop a Council wide Enterprise Risk Management Plan and develop and implement supporting processes to ensure ongoing integration of risk management principles into Council operations	G2.4.a	Maintain and update Strategic Risk Register.	Risk Register presented annually to Audit, Risk & Improvement Committee.	Director – Corporate Services
	G2.5 Undertake asset management planning to ensure that Council's	G2.5.a	Implement improvement plans for Transport, Water and Wastewater.	Renewal programs implemented.	Director – Infrastructure & Operations

Governance (Strategic Theme 4)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEAR DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	infrastructure is maintained and improved	G2.5.b	Implement Building Asset Management Plan's improvement plan.	Building improvement plan implemented and updated.	Director – Infrastructure & Operations
	G2.6 Maintain a current Equal Employment Opportunity Plan	G2.6.a	Implement Equal Employment Opportunity (EEO) Management Plan and Anti-Discrimination (AD) Plan.	Provide ongoing and timely Equal Employment Opportunity and Anti-Discrimination and Bullying training to new and existing staff as required. All supervisors and managers are conversant with EEO principles.	General Manager
G3. Strengthen partnerships with government and other agencies	G3.1 Liaise with relevant government departments and agencies to achieve desired outcomes for Council and the Cowra shire community	G3.1.a	Respond to approaches from the community to address shortfalls in commonwealth or state government service delivery to residents.	Relevant ministers are approached advocating on behalf of residents.	General Manager
	G3.2 Continue to develop Council's relationship with other local government bodies	G3.2.a	Maintain relationship with key bodies including Central NSW Joint Organisation and LGNSW.	Attend and participate in relevant meetings, seminars and conferences. Contribute to policy development as required.	General Manager
G4. Maximise funding opportunities	G4.1 Capitalise on grant funding opportunities for Council	G4.1.a	Respond to available grant funding opportunities with projects that are endorsed in Council's planning framework.	Relevant funding opportunities that Council is eligible for are capitalised on and submissions lodged.	General Manager
G5. Develop leadership skills across the community	G5.1 Work with and support Council 355 Committees	G5.1.a	Support Council's Section 355 Committees including 1. Access Committee 2. Audit, Risk and Improvement Committee	Council provide appropriate administrative support. Requests requiring Council determination referred to Council meeting in a timely	General Manager

Governance (Strategic Theme 4)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEAR DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
			3. Australian Chapter of World Peace Bell Association 4. Cowra Breakout Association 5. Cowra Regional Art Gallery Advisory Committee 6. Cowra Sport & Recreation Council 7. Cowra Youth Council 8. Natural Resource Management Advisory Committee 9. Saleyards Committee 10. Tidy Towns and Urban Landcare	manner. Minutes from all 355 committee meetings provided to Council in a timely manner.	
	G5.2 Provide support for the continued professional development of Councillors	G5.2.a	Provide details of training/skill/professional development opportunities to Councillors.	Council is kept regularly informed of all opportunities. Attendance is sought in accordance with Council Policy.	General Manager

Business & Industry (Strategic Theme 5)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEAR DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
B1. Plan for business and industry growth and change	B1.1 Explore and promote opportunities for the attraction and retention of industry, retail and Government Services	B1.1.a	Review and update as required information relating to Cowra on the Invest NSW Central West website.	Cowra investment marketing information updated, accurate and well presented.	General Manager
		B1.1.b	Implement strategies contained within the Cowra Regional Economic Development Strategy 2018-2022.	Identified actions pursued in conjunction with Cowra Business Chamber, Cowra Tourism and other stakeholders.	General Manager
B2. Tell the world about the opportunities and benefits of Cowra	B2.1 Work with state and federal funding bodies to support business opportunities in Cowra Shire	B2.1.a	Ensure Cowra businesses are aware of and have access to Central West Regional Development Authority (RDA).	Council co-ordinates annual attendance of RDA representatives at meeting of Cowra Business Chamber. Council promotes RDA resource publications and attendance of RDA events.	General Manager
		B2.1.b	Ensure Cowra businesses are aware of and have access to NSW Office of Regional Development or its equivalent.	Council co-ordinates annual attendance of Office of Regional Development representatives at meeting of Cowra Business Chamber. Council promotes Office of Regional Development resources and attendance at their events.	General Manager
	B2.2 Promote Cowra Shire as a desirable location for business development at relevant trade shows and industry events	B2.2.a	Present the investment opportunities available within Cowra Shire at appropriate forums and to prospective investors.	Forums attended where relevant and the information needs of potential investors met.	General Manager

Business & Industry (Strategic Theme 5)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEAR DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
B3. Add value and support to our existing businesses and industries	B3.1 Support Cowra businesses by making relevant programs available	B3.1.a	Deliver and facilitate workshops and seminars to existing Cowra business operators.	Workshops and seminars delivered as requested by local Business Chamber and other businesses within available budget.	General Manager
	B3.2 Liaise with the Cowra Business Chamber to assist with their initiatives	B3.2.a	Council and Business Chamber meet at least bi-annually. Respond to initiatives of Cowra Business Chamber.	Meetings held. Respond to initiatives presented in a timely manner.	General Manager
B4. Link and connect Cowra to the world	B4.1 Liaise with Cowra and Central West Business Chambers to promote business links and opportunities	B4.1.a	Support Cowra businesses in accessing resources through the local and regional Business Chambers.	Council representation at local and regional Business Chamber meetings.	General Manager
	B4.2 Improve communication infrastructure in Cowra Shire	B4.2.a	Lobby mobile phone providers to extend coverage in the Shire.	Letters sent to mobile phone providers and responses received indicating their plans for Cowra Shire. Correspondence sent and meetings held with relevant Ministers where appropriate. Media undertaken where appropriate.	General Manager
		B4.2.b	Monitor performance of the National Broadband Network in Cowra Shire.	Monitor performance and advocate on behalf of residents as issues of concern are raised.	General Manager
B5. Grow Cowra as a centre for excellence in agriculture, research and innovation	B5.1 Maintain Cowra's position as a premier livestock producing region	B5.1.a	Maintain saleyards to the required standards to meet regional demand.	Standards are maintained and improved to meet demand. Saleyards promoted as a regional livestock facility. Develop Asset Management Plan for Cowra saleyards.	Director – Infrastructure & Operations

Business & Industry (Strategic Theme 5)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEAR DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
	B5.2 Promote retention and improvement of an Agricultural Research Station that supports the local agricultural sector	B5.2.a	Keep abreast of developments at the Research Station and advocate for continuation and expansion of programs.	Correspondence sent and meetings held with Research Station Manager and relevant government stakeholders where appropriate. Facilitation provided by Council to lobby relevant Ministers where appropriate. Media undertaken where appropriate.	General Manager
	B5.3 Support and encourage forums for encouraging excellence and innovation in the agricultural sector	B5.3.a	When priorities align support and work with other bodies such as Local Land Services and NSW Farmers.	Advocate and/or lobby for agreed priorities.	General Manager
B6 Identify and develop profitable and sustainable tourism products for Cowra	B6.1 Provide resources and financial assistance to Cowra Tourism Corporation to effectively support and grow the Shire's tourism sector	B6.1.a	Support Cowra Tourism in accordance with Memorandum of Understanding.	Provide annual financial contribution to Cowra Tourism Corporation. Foster linkages between Cowra Tourism and Cowra Council.	General Manager
		B6.1.b	Provide two representatives on Cowra Tourism Board.	Council representatives attend board meetings and report back key issues to Council.	General Manager
		B6.1.c	Respond to initiatives and requests from Cowra Tourism Corporation.	Respond to initiatives/requests in a timely manner.	General Manager
	B6.2 Work with the board of the Cowra Japanese Garden and Cultural Centre Inc to ensure the long-term future of the facility	B6.2.a	Provide board member (Mayor) to company.	Mayor attends board meetings and reports key issues to Council.	General Manager
		B6.2.b	Respond to initiatives and requests from the Cowra Japanese Garden and Cultural Centre Inc.	Respond to initiatives/requests in a timely manner. Requests requiring Council determination referred to Council meeting process in a timely manner.	General Manager

Transport & Infrastructure (Strategic Theme 6)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEAR DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
T1. Develop an integrated transport system that addresses local and regional needs in relation to road, rail and air	T1.1 Maintain local and regional road networks to enable the safe and efficient movement of traffic at the lowest life-cycle cost	T1.1.a	Complete the Roads to Recovery projects scheduled for 2021/2022.	All funds spent by 2021/2022.	Director – Infrastructure & Operations
		T1.1.b	Lobby Transport for NSW local member and relevant Ministers to have the second crossing of the Lachlan River within Cowra township downstream of the current main bridge included in NSW Government strategic transport planning.	Council's position communicated to NSW Government. Media undertaken as appropriate.	General Manager
	T1.2 Work with Transport for NSW (TfNSW) to enable the safe and efficient movement of traffic on the state owned road network within Cowra Shire	T1.2.a	Work with TfNSW to agree on improvements required to State owned road network.	Program agreed and Council engaged as principal contractor to carry out works. Contract requirements met.	Director – Infrastructure & Operations
	T1.3 Source road making materials in an environmentally responsible manner	T1.3.a	Operate Council quarries in accordance with all regulatory and legislative requirements.	All EPA and other regulatory requirements are met.	Director – Infrastructure & Operations
	T1.4 Maintain, improve and develop footpaths and walkways to ensure the safe and efficient movement of users, including access for aged and disabled persons	T1.4.a	Maintain, improve and develop footpaths to user standards. Consider construction of footpaths in established urban areas.	Existing network and new paths are maintained to minimise hazards for all users.	Director – Infrastructure & Operations
	T1.5 Improve local traffic conditions within the Cowra CBD	T1.5.a	Monitor local traffic conditions and refer proposed changes to Traffic Committee for consideration.	Requests considered in a timely manner.	Director – Infrastructure & Operations
	T1.6 Investigate options to provide long-term secure adequate parking options in	T1.6.a	Maintain Target carpark in accordance with agreement and liaise with other private carpark owners as required.	Carparks maintained and available for use.	Director – Infrastructure & Operations

Transport & Infrastructure (Strategic Theme 6)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEAR DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
the CBD	T1.7 Develop cycleways in Cowra Shire	T1.7.a	Promote the benefits of cycling to residents and visitors and seek funding for projects identified in the Pedestrian and Cycling Plan.	Submissions made and projects completed. Promote the benefits of cycling and encourage use of infrastructure provided.	Director – Infrastructure & Operations
	T1.8 Plan for an alternative heavy vehicle route for Cowra	T1.8.a	Implement an ongoing program of lobbying at State and Federal level seeking support for the Cowra Heavy Vehicle Bypass based on the strategic actions identified in the 'Central West Regional Transport Plan' (Transport for NSW, 2013), and the 'NSW Long Term Transport Masterplan' (Transport for NSW, 2012).	Lobbying implemented.	Director – Infrastructure & Operations
	T1.9 Maintain and improve Cowra Airport as a certified aerodrome and a place of aviation related business	T1.9.a	Develop Cowra Airport as a regional aviation centre.	Implement recommendations from the revised Cowra Airport Masterplan.	Director – Infrastructure & Operations
	T1.10 Be an active supporter and advocate of regional and inland rail	T1.10.a	Work with relevant government and industry stakeholders to reopen the Blayney-Demondrille rail line.	Attend and participate in meetings as required. Media releases when appropriate. Support Lachlan Valley Rail in their bid to have the line re-opened to run trains from Cowra to Woodstock.	General Manager
	T1.11 Advocate for construction of Bells Line Expressway	T1.11.a	Participate in actions to lobby for a fast, swift link across the Blue Mountains to Sydney.	Attend and participate in meeting. Media statements relevant to the Cowra Shire issued.	General Manager

Transport & Infrastructure (Strategic Theme 6)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEAR DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022				
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility	
	T1.12 Advocate for improvements to the major freight corridors in the shire including the Lachlan Valley Way and Canowindra Road	T1.12.a	Make representations to appropriate Members of Parliament and Roads and Maritime Services.	Representations made and response received.	General Manager	
T2 Provide water, sewerage, stormwater, innovative energy and communication services to meet community needs	T2.1 Maintain and improve Shire's water supply network to meet consumer demand and satisfy health requirements at the lowest life-cycle cost	T2.1.a	Undertake Integrated Water Cycle Management Strategy including review of Water and Sewer Strategic Business Plans.	Complete Integrated Water Cycle Management Strategy	Director – Infrastructure & Operations	
		T2.1.b	Water samples taken as per Health Department requirements.	Water samples tested and meet health standards (Australian Drinking Water Standards).	Director – Infrastructure & Operations	
		T2.1.c	Advocate for water security measures including the raising of Wyangala wall.	Lobby relevant Members of Parliament and Ministers and make submissions as required.	General Manager	
	T2.2 Provide a treated waste water system that meets environmental standards with maximum opportunity for re-use		T2.2.a	Wastewater Asset Management Plan is reviewed and maintained. Discharge from wastewater treatment plant to meet Environment Protection Agency (EPA) sensitive water standards.	Wastewater Asset Management Plan implemented and continuously developed.	Director – Infrastructure & Operations
			T2.2.b	Monitor odour emissions from Waste Water Treatment Facility.	Less than five odour complaints received per year.	Director – Infrastructure & Operations
			T2.2.c	Design work complete including consultation for the connection of West Cowra residents to the Cowra Sewer network.	Final design and consultation completed. Specifications and contract document completed	Director – Infrastructure & Operations
					Implementation plan developed and	

Transport & Infrastructure (Strategic Theme 6)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEAR DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
T2.2 Maintain and improve the collection and removal of stormwater to urban areas	T2.2			stakeholders consulted prior to commencement.	
		T2.2.d	Implement Water Quality Management Plan.	Water Quality Management System implemented in accordance with Australian Drinking Water Guidelines (ADWG).	Director – Infrastructure & Operations
		T2.2.e	Work with Centroc Water Utilities Alliance (CWUA) to achieve best practice.	Regular attendance at meetings and participation in CWUA projects.	Director – Infrastructure & Operations
	T2.3 Maintain and improve the collection and removal of stormwater to urban areas	T2.3.a	Implement Stormwater Asset Management Plan.	Cowra Stormwater Asset Management Plan implemented.	Director – Infrastructure & Operations
	T2.4 Improvement works to West Cowra Drainage	T2.4.a	Complete study of drainage options downstream of Lyall Street.	That Council supports the project subject to all the relevant studies indicating a net positive outcome for the community.	Director – Infrastructure & Operations
	T2.5 Maintain and improve other Council assets to meet operational requirements	T2.5.a	Investigate and design Stage 3 Depot redevelopment.	Design and costing completed and adopted. Stage 3 Depot redevelopment commenced.	Director – Infrastructure & Operations
T3. Secure Cowra's water supply	T3.1 Provide a secure water supply for community needs and contingencies	T3.1.a	Support the proposed raising of the Wyangala Dam wall subject to all the appropriate studies being undertaken.	Council advocates for the project inclusive of due diligence being undertaken. Media issued as appropriate.	General Manager
		T3.1.b	Continue implementation of Billimari bores, drought water security project.	Bores commissioned. Rising main constructed.	Director – Infrastructure & Operations
	T3.2 Maintain Cowra Council as the principal water supply authority for Cowra	T3.2.a	Mayor, Councillors and staff advocate at appropriate forums.	Advocacy undertaken.	General Manager

Natural Resource Management (Strategic Theme 7)

COMMUNITY STRATEGIC PLAN 2017-2036	4 YEAR DELIVERY PROGRAM 2017-2018 to 2021-2022	1 YEAR OPERATIONAL PLAN 2021-2022			
Strategic Direction	Program	Link	Action	Performance Measure	Responsibility
N1. Make Cowra a centre of environmental excellence	N1.1 Investigate opportunities for the use of renewable/alternative energy sources for Council infrastructure	N1.1.a	Seek funding to implement strategies from the adopted Renewable Energy Action Plan.	Funding submissions made.	Director – Infrastructure & Operations
N2. Build partnerships with people who work with and care for the land to secure a healthy environment	N2.1 Support Local Land Services Department of Primary Industries (DPI), NSW Farmers and other authorities to deliver their environmental management programs for urban and non-urban environs	N2.1.a	Attend meetings as requested.	Work with Local Land Services on delivering agreed outcomes for the Cowra shire.	Director – Environmental Services
		N2.1.b	Support and investigate the use of traditional/ecological burning practices on appropriate Council owned land.	Continue to Liaise with LLS and undertake burns.	Director – Environmental Services
		N2.1.c	Continue to offer training programs focusing on environmental management and biodiversity conservation.	Programs offered and promoted.	Director – Environmental Services
	N2.2 Work with Local Land Services, other agencies, community groups and other stakeholders to deliver environmental improvement projects and programs throughout the Shire	N2.2.a	Provide small grants for community groups to undertake environmental improvement projects.	Applications called for and funding provided under Environmental Improvements Grant Scheme.	Director – Environmental Services
N3. Promote practices to encourage Cowra to be an environmentally responsible community	N3.1 Work with the community to maximise recycling	N3.1.a	Promote recycling education program.	Recycling volume stays at high levels with little contamination.	Director – Infrastructure & Operations
		N3.1.b	Conduct annual Recycled Art for Cowra Awards.	Continue to support Tidy Towns Committee in Recycled Art for Cowra Award.	Director – Infrastructure & Operations
		N3.1.c	Monitor roll-out of Container Deposit Scheme (CDS).	Negotiate contract with Cleanway for Cowra material Recycling Facility to be a regional centre for processing of CDS items.	Director – Infrastructure & Operations
		N3.1.d	Participate in the Garage Sale Trail.	Council participate in the next program and gauge benefit for ongoing commitment.	General Manager



Revenue Policy 2021-2022

Rates & Annual Charges 2021/2022

Rates

The rating system provides for the net funding requirements of Council's programs as stated in the Operational Plan.

Any increase in the Rates is reviewed annually after having regard to the maximum provided under the State Government's rate pegging legislation. For 2021/2022 the maximum allowable rate increase has been announced by the Independent Pricing and Regulatory Tribunal ('IPART') as 2%. Cowra Council has adopted the 2% increase in total rates revenue. Individual rate increases may vary above or below 2%.

Ordinary Rates:

The ordinary rating structure for 2021/2022 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	2019 Land Value	Ad Valorem cents in \$
Residential Village & Others	4.68%	341,804	48	\$164,066	947	173 (170)	177,738	53,980,106	0.00329266 (0.00322549)
Residential - Cowra	26.15%	1,912,035	48	\$917,777	3824	240 (235)	994,258	229,202,771	0.00433790 (0.00425782)
Residential - Rural	5.68%	415,290	40	\$166,116	499	333 (327)	249,174	59,909,600	0.00415917 (0.00407237)
Farmland	43.92%	3,210,922	20	\$642,184	1617	397 (389)	2,568,738	1,024,221,500	0.00250799 (0.00245938)
Business	19.29%	1,410,068	0	\$-	448	0	1,410,068	47,108,563	0.02993232 (0.02934541)
Mining	0.29%	21,080	0	\$-	1	0	21,080	270,000	0.07807533 (0.07654444)
	100.00%	\$ 7,311,200		\$1,890,143	7336		\$ 5,421,057	1,414,692,540	

The previous year's Base Amount and Ad Valorem charges are shown in brackets. The Land Values as at 1st July 2019 are applicable. All rateable land is required to be classified into one of the categories detailed below.

Land Categories:

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

Farmland: (Section 515)

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

Residential: (Section 516)

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

(i) Residential – Cowra:

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

(ii) Residential – Rural:

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

(iii) Residential/Villages And Others:

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

Mining: (Section 517)

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

Business: (Section 518)

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

Water Supply

The following pricing structure has been adopted for 2021/2022:-

Residential		2020/2021	2021/2022
Access Charge	Meter Size		
	20mm	\$ 221.00	\$ 228.00
	25mm	\$ 345.00	\$ 355.00
	32mm	\$ 567.00	\$ 584.00
	40mm	\$ 885.00	\$ 912.00
	50mm	\$ 1,383.00	\$ 1,424.00
Usage Charge	All Kilolitres	\$ 3.41	\$ 3.51

Non-Residential (rural, commercial, government/non-business consumers)		2020/2021	2021/2022
Access Charge	Meter Size		
	20mm	\$ 359.00	\$ 370.00
	25mm	\$ 561.00	\$ 578.00
	32mm	\$ 921.00	\$ 949.00
	40mm	\$ 1,440.00	\$ 1,483.00
	50mm	\$ 2,261.00	\$ 2,329.00
	65mm	-	\$ 2,597.00
	80mm	\$ 2,782.00	\$ 2,865.00
	100mm	\$ 4,346.00	\$ 4,476.00
	150mm	\$ 9,781.00	\$ 10,074.00
Usage Charge	All Kilolitres	\$ 2.52	\$ 2.60

Non-Residential - (industrial consumers)		2020/2021	2021/2022
Access Charge	Meter Size		
	20mm	\$ 359.00	\$ 370.00
	25mm	\$ 561.00	\$ 578.00
	32mm	\$ 921.00	\$ 949.00
	40mm	\$ 1,440.00	\$ 1,483.00
	50mm	\$ 2,261.00	\$ 2,329.00
	80mm	\$ 2,782.00	\$ 2,865.00
	100mm	\$ 4,346.00	\$ 4,476.00
	150mm	\$ 9,781.00	\$10,074.00
Usage Charge	All Kilolitres	\$ 1.00	\$ 1.03
Council's industrial tariff applies to consumers operating with an industrial purpose using in excess of 100,000kl per annum. This tariff applies to one user being Cowra Abattoirs.			

Residential Raw Water Where majority usage is for domestic purposes.		2020/2021	2021/2022
Access Charge	Meter Size		
	20mm	\$ 359.00	\$ 370.00
	25mm	\$ 561.00	\$ 578.00
	32mm	\$ 921.00	\$ 949.00
	40mm	\$ 1,440.00	\$ 1,483.00
	50mm	\$ 2,261.00	\$ 2,329.00
	80mm	\$ 2,782.00	\$ 2,865.00
	100mm	\$ 4,346.00	\$ 4,476.00
	150mm	\$ 9,781.00	\$10,074.00
Usage Charge	All Kilolitres	\$ 3.29	\$ 3.39

Non-Residential Raw Water Where majority usage is for non-domestic purposes.		2020/2021	2021/2022
Access Charge	Meter Size		
	20mm	\$ 359.00	\$ 370.00
	25mm	\$ 561.00	\$ 578.00
	32mm	\$ 921.00	\$ 949.00
	40mm	\$ 1,440.00	\$ 1,483.00
	50mm	\$ 2,261.00	\$ 2,329.00
	80mm	\$ 2,782.00	\$ 2,865.00
	100mm	\$ 4,346.00	\$ 4,476.00
	150mm	\$ 9,781.00	\$ 10,074.00
Usage Charge	All Kilolitres	\$ 2.02	\$ 2.08

Wholesale Nurseries		2020/2021	2021/2022
Access Charge	Meter Size		
	20mm	\$ 359.00	\$ 370.00
	25mm	\$ 561.00	\$ 578.00
	32mm	\$ 921.00	\$ 949.00
	40mm	\$ 1,440.00	\$ 1,483.00
	50mm	\$ 2,261.00	\$ 2,329.00
	80mm	\$ 2,782.00	\$ 2,865.00
	100mm	\$ 4,346.00	\$ 4,476.00
	150mm	\$ 9,781.00	\$ 10,074.00
Usage Charge	All Kilolitres	\$ 2.52	2.60

Education

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

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

Education Tariff		2020/2021	2021/2022
Access Charge	Meter Size		
	20mm	\$ 359.00	\$ 370.00
	25mm	\$ 561.00	\$ 578.00
	32mm	\$ 921.00	\$ 949.00
	40mm	\$ 1,440.00	\$ 1,483.00
	50mm	\$ 2,261.00	\$ 2,329.00
	80mm	\$ 2,782.00	\$ 2,865.00
	100mm	\$ 4,346.00	\$ 4,476.00
	150mm	\$ 9,781.00	\$ 10,074.00
Usage Charge	All Kilotres	\$ 2.52	2.60

Water Access Charge - Refunds

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

- Cowra Showground
- Cowra District Hospital

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

Vacant Properties

A \$228 access charge will be applied to all vacant un-metered properties as a contribution towards infrastructure costs.

Vacant Properties	2020/2021	2021/2022
Access Charge	\$ 221.00	\$ 228.00

Sewerage Service

The following pricing structures have been adopted for 2021/2022:

Sewerage Service - Residential	2020/2021	2021/2022
Access Charge	\$ 742.00	\$ 764.00
Usage Charge	\$ 163.00	\$ 168.00
The Sewerage Usage Charge complies with the New South Wales Government's Best Practice Management of Water Supply and Sewerage being the average water consumption of all Residential Water usages.		

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%. 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	2020/2021	2021/2022
Access Charge		
20mm	\$ 742.00	\$ 764.00
25mm	\$ 764.00	\$ 787.00
32mm	\$ 787.00	\$ 811.00
40mm	\$ 812.00	\$ 836.00
50mm	\$ 835.00	\$ 860.00
80mm	\$ 860.00	\$ 886.00
100mm	\$ 887.00	\$ 914.00
150mm	\$ 914.00	\$ 941.00
Usage Charge	\$ 0.84	\$ 0.87

Total yield in 2021/2022 from the Access Charges for the shire's sewerage system is estimated to be \$2,921,000

Total yield in 2021/2022 from the Usage Charge for the shire's sewerage system is estimated to be \$747,000.

Vacant properties

A \$764 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	2020/2021	2021/2022
Access Charge	\$ 742.00	\$ 764

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'.

Council has a strong commitment to a recycling program for the Shire, to reduce the amount of waste material going to landfill at its Materials Recycling Facility and to maximise the sale of recyclable products. As a component of Council's waste management charges, Council will levy under Section 496 of the Local Government Act, a recycling charge of \$126.00 for a fortnightly pickup service for a 240 litre recycling bin. That charge will be added to the charge for each property depending upon whether they have a 240 litre \$563.00 or a 120 litre \$325.00 garbage bin service.

The charge will be applicable for all serviced properties within the township of Cowra and the villages of Darbys 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 2021/22 the following charges are to be levied:

Domestic (Residential) Waste	2020/2021	2021/2022
I x 240 litre garbage bin (weekly pick-up) and	\$ 547.00	\$ 563.00
I x 240 litre recycling bin (fortnightly pick-up)	\$ 122.00	\$ 126.00
Total	\$ 669.00	\$ 689.00
I x 120 litre garbage bin (weekly pick-up) and	\$ 316.00	\$ 325.00
I x 240 litre recycling bin (fortnightly pick-up)	\$ 122.00	\$ 126.00
Total	\$ 438.00	\$ 451.00

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 2021/2022. The total revenue raised in 2021/2022 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 2021/2022 the following charges have been increased by 3%.

Commercial Waste Management Charge	2020/2021	2021/2022
1 x 240 litre bin (1 pick-up per week)	\$ 547.00	\$ 563.00
1 x 120 litre bin (1 pick-up per week)	\$ 316.00	\$ 325.00

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%. A Commercial Recycling service will continue to be rolled out in 2021/2022 for all commercial properties wishing to utilise the service.

Commercial Recycling Management Charge	2020/2021	2021/2020
1 x 240 litre recycling bin (1 pick-up per week)	\$ 249.00	\$ 256.00
Subsequent and additional bins	\$ 122.00	\$ 126.00

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:

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

Overdue Rates & Charges - Interest

Interest will be calculated at 6% (7% last year) on a daily basis using the simple interest method. The rate of interest is the rate specified by the Minister and published in the Government Gazette.

Private Works Rate

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

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

Proposed Borrowings

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

It is also Council's policy to invite quotes for the provision of loan funds from lending institutions and the most competitive quotation is accepted.

The following loans are proposed for 2021/2022:

Loan	Fund	Amount
Depot Redevelopment - Stage 3	General Fund	\$ 400,000
West Cowra Drainage Projects	General Fund	\$ 375,000
Pool Replacement	General Fund	\$ 500,000
Roof Replacements	General Fund	\$ 179,238
Waste Facility - Admin/Amenities & Electricity	Waste Fund	\$ 450,000

Fees and Charges

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.

A list of the fees proposed to be charged by Council for the financial year ending June 30, 2022 is set out in the attached Schedule of Fees & Charges.

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, 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.

2021/2022 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 2020/2021	Total Charge 2021/2022
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	Jul-Dec 2020 0% Jan-Jun 2021 7%	6%
<u>Photocopying, Printing & Document Copies</u>					
PHOTOCOPYING					
• Photocopies - A4 black & white	Per copy	Y	I	\$ 0.80	\$ 0.80
• Photocopies - A3 black & white	Per copy	Y	I	\$ 1.00	\$ 1.00
• Photocopies - A4 colour	Per copy	Y	I	\$ 1.50	\$ 1.50
• Photocopies - A3 colour	Per copy	Y	I	\$ 2.00	\$ 2.00
• Plan Copies - AO size	Per copy	Y	I	\$ 15.00	\$ 15.00
• Plan Copies - A1 size	Per copy	Y	I	\$ 14.00	\$ 14.00
• Plan Copies - A2 size	Per copy	Y	I	\$ 10.00	\$ 10.00
• Large documents	Per document	Y	I	POA	POA
MAP PRODUCTION					
• Coloured A1 & AO maps – plan printer	Per copy	Y	I	\$ 53.00	\$ 53.00
• Black and white A1 & AO maps – plan printer	Per copy	Y	I	\$ 34.00	\$ 34.00
• Coloured A2 & A3 maps – plan printer	Per copy	Y	I	\$ 34.00	\$ 34.00
• Black and white A2 & A3 maps – plan printer	Per copy	Y	I	\$ 18.50	\$ 18.50
• Coloured A4 maps – laser printer	Per copy	Y	I	\$ 1.95	\$ 1.95
DOCUMENT COPIES					
Rate Notice Copies	Per rate year	Y	I	\$ 6.30	\$ 6.30
PUBLICATION DOCUMENTS					
• Operational Plan • Delivery Program • Annual Report • Annual Financial Statements	per document – hard copy	Y	I	\$ 23.00	\$ 23.00
PUBLICATION CD					
• Operational Plan • Delivery Program • Annual Report • Annual Financial Statements	per document – CD copy	Y	I	\$ 6.50	\$ 6.50
PUBLIC DOCUMENTS - ENVIRONMENTAL SERVICES					
Swimming Pool Resuscitation Chart	Each	Y	I	\$ 25.00	\$ 25.00
<u>Document Lodging and Transmission</u>					
SCANNING AND EMAILING					
First Page	Per page	Y	I	\$ 4.10	\$ 4.10
Subsequent Pages	Per page	Y	I	\$ 0.30	\$ 0.30
ELECTRONIC LODGEMENT					
• A4 or less per page	Per sheet	Y	I	\$ 2.80	\$ 2.80
• A3 or larger per page	Per sheet	Y	I	\$ 21.50	\$ 21.50
<u>Laminating Maps and Plans</u>					
• AO (per sheet)	Each	Y	I	\$ 22.50	\$ 22.50
• A1 (per sheet)	Each	Y	I	\$ 18.00	\$ 18.00
• A2 (per sheet)	Each	Y	I	\$ 12.30	\$ 12.30
• A3 (per sheet)	Each	Y	I	\$ 8.20	\$ 8.20
• A4 (per sheet)	Each	Y	I	\$ 7.20	\$ 7.20
<u>Rates and Charges Certificate (Section 603)</u>					
• Section 603 Certificate	Per certificate	N	2	\$ 85.00	\$ 85.00
• Section 603 Certificate – urgent 1 day processing additional fee	Per certificate	Y	I	\$ 47.00	\$ 47.00
<u>Government Information (Public Access)</u>					
ACCESS TO RECORDS BY PERSON REGARDING THEIR PERSONAL AFFAIRS					
Application Fee - Includes up 20hrs processing time	Per application	N	2	\$ 30.00	\$ 30.00

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 2020/2021	Total Charge 2021/2022
Per hour of employee time after 20hrs	Per application /Per hour	N	2	\$ 30.00	\$ 30.00
ACCESS BY PERSONS OR CORPORATIONS REGARDING NON-PERSONAL AFFAIRS					
Application Fee - Includes the 1st hour of employee time	Per application	N	1	\$ 30.00	\$ 30.00
Processing charge after the first hour	Per hour	N	1	\$ 30.00	\$ 30.00
Internal Review of Refusal of Access	Per application	N	1	\$ 40.00	\$ 40.00
Records Search fee					
Records search fee including minor photocopying, scanning and printing	Per Search	Y	1	\$ 25.00	\$ 25.00
Classification of Public Land					
Section 54 Certificate - Local Government Act 1993, Classification of public land application fee	Per application	N	1	\$ 70.00	\$ 70.00
ROADS					
Roads Fees (Section 138)					
Section 138 Application fee (Traffic Control Plan is supplied by applicant)	Per application	N	1	\$ 160.00	\$ 165.00
Section 138 Application fee (erect minor structures and perform works within the road where a standard Traffic Control Plan supplied by Council can be utilised)	Per application	N	1	\$ 57.00	\$ 59.00
Section 138 Application fee (when TCP is to be designed by Council)	Per application	N	1	\$ 440.00	\$ 453.00
Section 138 Application - additional urgent processing fee (where permit is required within two days from application)	Per application	N	1	\$ 100.00	\$ 103.00
Section 138 Application - re-inspection fee	Per application	N	1	\$ 70.00	\$ 72.00
Section 138 Application for retrospective approval	Per application	N	1	\$ 510.00	\$ 525.00
RENT OF UNUSED PUBLIC ROADS					
Fees will vary depending on the size, value and use of the land. Licence maximum 5 years.					
Application Fee	Each	Y	1	\$ 145.00	\$ 150.00
Advertising fee	Each	Y	1	\$ 120.00	\$ 125.00
Notification fee	Each	Y	1	\$ 120.00	\$ 125.00
Annual rent fee	Per road	Y	1	3% of current land value	3% of current land value
Traffic Control Plan					
Prepare and Print Traffic Control Plan (TCP)	Each	Y	1	\$ 280.00	\$ 290.00
Roads - Public Events					
Road Event Permit (Roads Act 1993 - Div. 4, C1 144)	Each	Y	1	\$ 115.00	\$ 118.00
Resident notification for road event	Each	Y	1	\$ 400.00	\$ 412.00
Road Closures					
Investigation and administration fee to process road closure applications	Per application	N	1	POA	POA
Survey, valuation and legal expenses	Per application	Y	1	At cost	At cost
Fees to other authorities and government departments	Per application	Y	1	At cost	At cost
Roads - Public Gates					
Application for approval	Per application	N	1	\$ 154.00	\$ 158.00
Annual Renewal	Each	N	1	\$ 103.00	\$ 106.00
Construction/Maintenance Bond	Each	N	1	\$ 5,000.00	\$ 5,000.00
CROWN RESERVES MANAGED BY COUNCIL					
Native Title assessment of proposed future act	Each	Y	1	\$250.00 per hour (Minimum \$1,000)	\$250.00 per hour (Minimum \$1,000)
ENVIRONMENTAL SERVICES					
Approval Fees (Local Government Act)					
APPLICATION FEE FOR APPROVALS UNDER SECTION 68					
Solid Fuel Heating Appliance Approval Application fee	Per application	N	1	\$ 266.00	\$ 274.00
AMUSEMENT DEVICES (SHOWS, FAIRS, FUNCTIONS)					
All amusement devices (includes one inspection fee)	Per device	N	1	\$ 50.00	\$ 51.50
INSTALL MOVEABLE DWELLING					
Install a manufactured home, moveable dwelling or associated structure in caravan park, manufactured home estate or the like and where existing development consent for such purpose is in place (includes two compliance inspection fees)	Per approval	N	1	\$ 431.00	\$ 444.00

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 2020/2021	Total Charge 2021/2022
Install a manufactured home, moveable dwelling or associated structure on land other than caravan park or manufactured home estate or the like. (includes two compliance inspection fees)	Per approval	N	I	\$ 1,005.00	\$ 1,035.00
INSTALL TEMPORARY STRUCTURE					
Install a temporary structure on land (includes inspection fee)	Per approval	N	I	\$ 266.00	\$ 274.00
HOIST GOODS OVER PUBLIC ROAD					
Swing or hoist goods across or over any part of a public road by means of a lift, hoist or tackle projecting over the footway (includes one inspection fee)	Per approval	N	I	\$ 266.00	\$ 274.00
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 (includes one inspection fee)	Per approval	N	I	\$ 266.00	\$ 274.00
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 (includes one inspection fee)	Per approval	N	I	\$ 56.00	\$ 57.50
PLUMBING AND DRAINAGE					
Plumbing and Drainage Approval Permit- includes approval and one inspection	Per approval	N	I	\$ 266.00	\$ 274.00
Plumbing and Drainage Approval Permit minor alterations and repairs- includes approval and inspections	Per approval	N	I	\$ 56.00	\$ 57.50
FOOTPATH DINING					
Engage in a trade or business on community land application fee e.g. footpath dining, display goods for sale, portable signage (includes one inspection fee)	Per application	N	I	\$ 266.00	\$ 274.00
Annual renewal fee for existing approval to engage in a trade or business on community land.	Per year	N	I	\$ 56.00	\$ 57.50
WASTE STORAGE CONTAINER					
Place a waste storage container in a public place-application fee (includes one inspection fee)	Per application	N	I	\$ 266.00	\$ 274.00
BUSKING					
Play a musical instrument or sing on community land for fee or reward-application fee	Per application	N	I	\$ 25.00	\$ 26.00
CARAVAN PARK/MANUFACTURED HOME ESTATE APPROVAL FEES					
Minimum fee	Each	N	I	\$ 169.00	\$ 174.00
Application for Approval –per site	Per site	N	I	\$ 10.30	\$ 10.60
Renewal fee – per site	Per site	N	I	\$ 6.20	\$ 6.40
Annual Compliance Inspection – per site	Per site	N	I	\$ 6.20	\$ 6.40
Inspection other than annual inspection including reinspection for non compliance – per half hour or part thereof	Per 1/2 hour of inspection	N	I	\$ 169.00	\$ 174.00
ON-SITE SEWERAGE MANAGEMENT SYSTEMS					
Application to install and operate – includes approval and inspection (one inspection only)	Per application	N	I	\$ 266.00	\$ 274.00
Alteration to Existing Approved On-Site Sewerage Management	Per application	N	I	\$ 56.00	\$ 57.50
Application for Approval to Operate Existing On-Site Sewerage Management	Per application	N	I	\$ 56.00	\$ 57.50
Registration of existing approved On-Site Sewerage Management	Per application	N	I	\$ 56.00	\$ 57.50
Inspection fee to verify compliance of existing system	Per inspection	N	I	\$ 169.00	\$ 174.00
ADDITIONAL INSPECTION FEE					
Additional inspection fee for compliance inspections relating to Section 68 approvals	Per inspection	N	I	\$ 169.00	\$ 174.00
MORTUARY/UNDERTAKERS					
Application to Operate a Mortuary/Undertakers Business	Per application	N	I	\$ 266.00	\$ 274.00
OTHER					

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 2020/2021	Total Charge 2021/2022
Other S68 Approval not listed (application fee includes one inspection fee)	Per application	N	I	\$ 266.00	\$ 274.00
Modification of application for S68 Approval	Per application	N	I	\$ 46.00	\$ 47.00
Miscellaneous Environmental Service Fees					
SECTION 608 FEE FOR ADVICE/SERVICE					
Fee for Service	Per service	Y	I	\$ 110.00	\$ 113.00
Fee for Service (inspection required)	Per service	Y	I	\$ 166.00	\$ 171.00
File Retrieval/Inspection Fee	Per retrieval or inspection	Y	I	\$ 26.00	\$ 27.00
Copy of drainage diagram	Per diagram	Y	I	\$ 43.00	\$ 44.00
RURAL ADDRESSING					
Rural Addressing Application including one plate	Each	Y	I	\$ 37.00	\$ 38.00
Rural Addressing additional plate	Each	Y	I	\$ 37.00	\$ 38.00
Food Services					
Food Premises Annual Administration Fee (only where inspection of premises carried out)	Per annum	N	3	\$ 72.50	\$ 73.50
Inspection Fee (minimum charge half hour)	Per hour	N	3	\$ 166.00	\$ 171.00
Improvement Notice Fee	Per notice	N	2	\$ 330.00	\$ 330.00
Mobile food premises inspection fee (minimum charge half hour)	Per hour	N	3	\$ 166.00	\$ 171.00
PUBLIC HEALTH ACT					
Compliance inspection fee for premises regulated under Public Health Act. E.g. skin penetration premises, cooling tower systems	Per inspection	N	I	\$ 169.00	\$ 174.00
Notification of skin penetration premises	Per application	N	2	\$ 100.00	\$ 100.00
Notification of installation of water-cooling and warm-water systems	Per application	N	2	\$ 100.00	\$ 100.00
Notification of public swimming pools and spas	Per application	N	2	\$ 100.00	\$ 100.00
Testing of commercial swimming pools	Per test	N	I	POA	POA
Testing of private drinking water supplies	Per test	N	I	POA	POA
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 Note: If swimming pool is compliant on first inspection, applicant is to be reimbursed \$100.00	Per inspection	Y	2	\$ 250.00	\$ 250.00
• 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
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	\$ 60.00	\$ 66.00
Dog - desexed by relevant age - owned by eligible pensioner	Per animal	N	2	\$ 26.00	\$ 27.00
Dog - desexed - sold by pound/shelter	Per animal	N	2	\$ 30.00	No Charge
Dog - not desexed or desexed after relevant age	Per animal	N	2	\$ 216.00	\$ 224.00
Dog - not desexed due to medical condition, or owned by a recognised breeder	Per animal	N	2	\$ 60.00	\$ 66.00
Assistance animals, working dogs, and dogs in service of the State	Per animal	N	2	No Charge	No Charge
Cat - desexed or not desexed	Per animal	N	2	\$ 50.00	\$ 56.00
Cat - desexed or not desexed - owned by eligible pensioner	Per animal	N	2	\$ 26.00	\$ 27.00
Cat - desexed - sold by pound/shelter	Per animal	N	2	\$ 25.00	No Charge
Registration late fee	Per animal	N	2	New Charge	\$ 18.00

NOTE:

- Dogs only need to be microchipped and registered if they have been purchased or born since 1 July 1999
- Assistance Animals are required to be microchipped and registered but there is no registration fee
- Working dogs are not required to be microchipped and registered but it is recommended for the protection of the dog

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 2020/2021	Total Charge 2021/2022
<ul style="list-style-type: none"> 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	New Charge	\$ 81.00
Dangerous dog	Per animal	N	2	New Charge	\$ 197.00
Restricted dog	Per animal	N	2	New Charge	\$ 197.00
Permit late fee	Per animal	N	2	New Charge	\$ 18.00
OTHER					
Dangerous/Restricted Dog Sign	Per sign	Y	I	\$ 25.00	\$ 26.00
Dangerous/Restricted Dog Collar:					
• Small - 25mm x 450mm	Per collar	Y	I	\$ 36.00	\$ 37.00
• Medium - 40mm x 530mm	Per collar	Y	I	\$ 41.00	\$ 42.00
• Large - 50mm x 650mm	Per collar	Y	I	\$ 46.00	\$ 47.00
• X-Large - 50mm x 850mm	Per collar	Y	I	\$ 51.00	\$ 53.00
POUND RELEASE FEES					
Possum/Cat Traps	Per trap – refundable deposit only	Y	I	\$ 74.00	\$ 76.00
Dog/Cat	Per animal	N	I	\$ 15.00	\$ 15.50
Sustenance per day impounded-Dog/Cat	Per animal per day	N	I	\$ 7.00	\$ 7.20
Large Animals	Per animal	N	I	\$ 71.00	\$ 73.00
Sheep, goats, pigs & similar size animals	Per animal	N	I	\$ 15.50	\$ 16.00
Sustenance per day impounded-horses & cattle	Per animal per day	N	I	At Cost	At cost
Sustenance per day impounded-sheep, goats, pigs	Per animal per day	N	I	At Cost	At cost
Conveyance of animals to pound	Per animal	N	I	At Cost	At cost
Release impounded shopping trolleys	Per trolley	N	I	\$ 58.00	\$ 60.00
Impounding Act 1993					
Vehicle Impounding Fee	Per vehicle	N	I	\$225 plus cost of holding and towage	\$232 plus cost of holding and towage
Protection of the Environment - Operations Act 1997					
Administrative cost of prepare and giving clean up notice Clause 94	Per notice	N	2	\$ 577.00	\$ 591.00
Administrative cost of prepare and giving prevention notice Clause 100	Per notice	N	2	\$ 577.00	\$ 591.00
Administrative cost of prepare and giving noise control notice Clause 267A	Per notice	N	2	\$ 577.00	\$ 591.00
Building (Environmental Planning and Assessment)					
DEVELOPMENT APPLICATION FEES					
Development involving the erection of a building, the carrying out of work or the demolition of a work or a building based on estimated cost of development. Based on cost of works as determined under Clause 246B EPAR (2000).					
Minor work under \$5000	Per application	N	2	\$ 110.00	\$ 110.00
\$5,001–\$50,000	Per application	N	2	\$170, plus an additional \$3 for each \$1,000 (or part of \$1,000) of the estimated cost.	\$170, plus an additional \$3 for each \$1,000 (or part of \$1,000) of the estimated cost.
\$50,001–\$250,000	Per application	N	2	\$352, plus an additional \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000.	\$352, plus an additional \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000.

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 2020/2021	Total Charge 2021/2022
\$250,001–\$500,000	Per application	N	2	\$1,160, plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.	\$1,160, plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.
\$500,001–\$1,000,000	Per application	N	2	\$1,745, plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.	\$1,745, plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.
\$1,000,001–\$10,000,000	Per application	N	2	\$2,615, plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000.	\$2,615, plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000.
More than \$10,000,000	Per application	N	2	\$15,875, plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000.	\$15,875, plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000.
Outdoor Advertisement	Per application	N	2	\$285 plus \$93 for each additional advertisement in excess of one	\$285 plus \$93 for each additional advertisement in excess of one
Dwelling House \$100,000 or less - maximum fee payable	Per application	N	2	\$ 455.00	\$ 455.00
Additional fee for a DA or modification application that is referred to a Design Review Panel for advice	Per application	N	2	\$ 3,000.00	\$ 3,000.00
Development being change of use (NOT involving the erection of a building, NOT involving the carrying out of a work, NOT involving the subdivision of land or NOT involving the demolition of a building or work)	Per application	N	2	\$ 285.00	\$ 285.00
SUBDIVISION FEES					
Subdivision of land involving opening of public road	Per application	N	2	\$ 665.00	\$ 665.00
Plus per each additional lot created	Per application	N	2	\$ 65.00	\$ 65.00
Subdivision of land not involving opening of public road	Per application	N	2	\$ 330.00	\$ 330.00
Plus per each additional lot created	Per application	N	2	\$ 53.00	\$ 53.00
Subdivision of land for Strata Title	Per application	N	2	\$ 330.00	\$ 330.00
Plus per each additional lot created	Per application	N	2	\$ 65.00	\$ 65.00
NOTE: For example, a plan of subdivision that provides for 5 lots over land that has previously comprised 2 lots will result in the creation of 3 additional lots, and so attract a fee that includes a base amount of \$665 or \$330, as the case requires, together with a further amount of \$65 or \$53, as the case requires, for each of the 3 additional lots.					
Subdivision Certificate Application	Per application	N	1	\$ 190.00	\$ 196.00
COMPLIANCE CERTIFICATE FEES (INCLUDING SUBDIVISION)					
per inspection required determined by PCA					

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 2020/2021	Total Charge 2021/2022
1. Water	Per certificate / inspection	Y	1	\$ 74.00	\$ 76.00
2. Sewer	Per certificate / inspection	Y	1	\$ 74.00	\$ 76.00
3. Roads, kerb & gutter, Footpath	Per certificate / inspection	Y	1	\$ 74.00	\$ 76.00
4. Access	Per certificate / inspection	Y	1	\$ 74.00	\$ 76.00
5. Drainage	Per certificate / inspection	Y	1	\$ 74.00	\$ 76.00
FEES FOR ADVERTISING OF DEVELOPMENT					
Advertising Fee for Designated Development	Per application	N	2	\$ 2,220.00	\$ 2,220.00
Advertising Fee for Advertised Development	Per application	N	2	\$ 1,105.00	\$ 1,105.00
Advertising fee for development for which an environmental planning instrument or development control plan requires notice to be given	Per application	N	2	\$ 1,105.00	\$ 1,105.00
Advertising Fee for Prohibited Development	Per application	N	2	\$ 1,105.00	\$ 1,105.00
Neighbour notification of Development where Advertising is not required	Per Application	N	3	\$ 111.00	\$ 111.00
Note: Consent authority must refund so much of the fee paid under this clause as is not spent in giving notice					
ADDITIONAL FEES FOR APPROVALS REQUIRING REFERRAL					
Designated Development additional fee (in addition to DA fee and other applicable fees)	Per certificate / inspection	N	2	\$ 920.00	\$ 920.00
Additional fee for application requiring Concurrence Referral	Per concurrence	N	2	\$ 140.00	\$ 140.00
Concurrence fee payable to a Concurrence Authority	Per concurrence	N	2	\$ 320.00	\$ 320.00
Additional fee for application requiring Integrated Referral	Per integrated approval	N	2	\$ 140.00	\$ 140.00
Integrated Authority approval fee payable to Integrated Approval Authority	Per integrated approval	N	2	\$ 320.00	\$ 320.00
FEE FOR APPLICATION TO REVIEW DEVELOPMENT APPLICATION DETERMINATION UNDER Part 8 of EPAA					
Development involving the erection of a building, the carrying out of work or the demolition of a work or a building based on estimated cost of development. Based on cost of works as determined under Clause 257 of Environmental Planning and Assessment Regulation 2000.					
Up to \$5,000	Per application	N	2	\$ 55.00	\$ 55.00
\$5,001–\$250,000	Per application	N	2	\$85, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$5,000.	\$85, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$5,000.
\$250,001–\$500,000	Per application	N	2	\$500, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.	\$500, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2020/2021	Total Charge 2021/2022
\$500,001–\$1,000,000	Per application	N	2	\$712, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.	\$712, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.
\$1,000,001–\$10,000,000	Per application	N	2	\$987, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000.	\$987, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000.
More than \$10,000,000	Per application	N	2	\$4,737, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000.	\$4,737, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000.
Review change of use application	Per application	N	2	50% of the original fee	50% of the original fee
Review of Development Application for Dwelling House <\$100,000	Per application	N	2	\$ 190.00	\$ 190.00
Additional amount if notice of the application is required to be given under section 82A of the Act	Per application	N	2	New Charge	Not more than \$620
REVIEW OF DECISION TO REJECT DEVELOPMENT APPLICATION					
If estimated cost of DA is less than \$100,000	Per application	N	2	\$ 55.00	\$ 55.00
If estimated cost of DA is from \$100,000 to \$1,000,000	Per application	N	2	\$ 150.00	\$ 150.00
If estimated cost of DA is more than \$1,000,000	Per application	N	2	\$ 250.00	\$ 250.00
FEE FOR APPLICATION TO MODIFY A CONSENT FOR LOCAL DEVELOPMENT					
Modification for Dwelling house <\$100,000	Per application	N	2	\$ 190.00	\$ 190.00
Modifications involving minor error, misdescription or miscalculation 4.55(1)	Per application	N	2	\$ 71.00	\$ 71.00
Application for modifications involving minimal environmental impact and the development to which the consent as modified relates is substantially the same development as the development for which the consent was originally granted 4.55(1A) or 4.56(1)	Per application	N	2	\$645 or 50% of the fee for the original development application fee, whichever is the lesser	\$645 or 50% of the fee for the original development application fee, whichever is the lesser
Application for modification which, in the opinion of the consent authority, is not of minimal environmental impact. Where the original fee for the original application was less than \$100 4.55(2) or 4.56(1)	Per application	N	2	50% of original fee	50% of original fee
Application for modification which, in the opinion of the consent authority, is not of minimal environmental impact. Where the original fee for the original application was more than \$100 and does not involve the erection of a building, the carrying out of work or the demolition of a work or building	Per application	N	2	50% of original fee	50% of original fee
Application for modifications in the case of an application with respect to any other development application. Based on cost of works as determined under Clause 258 of Environmental Planning and Assessment Regulation 2000.					
Up to \$5,000		N	2	\$ 55.00	\$ 55.00

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2020/2021	Total Charge 2021/2022
\$5,001–\$250,000	Per application	N	2	\$85, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost.	\$85, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost.
\$250,001–\$500,000	Per application	N	2	\$500, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.	\$500, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.
\$500,001–\$1,000,000	Per application	N	2	\$712, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.	\$712, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.
\$1,000,001–\$10,000,000	Per application	N	2	\$987, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000.	\$987, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000.
More than \$10,000,000	Per application	N	2	\$4,737, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000.	\$4,737, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000.
Plus an additional amount if notification or advertising of the application is required to be given under section 4.55(2) or 4.56(1) of the EPAA	Per application	N	2	\$ 665.00	\$ 665.00
Plus an additional fee for modification of consent for residential flat buildings where Clause 115(3) applies	Per application	N	2	\$ 760.00	\$ 760.00
Note: The consent authority must refund so much of the additional amount as is not spent in giving the notice under section 4.55(2) or 4.56(1) of the Act. The consent authority must refund the additional fee paid under subclause (2A) if the development is not referred to a design review panel.					
PLANNING PROPOSAL					
Fee for lodging a Planning Proposal	Per proposal	N	1	\$ 273.00	\$ 281.00
PLANNING CERTIFICATES					
Section 10.7(2)	Per certificate	N	2	\$ 53.00	\$ 53.00
Section 10.7(5)	Per certificate	N	2	\$ 80.00	\$ 80.00
Section 121ZP / 735A	Per certificate	N	1	\$ 90.00	\$ 93.00
BUILDING CERTIFICATE FEE SECTION 6.23(2)					
Same for each dwelling contained in the building or in any other building on the allotment.					
Class 1 and 10 buildings	Per dwelling	N	2	\$ 250.00	\$ 250.00
Any other class of Building not exceeding 200m ²	Per building	N	2	\$ 250.00	\$ 250.00
ANY OTHER CLASS OF BUILDING EXCEEDING 200M² BUT NOT EXCEEDING 2,000M²					
• base fee	Per application	N	2	\$ 250.00	\$ 250.00

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2020/2021	Total Charge 2021/2022
• plus per m ² over 200m ²	Per m ²	N	2	\$ 0.50	\$ 0.50
ANY OTHER CLASS OF BUILDING EXCEEDING 2,000M²					
• base fee	Per application	N	2	\$ 1,165.00	\$ 1,165.00
• plus per m ² over 2,000m ²	Per m ²	N	2	\$ 0.075	\$ 0.075
Subsequent Inspections	Per inspection	N	2	\$ 90.00	\$ 90.00
Copy of Building Certificate	Per copy	N	2	\$ 13.00	\$ 13.00
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	\$ 53.00	\$ 53.00
FEES FOR LODGEMENT OF CERTIFICATES (BY PRIVATE CERTIFIER)					
Fee for lodgement of Complying Development Certificate	Per application	N	2	\$ 36.00	\$ 36.00
FEE FOR LODGEMENT OF PART 6 CERTIFICATES					
• construction certificate-per certificate	Per certificate	N	2	\$ 36.00	\$ 36.00
• occupation certificate-per certificate	Per certificate	N	2	\$ 36.00	\$ 36.00
• subdivision certificate-per certificate	Per certificate	N	2	\$ 36.00	\$ 36.00
COMPLYING DEVELOPMENT CERTIFICATE (CDC) ASSESSMENT FEE					
Complying Development Certificate fee	Per certificate	Y	I	\$158.00 plus equivalent CC fee	\$163.00 plus equivalent CC fee
Administration Fee - Charged for assessment of the Complying Development Certificate (CDC) if it is withdrawn (not compliant with relevant legislation).	Per withdrawn certificate	Y	I	\$ 109.00	\$ 112.00
If the CDC is refused then all fees will be retained.					
COMPLYING DEVELOPMENT MODIFICATION FEE					
Complying Development Certificate Modification Fee	Per certificate	Y	I	\$ 46.00	\$ 47.00
CONSTRUCTION CERTIFICATE ASSESSMENT FEE					
Base fee - cost up to \$5,000	Per certification	Y	I	\$ 105.00	\$ 108.00
• Plus each additional \$1,000 over \$5,000 up to \$100,000	Per \$1,000	Y	I	\$ 6.90	\$ 7.10
• Plus each additional \$1,000 over \$100,000 up to \$250,000	Per \$1,000	Y	I	\$ 3.50	\$ 3.60
• Plus each additional \$1,000 over \$250,000	Per \$1,000	Y	I	\$ 1.85	\$ 1.90
CONSTRUCTION CERTIFICATE MODIFICATION FEE					
Classes 1 & 10					
• Minor change	Per application	Y	I	\$ 46.00	\$ 47.00
Class 2-9					
• Minor change	Per application	Y	I	\$ 105.00	\$ 108.00
INSPECTION FEES					
Inspection fee	Per inspection	Y	I	\$ 169.00	\$ 174.00
Inspection carried out on behalf of PCA	Per inspection	Y	I	\$ 322.00	\$ 332.00
Guideline for charging at CC lodgement stage: Base charge 5 inspections plus Occupation certificate fee for class 1 buildings new dwelling, dwelling additions and the like. Base charge 1 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.					
OCCUPATION CERTIFICATE FEE					
per application	Per application	Y	I	\$ 169.00	\$ 174.00
ASSESSMENT OF ALTERNATIVE SOLUTION					
per performance clause-not fire	Per performance clause	Y	I	\$ 169.00	\$ 174.00
SUBDIVISION WORKS CERTIFICATE					
WATER					
Water quality facility or constructed wetland or on-sit stormwater detention basin	Per lot	Y	I	\$ 10.00	\$ 10.30
Water mains - pipes	Per lineal metre	Y	I	\$ 7.50	\$ 7.70
Water mains - structures (pumps, tanks, hydrants)	Per structure	Y	I	\$ 100.00	\$ 103.00
STORMWATER					
Trunk stormwater drainage culvert structure (minimum twin cell 1,200mm diameter)	Per structure	Y	I	\$ 100.00	\$ 103.00
Stormwater drainage pipes (excluding inter-allotment drainage)	Per lineal metre	Y	I	\$ 7.50	\$ 7.70
Stormwater drainage pits, headwalls and gross pollutant traps (excluding inter-allotment drainage)	Per structure	Y	I	\$ 10.00	\$ 10.30
Inter-allotment drainage	Per lineal metre	Y	I	\$ 2.50	\$ 2.60
SEWER					

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Charge set by Council	1
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Function/Activity	Unit of Measure	GST	Code	Total Charge 2020/2021	Total Charge 2021/2022
Sewer mains - pipes	Per lineal metre	Y	I	\$ 7.50	\$ 7.70
Sewer mains - structures (manholes, pumps, junctions)	Per structure	Y	I	\$ 10.00	\$ 10.30
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	\$ 10.00	\$ 10.30
Full road construction including kerb and gutter (excluding stormwater drainage and concrete paths)	Per lineal metre	Y	I	\$ 12.50	\$ 12.90
Full road construction - rural roads with table drains or similar including private access roads	Per lineal metre	Y	I	\$ 5.00	\$ 5.15
MISCELLANEOUS					
Eartworks where separate Construction Certificate is required - lot greater than 750m ²	Per lot	Y	I	\$50.00 per lot (minimum \$200)	\$51.50 per lot (minimum \$200)
Additional compliance inspections - where reinspection is required	Per inspection	Y	I	\$ 164.00	\$ 169.00
Additional design assessment including updating details in the Construction Certificate or civil design considerations	Per hour	Y	I	\$ 125.00	\$ 129.00
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
CLEAN GREEN WASTE					
Minimum Charge	Each	Y	I	\$ 5.40	\$ 5.00
Ute and/or single axle trailer	1/2 Load	Y	I	\$ 8.50	\$ 7.50
	Full load	Y	I	\$ 14.40	\$ 15.00
Large trucks and large trailers/commercial green waste	Per tonne	Y	I	\$ 68.00	\$ 70.00
FILL					
Clean (garden soil, VENM) - As per site attendant	N/A	Y	I	No charge as determined by Site Attendant	No charge as determines by Site Attendant
Inert Fill - As per site attendant	Per tonne	Y	I	\$ 32.90	\$ 30.00
General solid waste soil - As per site attendant	Per Tonne	Y	I	New Charge	\$ 150.00
Restricted solid waste soil (contaminated)	Per tonne	Y	I	\$ 317.20	\$ 320.00
RESIDENTIAL WASTE (TO LANDFILL)					
Sedan and/or station wagon	Per Load	Y	I	\$ 7.40	\$ 7.00
Ute and/or single axle trailer	1/2 Load	Y	I	\$ 34.00	\$ 20.00
	Full load	Y	I	\$ 68.00	\$ 40.00
Large trucks and large trailers	Per tonne	Y	I	\$ 185.70	\$ 150.00
Council garbage truck	Per tonne	Y	I	\$ 185.70	\$ 150.00
Commercial Waste/Bulk Demolition	Per tonne	Y	I	\$ 159.10	\$ 150.00
Document Security Disposal	Minimum charge	Y	I	\$ 33.00	\$ 30.00
Mattress (including ensemble) - Single	Per Item	Y	I	New Charge	\$ 5.00
Mattress (including ensemble) - Double, Queen or King	Per Item	Y	I	\$ 10.60	\$ 10.00
COMMERCIAL WASTE - 240L MGB - ONE OFF					
Waste disposal per 240L MGB (includes delivery & pick-up)	Per MGB	Y	I	\$ 15.40	\$ 15.40
Bin Hire	Per MGB	Y	I	\$ 5.50	\$ 5.50
Collection Fee	Per MGB	Y	I	\$ 9.90	\$ 9.90
TYRES					
Push Bike	Each	Y	I	\$ 3.20	\$ 5.00

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2020/2021	Total Charge 2021/2022
Motor Bike and/or Car	Each	Y	I	\$ 23.90	\$ 20.00
Light Truck and/or 4WD	Each	Y	I	\$ 28.60	\$ 25.00
Heavy Truck	Each	Y	I	\$ 43.50	\$ 40.00
Tractor Front	Each	Y	I	\$ 43.50	\$ 40.00
Tractor Rear	Each	Y	I	\$ 119.90	\$ 120.00
METAL (ATTENDANT'S DISCRETION TO VOLUME)					
Car Bodies	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
200 litre steel drums (empty & clean)	Each	Y	I	No Charge	No Charge
20 litre steel drums (empty & clean)	Each	Y	I	No Charge	No Charge
Steel water tanks (empty & clean)	Each	Y	I	No Charge	No Charge
BUILDING MATERIALS (CLEAN)					
Asbestos and asbestos contaminated material	Per tonne	Y	I	\$ 492.30	\$ 400.00
Bricks and/or concrete	Per tonne	Y	I	\$ 71.10	\$ 70.00
Asbestos contaminated material from one residential house (non-commercial purposes) up to 50 tonnes	Per first 50 tonnes	Y	I	\$ 11,000.00	\$ 11,330.00
Additional asbestos contaminated material from same residential home	Per tonne	Y	I	\$ 275.00	\$ 283.25
Timber	Per tonne	Y	I	Quantities as per Green Waste Charge	Quantities as per Green Waste Charge
All types of oils	Each	Y	I	No Charge	No Charge
Batteries (vehicles, cars etc.)	Each	Y	I	No Charge	No Charge
ANIMAL DISPOSAL					
Horses, Cows, Bulls & Bullocks	Per animal	Y	I	\$ 71.10	\$ 70.00
Calves and foals	Per animal	Y	I	\$ 65.80	\$ 60.00
Sheep, goats, deer, pigs, kangaroos etc.	Per animal	Y	I	\$ 43.50	\$ 40.00
Dogs, cats, possums etc.	Per animal	Y	I	\$ 16.50	\$ 15.00
Offal	Per m3	Y	I	\$ 29.70	\$ 50.00
MGB Replacement Charges					
240 litre bin (New)	Per Bin	Y	I	\$ 142.10	\$ 142.10
120 litre bin (New)	Per Bin	Y	I	\$ 126.30	\$ 126.30
Weighbridge Ticket					
Weighbridge Ticket	Each	Y	I	\$ 28.60	\$ 25.00
DISCHARGE OF LIQUID TRADE WASTE TO SEWERAGE SYSTEM					
Application Fee					
Application fee	Per application	N	4	\$ 95.00	\$ 95.86
Renewal fee	Per application	N	4	\$ 47.00	\$ 47.42
Annual trade waste fee					
• Category 1 discharger	Per year	N	4	\$ 105.00	\$ 106.00
• Category 2/2S discharger	Per year	N	4	\$ 210.00	\$ 212.00
• Category 3 discharger	Per year	N	4	\$ 705.00	\$ 711.00
Re-inspection Fee	Per re-inspection	N	4	\$ 89.00	\$ 89.80
Trade Waste usage Charge	\$/kL	N	4	\$ 1.77	\$ 1.79
Trade Waste usage Charge for dischargers where appropriate pre-treatment facilities are not installed or maintained	\$/kL	N	4	\$ 16.25	\$ 16.40
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	\$ 0.80	\$ 0.82
Alkali demand, pH<7	\$/kg	N	4	\$ 0.80	\$ 0.82
Aluminium	\$/kg	N	4	\$ 0.80	\$ 0.82
Ammonia (as N)	\$/kg	N	4	\$ 2.36	\$ 2.40
Arsenic	\$/kg	N	4	\$ 79.60	\$ 80.87
Barium	\$/kg	N	4	\$ 39.80	\$ 40.43
BOD	\$/kg	N	4	\$ 0.80	\$ 0.82
Boron	\$/kg	N	4	\$ 0.80	\$ 0.82

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2020/2021	Total Charge 2021/2022
Bromine	\$/kg	N	4	\$ 15.92	\$ 16.17
Cadmium	\$/kg	N	4	\$ 368.50	\$ 373.30
Chloride	\$/kg	N	4	\$ 0.00	\$ 0.00
Chlorinated Hydrocarbons	\$/kg	N	4	\$ 39.80	\$ 40.43
Chlorinated Phenolics	\$/kg	N	4	\$ 1,591.92	\$ 1,617.15
Chlorine	\$/kg	N	4	\$ 1.62	\$ 1.64
Chromium	\$/kg	N	4	\$ 26.53	\$ 26.77
Herbicides/Defoliant	\$/kg	N	4	\$ 795.96	\$ 803.12
Cobalt	\$/kg	N	4	\$ 16.21	\$ 16.36
Copper	\$/kg	N	4	\$ 16.21	\$ 16.36
Cyanide	\$/kg	N	4	\$ 79.60	\$ 80.32
Fluoride	\$/kg	N	4	\$ 3.98	\$ 4.02
Formaldehyde	\$/kg	N	4	\$ 1.62	\$ 1.63
Total Oil and Grease	\$/kg	N	4	\$ 1.43	\$ 1.44
Iron	\$/kg	N	4	\$ 1.62	\$ 1.63
Lead	\$/kg	N	4	\$ 39.80	\$ 40.16
Lithium	\$/kg	N	4	\$ 7.96	\$ 8.03
Manganese	\$/kg	N	4	\$ 7.96	\$ 8.03
Mercaptans	\$/kg	N	4	\$ 79.60	\$ 80.32
Mercury	\$/kg	N	4	\$ 2,653.20	\$ 2,677.08
Methylene Blue Active Substances (MBAS)	\$/kg	N	4	\$ 0.80	\$ 0.81
Molybdenum	\$/kg	N	4	\$ 0.80	\$ 0.81
Nickel	\$/kg	N	4	\$ 26.53	\$ 26.77
Total Kjeldahl Nitrogen	\$/kg	N	4	\$ 0.21	\$ 0.21
Organoarsenic Compounds	\$/kg	N	4	\$ 795.96	\$ 803.12
Pesticides General (excludes organochlorines and organophosphates)	\$/kg	N	4	\$ 795.96	\$ 803.12
Petroleum Hydrocarbons (non-flammable)	\$/kg	N	4	\$ 2.65	\$ 2.67
Phenolic Compounds (non-chlorinated)	\$/kg	N	4	\$ 7.96	\$ 8.03
Total Phosphorous	\$/kg	N	4	\$ 1.62	\$ 1.63
Polynuclear Aromatic Hydrocarbons (PAHs)	\$/kg	N	4	\$ 16.21	\$ 16.36
Selenium	\$/kg	N	4	\$ 55.01	\$ 55.51
Silver	\$/kg	N	4	\$ 1.47	\$ 1.48
Sulphate (SO4)	\$/kg	N	4	\$ 0.16	\$ 0.16
Sulphide	\$/kg	N	4	\$ 1.62	\$ 1.63
Sulphite	\$/kg	N	4	\$ 1.77	\$ 1.79
Suspended Solids	\$/kg	N	4	\$ 1.02	\$ 1.03
Thiosulphate	\$/kg	N	4	\$ 0.28	\$ 0.28
Tin	\$/kg	N	4	\$ 7.96	\$ 8.03
Total Dissolved Solids	\$/kg	N	4	\$ 0.06	\$ 0.06
Uranium	\$/kg	N	4	\$ 7.96	\$ 8.03
Zinc	\$/kg	N	4	\$ 16.21	\$ 16.36
Excess Mass Charges C Value for BOD>600mg/L (see section 3.5.5 of Council's policy 3.60)	C - Value	N	4	\$ 0.80	\$ 0.82
Food waste disposal charge	per bed	N	4	\$ 29.48	\$ 29.75
Non-compliance					
NON-COMPLIANCE CHARGES (See Section 3.5.7 of Council's Policy 3.60)					
Non-compliance pH charge	k value	N	4	\$ 0.44	\$ 0.44
NON-COMPLIANCE EXCESS MASS CHARGE (Value as for excess mass charge)					
Discharge of stormwater to the sewerage system	\$/kL	N	4	\$ 16.21	\$ 16.36
Portable toilet waste	\$/kL	N	4	\$ 17.69	\$ 17.85
Septic tank and pan waste disposal charge (where accepted with prior arrangement from Council)	\$/kL	N	4	\$ 2.80	\$ 2.83
Septic tank sludge (where accepted with prior arrangement of Council)	\$/kL	N	4	\$ 23.58	\$ 23.79
CEMETERY					
COLUMBARIUM (ASHES ONLY)					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of Internment)	Each	Y	I	\$ 407.00	\$ 419.00

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2020/2021	Total Charge 2021/2022
Internment of Ashes: Includes niche for casket, installation and perpetual maintenance and including plaque (to a standard amount of inscription)	Each	Y	I	\$ 640.00	\$ 659.00
MEMORIAL TREE AND MEMORIAL GARDENS (ASHES ONLY)					
<ul style="list-style-type: none"> Gardens to have maximum of two internments per niche. Garden prices to include one vase and one plaque, upon second internment both internments to be on one plaque. 					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of Internment)	Each	Y	I	\$ 664.00	\$ 684.00
Internment of Ashes: reception and Internment of ashes if desired, perpetual maintenance and plaque (to a standard amount of inscription)	Each	Y	I	\$ 958.00	\$ 986.70
Additional Internment(s) of Ashes: (Memorial Tree Portions A, B, C & D only) Existing tree – includes reception and Internment of ashes if desired, perpetual maintenance, and plaque (to a standard amount of inscription)	Each	Y	I	\$ 658.00	\$ 677.70
LAWN SECTIONS					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of Internment)	Each	Y	I	\$ 743.00	\$ 765.30
Internment Fee: Land for each grave, first Internment, perpetual maintenance, and large concrete headstone, and provision for and including bronze plaque (to a standard amount of inscription):					
• New Lawn/Old Lawn	Each	Y	I	\$ 3,013.00	\$ 3,103.40
• Catholic Lawn Section (larger plaque)	Each	Y	I	\$ 3,097.00	\$ 3,189.90
• Children's Lawn	Each	Y	I	\$ 1,300.00	\$ 1,339.00
Internment of ashes in existing grave	Each	Y	I	\$ 562.00	\$ 578.90
Extra depth (Below 1.6m to make provision for a second internment)	Each	Y	I	\$ 414.00	\$ 426.40
Re-opening of grave for second internment and provision for and including bronze plaque (to a standard amount of inscription)	Each	Y	I	\$ 1,320.00	\$ 1,359.60
Internment of ashes into new lawn plot	Each	Y	I	\$ 2,426.00	\$ 2,498.80
MONUMENTAL GARDEN SECTION					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of internment)	Each	Y	I	\$ 530.00	\$ 545.90
Internment Fee: Land for each grave, first internment, perpetual maintenance.	Each	Y	I	\$ 2,681.00	\$ 2,761.40
Extra depth (Below 1.6m to make provision for a second internment)	Each	Y	I	\$ 414.00	\$ 426.40
Re-opening of grave for second internment	Each	Y	I	\$ 806.00	\$ 830.20
Internment of ashes into new plot include perpetual maintenance	Each	Y	I	\$ 2,362.00	\$ 2,432.90
Internment of ashes into an existing grave	Each	Y	I	\$ 562.00	\$ 578.90
MONUMENTAL SECTION & VILLAGES					
Reservation Fee: (Selected position) (Note: Accepted as deposit and to be deducted from amount of charges at time of internment)	Each	Y	I	\$ 530.00	\$ 545.90
Internment fee: land for each grave, first internment, perpetual maintenance	Each	Y	I	\$ 1,680.00	\$ 1,730.40
Extra depth (Below 1.6m to make provision for a second internment)	Each	Y	I	\$ 414.00	\$ 426.40
Re-opening of grave for second internment	Each	Y	I	\$ 806.00	\$ 830.20
Internment of Ashes - exclusive use includes land for each grave, first internment, perpetual maintenance	Each	Y	I	\$ 1,312.00	\$ 1,351.40
Internment of Ashes into existing Grave	Each	Y	I	\$ 562.00	\$ 578.90
SATURDAY & PUBLIC HOLIDAYS					
Lawn/Monumental Sections (Note: Additional payment over and above normal weekday Internment fee)	Each	Y	I	\$ 1,162.00	\$ 1,196.90
Columbarium/Memorial Sections (Note: additional payment over and above normal weekday Internment fee)	Each	Y	I	\$ 371.00	\$ 382.10
MONUMENT APPLICATIONS					
All applications to Council for approval	Each	N	I	\$ 51.50	\$ 53.00
HEADSTONES					
Large concrete headstone	Each	Y	I	\$ 147.30	\$ 151.70
Small concrete headstone	Each	Y	I	\$ 62.80	\$ 64.70
PLAQUES					

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Children's Lawn/Memorial/Tree/Columbarium Sections – 149mm x 111mm bronze die cast plaque – standard of nine lines inscription	Each	Y	I	\$ 343.00	\$ 353.30
New Lawn/Old Lawn Sections – 254mm x 203mm bronze die cast plaque – standard of five lines inscription	Each	Y	I	\$ 602.00	\$ 621.00
Catholic Lawn Section – 279mm x 381mm bronze die cast plaque – standard of eight lines inscription	Each	Y	I	\$ 702.00	\$ 723.00
ULTRA IMAGE PHOTOGRAPHS					
5x7	Each	Y	I	\$ 286.00	\$ 294.60
7x9	Each	Y	I	\$ 338.00	\$ 348.10
TRUE TO LIFE PHOTOGRAPHS					
5x7	Each	Y	I	\$ 426.00	\$ 438.80
7x9	Each	Y	I	\$ 456.00	\$ 469.70
COLOUR CERAMIC PHOTOGRAPHS					
5 x 7	Each	Y	I	\$ 421.00	\$ 433.60
7 x 9	Each	Y	I	\$ 446.00	\$ 459.40
VASES					
Concrete block surround with chrome insert	Each	Y	I	\$ 77.30	\$ 79.60
Chrome insert for vase	Each	Y	I	\$ 61.80	\$ 63.60
Niche Strap vase	Each	Y	I	\$ 61.80	\$ 63.60
CEMETERY/INFORMATION (EXCLUDING FUNERAL DIRECTORS)					
Search Fee	Per hour	Y	I	No Charge	No Charge
WATER					
Standpipe Bulk Water Sales					
Avdata Access Key (accounts) - no refund available	Per key	Y	I	\$ 49.50	\$ 51.00
Rate per kL inclusive of Avdata Charge	Per kL	N	I	\$ 4.60	\$ 4.75
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	\$ 1,022.00	\$ 1,052.00
	25mm	N	I	\$ 1,345.00	\$ 1,385.00
> 4m < 15m	Cowra - 20mm	N	I	\$ 1,688.00	\$ 1,738.00
	Cowra - 25mm	N	I	\$ 2,153.00	\$ 2,217.00
	Villages - 20mm	N	I	\$ 1,785.00	\$ 1,838.00
	Villages - 25mm	N	I	\$ 2,244.00	\$ 2,311.00
> 15m < 30m	Cowra - 20mm	N	I	\$ 1,969.00	\$ 2,028.00
	Cowra - 25mm	N	I	\$ 2,630.00	\$ 2,709.00
	Villages - 20mm	N	I	\$ 2,429.00	\$ 2,502.00
	Villages - 25mm	N	I	\$ 3,071.00	\$ 3,163.00
(i) New meter and service greater than 30mm diameter		N	I	POA	POA
(ii) Meter installation only – 20mm		N	I	\$ 220.00	\$ 226.00
Non-Payment of Account					
Disconnection/Reconnection		N	I	\$ 145.00	\$ 149.00
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	\$ 99.00	\$ 102.00
Village – Rural	Each instance	N	I	\$ 145.00	\$ 149.00
EXISTING CONNECTIONS - RECONNECTION					
Urban – Cowra, Noonbinna	Each instance	N	I	\$ 140.00	\$ 144.00
Village – Rural	Each instance	N	I	\$ 145.00	\$ 149.00
(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	\$ 220.00	\$ 226.00
Fee to provide quotation for change in water meter size	Each instance	Y	I	\$ 40.00	\$ 41.00
Meters					
Size change	Each instance	N	I	POA	POA
Ancillary Services					

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METER TESTING (FOR ACCURACY)					
- Cowra	Each instance	N	I	\$ 99.00	\$ 102.00
- Other	Each instance	N	I	\$ 135.00	\$ 139.00
FLOW & PRESSURE TESTS					
Cowra	Each instance	N	I	\$ 81.00	\$ 83.00
Other	Each instance	N	I	\$ 134.00	\$ 138.00
for fire rating purposes & report	Each instance	N	I	\$ 150.00	\$ 154.00
SPECIAL ONE-OFF METER READS					
Cowra	Each instance	N	I	\$ 65.00	\$ 67.00
Other	Each instance	N	I	\$ 93.00	\$ 96.00
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	\$ 3,698.00	\$ 3,698.00
B – ICI Zone		N	I	\$ 9,479.00	\$ 9,479.00
C – Southern Section		N	I	\$ 7,471.00	\$ 7,471.00
D – Central Tablelands Water		N	I	\$ 9,661.00	\$ 9,661.00
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	\$ 3,809.00	\$ 3,809.00
B – ICI Zone		N	I	\$ 9,763.00	\$ 9,763.00
C – Southern Section		N	I	\$ 7,695.00	\$ 7,695.00
D – Central Tablelands Water		N	I	\$ 9,951.00	\$ 9,951.00
SEWER					
Supply and install new junction	Each instance	N	I	POA	POA
Inspect line with camera	Per hour	Y	I	\$ 170.00	\$ 175.00
Pipe cleaning with water jet	Per hour	Y	I	\$ 234.00	\$ 241.00
Headworks Charge/ET					
As per Developer Servicing Plan (Section 64 Local Government Association, Section 306 Water Management Act)					
Cowra		N	I	\$ 5,688.00	\$ 5,688.00
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	\$ 67.00	\$ 67.00
Lost key fee will be charged for any keys lost or damaged	Per key	Y	I	\$ 26.00	\$ 26.00
Public Meeting Room					
Hire of Public Meeting Room for commercial purposes.	Per hour	Y	I	\$ 34.00	\$ 34.00
Bookings for community or non profit groups	Per booking			No Charge	No Charge
Cleaning Fee if room not left in clean and tidy condition	Per hire	Y	I	\$ 40.00	\$ 40.00
Lost key fee will be charged for any keys lost or damaged	Per key	Y	I	\$ 26.00	\$ 26.00
Civic Centre - Auditorium - for All Events					
(includes dressing rooms, stage, green room, auditorium seating for up to 335 patrons, basic lighting and sound, some staffing, and a post event clean)					
COMMERCIAL RATES					
Monday - Friday					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 500.00	\$ 500.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 75.00	\$ 75.00
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 2 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 750.00	\$ 750.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 2 Front of House Staff)	Per Hour	Y	I	\$ 187.50	\$ 187.50
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 38.00	\$ 38.00
Saturday					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 500.00	\$ 625.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 75.00	\$ 150.00

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2020/2021	Total Charge 2021/2022
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 2 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 937.50	\$ 937.50
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 2 Front of House Staff)	Per Hour	Y	I	\$ 235.00	\$ 235.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 47.50	\$ 47.50
Sunday					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 500.00	\$ 750.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 75.00	\$ 187.50
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 2 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 1125.00	\$ 1,125.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 2 Front of House Staff)	Per Hour	Y	I	\$ 280.00	\$ 280.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 57.00	\$ 57.00
Public Holidays					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	New Charge	\$ 750.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	New Charge	\$ 187.50
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 2 Front of House Staff)	Per 4 Hour Block	Y	I	New Charge	\$ 1,687.50
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 2 Front of House Staff)	Per Hour	Y	I	New Charge	\$ 422.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	New Charge	\$ 95.00
For Good Friday and Christmas public holidays an additional 20% is added to the above hire rates due to triple time staff pay rates.					
COMMUNITY RATES					
Monday - Friday					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 300.00	\$ 300.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 50.00	\$ 50.00
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 2 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 500.00	\$ 500.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 2 Front of House Staff)	Per Hour	Y	I	\$ 125.00	\$ 125.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 38.00	\$ 38.00
Saturday					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 300.00	\$ 300.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 50.00	\$ 75.00
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 2 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 625.00	\$ 625.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 2 Front of House Staff)	Per Hour	Y	I	\$ 156.00	\$ 156.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 47.50	\$ 47.50
Sunday					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 300.00	\$ 300.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 50.00	\$ 75.00

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2020/2021	Total Charge 2021/2022
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 2 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 750.00	\$ 750.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 2 Front of House Staff)	Per Hour	Y	I	\$ 187.50	\$ 187.50
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 57.00	\$ 57.00
Public Holidays					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	New Charge	\$ 500.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	New Charge	\$ 120.00
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 2 Front of House Staff)	Per 4 Hour Block	Y	I	New Charge	\$ 1,450.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 2 Front of House Staff)	Per Hour	Y	I	New Charge	\$ 362.50
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	New Charge	\$ 95.00
For Good Friday and Christmas public holidays an additional 20% is added to the above hire rates due to triple time staff pay rates.					
EQUIPMENT / INCIDENTALS					
Yamaha Upright Piano	Per Day	Y	I	\$ 50.00	\$ 50.00
Yamaha C3 Grand Piano	Per Day	Y	I	\$ 150.00	\$ 150.00
Roland Electric Piano	Per Day	Y	I	\$ 30.00	\$ 30.00
Piano Tuning	Per Tune	Y	I	\$ 230.00	\$ 230.00
Smoke Machine	Per Day	Y	I	\$ 50.00	\$ 50.00
Mirror Ball	Per Day	Y	I	\$ 50.00	\$ 50.00
Projector	Per Day	Y	I	\$ 50.00	\$ 50.00
Follow Spot (staff additional)	Per Day	Y	I	\$ 50.00	\$ 50.00
Tarkett Flooring	Per Day	Y	I	\$ 50.00	\$ 50.00
Lecturn (includes lamp and microphone)	Per Day	Y	I	\$ 30.00	\$ 30.00
Use of Kitchen	Per Day	Y	I	\$ 200.00	\$ 200.00
Extra Cleaning and Damages	Per Booking	Y	I	Cost plus 20%	Cost plus 20%
Merchandise - including DVDs, Clothing and Programs, etc.	Per Booking	Y	I	10%	10%
Ticketing	Pet Ticket	Y	I	\$ 2.00	\$ 2.00
Civic Centre - Theatre for Performance / Cinema Based Events (Includes seating up to 80 people and a post-event clean)					
COMMERCIAL & COMMUNITY RATES					
Monday - Friday					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 200.00	\$ 200.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 50.00	\$ 50.00
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 1 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 300.00	\$ 300.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 1 Front of House Staff)	Per Hour	Y	I	\$ 75.00	\$ 87.50
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 38.00	\$ 38.00
Saturday					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 250.00	\$ 250.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 62.50	\$ 62.50
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 1 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 375.00	\$ 430.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 1 Front of House Staff)	Per Hour	Y	I	\$ 95.00	\$ 107.50
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 47.50	\$ 47.50

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 2020/2021	Total Charge 2021/2022
Sunday					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	\$ 300.00	\$ 300.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	\$ 75.00	\$ 75.00
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 1 Front of House Staff)	Per 4 Hour Block	Y	I	\$ 450.00	\$ 500.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 1 Front of House Staff)	Per Hour	Y	I	\$ 112.50	\$ 125.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 57.00	\$ 57.00
Public Holidays					
- Bump in / Rehearsal - 4 hour block (Includes 1 Technician)	Per 4 Hour Block	Y	I	New Charge	\$ 500.00
- Bump in / Rehearsal - additional time per hour (Includes 1 Technician)	Per Hour	Y	I	New Charge	\$ 125.00
- Performance / Event / Session - 4 hour block (Includes 1 Technician and 1 Front of House Staff)	Per 4 Hour Block	Y	I	New Charge	\$ 1,000.00
- Performance / Event / Session - additional time per hour (Includes 1 Technician and 1 Front of House Staff)	Per Hour	Y	I	New Charge	\$ 250.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	New Charge	\$ 95.00
For Good Friday and Christmas public holidays an additional 20% is added to the above hire rates due to triple time staff pay rates.					
EQUIPMENT / INCIDENTALS					
Roland Electric Piano	Per Day	Y	I	\$ 30.00	\$ 30.00
Projector / Cinema System	Per Session	Y	I	\$ 30.00	\$ 30.00
Lecturn (includes lamp and microphone)	Per Day	Y	I	\$ 30.00	\$ 30.00
Use of Kitchen	Per Day	Y	I	\$ 200.00	\$ 200.00
Extra Cleaning and Damages	Per Booking	Y	I	Cost plus 20%	Cost plus 20%
Merchandise - including DVDs, Clothing and Programs, etc.	Per Booking	Y	I	10%	10%
Ticketing	Per Ticket	Y	I	\$ 2.00	\$ 2.00
Civic Centre - Theatre - for Meeting Style Events (Includes seating up to 80 people, tables and chairs, a single staff member, and a post-event clean)					
COMMERCIAL & COMMUNITY RATES					
Monday - Friday					
- 4 hour block (Includes 1 Front of House Staff Member)	Per 4 Hour Block	Y	I	\$ 200.00	\$ 200.00
- Additional time per hour (Includes 1 Front of House Staff Member)	Per Hour	Y	I	\$ 50.00	\$ 50.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 38.00	\$ 38.00
Saturday					
- 4 hour block (Includes 1 Front of House Staff Member)	Per 4 Hour Block	Y	I	\$ 250.00	\$ 250.00
- Additional time per hour (Includes 1 Front of House Staff Member)	Per Hour	Y	I	\$ 62.50	\$ 62.50
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 47.50	\$ 47.50
Sunday					
- 4 hour block (Includes 1 Front of House Staff Member)	Per 4 Hour Block	Y	I	\$ 300.00	\$ 300.00
- Additional time per hour (Includes 1 Front of House Staff Member)	Per Hour	Y	I	\$ 75.00	\$ 75.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	\$ 57.00	\$ 57.00
Public Holidays					
- 4 hour block (Includes 1 Front of House Staff Member)	Per 4 Hour Block	Y	I	New Charge	\$ 500.00

Code for Fees and Charges	
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Function/Activity	Unit of Measure	GST	Code	Total Charge 2020/2021	Total Charge 2021/2022
- Additional time per hour (Includes 1 Front of House Staff Member)	Per Hour	Y	I	New Charge \$	125.00
- Additional Staff Member (Technician or Front of House) per hour	Per Hour	Y	I	New Charge \$	95.00

For Good Friday and Christmas public holidays an additional 20% is added to the above hire rates due to triple time staff pay rates.

EQUIPMENT / INCIDENTALS					
Projector / Cinema System	Per Session	Y	I	\$ 30.00	\$ 30.00
Lecturn (includes lamp and microphone)	Per Day	Y	I	\$ 30.00	\$ 30.00
Additional Microphone (handheld radio)	Per Day	Y	I	\$ 20.00	\$ 20.00
Tea / Coffee service per person per day (station set-up)	Per Person Per Day	Y	I	\$ 5.00	\$ 5.00
Catering	As Required	Y	I	Quoted upon request	Quoted upon request
Use of Kitchen	Per Day	Y	I	\$ 200.00	\$ 200.00
Extra Cleaning and Damages	Per Booking	Y	I	Cost plus 20%	Cost plus 20%
Merchandise - including DVDs, Clothing and Programs, etc.	Per Booking	Y	I	10%	10%

DEPOSITS

A deposit may be required to confirm a booking. This may be a percentage of the total hire or the cost of the total hire as per the estimate of charges.

ADDITIONAL COMMENTS

- Hire cannot exceed 14 hours per day including staff breaks with staff completing no more than 12 hours excluding breaks. A production schedule is required no less than 7 days prior to the first date of the event.
- The bar and box office is operated by Cowra Civic Centre. Ticketing for all events is done through Cowra Civic Centre. No other ticketing methods are permitted.
- The foyer is a shared public space - use of this space is by negotiation including the installation of posters, signage, artwork, tables etc.
- Sticky-tape, bluetac and any other adhesives are not permitted anywhere in the venue without prior permission from the Venue Manager. Additional cleaning fees will apply if used.
- Additional hours are charged at a per hour rate in 30 minute increments.

AFTER HOURS

Failure to vacate hall by 1.30 a.m.	Per hour or part thereof	Y	I	\$ 400.00	\$ 400.00
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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

Portable Stage Hire

Costs include Council staff to move and construct stage, delivery truck, lifting equipment, basic clean and penalty rates for weekends and public holidays)

Monday to Friday - Hire for 6 hours	Per installation	Y	I	\$ 1,000.00	Fee structure changed - please see below
Monday to Friday - Additional hourly rate (after 6 hours)	Per hour	Y	I	\$ 125.00	
Saturday - Hire for 6 hours	Per installation	Y	I	\$ 1,500.00	
Saturday - Additional hourly rate (after 6 hours)	Per hour	Y	I	\$ 250.00	
Sunday - Hire for 6 hours	Per installation	Y	I	\$ 2,000.00	
Sunday - Additional hourly rate (after 6 hours)	Per hour	Y	I	\$ 500.00	
Up to 4 sections	Per day			New Charge \$	100.00
Up to 8 sections	Per day			New Charge \$	150.00
All sections	Per day			New Charge \$	200.00
Plus staffing and transportation costs as relevant and required	Per Booking			New Charge	Quoted upon request
Extra Cleaning and Damages	Per Booking	Y	I	Cost plus 20%	Cost plus 20%

SWIMMING POOL ADMISSION

Conditions

DAILY PASS

Daily pass outs are to be issued at the discretion of the pool customer service staff and are to be non-transferable between customers (enforced through digital photo id linking the customer with the card).

TICKET CLASSIFICATION

Code for Fees and Charges	
Charge set by Council	1
Charge set by Statute	2
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Function/Activity	Unit of Measure	GST	Code	Total Charge 2020/2021	Total Charge 2021/2022
<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 					
Admission					
GENERAL ADMISSION					
Adult	Per person	Y	I	\$ 4.50	\$ 4.50
Child	Per person	Y	I	\$ 2.50	\$ 2.50
Pensioner (aged, invalid & Veterans Affairs only)	Per person	Y	I	\$ 2.50	\$ 2.50
Family ticket	Per "Family"	Y	I	\$ 13.00	\$ 13.00
Non-swimmer/Spectator	Per person	Y	I	\$ 2.50	\$ 2.50
Daily Pass Outs		N/A	-	No Charge	No Charge
School Students completing regular structured classes/carnivals	Per student	Y	I	\$ 2.00	\$ 2.00
SEASON TICKETS					
Adult	Per person	Y	I	\$ 125.00	\$ 125.00
Child	Per person	Y	I	\$ 75.00	\$ 75.00
Family	Per "Family"	Y	I	\$ 265.00	\$ 265.00
Pensioner Family	Per "Family"	Y	I	\$ 125.00	\$ 125.00
Non-swimmer/Spectator	Per person	Y	I	\$ 75.00	\$ 75.00
Pensioner (aged, invalid & Veterans Affairs only)	Per person	Y	I	\$ 75.00	\$ 75.00
HALF SEASON TICKETS - AVAILABLE FROM 1ST JANUARY					
Adult	Per person	Y	I	\$ 75.00	\$ 75.00
Child	Per person	Y	I	\$ 45.00	\$ 45.00
Family	Per "Family"	Y	I	\$ 159.00	\$ 159.00
Pensioner Family	Per "Family"	Y	I	\$ 75.00	\$ 75.00
Non-swimmer/Spectator	Per person	Y	I	\$ 45.00	\$ 45.00
Pensioner (aged, invalid & Veteran Affairs only)	Per person	Y	I	\$ 45.00	\$ 45.00
Low Income Admission					
The definition of Low Income Family cardholder is as follows: Person(s) in possession of a Centrelink Health Care Card with listed dependants.					
LOW INCOME ADMISSION					
Adult	Per person	Y	I	\$ 2.50	\$ 2.50
Child	Per person	Y	I	\$ 2.50	\$ 2.50
Family Ticket	Per "Family"	Y	I	\$ 8.50	\$ 8.50
LOW INCOME SEASON TICKETS					
Adult	Per person	Y	I	\$ 75.00	\$ 75.00
Child	Per person	Y	I	\$ 75.00	\$ 75.00
Family Ticket	Per "Family"	Y	I	\$ 125.00	\$ 125.00
Other Entry					
SCHOOL BASED LEARN-TO-SWIM (10 DAY PROGRAM)					
Child	Per person/Per day	Y	I	\$ 2.00	\$ 2.00
10 ENTRY PASS					
Adult	Per person	Y	I	\$ 39.00	\$ 39.00
Child	Per person	Y	I	\$ 20.00	\$ 20.00
Family	Per "Family"	Y	I	\$ 120.00	\$ 120.00
Pensioner (aged, invalid & Veterans Affairs only)	Per person	Y	I	\$ 20.00	\$ 20.00
Non-swimmer/Spectator	Per person	Y	I	\$ 20.00	\$ 20.00
The 10 entry pass is valid for the duration of the season in which it was purchased and can be re-activated with another 10 entries upon payment. The cards are non-transferable between customers (enforced through digital photo id linking the customer with the card).					
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	\$ 1.00	\$ 1.00

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2020/2021	Total Charge 2021/2022
LOCKER HIRE					
Per Day	Each	Y	I	\$ 1.00	\$ 1.00
Per Week	Each	Y	I	\$ 5.00	\$ 5.00
Per Season	Each	Y	I	\$ 60.00	\$ 60.00
LOST OR DAMAGED POOL SEASON CARDS					
Per card	Per card	Y	I	\$ 6.50	\$ 6.50
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	\$ 96.20	\$ 99.10
Netball - Summer	Per season	Y	I	\$ 1,091.80	\$ 1,124.50
Netball - Winter	Per season	Y	I	\$ 845.00	\$ 870.40
Touch Football	Per season	Y	I	\$ 1,857.60	\$ 1,913.30
7-a-side Soccer	Per season	Y	I	\$ 1,520.30	\$ 1,565.90
Senior Soccer	Per season	Y	I	\$ 1,272.00	\$ 1,310.20
Cricket	Per season	Y	I	\$ 8,441.60	\$ 6,521.10
AFL	Per season	Y	I	\$ 2,025.80	\$ 2,086.60
Hockey	Per season	Y	I	\$ 1,632.70	\$ 1,681.70
Rugby League	Per season	Y	I	\$ 2,025.80	\$ 2,086.60
Other					
Lights	Per hour	Y	I	\$ 92.90	\$ 95.70
Cleaning/Litter collection when cleaning is not carried out by the hirer to the satisfaction of Council	Per hour	Y	I	\$ 135.60	\$ 139.70
Waste disposal per 240L MGB	Per MGB	Y	I	\$ 16.40	\$ 16.90
Padlock/Key Deposit	Each instance	Y	I	\$ 78.50	\$ 80.90
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	\$ 21.20	\$ 21.80
BANNERS AND STREET SIGNS					
Fee for installation and dismantling of banners as per Council's Street Banner Policy.					
Zone 1 - Kendal Street (east)	Per installation	Y	I	\$ 490.70	\$ 505.40
Zone 2 - Kendal Street (between Brisbane Street & Lachlan Street)	Per installation	Y	I	\$ 701.20	\$ 722.20
Zone 3 - Railway Lane	Per installation	Y	I	\$ 490.70	\$ 505.40
Zone 4 - Olympic Park	Per installation	Y	I	\$ 229.50	\$ 236.40
QUARRY CHARGES					
Private sale of gravel	Per tonne	Y	I	\$ 15.00	\$ 15.00
AERODROME					
Landing Charge - Emergency aircraft (Careflight, Child Flight, Health Admin Corp of NSW, Air Ambulance Service, NSW Department Health, NSW Police Service, Sydney Helicopter Rescue Service, Sydney Helicopter Rescue) and any defence force aircraft.	Per aircraft	N/A	I	No Charge	No Charge
Annual Fee - Locally owned or regular aircraft: (in accordance with written agreement with Council)	Per annum	Y	I	\$ 754.00	\$ 776.60
LOCAL PASSENGER AIRCRAFT					
• landing fees	Per passenger	Y	-	\$ 7.80	\$ 8.00
• minimum fee	Each	N/A	-	No Charge	No Charge
• terminal rental	Per week	N/A	-	No Charge	No Charge
• all other aircraft - per tonne in excess of 7 tonnes M.T.O.W.	Per tonne	Y	I	\$ 13.50	\$ 13.90
Aero Club:					
• room rent	Per annum	Y	I	\$ 487.40	\$ 502.00
• hangar rent	Per annum	Y	I	\$ 202.20	\$ 208.30
Aerodrome Hire Fee	Each event	Y	I	\$ 1,013.00	\$ 1,043.40
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 - standard	per night	Y	I	\$ 100.00 (80.00 - 130.00)	\$ 100.00 (80.00 - 130.00)

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Function/Activity	Unit of Measure	GST	Code	Total Charge 2020/2021	Total Charge 2021/2022
Cabin - studio queen ensuite	per night	Y	I	\$ 130.00 (100.00 - 150.00)	\$ 130.00 (100.00 - 150.00)
Cabin - deluxe	per night	Y	I	\$ 140.00 (100.00 - 160.00)	\$ 140.00 (100.00 - 160.00)
Cabin - Lachlan	per night	Y	I	\$ 160.00 (100.00 - 200.00)	\$ 160.00 (100.00 - 200.00)
Site - powered	per night	Y	I	\$ 36.00 (20.00 - 50.00)	\$ 36.00 (20.00 - 50.00)
Site - unpowered	per night	Y	I	\$ 30.00 (20.00 - 40.00)	\$ 30.00 (20.00 - 40.00)
Extra person - cabin	per night	Y	I	\$ 20.00	\$ 20.00
Extra person - site	per night	Y	I	\$ 8.00	\$ 8.00
Extra person - site (under 5 years old)	per night	Y	I	No Charge	No Charge
SALEYARDS					
Advertising Fee	Per application	Y	I	On Application	On Application
Auctioneer's Permit					
Regular sales	Per agent	Y	I	\$ 79.60	\$ 82.00
Special sales	Per agent	Y	I	\$ 79.60	\$ 82.00
NLIS levy for cattle	Per head	Y	I	\$ 1.06	\$ 1.09
NLIS levy for sheep	Per head	Y	I	\$ 0.11	\$ 0.12
Emergency NLIS Cattle Device	Per device	Y	I	\$ 17.50	\$ 18.00
Emergency NLIS Sheep Tag	Per tag	Y	I	\$ 1.70	\$ 1.75
Saleyard Fees (per head per day including GST)					
REGULAR & SPECIAL SALES					
Cattle/Head	Per head	Y	I	\$ 7.40	\$ 7.60
Sheep/Head	Per head	Y	I	\$ 1.47	\$ 1.50
SPECIAL USE OF YARDS (NO SCALES)					
Minimum Charge	Per head	Y	I	\$ 13.30	\$ 13.70
NOTE: Additional to special sales and special use of yards (where used)					
Truck Wash Key	Per key	Y	I	\$ 50.50	\$ 52.00
Truck-Wash (per minute)	Per minute	Y	I	\$ 0.97	\$ 1.00
Truck-Wash turn on fee	Each	Y	I	\$ 4.60	\$ 4.75
Saleyard Scales Private Use	Per head	Y	I	\$ 6.40	\$ 6.60
Re-transporting of Stock					
Minimum charge	Per load	Y	I	\$ 13.30	\$ 13.70
Cattle/Head	Per head	Y	I	\$ 3.70	\$ 3.80
Sheep/Head	Per head	Y	I	\$ 0.54	\$ 0.55
Disposal of Dead Animals					
Sheep/Head	Per head	Y	I	\$ 61.50	\$ 63.35
Sale Cattle/Head	Per head	Y	I	\$ 169.70	\$ 174.80
Transit Cattle	Per head	Y	I	\$ 222.80	\$ 229.50
NOTE: A cow and calf offered for sale together shall be charged the fee applicable for one head only. Per day means any continuous period of 24 hours from arrival of stock at saleyards.	Per head	Y	I	\$ 3.60	\$ 3.70
LIBRARY (Set by Central West Library - Orange)					
General					
OVERDUE ITEMS					
Videos, DVDs and CD ROMs - per item per day	Per Item / Day	Y	I	\$ 1.00	\$ 1.00
Other Library Material	Per Item / Day	Y	I	\$ 0.60	\$ 0.60
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	\$ 22.70	\$ 22.70
INTER LIBRARY LOANS					
Search Fee	Per Item	Y	I	\$ 5.50	\$ 5.50
Lending library imposed fee	Per Item	Y	I	Various	Various

Code for Fees and Charges	
Charge set by Council	1
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Function/Activity	Unit of Measure	GST	Code	Total Charge 2020/2021	Total Charge 2021/2022
<u>Copying</u>					
PHOTOCOPYING AND PRINTING					
<u>Photocopying</u>					
- 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
<u>Printing</u>					
- A4/A3 Black & White	Per sheet	Y	I	\$ 0.20	\$ 0.20
- A4 Colour	Per sheet	Y	I	\$ 1.00	\$ 1.00
- A3 Colour	Per sheet	Y	I	\$ 2.00	\$ 2.00

Code for Fees and Charges	
Charge set by Council	1
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Function/Activity	Unit of Measure	GST	Code	Total Charge 2020/2021	Total Charge 2021/2022
Other					
Email & Social Networking	Per 10 minutes	Y	I	No Charge	No Charge
Local History Research	Per hour	Y	I	\$ 25.00	\$ 25.00
Use of Library Tutoring	Session maximum of 2 hours	Y	I	\$ 5.00	\$ 5.00
School Holiday Activities	Per activity	Y	I	Various	Various
PRIVATE WORKS					
Private Works - Payment required upfront in accordance with Debt Recovery Plan 1.10	Each instance	Y	I	Cost + 20%	Cost + 20%



Budget 2021-2022

**Cowra Shire Council
2022-2031 Long Term Financial Plan**

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Cowra Shire Council											
Budget Income Statement	Revised Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
\$'000	2021 Consolidated	2022 Consolidated	2023 Consolidated	2024 Consolidated	2025 Consolidated	2026 Consolidated	2027 Consolidated	2028 Consolidated	2029 Consolidated	2030 Consolidated	2031 Consolidated
Income from continuing operations											
Rates and annual charges	14,415	14,809	15,216	15,872	16,310	16,759	17,221	17,696	18,183	18,684	19,199
User charges and fees	11,494	12,650	12,975	13,382	13,746	14,119	14,508	14,905	15,309	15,725	16,153
Interest and investment revenue	329	382	360	352	349	374	380	439	446	518	549
Other revenues	2,868	2,152	2,182	2,213	2,245	2,277	2,311	1,555	1,019	1,048	1,078
Grants and contributions provided for operating purposes	9,303	7,021	6,912	7,034	6,924	7,057	7,200	7,347	7,497	7,651	7,809
Grants and contributions provided for capital purposes	14,317	17,528	2,957	1,471	860	875	890	656	672	688	21,705
Net gain from the disposal of assets	903	281	146	98	98	98	98	-	-	-	-
Total Income	53,628	54,822	40,748	40,422	40,532	41,560	42,608	42,597	43,127	44,315	66,493
Expenses from continuing operations											
Employee benefits and on-costs	15,157	15,450	15,866	16,330	16,804	17,291	17,703	17,787	18,029	18,457	18,896
Borrowing costs	1,109	1,029	1,007	1,365	1,277	1,203	1,140	1,171	900	929	855
Materials and contracts	12,093	8,791	9,414	9,577	10,023	10,187	10,410	10,573	10,594	10,873	11,118
Depreciation and amortisation	7,217	7,636	7,739	7,914	8,048	8,117	8,186	8,257	8,330	8,404	8,479
Other expenses	3,460	3,798	3,763	3,905	4,139	4,091	4,190	4,288	4,543	4,495	4,600
Net loss from the disposal of assets											
Total Expenses	39,034	36,704	37,789	39,090	40,291	40,889	41,629	42,077	42,395	43,158	43,948
Net Operating Result	14,593	18,118	2,959	1,332	240	671	979	520	732	1,157	22,545
Net operating result before grants and contributions provided for capital purposes	276	590	2	(139)	(620)	(205)	88	(136)	60	468	840

Cowra Shire Council											
Budget Income Statement	Revised Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
\$'000	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	General	General	General	General	General	General	General	General	General	General	General
Income from continuing operations											
Rates and annual charges	7,057	7,223	7,398	7,578	7,762	7,950	8,143	8,340	8,543	8,750	8,962
User charges and fees	5,385	5,331	5,437	5,567	5,696	5,828	5,969	6,110	6,250	6,395	6,543
Interest and investment revenue	278	300	280	275	273	301	308	369	378	452	483
Other revenues	763	644	662	681	700	719	740	760	782	804	826
Grants and contributions provided for operating purposes	9,257	6,755	6,884	7,017	6,918	7,057	7,200	7,347	7,497	7,651	7,809
Grants and contributions provided for capital purposes	6,303	8,432	2,859	1,120	507	520	532	545	558	572	6,586
Net gain from the disposal of assets	903	281	146	98	98	98	98	0	0	0	0
Total Income	29,947	28,966	23,667	22,335	21,954	22,473	22,990	23,471	24,008	24,623	31,209
Expenses from continuing operations											
Employee benefits and on-costs	12,010	12,356	12,689	13,062	13,442	13,833	14,162	14,498	14,842	15,194	15,555
Borrowing costs	264	235	249	329	301	272	250	231	211	193	175
Materials and contracts	3,741	-553	-668	557	750	631	556	833	1,038	1,152	613
Depreciation and amortisation	4,215	4,313	4,319	4,389	4,389	4,389	4,389	4,389	4,389	4,389	4,389
Other expenses	2,750	3,002	2,948	3,020	3,234	3,164	3,240	3,316	3,547	3,475	3,556
Net loss from the disposal of assets											
Total Expenses	22,979	19,353	19,537	21,357	22,116	22,289	22,597	23,267	24,027	24,404	24,288
Net Operating Result	6,967	9,612	4,130	978	(162)	184	392	204	(19)	220	6,921
Net operating result before grants and contributions provided for capital purposes	664	1,180	1,271	(142)	(670)	(336)	(140)	(341)	(577)	(352)	335

Cowra Shire Council											
Budget Income Statement	Revised Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
\$'000	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	Water	Water	Water	Water	Water	Water	Water	Water	Water	Water	Water
Income from continuing operations											
Rates and annual charges	1,803	1,859	1,916	1,976	2,036	2,099	2,164	2,230	2,299	2,369	2,442
User charges and fees	4,488	5,682	5,852	6,028	6,208	6,395	6,587	6,784	6,988	7,197	7,413
Interest and investment revenue	19	37	37	37	37	37	37	37	37	37	37
Other revenues	6	6	6	6	6	6	6	6	6	6	7
Grants and contributions provided for operating purposes	46	267	27	17	7	0	0	0	0	0	0
Grants and contributions provided for capital purposes	1,341	9,032	33	34	35	35	36	37	38	39	15,040
Net gain from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
Total Income	7,702	16,882	7,872	8,097	8,329	8,572	8,830	9,095	9,368	9,649	24,939
Expenses from continuing operations											
Employee benefits and on-costs	1,053	1,127	1,157	1,192	1,227	1,264	1,294	1,325	1,357	1,390	1,423
Borrowing costs	308	277	243	208	181	167	154	139	123	106	88
Materials and contracts	2,814	4,555	3,677	3,788	3,903	4,031	4,216	4,406	4,567	4,630	5,661
Depreciation and amortisation	1,967	2,246	2,291	2,337	2,383	2,431	2,480	2,529	2,580	2,632	2,684
Other expenses	489	570	584	598	612	627	642	657	673	689	706
Net loss from the disposal of assets											
Total Expenses	6,630	8,775	7,952	8,122	8,306	8,520	8,785	9,057	9,300	9,447	10,562
Net Operating Result	1,072	8,107	(80)	(25)	23	53	44	38	68	203	14,377
Net operating result before grants and contributions provided for capital purposes	(269)	(925)	(113)	(59)	(12)	17	8	1	30	163	(663)

Cowra Shire Council											
Budget Income Statement	Revised Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
\$'000	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	Sewer	Sewer	Sewer	Sewer	Sewer	Sewer	Sewer	Sewer	Sewer	Sewer	Sewer
Income from continuing operations											
Rates and annual charges	2,800	2,886	2,973	3,300	3,401	3,504	3,610	3,719	3,832	3,948	4,067
User charges and fees	875	911	938	1,017	1,047	1,078	1,110	1,143	1,177	1,212	1,248
Interest and investment revenue	26	32	30	28	26	24	22	20	18	16	16
Other revenues	21	22	23	23	24	25	26	26	27	28	29
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	6,568	64	65	317	318	320	322	74	76	77	79
Net gain from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
Total Income	10,291	3,914	4,029	4,685	4,816	4,951	5,090	4,983	5,130	5,282	5,440
Expenses from continuing operations											
Employee benefits and on-costs	403	424	434	446	459	471	483	494	506	518	531
Borrowing costs	517	502	490	808	780	752	724	790	555	621	583
Materials and contracts	2,315	1,814	3,304	2,058	2,121	2,159	2,200	2,223	2,149	2,178	1,987
Depreciation and amortisation	788	830	882	941	1,029	1,049	1,070	1,092	1,113	1,136	1,158
Other expenses	189	193	198	252	258	264	271	277	284	291	298
Net loss from the disposal of assets											
Total Expenses	4,213	3,764	5,308	4,505	4,647	4,696	4,748	4,877	4,608	4,743	4,557
Net Operating Result	6,078	150	(1,279)	180	169	255	341	106	522	538	883
Net operating result before grants and contributions provided for capital purposes	(490)	87	(1,344)	(137)	(149)	(65)	20	32	447	461	804

Cowra Shire Council											
Budget Income Statement	Revised Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
\$'000	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	Waste	Waste	Waste	Waste	Waste	Waste	Waste	Waste	Waste	Waste	Waste
Income from continuing operations											
Rates and annual charges	2,754	2,841	2,928	3,018	3,111	3,206	3,305	3,406	3,510	3,618	3,728
User charges and fees	745	727	748	771	794	818	842	868	894	921	948
Interest and investment revenue	6	13	13	13	13	13	13	13	13	13	13
Other revenues	2,078	1,480	1,491	1,503	1,515	1,527	1,539	762	204	210	216
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	105	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
Total Income	5,688	5,060	5,181	5,305	5,433	5,564	5,699	5,048	4,621	4,761	4,905
Expenses from continuing operations											
Employee benefits and on-costs	1,691	1,542	1,585	1,630	1,676	1,723	1,764	1,469	1,323	1,355	1,388
Borrowing costs	19	16	25	20	15	12	11	11	10	9	9
Materials and contracts	3,223	2,975	3,101	3,174	3,249	3,366	3,438	3,111	2,840	2,913	2,856
Depreciation and amortisation	247	247	247	247	247	247	247	247	247	247	247
Other expenses	32	33	34	35	36	36	37	38	39	40	41
Net loss from the disposal of assets											
Total Expenses	5,212	4,812	4,992	5,106	5,222	5,384	5,498	4,876	4,460	4,564	4,541
Net Operating Result	476	248	188	199	210	180	201	172	160	196	365
Net operating result before grants and contributions provided for capital purposes	371	248	188	199	210	180	201	172	160	196	365

Cowra Shire Council												
Budget Balance Sheet \$'000	Annual	Revised										
	Statements	Budget										
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	Consolidated											
ASSETS												
Current Assets												
Cash and cash equivalents	31,455	27,332	26,142	23,751	23,738	24,026	22,049	22,965	23,503	24,122	25,401	27,884
Investments												
Receivables	5,577	5,544	5,544	5,544	5,544	5,544	5,544	5,544	5,544	5,544	5,544	5,544
Inventories	1,827	1,827	1,827	1,827	1,827	1,827	1,827	1,827	1,827	1,827	1,827	1,827
Contract Assets	258	258	258	258	258	258	258	258	258	258	258	258
Total Current Assets	39,117	34,961	33,771	31,380	31,367	31,655	29,678	30,594	31,132	31,751	33,030	35,513
Non-Current Assets												
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	148	148	148	148	148	148	148	148	148	148	148	148
Infrastructure, property, plant and equipment	599,267	616,778	636,837	655,257	654,872	653,518	654,925	653,940	652,758	651,801	650,512	692,348
Other	174	174	174	174	174	174	174	174	174	174	174	174
Total Non-Current Assets	599,589	617,100	637,159	655,579	655,194	653,840	655,247	654,262	653,080	652,123	650,834	692,670
TOTAL ASSETS	638,706	652,062	670,930	686,959	686,561	685,495	684,925	684,856	684,212	683,874	683,864	728,183
LIABILITIES												
Current Liabilities												
Payables	2,912	2,912	2,912	2,912	2,912	2,912	2,912	2,912	2,912	2,912	2,912	2,912
Borrowings	1,309	1,309	1,309	1,309	1,309	1,309	1,309	1,309	1,309	1,309	1,309	1,309
Provisions	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964	4,964
Contract Liabilities	1,051	1,051	1,051	1,051	1,051	1,051	1,051	1,051	1,051	1,051	1,051	1,051
Total Current Liabilities	10,236											
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	16,683	15,375	15,895	28,726	26,744	25,173	23,656	22,318	20,850	19,463	17,966	39,393
Provisions	625	695	925	1,165	1,417	1,681	1,958	2,248	2,552	2,869	3,200	3,545
Total Non-Current Liabilities	17,308	16,070	16,820	29,891	28,161	26,854	25,614	24,566	23,402	22,332	21,165	42,939
TOTAL LIABILITIES	27,544	26,306	27,056	40,127	38,397	37,090	35,850	34,802	33,638	32,568	31,401	53,175
Net Assets	611,162	625,755	643,873	646,832	648,164	648,405	649,075	650,054	650,574	651,306	652,462	675,008
EQUITY												
Retained Earnings	197,846	212,439	230,557	233,516	234,848	235,089	235,759	236,738	237,258	237,990	239,146	261,692
Revaluation Reserves	413,316	413,316	413,316	413,316	413,316	413,316	413,316	413,316	413,316	413,316	413,316	413,316
TOTAL EQUITY	611,162	625,755	643,873	646,832	648,164	648,405	649,075	650,054	650,574	651,306	652,462	675,008

Cowra Shire Council												
Budget Balance Sheet \$'000	Final	Revised	Budget									
	2020	Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
General	General	General	General	General	General	General	General	General	General	General	General	General
ASSETS												
Current Assets												
Cash and cash equivalents	13,471	11,243	10,522	11,389	11,663	11,351	11,216	11,697	11,888	11,265	10,942	12,132
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	2,156	2,123	2,123	2,123	2,123	2,123	2,123	2,123	2,123	2,123	2,123	2,123
Inventories	1,827	1,827	1,827	1,827	1,827	1,827	1,827	1,827	1,827	1,827	1,827	1,827
Contract Assets	258	258	258	258	258	258	258	258	258	258	258	258
Total Current Assets	17,712	15,451	14,730	15,597	15,871	15,559	15,424	15,905	16,096	15,473	15,150	16,340
Non-Current Assets												
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	148	148	148	148	148	148	148	148	148	148	148	148
Infrastructure, property, plant and equipment	501,469	510,166	521,559	527,662	527,920	527,608	527,514	527,244	527,068	527,503	527,892	533,464
Other	174	174	174	174	174	174	174	174	174	174	174	174
Total Non-Current Assets	501,791	510,488	521,881	527,984	528,242	527,930	527,836	527,566	527,390	527,825	528,214	533,786
TOTAL ASSETS	519,503	525,939	536,611	543,581	544,113	543,489	543,260	543,471	543,486	543,298	543,364	550,125
LIABILITIES												
Current Liabilities												
Payables	2,597	2,597	2,597	2,597	2,597	2,597	2,597	2,597	2,597	2,597	2,597	2,597
Borrowings	570	570	570	570	570	570	570	570	570	570	570	570
Provisions	4,395	4,395	4,395	4,395	4,395	4,395	4,395	4,395	4,395	4,395	4,395	4,395
Contract Liabilities	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010
Total Current Liabilities	8,572											
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	5,489	4,923	5,785	8,420	7,757	7,069	6,418	5,989	5,540	5,101	4,664	4,209
Provisions	557	591	789	995	1,211	1,438	1,675	1,924	2,183	2,454	2,737	3,032
Total Non-Current Liabilities	6,046	5,515	6,574	9,415	8,968	8,507	8,094	7,912	7,724	7,555	7,401	7,241
TOTAL LIABILITIES	14,618	14,087	15,146	17,987	17,540	17,079	16,666	16,484	16,296	16,127	15,973	15,813
Net Assets	504,885	511,852	521,465	525,595	526,573	526,410	526,594	526,986	527,190	527,172	527,391	534,312
EQUITY												
Retained Earnings	153,939	160,906	170,519	174,649	175,627	175,464	175,648	176,040	176,244	176,226	176,445	183,366
Revaluation Reserves	350,946	350,946	350,946	350,946	350,946	350,946	350,946	350,946	350,946	350,946	350,946	350,946
TOTAL EQUITY	504,885	511,852	521,465	525,595	526,573	526,410	526,594	526,986	527,190	527,172	527,391	534,312

Cowra Shire Council												
Budget Balance Sheet \$'000	Final	Revised	Budget									
	2020	Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	Water											
ASSETS												
Current Assets												
Cash and cash equivalents	6,869	6,188	5,610	3,561	2,825	2,930	3,123	3,538	3,877	4,299	5,031	4,966
Investments												
Receivables	2,184	2,184	2,184	2,184	2,184	2,184	2,184	2,184	2,184	2,184	2,184	2,184
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	9,053	8,372	7,794	5,745	5,009	5,114	5,307	5,722	6,061	6,483	7,215	7,150
Non-Current Assets												
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories												
Infrastructure, property, plant and equipment	64,910	66,111	74,210	75,560	75,619	75,353	75,017	74,438	73,915	73,323	72,541	109,712
Other												
Total Non-Current Assets	64,910	66,111	74,210	75,560	75,619	75,353	75,017	74,438	73,915	73,323	72,541	109,712
TOTAL ASSETS	73,963	74,483	82,005	81,306	80,628	80,467	80,324	80,160	79,976	79,807	79,756	116,863
LIABILITIES												
Current Liabilities												
Payables	220	220	220	220	220	220	220	220	220	220	220	220
Borrowings	568	568	568	568	568	568	568	568	568	568	568	568
Provisions	331	331	331	331	331	331	331	331	331	331	331	331
Contract Liabilities												
Total Current Liabilities	1,119											
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	4,743	4,175	3,576	2,942	2,275	2,075	1,863	1,637	1,395	1,138	864	23,572
Provisions	-	16	30	44	59	75	92	110	129	149	170	192
Total Non-Current Liabilities	4,743	4,191	3,606	2,987	2,334	2,151	1,955	1,747	1,525	1,287	1,034	23,764
TOTAL LIABILITIES	5,862	5,310	4,725	4,106	3,453	3,270	3,074	2,866	2,644	2,406	2,153	24,883
Net Assets	68,101	69,173	77,280	77,200	77,175	77,197	77,250	77,294	77,332	77,401	77,603	91,980
EQUITY												
Retained Earnings	17,649	18,721	26,828	26,748	26,723	26,745	26,798	26,842	26,880	26,949	27,151	41,528
Revaluation Reserves	50,452	50,452	50,452	50,452	50,452	50,452	50,452	50,452	50,452	50,452	50,452	50,452
TOTAL EQUITY	68,101	69,173	77,280	77,200	77,175	77,197	77,250	77,294	77,332	77,401	77,603	91,980

Cowra Shire Council												
Budget Balance Sheet \$'000	Final	Revised	Budget									
	2020	Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	Sewer											
ASSETS												
Current Assets												
Cash and cash equivalents	9,491	8,313	8,336	6,961	7,037	7,151	4,707	4,686	4,682	5,110	5,553	6,314
Investments												
Receivables	837	837	837	837	837	837	837	837	837	837	837	837
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Contract Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	10,328	9,150	9,173	7,798	7,874	7,988	5,544	5,523	5,519	5,947	6,390	7,151
Non-Current Assets												
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories												
Infrastructure, property, plant and equipment	30,472	37,598	37,581	48,575	48,101	47,551	49,617	49,318	48,671	48,098	47,429	46,749
Other												
Total Non-Current Assets	30,472	37,598	37,581	48,575	48,101	47,551	49,617	49,318	48,671	48,098	47,429	46,749
TOTAL ASSETS	40,800	46,749	46,754	56,374	55,976	55,540	55,161	54,841	54,190	54,045	53,819	53,900
LIABILITIES												
Current Liabilities												
Payables	54	54	54	54	54	54	54	54	54	54	54	54
Borrowings	131	131	131	131	131	131	131	131	131	131	131	131
Provisions	48	48	48	48	48	48	48	48	48	48	48	48
Contract Liabilities												
Total Current Liabilities	233											
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	6,245	6,114	5,968	16,865	16,285	15,678	15,042	14,379	13,620	12,950	12,183	11,379
Provisions	-	1	3	4	6	8	10	12	14	17	19	22
Total Non-Current Liabilities	6,245	6,115	5,971	16,869	16,291	15,686	15,052	14,391	13,634	12,967	12,203	11,401
TOTAL LIABILITIES	6,478	6,348	6,204	17,102	16,524	15,919	15,285	14,624	13,867	13,200	12,436	11,634
Net Assets	34,322	40,400	40,551	39,272	39,452	39,621	39,876	40,217	40,323	40,845	41,383	42,266
EQUITY												
Retained Earnings	23,205	29,283	29,434	28,155	28,335	28,504	28,759	29,100	29,206	29,728	30,266	31,149
Revaluation Reserves	11,117	11,117	11,117	11,117	11,117	11,117	11,117	11,117	11,117	11,117	11,117	11,117
TOTAL EQUITY	34,322	40,400	40,551	39,272	39,452	39,621	39,876	40,217	40,323	40,845	41,383	42,266

Cowra Shire Council												
Budget Balance Sheet \$'000	Final	Revised	Budget									
	2020	Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Waste	Waste	Waste	Waste	Waste	Waste	Waste	Waste	Waste	Waste	Waste	Waste	Waste
ASSETS												
Current Assets												
Cash and cash equivalents	1,624	1,588	1,674	1,840	2,213	2,594	3,003	3,044	3,056	3,448	3,875	4,472
Investments												
Receivables	400	400	400	400	400	400	400	400	400	400	400	400
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Contract Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,024	1,988	2,074	2,240	2,613	2,994	3,403	3,444	3,456	3,848	4,275	4,872
Non-Current Assets												
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories												
Infrastructure, property, plant and equipment	2,416	2,903	3,486	3,459	3,232	3,005	2,778	2,941	3,103	2,876	2,649	2,422
Other												
Total Non-Current Assets	2,416	2,903	3,486	3,459	3,232	3,005	2,778	2,941	3,103	2,876	2,649	2,422
TOTAL ASSETS	4,440	4,891	5,560	5,699	5,845	5,998	6,181	6,384	6,560	6,724	6,925	7,294
LIABILITIES												
Current Liabilities												
Payables	41	41	41	41	41	41	41	41	41	41	41	41
Borrowings	40	40	40	40	40	40	40	40	40	40	40	40
Provisions	190	190	190	190	190	190	190	190	190	190	190	190
Contract Liabilities	41	41	41	41	41	41	41	41	41	41	41	41
Total Current Liabilities	312											
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	206	163	567	499	428	351	333	314	294	275	254	233
Provisions	68	86	103	121	140	160	181	202	225	249	274	300
Total Non-Current Liabilities	274	249	670	621	568	511	513	516	520	523	528	533
TOTAL LIABILITIES	586	561	982	933	880	823	825	828	832	835	840	845
Net Assets	3,854	4,330	4,578	4,766	4,965	5,176	5,355	5,556	5,728	5,888	6,085	6,450
EQUITY												
Retained Earnings	3,053	3,529	3,777	3,965	4,164	4,375	4,554	4,755	4,927	5,087	5,284	5,649
Revaluation Reserves	801	801	801	801	801	801	801	801	801	801	801	801
TOTAL EQUITY	3,854	4,330	4,578	4,766	4,965	5,176	5,355	5,556	5,728	5,888	6,085	6,450

Cowra Shire Council											
Budget Cash-Flow Statement \$'000	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
	Consolidated	Consolidated	Consolidated	Consolidated	Consolidated	Consolidated	Consolidated	Consolidated	Consolidated	Consolidated	Consolidated
Cash flows from operating activities											
Receipts:											
Rates and annual charges	14,415	14,809	15,216	15,872	16,310	16,759	17,221	17,696	18,183	18,684	19,199
User charges and fees	11,494	12,650	12,975	13,382	13,746	14,119	14,508	14,905	15,309	15,725	16,153
Investment and interest revenue received	329	382	360	352	349	374	380	439	446	518	549
Grants and contributions	23,620	24,549	9,868	8,505	7,785	7,932	8,091	8,003	8,169	8,340	29,514
Other	2,868	2,152	2,182	2,213	2,245	2,277	2,311	1,555	1,019	1,048	1,078
Net gain from the disposal of assets	903	281	146	98	98	98	98	0	0	0	0
Payments:											
Employee benefits and on-costs	-14,670	-14,954	-15,360	-15,811	-16,273	-16,748	-17,147	-17,217	-17,445	-17,860	-18,284
Materials and contracts	-12,093	-8,791	-9,414	-9,577	-10,023	-10,187	-10,410	-10,573	-10,594	-10,873	-11,118
Borrowing costs	-1,109	-1,029	-1,007	-1,365	-1,277	-1,203	-1,140	-1,171	-900	-929	-855
Other	-3,460	-3,798	-3,763	-3,905	-4,139	-4,091	-4,190	-4,288	-4,543	-4,495	-4,600
LSL Paid - reduce liability	-416	-267	-267	-267	-267	-267	-267	-267	-267	-267	-267
Net cash provided (or used in) operating activities	21,880	25,984	10,938	9,498	8,553	9,064	9,455	9,081	9,379	9,892	31,370
Cash flows from investing activities											
Receipts:											
Sale of infrastructure, property, plant and equipment	261	106	60	40	40	40	40	0	0	0	0
Deferred debtors receipts	33	0	0	0	0	0	0	0	0	0	0
Internal Loan Repayments	0	0	0	0	0	0	0	0	0	0	0
Payments:											
Purchase of property, plant and equipment	-24,989	-27,801	-26,219	-7,569	-6,734	-9,564	-7,241	-7,075	-7,373	-7,115	-50,314
Net cash provided (or used in) investing activities	-24,695	-27,695	-26,159	-7,529	-6,694	-9,524	-7,201	-7,075	-7,373	-7,115	-50,314
Cash flows from financing activities											
Receipts:											
New loans	0	1,904	14,348	0	0	0	0	0	0	0	23,000
Payments:											
Repayment of borrowings and advances	-1,308	-1,384	-1,518	-1,982	-1,571	-1,517	-1,338	-1,468	-1,387	-1,498	-1,572
Net cash provided (or used in) financing activities	-1,308	520	12,831	-1,982	-1,571	-1,517	-1,338	-1,468	-1,387	-1,498	21,428
Net increase / (decrease) in cash	-4,123	-1,191	-2,391	-13	288	-1,976	916	537	619	1,279	2,483
Cash at the beginning of the year	31,455	27,332	26,142	23,751	23,738	24,026	22,049	22,965	23,503	24,122	25,401
Cash at the end of the year	27,332	26,142	23,751	23,738	24,026	22,049	22,965	23,503	24,122	25,401	27,884

Cowra Shire Council												
Budget Cash-Flow Statement	Revised	Budget										
\$'000	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
	General											
Cash flows from operating activities												
Receipts:												
Rates and annual charges	7,057	7,223	7,398	7,578	7,762	7,950	8,143	8,340	8,543	8,750	8,962	
User charges and fees	5,385	5,331	5,437	5,567	5,696	5,828	5,969	6,110	6,250	6,395	6,543	
Investment and interest revenue received	278	300	280	275	273	301	308	369	378	452	483	
Grants and contributions	15,560	15,187	9,743	8,137	7,425	7,577	7,733	7,892	8,055	8,223	14,395	
Other	763	644	662	681	700	719	740	760	782	804	826	
Net gain from the disposal of assets	903	281	146	98	98	98	98	0	0	0	0	
Payments:												
Employee benefits and on-costs	-11,602	-11,940	-12,264	-12,627	-12,997	-13,377	-13,695	-14,020	-14,352	-14,693	-15,041	
Materials and contracts	-3,741	553	668	-557	-750	-631	-556	-833	-1,038	-1,152	-613	
Borrowing costs	-264	-235	-249	-329	-301	-272	-250	-231	-211	-193	-175	
Other	-2,750	-3,002	-2,948	-3,020	-3,234	-3,164	-3,240	-3,316	-3,547	-3,475	-3,556	
LSL Paid - reduce liability	-374	-219	-219	-219	-219	-219	-219	-219	-219	-219	-219	
Net cash provided (or used in) operating activities	11,216	14,123	8,654	5,584	4,454	4,810	5,030	4,853	4,641	4,892	11,605	
Cash flows from investing activities												
Receipts:												
Sale of infrastructure, property, plant and equipment	261	106	60	40	40	40	40	0	0	0	0	
Deferred debtors receipts	33	0	0	0	0	0	0	0	0	0	0	
Internal Loan Repayments	0	0	0	0	0	0	0	0	0	0	0	
Payments:												
Purchase of property, plant and equipment	-13,173	-15,813	-10,482	-4,687	-4,117	-4,334	-4,159	-4,214	-4,824	-4,779	-9,960	
Net cash provided (or used in) investing activities	-12,879	-15,706	-10,422	-4,647	-4,078	-4,294	-4,119	-4,214	-4,824	-4,779	-9,960	
Cash flows from financing activities												
Receipts:												
New loans	0	1,454	3,293	0	0	0	0	0	0	0	0	
Payments:												
Repayment of borrowings and advances	-566	-592	-659	-663	-688	-651	-430	-448	-440	-436	-455	
Net cash provided (or used in) financing activities	-566	862	2,634	-663	-688	-651	-430	-448	-440	-436	-455	
Net increase / (decrease) in cash	-2,228	-721	867	274	-312	-135	481	191	-622	-323	1,190	
Cash at the beginning of the year	13,471	11,243	10,522	11,389	11,663	11,351	11,216	11,697	11,888	11,265	10,942	
Cash at the end of the year	11,243	10,522	11,389	11,663	11,351	11,216	11,697	11,888	11,265	10,942	12,132	

Cowra Shire Council												
Budget Cash-Flow Statement	Revised	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
\$'000	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
	Water	Water	Water	Water	Water	Water	Water	Water	Water	Water	Water	Water
Cash flows from operating activities												
Receipts:												
Rates and annual charges	1,803	1,859	1,916	1,976	2,036	2,099	2,164	2,230	2,299	2,369	2,442	
User charges and fees	4,488	5,682	5,852	6,028	6,208	6,395	6,587	6,784	6,988	7,197	7,413	
Investment and interest revenue received	19	37	37	37	37	37	37	37	37	37	37	
Grants and contributions	1,386	9,299	60	51	41	35	36	37	38	39	15,040	
Other	6	6	6	6	6	6	6	6	6	6	7	
Net gain from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0	
Payments:												
Employee benefits and on-costs	-1,018	-1,092	-1,121	-1,155	-1,189	-1,225	-1,255	-1,285	-1,316	-1,347	-1,380	
Materials and contracts	-2,814	-4,555	-3,677	-3,788	-3,903	-4,031	-4,216	-4,406	-4,567	-4,630	-5,661	
Borrowing costs	-308	-277	-243	-208	-181	-167	-154	-139	-123	-106	-88	
Other	-489	-570	-584	-598	-612	-627	-642	-657	-673	-689	-706	
LSL Paid - reduce liability	-18	-22	-22	-22	-22	-22	-22	-22	-22	-22	-22	
Net cash provided (or used in) operating activities	3,055	10,367	2,225	2,327	2,422	2,501	2,542	2,586	2,668	2,855	17,083	
Cash flows from investing activities												
Receipts:												
Sale of infrastructure, property, plant and equipment	0	0	0	0	0	0	0	0	0	0	0	
Deferred debtors receipts	0	0	0	0	0	0	0	0	0	0	0	
Internal Loan Repayments	0	0	0	0	0	0	0	0	0	0	0	
Payments:												
Purchase of property, plant and equipment	-3,168	-10,345	-3,641	-2,395	-2,118	-2,095	-1,900	-2,007	-1,988	-1,849	-39,855	
Net cash provided (or used in) investing activities	-3,168	-10,345	-3,641	-2,395	-2,118	-2,095	-1,900	-2,007	-1,988	-1,849	-39,855	
Cash flows from financing activities												
Receipts:												
New loans	0	0	0	0	0	0	0	0	0	0	23,000	
Payments:												
Repayment of borrowings and advances	-568	-599	-633	-668	-199	-213	-226	-241	-257	-274	-292	
Net cash provided (or used in) financing activities	-568	-599	-633	-668	-199	-213	-226	-241	-257	-274	22,708	
Net increase / (decrease) in cash	-681	-578	-2,049	-737	105	193	415	338	423	732	-65	
Cash at the beginning of the year	6,869	6,188	5,610	3,561	2,825	2,930	3,123	3,538	3,877	4,299	5,031	
Cash at the end of the year	6,188	5,610	3,561	2,825	2,930	3,123	3,538	3,877	4,299	5,031	4,966	

Cowra Shire Council												
Budget Cash-Flow Statement	Revised	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
\$'000	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2031
	Sewer	Sewer	Sewer	Sewer	Sewer	Sewer	Sewer	Sewer	Sewer	Sewer	Sewer	Sewer
Cash flows from operating activities												
Receipts:												
Rates and annual charges	2,800	2,886	2,973	3,300	3,401	3,504	3,610	3,719	3,832	3,948	4,067	
User charges and fees	875	911	938	1,017	1,047	1,078	1,110	1,143	1,177	1,212	1,248	
Investment and interest revenue received	26	32	30	28	26	24	22	20	18	16	16	
Grants and contributions	6,568	64	65	317	318	320	322	74	76	77	79	
Other	21	22	23	23	24	25	26	26	27	28	29	
Net gain from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0	
Payments:												
Employee benefits and on-costs	-396	-418	-428	-440	-452	-464	-475	-487	-499	-511	-523	
Materials and contracts	-2,315	-1,814	-3,304	-2,058	-2,121	-2,159	-2,200	-2,223	-2,149	-2,178	-1,987	
Borrowing costs	-517	-502	-490	-808	-780	-752	-724	-790	-555	-621	-583	
Other	-189	-193	-198	-252	-258	-264	-271	-277	-284	-291	-298	
LSL Paid - reduce liability	-5	-5	-5	-5	-5	-5	-5	-5	-5	-5	-5	
Net cash provided (or used in) operating activities	6,868	982	-395	1,123	1,200	1,306	1,414	1,200	1,638	1,677	2,044	
Cash flows from investing activities												
Receipts:												
Sale of infrastructure, property, plant and equipment	0	0	0	0	0	0	0	0	0	0	0	
Deferred debtors receipts	0	0	0	0	0	0	0	0	0	0	0	
Internal Loan Repayments	0	0	0	0	0	0	0	0	0	0	0	
Payments:												
Purchase of property, plant and equipment	-7,915	-813	-11,876	-467	-478	-3,115	-772	-445	-540	-467	-479	
Net cash provided (or used in) investing activities	-7,915	-813	-11,876	-467	-478	-3,115	-772	-445	-540	-467	-479	
Cash flows from financing activities												
Receipts:												
New loans	0	0	11,055	0	0	0	0	0	0	0	0	
Payments:												
Repayment of borrowings and advances	-131	-146	-158	-580	-607	-636	-663	-759	-670	-767	-805	
Net cash provided (or used in) financing activities	-131	-146	10,897	-580	-607	-636	-663	-759	-670	-767	-805	
Net increase / (decrease) in cash	-1,178	22	-1,375	76	114	-2,444	-21	-4	428	443	761	
Cash at the beginning of the year	9,491	8,313	8,336	6,961	7,037	7,151	4,707	4,686	4,682	5,110	5,553	
Cash at the end of the year	8,313	8,336	6,961	7,037	7,151	4,707	4,686	4,682	5,110	5,553	6,314	

Cowra Shire Council											
Budget Cash-Flow Statement	Revised	Budget									
\$'000	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	Waste	Waste	Waste	Waste	Waste	Waste	Waste	Waste	Waste	Waste	Waste
Cash flows from operating activities											
Receipts:											
Rates and annual charges	2,754	2,841	2,928	3,018	3,111	3,206	3,305	3,406	3,510	3,618	3,728
User charges and fees	745	727	748	771	794	818	842	868	894	921	948
Investment and interest revenue received	6	13	13	13	13	13	13	13	13	13	13
Grants and contributions	105	0	0	0	0	0	0	0	0	0	0
Other	2,078	1,480	1,491	1,503	1,515	1,527	1,539	762	204	210	216
Net gain from the disposal of assets	0	0	0	0	0	0	0	0	0	0	0
Payments:											
Employee benefits and on-costs	-1,654	-1,504	-1,546	-1,590	-1,635	-1,681	-1,722	-1,426	-1,279	-1,309	-1,341
Materials and contracts	-3,223	-2,975	-3,101	-3,174	-3,249	-3,366	-3,438	-3,111	-2,840	-2,913	-2,856
Borrowing costs	-19	-16	-25	-20	-15	-12	-11	-11	-10	-9	-9
Other	-32	-33	-34	-35	-36	-36	-37	-38	-39	-40	-41
LSL Paid - reduce liability	-19	-21	-21	-21	-21	-21	-21	-21	-21	-21	-21
Net cash provided (or used in) operating activities	741	512	453	465	477	447	469	442	431	468	638
Cash flows from investing activities											
Receipts:											
Sale of infrastructure, property, plant and equipment	0	0	0	0	0	0	0	0	0	0	0
Deferred debtors receipts	0	0	0	0	0	0	0	0	0	0	0
Internal Loan Repayments	0	0	0	0	0	0	0	0	0	0	0
Payments:											
Purchase of property, plant and equipment	-734	-830	-220	-20	-20	-20	-410	-410	-20	-20	-20
Net cash provided (or used in) investing activities	-734	-830	-220	-20	-20	-20	-410	-410	-20	-20	-20
Cash flows from financing activities											
Receipts:											
New loans	0	450	0	0	0	0	0	0	0	0	0
Payments:											
Repayment of borrowings and advances	-43	-46	-67	-72	-77	-18	-19	-19	-20	-21	-21
Net cash provided (or used in) financing activities	-43	404	-67	-72	-77	-18	-19	-19	-20	-21	-21
Net increase / (decrease) in cash	-36	86	166	373	380	409	41	13	391	428	597
Cash at the beginning of the year	1,624	1,588	1,674	1,840	2,213	2,594	3,003	3,044	3,056	3,448	3,875
Cash at the end of the year	1,588	1,674	1,840	2,213	2,594	3,003	3,044	3,056	3,448	3,875	4,472

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
CIVIC ACTIVITIES												
Income from continuing operations												
2081	Sale of Cowra History Book	45,500										
3003	Grant - Saluting their Service (DVA)	9,800										
	Total income	55,300	0									
Expenses from continuing operations												
10051	Mayoral Expenses	2,000	2,000	2,048	2,097	2,147	2,199	2,252	2,306	2,361	2,418	2,476
10050	Mayoral Allowance	27,193	27,060	27,709	28,374	29,055	29,752	30,466	31,197	31,946	32,713	33,498
10061	Mayor - Vehicle Running Expenses	16,802	17,138	17,549	17,970	18,401	18,843	19,295	19,758	20,232	20,718	21,215
10177	Executive Meetings	7,252	12,397	12,695	13,000	13,312	13,631	13,958	14,293	14,636	14,987	15,347
10192	Community Event Attendance	3,075	3,137	3,212	3,289	3,368	3,449	3,532	3,617	3,704	3,793	3,884
10053	Councillor Travelling Costs/Allowances	7,634	12,987	13,299	13,618	13,945	14,280	14,623	14,974	15,333	15,701	16,078
10136	Councillor Communication Expenses	12,849	13,106	13,421	13,743	14,073	14,411	14,757	15,111	15,474	15,845	16,225
10137	Councillor Training & Conference Attendance	6,238	14,443	14,790	15,145	15,509	15,881	16,262	16,652	17,051	17,461	17,880
10141	Councillor Partners/Spouses Expenses	557	678	694	711	728	745	763	781	800	819	839
10178	Membership Fees	2,208	1,552	1,589	1,627	1,666	1,706	1,747	1,789	1,832	1,876	1,921
10179	Prospective Councillor Introductory Sessions	-	5,000			5,000				5,000		
10142	Councillor Carers Expenses	-	600	614	629	644	659	675	691	708	725	742
10054	Meeting/Function Expenses	13,166	18,529	18,974	19,429	19,895	20,372	20,861	21,362	21,875	22,400	22,938
10068	Sustenance - Council/Staff Functions	16,079	11,301	11,572	11,850	12,134	12,425	12,723	13,028	13,341	13,661	13,989
10056	Councillor Insurance	26,154	26,677	27,317	27,973	28,644	29,331	30,035	30,756	31,494	32,250	33,024
10021	Local Government NSW - Membership	29,974	30,573	31,307	32,058	32,827	33,615	34,422	35,248	36,094	36,960	37,847
10064	Election Expenses		127,287			137,527				148,586		
10023	Section 356 Donations	28,286	28,852	29,544	30,253	30,979	31,722	32,483	33,263	34,061	34,878	35,715
12105	Information & Neighbourhood Centre Contribution	10,949	11,168	11,436	11,710	11,991	12,279	12,574	12,876	13,185	13,501	13,825
10089	Cowra / Japan Relationship	5,000	5,000	25,000	5,000	5,000	25,000	25,000	5,000	5,000	5,000	5,000
10058	Civic Receptions	7,500	6,500	6,656	6,816	6,980	7,148	7,320	7,496	7,676	7,860	8,049
10066	Civic Expenses	2,500	2,343	2,399	2,457	2,516	2,576	2,638	2,701	2,766	2,832	2,900
10052	Members Fees	98,293	111,600	114,278	117,021	119,830	122,706	125,651	128,667	131,755	134,917	138,155
	Members - Super Equivalent			11,999	12,872	13,780	14,725	15,078	15,440	15,811	16,190	16,579
10172	Civic Square Masterplan	27,700										
10169	Breakout Anniversary					25,000					25,000	
10281	Central NSW Joint Organisation Membership & Admin	23,612	24,084	24,662	25,254	25,860	26,481	27,117	27,768	28,434	29,116	29,815
10282	Central NSW Joint Organisation Operational Membership	10,260	10,465	10,716	10,973	11,236	11,506	11,782	12,065	12,355	12,652	12,956
11780	Cowra Community Grants Scheme	54,121	57,000	57,000	60,000	60,000	60,000	63,000	63,000	63,000	66,000	66,000
10286	Cowra History Book - Cost of Goods Sold	80,500										
11849	Saluting their Service Expenditure	9,800										
	Total expenses	529,701	581,477	490,480	483,869	662,047	525,442	539,014	529,839	694,510	580,273	566,897
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	(474,401)	(581,477)	(490,480)	(483,869)	(662,047)	(525,442)	(539,014)	(529,839)	(694,510)	(580,273)	(566,897)
	<i>Funded by / (to) reserves</i>											
	Transfer to Election Reserve	(47,336)	(35,000)	(35,000)	(35,000)	(35,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
	Transfer from Election Reserve		127,287			137,527				148,586		
	Funded by / (to) general revenues	521,737	489,190	525,480	518,869	559,520	565,442	579,014	569,839	585,924	620,273	606,897

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
LAND DEVELOPMENT												
	Income from continuing operations											
	Profit on Disposal - Valley View	410,536										
	Total income	410,536	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
12119	Land Development - Holding Costs	15,000	8,043	8,236	8,434	8,636	8,843	9,055	9,272	9,495	9,723	9,956
12123	Valley View - Marketing & Sale Costs	22,000										
	Total expenses	37,000	8,043	8,236	8,434	8,636	8,843	9,055	9,272	9,495	9,723	9,956
	Capital items											
2038	Sale - Valley View	(71,283)										
	Total capital items	(71,283)	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	444,819	(8,043)	(8,236)	(8,434)	(8,636)	(8,843)	(9,055)	(9,272)	(9,495)	(9,723)	(9,956)
	<i>Funded by / (to) reserves</i>											
	Funded by / (to) general revenues	(444,819)	8,043	8,236	8,434	8,636	8,843	9,055	9,272	9,495	9,723	9,956

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
GENERAL MANAGERS OFFICE												
Income from continuing operations												
1536	Festival Revenue	6,614	6,812	7,016	7,226	7,443	7,666	7,896	8,133	8,377	8,628	8,887
1258	Income - Overheads - Stronger Country Communities	88,850										
1262	Drought Communities Program - Phase 1	21,038										
1555	Drought Communities Program - Phase 2	455,795										
2079	Grant Income - NSW Small Business Month	2,000										
	Total income	574,296	6,812	7,016	7,226	7,443	7,666	7,896	8,133	8,377	8,628	8,887
Expenses from continuing operations												
10030	Salaries	493,783	502,970	513,029	525,342	537,950	550,861	564,082	577,620	591,483	605,679	620,215
10037	Vehicle Running Expenses	18,802	19,178	19,638	20,109	20,592	21,086	21,592	22,110	22,641	23,184	23,740
10004	Advertising	53,000	69,059	70,716	72,413	74,151	75,931	77,753	79,619	81,530	83,487	85,491
10038	Public Relations	9,808	10,004	10,244	10,489	10,741	10,999	11,263	11,533	11,809	12,093	12,383
10047	Sponsorship	6,624	9,756	9,990	10,230	10,476	10,727	10,984	11,248	11,518	11,794	12,077
11709	Cowra Business Officer Working Expenses	10,000	18,258	18,696	19,145	19,604	20,074	20,556	21,049	21,554	22,071	22,601
10161	Local Government NSW Management Services - General Manager - Performance Review	2,838	3,413	3,495	3,579	3,665	3,753	3,843	3,935	4,029	4,126	4,225
11782	Printing	18,575	19,047	19,504	19,972	20,451	20,942	21,445	21,960	22,487	23,027	23,580
11752	Business Assistance	15,395	12,743	13,049	13,362	13,683	14,011	14,347	14,691	15,044	15,405	15,775
11778	Community/Customer Surveys	15,005		15,945		16,752		17,600		18,491		19,427
10039	Legal Expenses/Opinions	25,375	15,883	16,264	16,654	17,054	17,463	17,882	18,311	18,750	19,200	19,661
10031	Office Expenses	22,116	22,188	22,720	23,265	23,823	24,395	24,981	25,581	26,195	26,823	27,467
11077	Main Street Banners	20,233	5,253	10,768	5,519	11,314	5,798	11,886	6,092	12,488	6,400	13,120
11017	Festival Operations	81,590	83,223	85,221	87,266	89,361	91,506	93,703	95,952	98,254	100,612	103,026
11080	Festival Coordinator	28,886	29,464	30,171	30,895	31,636	32,395	33,172	33,968	34,783	35,618	36,473
11783	Cowra Business Chamber - Secretarial Support	11,038	11,259	11,529	11,806	12,089	12,379	12,676	12,980	13,292	13,611	13,938
11790	Donation - Business Chamber - Business Hub	29,860	30,457	31,188	31,937	32,703	33,488	34,292	35,115	35,958	36,821	37,705
11106	Drought Communities Phase 1 - Community Groups	21,038										
11109	Drought Communities Phase 2 - Community Groups	455,795										
11836	Grant Expenditure - NSW Small Business Month 2020	2,000										
	Total expenses	1,341,761	862,155	902,167	901,983	946,045	945,808	992,057	991,764	1,040,306	1,039,951	1,090,904
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	(767,465)	(855,343)	(895,151)	(894,757)	(938,602)	(938,142)	(984,161)	(983,631)	(1,031,929)	(1,031,323)	(1,082,017)
<i>Funded by / (to) reserves</i>												
	Transfer from Carryover Reserve	9,983										
	Transfer from Business Assistance Reserve	29,860	30,457	31,188	31,937	7,065						
	Funded by / (to) general revenues	727,622	824,886	863,963	862,820	931,537	938,142	984,161	983,631	1,031,929	1,031,323	1,082,017

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
TOURISM ACTIVITIES												
Income from continuing operations												
1822	Japanese Garden Rent	1,767	1,802	1,845	1,889	1,934	1,980	2,028	2,077	2,127	2,178	2,230
1820	Visitor's Centre Rent	43,709	45,020	46,371	47,762	49,195	50,671	52,191	53,757	55,370	57,031	58,742
2087	Grant - Crown Reserves Fund - Japanese Gardens	10,400										
	Total income	55,876	46,822	48,216	49,651	51,129	52,651	54,219	55,834	57,497	59,209	60,972
Expenses from continuing operations												
11710	Japanese Garden Raw Water	101,296	104,335	107,465	110,689	114,009	117,430	60,476				
11700	Cowra Tourism Contribution	270,441	275,850	282,470	289,249	296,191	303,300	310,579	318,033	325,666	333,482	341,486
11703	Visitor's Centre Maintenance	16,722	17,056	17,465	17,884	18,313	18,753	19,203	19,664	20,136	20,619	21,114
11715	Cowra Tourism Contribution - Events Management Officer	44,962	45,861	46,962	48,089	49,243	50,425	51,635	52,874	54,143	55,442	56,773
11717	Cowra Japanese Garden & Cultural Centre - Plant/Labour Contribution	20,752	10,753	11,008	11,272	11,542	11,819	12,103	12,394	12,691	12,996	13,308
10615	Christmas Decorations		5,519		5,798		6,092		6,400		6,724	
11719	Visitor's Centre Rent Contribution	30,995	31,615	32,374	33,151	33,947	34,762	35,596	36,450	37,325	38,221	39,138
11839	Install Automatic Door - Japanese Gardens	10,400										
	Depreciation	19,053	19,053	19,053	19,053	19,053	19,053	19,053	19,053	19,053	19,053	19,053
	Total expenses	514,621	510,042	516,797	535,185	542,298	561,634	508,645	464,868	469,014	486,537	490,872
Capital items												
	Total Capital Items	0	0	0	0	0	0	0	0	0	0	0
Cash reconciliation items												
	Depreciation	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)
	Total adjustment for non-cash items	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)	(19,053)
	Increase / (decrease) in cash	(439,692)	(444,167)	(449,528)	(466,481)	(472,116)	(489,930)	(435,373)	(389,981)	(392,464)	(408,275)	(410,847)
	<i>Funded by / (to) reserves</i>											
	Transfer from Carryover Reserve	10,248										
	Funded by / (to) general revenues	429,444	444,167	449,528	466,481	472,116	489,930	435,373	389,981	392,464	408,275	410,847

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
HUMAN RESOURCES												
Income from continuing operations												
1901	Training Subsidy	13,069	13,396	13,731	14,074	14,426	14,787	15,157	15,536	15,924	16,322	16,730
Total income		13,069	13,396	13,731	14,074	14,426	14,787	15,157	15,536	15,924	16,322	16,730
Expenses from continuing operations												
10360	Salaries	195,610	197,737	201,692	206,533	211,490	216,566	221,764	227,086	232,536	238,117	243,832
10221	Training	227,387	208,693	213,702	218,831	224,083	229,461	234,968	240,607	246,382	252,295	258,350
10249	Employee Health & Welfare Programs	25,633	26,146	26,774	27,417	28,075	28,749	29,439	30,146	30,870	31,611	32,370
10230	Employee Assistance Program	2,496	3,646	3,734	3,824	3,916	4,010	4,106	4,205	4,306	4,409	4,515
10231	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
10277	Recruitment Expense	5,000	5,100	5,223	5,349	5,478	5,610	5,745	5,883	6,024	6,168	6,316
10233	Pre-Employment Expenses	6,014	11,734	12,016	12,304	12,599	12,901	13,211	13,528	13,853	14,185	14,525
10280	HR Management Software	27,195	27,739	28,405	29,087	29,785	30,500	31,232	31,982	32,750	33,536	34,341
	Training Contribution - Saleyards	(2,743)	(2,798)	(2,854)	(2,922)	(2,992)	(3,064)	(3,138)	(3,213)	(3,290)	(3,369)	(3,450)
	Training Contribution - Waste	(22,739)	(23,194)	(23,658)	(24,226)	(24,807)	(25,402)	(26,012)	(26,636)	(27,275)	(27,930)	(28,600)
	Training Contribution - Water	(34,109)	(34,791)	(35,487)	(36,339)	(37,211)	(38,104)	(39,018)	(39,954)	(40,913)	(41,895)	(42,900)
	Training Contribution - Sewer	(22,739)	(23,194)	(23,658)	(24,226)	(24,807)	(25,402)	(26,012)	(26,636)	(27,275)	(27,930)	(28,600)
Total expenses		419,005	408,818	417,889	427,632	437,609	447,825	458,285	468,998	479,968	491,197	502,699
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		(405,936)	(395,422)	(404,158)	(413,558)	(423,183)	(433,038)	(443,128)	(453,462)	(464,044)	(474,875)	(485,969)
<i>Funded by / (to) reserves</i>												
	Transfer from Statecover Reserve	25,633	48,977	50,062	51,264	52,494	53,754	55,044	56,366	57,719	59,104	60,523
Funded by / (to) general revenues		380,303	346,445	354,096	362,294	370,689	379,284	388,084	397,096	406,325	415,771	425,446

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
GENERAL MANAGER - OVERHEADS												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
19046	Superannuation	84,438	98,559	106,074	113,903	122,058	130,549	133,812	137,157	140,586	144,101	147,704
19047	Public Holidays	29,743	32,009	32,649	33,433	34,235	35,057	35,898	36,760	37,642	38,545	39,470
19048	Workers Comp. Insurance	8,547	20,781	21,280	21,791	22,314	22,850	23,398	23,960	24,535	25,124	25,727
19050	Annual Leave	59,485	64,018	65,298	66,865	68,470	70,113	71,796	73,519	75,283	77,090	78,940
	Long Service Leave - Accrual	31,071	31,692	32,326	33,102	33,896	34,710	35,543	36,396	37,270	38,164	39,080
19049	Sick Leave	22,307	24,007	24,487	25,075	25,677	26,293	26,924	27,570	28,232	28,910	29,604
19056	Special Leave	2,350										
	Total expenses	237,941	271,066	282,114	294,169	306,650	319,572	327,371	335,362	343,548	351,934	360,525
	Capital items											
19051	Long Service Leave	21,127	16,004	16,004	16,004	16,004	16,004	16,004	16,004	16,004	16,004	16,004
	Total capital items	21,127	16,004	16,004	16,004	16,004	16,004	16,004	16,004	16,004	16,004	16,004
	Cash reconciliation items											
	LSL Accrual	(31,071)	(31,692)	(32,326)	(33,102)	(33,896)	(34,710)	(35,543)	(36,396)	(37,270)	(38,164)	(39,080)
	Total adjustment for non-cash items	(31,071)	(31,692)	(32,326)	(33,102)	(33,896)	(34,710)	(35,543)	(36,396)	(37,270)	(38,164)	(39,080)
	Increase / (decrease) in cash	(227,997)	(255,378)	(265,792)	(277,071)	(288,758)	(300,866)	(307,832)	(314,970)	(322,282)	(329,774)	(337,449)
	<i>Funded by / (to) reserves</i>											
	Transfer to Long Service Leave Reserve	(22,639)	(23,927)	(19,023)	(16,004)	(16,004)	(16,004)	(16,004)	(16,004)	(16,004)	(16,004)	(16,004)
	Transfer from Long Service Leave Reserve	21,127	16,004	16,004	16,004	16,004	16,004	16,004	16,004	16,004	16,004	16,004
	Funded by / (to) general revenues	229,508	263,301	268,811	277,071	288,758	300,866	307,832	314,970	322,282	329,774	337,449

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
CORPORATE SERVICES												
	Income from continuing operations											
2013	Statewide - Insurance Rebates	32,459	33,108	33,903	34,717	35,550	36,403	37,277	38,172	39,088	40,026	40,987
2014	Statecover - Performance rebate	45,207	46,111	47,218	48,351	49,511	50,699	51,916	53,162	54,438	55,745	57,083
2086	Insurance Claim - Income	50,070										
	Total income	127,736	79,219	81,121	83,068	85,061	87,102	89,193	91,334	93,526	95,771	98,070
	Expenses from continuing operations											
10000	Salaries	1,119,636	1,165,185	1,188,489	1,217,013	1,246,221	1,276,130	1,306,757	1,338,119	1,370,234	1,403,120	1,436,795
10003	Vehicle Running Expenses	41,302	42,128	43,139	44,174	45,234	46,320	47,432	48,570	49,736	50,930	52,152
10005	Printing & Stationery	50,126	51,129	52,356	53,613	54,900	56,218	57,567	58,949	60,364	61,813	63,297
10006	Postages	77,170	78,713	80,602	82,536	84,517	86,545	88,622	90,749	92,927	95,157	97,441
10090	Office Equipment Maintenance/Supplies	61,704	62,938	64,449	65,996	67,580	69,202	70,863	72,564	74,306	76,089	77,915
10007	Telephones	32,269	32,914	33,704	34,513	35,341	36,189	37,058	37,947	38,858	39,791	40,746
10008	Working Expenses	17,806	18,162	18,598	19,044	19,501	19,969	20,448	20,939	21,442	21,957	22,484
10048	Accounting Software	15,280	10,229	10,474	10,725	10,982	11,246	11,516	11,792	12,075	12,365	12,662
10156	Consultants	30,000	30,000	30,720	31,457	32,212	32,985	33,777	34,588	35,418	36,268	37,138
10010	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
10011	Bank Charges	48,460	49,429	50,615	51,830	53,074	54,348	55,652	56,988	58,356	59,757	61,191
10013	Valuer General Land Value Fee	53,208	54,272	55,575	56,909	58,275	59,674	61,106	62,573	64,075	65,613	67,188
10014	Audit Fees	51,400	52,428	53,686	54,974	56,293	57,644	59,027	60,444	61,895	63,380	64,901
	Audit - New Ledger Structure		5,000									
10015	Internal Audit	50,000	25,500	26,000	26,500	27,000	27,648	28,312	28,991	29,687	30,399	31,129
10041	Debt Recovery Expenses	9,114	13,496	13,820	14,152	14,492	14,840	15,196	15,561	15,934	16,316	16,708
10042	Write off Bad & Doubtful Debts	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
10017	Insurance - Fidelity Guarantee	6,922	7,061	7,230	7,404	7,582	7,764	7,950	8,141	8,336	8,536	8,741
10018	Insurance - Public Liability/Professional Indemnity	197,000	200,940	205,763	210,701	215,758	220,936	226,238	231,668	237,228	242,921	248,751
1155	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)
10045	Refund S.611 Charges to Water & Sewer	950,000	180,000	180,000	180,000	180,000	120,000	80,000	50,000			
10019	Insurance - Property/Industrial Special Risks	68,921	70,299	71,986	73,714	75,483	77,295	79,150	81,050	82,995	84,987	87,027
10020	Insurance - Miscellaneous	15,184	15,488	15,860	16,241	16,631	17,030	17,439	17,858	18,287	18,726	19,175
10016	Legal Expenses	5,150	5,253	5,379	5,508	5,640	5,775	5,914	6,056	6,201	6,350	6,502
10166	Revaluation of Council Assets		20,000	20,000		30,000		20,000	20,000		30,000	
10228	Employee Service Awards	5,618	5,730	5,868	6,009	6,153	6,301	6,452	6,607	6,766	6,928	7,094
	ADMINISTRATION BUILDING - WORKING EXPENSES											
10081	Offices Cleaning	33,904	34,582	35,412	36,262	37,132	38,023	38,936	39,870	40,827	41,807	42,810
10082	Rates, Lighting, Power & Operating Expenses	84,231	85,916	87,978	90,089	92,251	94,465	96,732	99,054	101,432	103,866	106,359
10083	Security Services	6,912	7,050	7,219	7,392	7,569	7,751	7,937	8,127	8,322	8,522	8,727
	DEPRECIATION											
	Depreciation - Buildings	178,521	178,521	178,521	178,521	178,521	178,521	178,521	178,521	178,521	178,521	178,521
	Depreciation - Other Assets	405,736	405,736	405,736	405,736	405,736	405,736	405,736	405,736	405,736	405,736	405,736
	Depreciation - Office Equipment	3,536	3,536	3,536	3,536	3,536	3,536	3,536	3,536	3,536	3,536	3,536
	Depreciation - Furniture & Fittings	12,108	12,108	12,108	12,108	12,108	12,108	12,108	12,108	12,108	12,108	12,108
	Total expenses	2,721,218	2,013,743	2,054,823	2,086,657	2,169,722	2,134,199	2,169,982	2,197,106	2,185,602	2,275,499	2,306,834
	Capital items											
24182	Install Security Screen - Customer Service	13,809										
	Total capital items	13,809	0									
	Cash reconciliation items											
	Depreciation	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)
	Total adjustment for non-cash items	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)	(599,901)
	Increase / (decrease) in cash	(2,007,390)	(1,334,623)	(1,373,801)	(1,403,688)	(1,484,760)	(1,447,196)	(1,480,888)	(1,505,871)	(1,492,175)	(1,579,827)	(1,608,863)
	<i>Funded by / (to) reserves</i>											
	Transfer to Statewide Reserve	(32,459)	(33,108)	(33,903)	(34,717)	(35,550)	(36,403)	(37,277)	(38,172)	(39,088)	(40,026)	(40,987)
	Transfer to Statecover Reserve	(45,207)	(46,111)	(47,218)	(48,351)	(49,511)	(50,699)	(51,916)	(53,162)	(54,438)	(55,745)	(57,083)
	Transfer from Statecover Reserve (Capital)	13,809										
	Transfer to Bad Debts Reserve	(7,500)	(7,500)	(7,500)	(7,500)	(8,000)	(8,000)	(8,000)	(8,500)	(8,500)	(9,000)	(9,000)
	Transfer from Bad Debts Reserve	6,813	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
	Funded by / (to) general revenues	2,071,934	1,416,342	1,457,422	1,489,256	1,572,821	1,537,298	1,573,081	1,600,705	1,589,201	1,679,598	1,710,933

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
GENERAL PURPOSE REVENUE												
	Income from continuing operations											
1000	Residential - Cowra	1,866,867	1,908,754	1,954,564	2,001,474	2,049,509	2,098,697	2,149,066	2,200,644	2,253,459	2,307,542	2,362,923
1005	Residential	336,379	341,883	350,088	358,490	367,094	375,904	384,926	394,164	403,624	413,311	423,230
1004	Residential - Rural	400,242	413,768	423,698	433,867	444,280	454,943	465,862	477,043	488,492	500,216	512,221
1002	Farmland	3,136,548	3,211,956	3,289,043	3,367,980	3,448,812	3,531,583	3,616,341	3,703,133	3,792,008	3,883,016	3,976,208
1042	Mining	20,667	21,080	21,586	22,104	22,634	23,177	23,733	24,303	24,886	25,483	26,095
1003	Business	1,379,447	1,410,071	1,443,913	1,478,567	1,514,053	1,550,390	1,587,599	1,625,701	1,664,718	1,704,671	1,745,583
1007	Interest on Overdue Rates	15,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
1020	Income - Rate Legal Action	19,114	13,496	13,820	14,152	14,492	14,840	15,196	15,561	15,934	16,316	16,708
1006/1008	Pensioner Rates Abandoned	(184,133)	(187,866)	(187,866)	(187,866)	(187,866)	(187,866)	(187,866)	(187,866)	(187,866)	(187,866)	(187,866)
1019	Pensioner Rates Subsidy	101,335	103,326	103,326	103,326	103,326	103,326	103,326	103,326	103,326	103,326	103,326
1012	Interest on Investments	252,591	261,517	243,414	240,031	241,130	270,626	277,750	338,919	348,179	421,980	453,228
1856	Financial Assistance Grant - Local Roads	1,523,933	1,562,032	1,601,083	1,641,110	1,682,138	1,724,191	1,767,296	1,811,478	1,856,765	1,903,184	1,950,764
1018	Financial Assistance Grant - General	3,362,132	3,446,186	3,532,341	3,620,650	3,711,166	3,803,945	3,899,044	3,996,520	4,096,433	4,198,844	4,303,815
	Total income	12,230,123	12,536,203	12,819,010	13,123,886	13,440,769	13,793,756	14,132,273	14,532,926	14,889,958	15,320,024	15,716,235
	Expenses from continuing operations											
	Total expenses	0	0	0	0	0	0	0	0	0	0	0
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	12,230,123	12,536,203	12,819,010	13,123,886	13,440,769	13,793,756	14,132,273	14,532,926	14,889,958	15,320,024	15,716,235
	<i>Funded by / (to) reserves</i>											
	Transfer to Unexpended Grants Reserve	(2,520,123)	(2,566,712)	(2,630,880)	(2,696,652)	(2,764,068)	(2,833,170)	(2,903,999)	(2,976,599)	(3,051,014)	(3,127,290)	(3,205,472)
	Transfer from Unexpended Grants Reserve	2,474,471	2,520,123	2,566,712	2,630,880	2,696,652	2,764,068	2,833,170	2,903,999	2,976,599	3,051,014	3,127,290
	Transfer to Built Asset Replacement Program Reserve	(21,500)	(46,000)	(46,000)	(46,000)	(46,000)	(46,000)	(46,000)	(46,000)	(46,000)	(46,000)	(46,000)
	Funded by / (to) general revenues	(12,162,972)	(12,443,614)	(12,708,842)	(13,012,114)	(13,327,353)	(13,678,654)	(14,015,444)	(14,414,326)	(14,769,543)	(15,197,748)	(15,592,053)

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
OTHER REVENUE												
	Income from continuing operations											
1014	Interest on Internal Loans	10,024	8,315	6,470	4,477	2,325						
1025	S.603 Certificates	38,246	39,393	40,575	41,792	43,046	44,337	45,667	47,037	48,448	49,901	51,398
1036	AGL Gas Distribution Revenue	3,400	3,502	3,607	3,715	3,826	3,941	4,059	4,181	4,306	4,435	4,568
1026	Sundry	4,401	4,533	4,669	4,809	4,953	5,102	5,255	5,413	5,575	5,742	5,914
	Total income	56,071	55,743	55,321	54,793	54,150	53,380	54,981	56,631	58,329	60,078	61,880
	Expenses from continuing operations											
	AODE Distribution	(2,348,315)	(2,514,488)	(3,720,966)	(2,506,092)	(2,652,181)	(2,694,718)	(2,772,663)	(2,854,458)	(2,993,471)	(3,005,293)	(3,457,869)
	Waste Dividend	(54,826)	(55,923)	(57,265)	(58,639)	(60,046)	(61,487)	(62,963)	(64,474)	(66,021)	(67,606)	(69,229)
	Saleyards Dividend	(20,363)	(20,770)	(21,268)	(21,778)	(22,301)	(22,836)	(23,384)	(23,945)	(24,520)	(25,108)	(25,711)
	Caravan Park Dividend	(37,337)	(38,270)	(39,188)	(40,129)	(41,092)	(42,078)	(43,088)	(44,122)	(45,181)	(46,265)	(47,375)
	Dividend - Water	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
	Dividend - Sewer	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
	Contribution - Waste Fund	(1,367,344)	(1,318,621)	(1,351,484)	(1,361,386)	(1,371,330)	(1,448,595)	(1,471,502)	(1,240,624)	(1,037,344)	(1,081,391)	(1,223,237)
	Total expenses	(3,978,185)	(4,098,072)	(5,340,170)	(4,138,024)	(4,296,950)	(4,419,714)	(4,523,600)	(4,377,624)	(4,316,537)	(4,375,664)	(4,973,421)
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	4,034,256	4,153,815	5,395,491	4,192,817	4,351,100	4,473,094	4,578,581	4,434,255	4,374,866	4,435,742	5,035,301
	Funded by / (to) reserves											
	Funded by / (to) general revenues	(4,034,256)	(4,153,815)	(5,395,491)	(4,192,817)	(4,351,100)	(4,473,094)	(4,578,581)	(4,434,255)	(4,374,866)	(4,435,742)	(5,035,301)

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
INFORMATION TECHNOLOGY												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
10103	Salaries	206,287	213,669	217,942	223,173	228,529	234,014	239,630	245,381	251,270	257,300	263,475
10193	IT - Consultants	52,117	53,159	54,435	55,741	57,079	58,449	59,852	61,288	62,759	64,265	65,807
10100	Computer Equipment Maintenance	31,802	32,438	33,217	34,014	34,830	35,666	36,522	37,399	38,297	39,216	40,157
10184	Microsoft Licensing	67,960	69,319	70,983	72,687	74,431	76,217	78,046	79,919	81,837	83,801	85,812
10101	Licensing & Maintenance Agreements	229,676	234,270	239,892	245,649	251,545	257,582	263,764	270,094	276,576	283,214	290,011
10102	Operating Lease	22,870										
10186	Information Services - Increased Internet Capacity	20,224	20,629	21,124	21,631	22,150	22,682	23,226	23,783	24,354	24,938	25,537
10194	Purchase of iPads - New Councillors	7,000				7,500				8,000		
	Total expenses	637,937	623,484	637,593	652,895	676,064	684,610	701,040	717,864	743,093	752,734	770,799
	Capital items											
24154	Major Software & Infrastructure Upgrades	437,232	100,000	100,000	100,000	100,000						
24195	Purchase PTX Printer & Cabinet (Finance Area)	9,700										
24196	Computer Room UPS Replacement	15,600										
	Total capital items	462,532	100,000	100,000	100,000	100,000	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	(1,100,469)	(723,484)	(737,593)	(752,895)	(776,064)	(684,610)	(701,040)	(717,864)	(743,093)	(752,734)	(770,799)
	Funded by / (to) reserves											
	Transfer to IT Equipment Reserve						(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
	Transfer from Carryover Reserve	103,056										
	Funded by / (to) general revenues	997,412	723,484	737,593	752,895	776,064	734,610	751,040	767,864	793,093	802,734	820,799

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
RISK & GOVERNANCE												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
10244	Risk Management Officer	81,125	82,404	84,052	86,069	88,135	90,250	92,416	94,634	96,905	99,231	101,613
10248	Risk Management Expenses	1,538	1,569	1,607	1,646	1,686	1,726	1,767	1,809	1,852	1,896	1,942
10250	Risk Management Vehicle Running Expenses	26,196	26,720	27,361	28,018	28,690	29,379	30,084	30,806	31,545	32,302	33,077
10113	LEMO & SES Expenses	3,075	3,136	3,211	3,288	3,366	3,447	3,530	3,615	3,702	3,791	3,882
	Contribution from SES for LEMO	(5,519)	(5,629)	(5,764)	(5,902)	(6,044)	(6,189)	(6,338)	(6,490)	(6,646)	(6,806)	(6,969)
11845	Screening for Dust Diseases	5,500	7,500									
10275	Assessment of Workstations & Chair Replacements	8,326										
10278	Replenish First Aid Kits	6,193	6,348	6,507	6,670	6,837	7,008	7,183	7,363	7,547	7,736	7,929
10279	Defibrillator Maintenance	2,441	2,502	2,565	2,629	2,695	2,762	2,831	2,902	2,975	3,049	3,125
24108	COVID-19 Expenditure	50,000	10,000									
	Total expenses	178,875	134,550	119,539	122,418	125,365	128,383	131,473	134,639	137,880	141,199	144,599
	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	(178,875)	(134,550)	(119,539)	(122,418)	(125,365)	(128,383)	(131,473)	(134,639)	(137,880)	(141,199)	(144,599)
	Funded by / (to) reserves											
	Transfer from Statecover Reserve	13,826	7,500									
	Funded by / (to) general revenues	165,049	127,050	119,539	122,418	125,365	128,383	131,473	134,639	137,880	141,199	144,599

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
LIBRARY												
Income from continuing operations												
1500	Library Subsidy	95,482	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000
1501	Sundry Income	6,932	7,140	7,354	7,575	7,802	8,036	8,277	8,525	8,781	9,044	9,315
1503	Special Purpose Grant	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
	Total income	108,414	51,140	51,354	51,575	51,802	52,036	52,277	52,525	52,781	53,044	53,315
Expenses from continuing operations												
10900	Contr. To Regional Library	318,846	325,223	333,028	341,021	349,206	357,587	366,169	374,957	383,956	393,171	402,607
10902	Building Maintenance	13,081	12,463	12,762	13,068	13,382	13,703	14,032	14,369	14,714	15,067	15,429
10903	Cleaning	12,743	12,998	13,310	13,629	13,956	14,291	14,634	14,985	15,345	15,713	16,090
	Loan No. 226 - Library - 50%	5,012	4,158	3,235	2,239	1,163						
10901	Working Expenses	38,745	39,520	40,469	41,440	42,434	43,452	44,495	45,563	46,657	47,777	48,923
10927	Local Projects Grant Expenditure	57,851	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
11090	Collaboration - Central West Libraries	4,355										
	Depreciation	57,700	57,700	57,700	57,700	57,700	57,700	57,700	57,700	57,700	57,700	57,700
	Total expenses	508,333	458,062	466,504	475,097	483,841	492,733	503,030	513,574	524,372	535,428	546,749
Capital items												
	Loan No. 226 - Library - 50%	10,679	11,533	12,456	13,453	14,529						
23691	Revitalising Regional Libraries	16,000										
	Total capital items	26,679	11,533	12,456	13,453	14,529	0	0	0	0	0	0
Cash reconciliation items												
	Depreciation	(57,700)	(57,700)	(57,700)	(57,700)	(57,700)	(57,700)	(57,700)	(57,700)	(57,700)	(57,700)	(57,700)
	Internal Loan Principal - Back	(10,679)	(11,533)	(12,456)	(13,453)	(14,529)						
	Total adjustment for non-cash items	(68,379)	(69,233)	(70,156)	(71,153)	(72,229)	(57,700)	(57,700)	(57,700)	(57,700)	(57,700)	(57,700)
	Increase / (decrease) in cash	(358,219)	(349,222)	(357,450)	(365,822)	(374,339)	(382,997)	(393,053)	(403,349)	(413,891)	(424,684)	(435,734)
Funded by / (to) reserves												
	Transfer from Unexpended Grants Reserve	4,355										
	Transfer from S94 Growth Reserve	10,147	5,095	2,234	2,290	2,347	2,406	2,466	2,528	2,591	2,656	2,722
	Funded by / (to) general revenues	343,717	344,127	355,216	363,532	371,992	380,591	390,587	400,821	411,300	422,028	433,012

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
ART GALLERY												
Income from continuing operations												
1494	Gallery Income - Art Awards - Subscription/Program	10,049	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
1512	Gallery Income - Retail Shop Sales	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
1495	Gallery Income - Workshops	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
1507	Gallery Income - Art Sales (Net of Commission)	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
1508	Gallery Income - Art Sales Commission	2,252	2,320	2,390	2,462	2,536	2,612	2,690	2,771	2,854	2,940	3,028
1496	Gallery Income - Other Special Events	200	200	200	200	200	200	200	200	200	200	200
1504	Gallery Income - Cash Donations	200	200	200	200	200	200	200	200	200	200	200
1576	Grant Income - LED Lighting	5,082										
	Total income	31,283	26,220	26,290	26,362	26,436	26,512	26,590	26,671	26,754	26,840	26,928
Expenses from continuing operations												
10904	Salaries	150,163	148,405	151,373	155,006	158,726	162,535	166,436	170,430	174,520	178,708	182,997
10874	Gallery - Building & Utilities	59,045	65,226	66,791	68,394	70,036	71,717	73,439	75,202	77,007	78,856	80,749
10878	Gallery - Administration & Marketing Expenses	23,825	24,302	24,885	25,482	26,094	26,720	27,361	28,018	28,690	29,379	30,084
10881	Gallery - Council Rates	5,224	6,028	6,173	6,321	6,473	6,628	6,787	6,950	7,117	7,288	7,463
10890	Gallery - Collection Storage & Conservation	7,575	7,727	7,912	8,102	8,296	8,495	8,699	8,908	9,122	9,341	9,565
10911	Gallery - Art Awards	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
10907	Gallery - Exhibitions Expenses	21,805	22,241	22,775	23,322	23,882	24,455	25,042	25,643	26,258	26,888	27,533
10892	Gallery - Exhibition Development	1,272	1,297	1,328	1,360	1,393	1,426	1,460	1,495	1,531	1,568	1,606
10876	Gallery - Exhibition Public Programs/Outreach	16,094	16,416	16,810	17,213	17,626	18,049	18,482	18,926	19,380	19,845	20,321
10875	Gallery - Shop Sales Expenses	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
10925	Gallery - Artist Payments (Art Sales)	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
10187	Art Gallery - Business Plan	20,000										
10695	Grant Exp - Arts NSW - 2020 Annual Program	10,700										
10894	Gallery - Workshop Expenses	1,194	1,218	1,247	1,277	1,308	1,339	1,371	1,404	1,438	1,473	1,508
11111	Cowra Sculpture Park	33,241	50,000	50,000	50,000	50,000						
	Loan No. 226 - Gallery - 50%	5,012	4,158	3,235	2,239	1,163						
	Total expenses	379,150	371,018	376,529	382,716	388,997	345,364	353,077	360,976	369,063	377,346	385,826
Capital items												
	Loan No. 226 - Gallery - 50%	10,679	11,533	12,456	13,453	14,529						
	Total capital items	10,679	11,533	12,456	13,453	14,529	0	0	0	0	0	0
Cash reconciliation items												
	Internal Loan Principal - Back	(10,679)	(11,533)	(12,456)	(13,453)	(14,529)						
	Total adjustment for non-cash items	(10,679)	(11,533)	(12,456)	(13,453)	(14,529)	0	0	0	0	0	0
	Increase / (decrease) in cash	(347,866)	(344,798)	(350,239)	(356,354)	(362,561)	(318,852)	(326,487)	(334,305)	(342,309)	(350,506)	(358,898)
Funded by / (to) reserves												
	Transfer from Unexpended Grants Reserve	10,700										
	Transfer from Carryover Reserve	33,241										
	Transfer from S94 Growth Reserve	10,147	5,095	2,234	2,290	2,347	2,406	2,466	2,528	2,591	2,656	2,722
	Funded by / (to) general revenues	293,778	339,703	348,005	354,064	360,214	316,446	324,021	331,777	339,718	347,850	356,176

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
CIVIC CENTRE												
Income from continuing operations												
2057	Grant - Word - Performances	20,000										
2059	Equipment Funds - Civic Centre	5,000	5,000	5,250	5,513	5,788	6,078	6,381	6,700	7,036	7,387	7,757
2060	Other Income - Civic Centre	1,000	1,000	1,050	1,103	1,158	1,216	1,276	1,340	1,407	1,477	1,551
2061	Bar Sales - Civic Centre	25,000	32,000	33,600	35,280	37,044	38,896	40,841	42,883	45,027	47,279	49,643
2062	Merchandise Fees - Civic Centre	500										
2063	Booking Fees - Civic Centre	3,500	3,000	3,150	3,308	3,473	3,647	3,829	4,020	4,221	4,432	4,654
2069	Equipment Hire - Civic Centre	2,000	3,000	3,150	3,308	3,473	3,647	3,829	4,020	4,221	4,432	4,654
2070	Venue Hire Fees - Civic Centre	30,000	97,000	101,850	106,943	112,290	117,904	123,799	129,989	136,489	143,313	150,479
2071	Ticket Sales - Civic Centre	8,500	8,000	8,400	8,820	9,261	9,724	10,210	10,721	11,257	11,820	12,411
2072	Merchandise Sales - Civic Centre	300	1,000	1,050	1,103	1,158	1,216	1,276	1,340	1,407	1,477	1,551
1582	Grant Funding - Hearing Loop		50,000									
2054	Grant - Create NSW - CCC Digital Drama Series	10,000										
2093	Grant - LRCl - Cinema Equipment Upgrade	375,000										
3002	Grant - The Festival of Place - Summer Fund	9,125										
	Total income	489,925	200,000	157,500	165,375	173,644	182,326	191,442	201,014	211,065	221,618	232,699
Expenses from continuing operations												
11822	CCC Digital Drama Series	10,000										
	Civic Centre Manager's Wages		81,704	83,338	85,338	87,386	89,483	91,631	93,830	96,082	98,388	100,749
11824	General Expenditure - Civic Centre	140,000	50,996	50,996	50,996	50,996	50,996	50,996	50,996	50,996	50,996	50,996
11825	Bar - Civic Centre	30,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
11826	Box Office - Civic Centre	7,575	7,727	7,727	7,727	7,727	7,727	7,727	7,727	7,727	7,727	7,727
11827	Maintenance & Cleaning - Civic Centre	55,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
11828	Marketing - Civic Centre	39,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
11829	Technical Expenditure - Civic Centre	20,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
11830	Venue Hire - Civic Centre	33,828	34,207	34,207	34,207	34,207	34,207	34,207	34,207	34,207	34,207	34,207
11831	Projects - Civic Centre	70,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
11832	Cinema - Civic Centre	28,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
11837	Roof Repair - Civic Centre	10,041										
11844	Event Expenses - Word - Grant Funded	20,000										
	Loan No. 249 - Civic Centre Refurbishment	85,305	81,496	77,367	72,673	68,434	62,793	57,093	51,053	44,089	36,867	29,269
	Loan No. 245 - Civic Centre Refurbishment	12,299	11,280	10,174	8,998	7,674	6,262	4,729	3,073	979		
	Depreciation	56,591	81,591	84,591	84,591	84,591	84,591	84,591	84,591	84,591	84,591	84,591
	Total expenses	617,639	500,000	499,400	495,530	492,015	487,059	481,974	476,477	469,671	463,776	458,539
Capital items												
	Loan No. 249 - Civic Centre Refurbishment	45,334	49,143	53,272	57,965	62,204	67,845	73,546	79,586	86,549	93,771	101,370
	Loan No. 245 - Civic Centre Refurbishment	11,986	13,005	14,111	15,287	16,610	18,023	19,555	21,211	20,779		
23991	Hearing Loop		50,000									
24184	Civic Centre - Technical Upgrades	375,000										
	Total capital items	432,319	112,147	67,383	73,252	78,815	85,868	93,101	100,797	107,328	93,771	101,370
Cash reconciliation items												
	Depreciation	(56,591)	(81,591)	(84,591)	(84,591)	(84,591)	(84,591)	(84,591)	(84,591)	(84,591)	(84,591)	(84,591)
	Total adjustment for non-cash items	(56,591)	(81,591)	(84,591)								
	Increase / (decrease) in cash	(503,442)	(330,557)	(324,691)	(318,816)	(312,595)	(306,010)	(299,042)	(291,669)	(281,344)	(251,338)	(242,618)
Funded by / (to) reserves												
	Transfer to Civic Centre Reserve	(5,000)	(5,000)	(5,250)	(5,513)	(5,788)	(6,078)	(6,381)	(6,700)	(7,036)	(7,387)	(7,757)
	Transfer from S94 Growth Reserve	7,859	8,055	8,256	8,463	8,674	8,891	9,113	9,341	9,575	9,814	10,059
	Funded by / (to) general revenues	500,583	327,502	321,685	315,866	309,709	303,196	296,310	289,028	278,804	248,912	240,316

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
COMMUNITY PROJECTS												
Income from continuing operations												
1031	Youth Week Grant	2,287	2,287	2,287	2,287	2,287	2,287	2,287	2,287	2,287	2,287	2,287
1037	Seniors Week Grant	3,490										
1061	Youth Week - Sundry Income	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
1261	Drought Communities Grant - Health Inspire Evening	3,962										
2052	Grant - Showgrounds Stimulus Funding (Woodstock)	3,130										
2055	Grant - Drought Communities Program - Europa Park	95,000										
2080	Grant - Australia Day 2021 COVID Safe Program	21,000										
2097	Grant - Phase 2 Showgrounds Stimulus Funding	64,094										
	Total income	194,963	4,287									
Expenses from continuing operations												
11015	Community Projects Salaries	75,116	75,273	76,778	78,621	80,508	82,440	84,419	86,445	88,520	90,644	92,819
11018	Community Projects Working Expenses	10,277	10,483	10,735	10,993	11,257	11,527	11,804	12,087	12,377	12,674	12,978
11011	Showground Trust Contribution	48,000	43,860	44,913	45,991	47,095	48,225	49,382	50,567	51,781	53,024	54,297
11012	Regional Arts Contribution	8,410	8,579	8,785	8,996	9,212	9,433	9,659	9,891	10,128	10,371	10,620
11083	Youth Council Activities	11,629	11,862	12,147	12,439	12,738	13,044	13,357	13,678	14,006	14,342	14,686
11099	Sport & Recreation Plan - Facilitator	26,000										
11068	Sport/Recreation Plan Implementation	4,297	4,383	4,488	4,596	4,706	4,819	4,935	5,053	5,174	5,298	5,425
11820	Woodstock Showground Expenditure(Stimulus Funding)	3,184										
11846	Woodstock Showground Expenditure - Phase 2	64,094										
COMMUNITY EVENTS												
11054	NAIDOC Week	3,227	3,292	3,371	3,452	3,535	3,620	3,707	3,796	3,887	3,980	4,076
11102	World Peace Day	2,300	2,346	2,402	2,460	2,519	2,579	2,641	2,704	2,769	2,835	2,903
11223	Christmas Markets	30,000	20,000	20,408	20,898	21,399	21,913	22,439	22,977	23,528	24,093	24,671
11224	New Year's Eve Beach Party	10,000	10,200	10,414	10,664	10,920	11,182	11,450	11,725	12,007	12,295	12,590
11014	Australia Day Celebrations	31,250	10,507	10,759	11,018	11,282	11,553	11,830	12,114	12,405	12,703	13,008
11026	Seniors Week	2,431	1,980	2,028	2,077	2,127	2,178	2,230	2,284	2,339	2,395	2,452
	Total expenses	330,216	202,765	207,228	212,205	217,298	222,513	227,853	233,321	238,921	244,654	250,525
Capital items												
24167	Europa Park Upgrade - Drought Communities Phase 2	95,000										
	Total capital items	95,000	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	(230,253)	(198,478)	(202,941)	(207,918)	(213,011)	(218,226)	(223,566)	(229,034)	(234,634)	(240,367)	(246,238)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	230,253	198,478	202,941	207,918	213,011	218,226	223,566	229,034	234,634	240,367	246,238

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
CORPORATE SERVICES - OVERHEADS												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
19028	Superannuation	225,227	247,059	265,897	285,522	305,963	327,247	335,428	343,814	352,066	360,516	369,168
19029	Public Holidays	77,966	80,213	81,817	83,781	85,792	87,851	89,959	92,118	94,329	96,593	98,911
19030	Workers Comp. Insurance	47,880	68,364	70,005	71,685	73,405	75,167	76,971	78,818	80,710	82,647	84,631
19032	Annual Leave	155,932	160,426	163,635	167,562	171,583	175,701	179,918	184,236	188,658	193,186	197,822
	Long Service Leave - Accrual	73,187	74,650	76,143	77,970	79,841	81,757	83,719	85,728	87,785	89,892	92,049
19031	Sick Leave	78,474	60,160	61,363	62,836	64,344	65,888	67,469	69,088	70,746	72,444	74,183
19053	Special Leave	5,248										
	Total expenses	663,913	690,872	718,860	749,356	780,928	813,611	833,464	853,802	874,294	895,278	916,764
	Capital items											
19033	Long Service Leave	38,983	40,107	40,107	40,107	40,107	40,107	40,107	40,107	40,107	40,107	40,107
	Total capital items	38,983	40,107	40,107	40,107	40,107	40,107	40,107	40,107	40,107	40,107	40,107
	Cash reconciliation items											
	LSL Accrual	(73,187)	(74,650)	(76,143)	(77,970)	(79,841)	(81,757)	(83,719)	(85,728)	(87,785)	(89,892)	(92,049)
	Total adjustment for non-cash items	(73,187)	(74,650)	(76,143)	(77,970)	(79,841)	(81,757)	(83,719)	(85,728)	(87,785)	(89,892)	(92,049)
	Increase / (decrease) in cash	(629,710)	(656,329)	(682,824)	(711,493)	(741,194)	(771,961)	(789,852)	(808,181)	(826,616)	(845,493)	(864,822)
	Funded by / (to) reserves											
	Transfer to Long Service Leave Reserve	(57,280)	(58,770)	(48,021)	(40,107)	(40,107)	(40,107)	(40,107)	(40,107)	(40,107)	(40,107)	(40,107)
	Transfer from Long Service Leave Reserve	38,983	40,107	40,107	40,107	40,107	40,107	40,107	40,107	40,107	40,107	40,107
	Funded by / (to) general revenues	648,007	674,992	690,738	711,493	741,194	771,961	789,852	808,181	826,616	845,493	864,822

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
RANGER SERVICES												
	Income from continuing operations											
1070	Companion Animals Reimbursement	18,070	18,612	19,170	19,745	20,337	20,947	21,575	22,222	22,889	23,576	24,283
1071	Dog Impounding Fees	1,272	1,310	1,349	1,389	1,431	1,474	1,518	1,564	1,611	1,659	1,709
1072	Infringement Notice - Fines	66,350	80,000	82,400	84,872	87,418	90,041	92,742	95,524	98,390	101,342	104,382
1075	Animal Impounding Fees	1,160	1,195	1,231	1,268	1,306	1,345	1,385	1,427	1,470	1,514	1,559
1079	Companion Animal Rehoming Scheme	1,591	1,639	1,688	1,739	1,791	1,845	1,900	1,957	2,016	2,076	2,138
	Total income	88,443	102,756	105,838	109,013	112,283	115,652	119,120	122,694	126,376	130,167	134,071
	Expenses from continuing operations											
10313	Sundries/Safety Equipment	13,462	13,731	14,061	14,398	14,744	15,098	15,460	15,831	16,211	16,600	16,998
10357	Companion Animal Incentive Scheme	6,624	6,756	6,918	7,084	7,254	7,428	7,606	7,789	7,976	8,167	8,363
10317	Waste Disposal Costs	525	746	764	782	801	820	840	860	881	902	924
10316	Infringement Processing Expense	5,591	10,903	11,165	11,433	11,707	11,988	12,276	12,571	12,873	13,182	13,498
10322	Ranger Wages	146,793	146,285	149,211	152,792	156,459	160,214	164,059	167,996	172,028	176,157	180,385
10323	Ranger - Plant Running Expenses	47,114	47,905	49,055	50,232	51,438	52,673	53,937	55,231	56,557	57,914	59,304
	Depreciation	973	973	3,583	3,583	3,583	3,583	3,583	3,583	3,583	3,583	3,583
	Total expenses	221,082	227,299	234,757	240,304	245,986	251,804	257,761	263,861	270,109	276,505	283,055
	Capital items											
24130	Pound Refurbishment		164,000									
	Pound - Cat Cages		10,000									
	Total capital items	0	174,000	0								
	Cash reconciliation items											
	Depreciation	(973)	(973)	(3,583)	(3,583)	(3,583)	(3,583)	(3,583)	(3,583)	(3,583)	(3,583)	(3,583)
	Total adjustment for non-cash items	(973)	(973)	(3,583)								
	Increase / (decrease) in cash	(131,666)	(297,570)	(125,336)	(127,708)	(130,120)	(132,569)	(135,058)	(137,584)	(140,150)	(142,755)	(145,401)
	Funded by / (to) reserves											
	Transfer from Built Asset Replacement Reserve (Capital)		160,000									
	Funded by / (to) general revenues	131,666	137,570	125,336	127,708	130,120	132,569	135,058	137,584	140,150	142,755	145,401

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
ENVIRONMENTAL SERVICES												
Income from continuing operations												
1092	Food Act Administration Fee	11,135	11,469	11,813	12,167	12,532	12,908	13,295	13,694	14,105	14,528	14,964
1603	Building Inspection Fees	68,959	71,028	73,159	75,354	77,615	79,943	82,341	84,811	87,355	89,976	92,675
1131	Planning & Building Cert. Application Fee	62,164	64,029	65,950	67,929	69,967	72,066	74,228	76,455	78,749	81,111	83,544
1130	DA Fees	148,526	152,982	157,571	162,298	167,167	172,182	177,347	182,667	188,147	193,791	199,605
1606	Sundry	9,442	9,725	10,017	10,318	10,628	10,947	11,275	11,613	11,961	12,320	12,690
1135	Rural Addressing Sales	763	786	810	834	859	885	912	939	967	996	1,026
1139	Heritage Advisors Grant	6,766	6,935	7,108	7,286	7,468	7,655	7,846	8,042	8,243	8,449	8,660
1129	Heritage Fund Grant	6,650	6,650	6,650	6,650	6,650	6,650	6,650	6,650	6,651	6,652	6,653
1600	Construction Certificate	63,654	65,564	67,531	69,557	71,644	73,793	76,007	78,287	80,636	83,055	85,547
1136	Subdivision Certificate	2,688	2,769	2,852	2,938	3,026	3,117	3,211	3,307	3,406	3,508	3,613
1604	Long Service Levy Commission	2,711	2,792	2,876	2,962	3,051	3,143	3,237	3,334	3,434	3,537	3,643
1619	Public Health Act Registration/Compliance Inspection	191	197	203	209	215	221	228	235	242	249	256
1621	Swimming Pool Act Compliance/Exemption Application	5,906	6,083	6,265	6,453	6,647	6,846	7,051	7,263	7,481	7,705	7,936
1625	Complying Dev Cert Applications	17,028	17,539	18,065	18,607	19,165	19,740	20,332	20,942	21,570	22,217	22,884
1615	Section 68 Application Fee	29,340	30,220	31,127	32,061	33,023	34,014	35,034	36,085	37,168	38,283	39,431
1617	Drainage Diagrams	8,518	8,774	9,037	9,308	9,587	9,875	10,171	10,476	10,790	11,114	11,447
1173	S94 Growth Contributions	21,013	21,538	22,076	22,628	23,194	23,774	24,368	24,977	25,601	26,241	26,897
1167	S94A Contributions	76,875	78,797	80,767	82,786	84,856	86,977	89,151	91,380	93,665	96,007	98,407
1143	S94 Contribution - Public Open Space	260										
1146	S94 Contribution - Community Facilities	785										
1149	S94 Contribution - Drainage	1,213										
1151	S94 Contribution - Urban Roads	2,269										
2056	Grant - POW Camp Stone Hut Reconstruction	7,500	15,000									
1099	Grant Income - Flying Fox - LGNSW	4,081										
2099	Grant - Regional NSW Planning Portal	50,000										
	Total income	608,436	572,877	573,877	590,345	607,294	624,736	642,684	661,157	680,171	699,739	719,878
Expenses from continuing operations												
10511	Salaries	811,223	843,875	860,753	881,411	902,565	924,227	946,408	969,122	992,381	1,016,198	1,040,587
10401	Vehicle Running Expenses	87,362	89,109	91,248	93,438	95,681	97,977	100,328	102,736	105,202	107,727	110,312
10402	Office Expenses / DA Advertising	44,153	45,036	46,117	47,224	48,357	49,518	50,706	51,923	53,169	54,445	55,752
10403	Legal Expenses	123,349	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
10412	Strategic / LEP Amendments	11,500	14,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
10426	State of the Environment Report	4,596	4,688	4,801	4,916	5,034	5,155	5,279	5,406	5,536	5,669	5,805
10419	Working Expenses	15,825	9,409	9,635	9,866	10,103	10,345	10,593	10,847	11,107	11,374	11,647
11037	Local Heritage Fund	31,959	13,633	13,960	14,295	14,638	14,989	15,349	15,717	16,094	16,480	16,876
11038	Heritage Advisor	29,983	13,870	14,203	14,544	14,893	15,250	15,616	15,991	16,375	16,768	17,170
10466	Cowra Household Sharps Management Program	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
10467	Small Environmental Grants Program	13,151	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
10434	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
10440	Conserving Koalas in the Central Tablelands	6,500										
10417	Re-write S94 Plans	10,769						13,449				
10439	NSW Heritage Festival	39,725	6,150	6,298	6,449	6,604	6,762	6,924	7,090	7,260	7,434	7,612
10416	Disabled Access Incentive Fund	31,881	5,685	5,821	5,961	6,104	6,250	6,400	6,554	6,711	6,872	7,037
10442	CBD - Pigeon Reduction Program	10,000	25,000	15,000								
	Total expenses	1,279,576	1,132,055	1,139,436	1,149,704	1,175,579	1,202,073	1,242,652	1,256,986	1,285,435	1,314,567	1,344,398
Capital items												
24129	Reconstruction of POW Camp Stone Hut	109,222	30,000									
24113	Interpretive Signs - Warwick & WWI Memorial Grove	10,570										
24205	NSW Planning Portal Equipment & Software	50,000										
	Total capital items	169,792	30,000	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	(840,932)	(589,178)	(565,559)	(559,359)	(568,285)	(577,337)	(599,968)	(595,829)	(605,264)	(614,828)	(624,520)
Funded by / (to) reserves												
	Transfer to S94A Reserve	(76,875)	(78,797)	(80,767)	(82,786)	(84,856)	(86,977)	(89,151)	(91,380)	(93,665)	(96,007)	(98,407)
	Transfer to S94 Growth Reserve	(21,013)	(21,538)	(22,076)	(22,628)	(23,194)	(23,774)	(24,368)	(24,977)	(25,601)	(26,241)	(26,897)
	Transfer from Carryover Reserve (Capital)	10,570										
	Transfer from Carryover Reserve	196,360										
	Transfer from S94 Growth Reserve	10,769						11,701				
	Transfer from Unexpended Grants Reserve	4,700										
	Funded by / (to) general revenues	716,421	689,513	668,402	664,773	676,335	688,088	701,786	712,186	724,530	737,076	749,824

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
ENVIRONMENTAL SERVICES - OVERHEADS												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
19034	Superannuation	115,193	123,629	133,056	142,876	153,105	163,755	167,849	172,045	176,346	180,755	185,274
19035	Public Holidays	43,432	44,547	45,438	46,529	47,646	48,790	49,961	51,160	52,388	53,645	54,932
19036	Workers Comp. Insurance	19,941	33,236	34,034	34,851	35,687	36,543	37,420	38,318	39,238	40,180	41,144
19038	Annual Leave	86,864	89,093	90,875	93,056	95,289	97,576	99,918	102,316	104,772	107,287	109,862
	Long Service Leave - Accrual	42,533	43,384	44,252	45,314	46,402	47,516	48,656	49,824	51,020	52,244	53,498
19037	Sick Leave	32,574	33,410	34,078	34,896	35,734	36,592	37,470	38,369	39,290	40,233	41,199
19054	Special Leave	6,530										
	Total expenses	347,067	367,299	381,733	397,522	413,863	430,772	441,274	452,032	463,054	474,344	485,909
	Capital items											
19039	Long Service Leave	52,907	22,273	22,273	22,273	22,273	22,273	22,273	22,273	22,273	22,273	22,273
	Total capital items	52,907	22,273	22,273	22,273	22,273	22,273	22,273	22,273	22,273	22,273	22,273
	Cash reconciliation items											
	L.S.L. Accrual	(42,533)	(43,384)	(44,252)	(45,314)	(46,402)	(47,516)	(48,656)	(49,824)	(51,020)	(52,244)	(53,498)
	Total adjustment for non-cash items	(42,533)	(43,384)	(44,252)	(45,314)	(46,402)	(47,516)	(48,656)	(49,824)	(51,020)	(52,244)	(53,498)
	Increase / (decrease) in cash	(357,441)	(346,188)	(359,754)	(374,481)	(389,734)	(405,529)	(414,891)	(424,481)	(434,307)	(444,373)	(454,684)
	Funded by / (to) reserves											
	Transfer from Long Service Leave Reserve	52,907	22,273	22,273	22,273	22,273	22,273	22,273	22,273	22,273	22,273	22,273
	Transfer to Long Service Leave Reserve	(32,349)	(33,119)	(26,682)	(22,273)	(22,273)	(22,273)	(22,273)	(22,273)	(22,273)	(22,273)	(22,273)
	Funded by / (to) general revenues	336,883	357,034	364,163	374,481	389,734	405,529	414,891	424,481	434,307	444,373	454,684

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
INFRASTRUCTURE & OPERATIONS ADMINISTRATION												
	Income from continuing operations											
1904	Compliance Certificate Application Fee	805										
	Total income	805	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
11420	Salaries - Administration	771,248	762,989	778,249	796,927	816,053	835,638	855,693	876,230	897,260	918,794	940,845
	Salary Contribution from Sewer	(170,540)	(173,951)	(177,430)	(181,688)	(186,049)	(190,514)	(195,086)	(199,768)	(204,562)	(209,471)	(214,498)
	Salary Contribution from Water	(170,540)	(173,951)	(177,430)	(181,688)	(186,049)	(190,514)	(195,086)	(199,768)	(204,562)	(209,471)	(214,498)
	Salary Contribution from Waste	(93,406)	(95,274)	(97,179)	(99,511)	(101,899)	(104,345)	(106,849)	(109,413)	(112,039)	(114,728)	(117,481)
	Salary Contribution from Saleyards	(15,619)	(15,931)	(16,250)	(16,640)	(17,039)	(17,448)	(17,867)	(18,296)	(18,735)	(19,185)	(19,645)
11421	Vehicle Running Expenses	128,531	131,102	134,248	137,470	140,769	144,147	147,607	151,150	154,778	158,493	162,297
11422	Phone & Fax	37,972	38,732	39,662	40,614	41,588	42,586	43,608	44,654	45,726	46,823	47,947
11423	Office Expenses	10,250	10,455	10,706	10,963	11,226	11,495	11,771	12,054	12,343	12,639	12,942
11206	Protective Clothing	74,673	76,166	77,994	79,866	81,783	83,746	85,756	87,814	89,922	92,080	94,290
11427	Event Logistics	18,352	18,719	19,159	19,618	20,088	20,571	21,065	21,571	22,088	22,619	23,161
	Depreciation	1,709,976	1,709,976	1,709,976	1,709,976	1,709,976	1,709,976	1,709,976	1,709,976	1,709,976	1,709,976	1,709,976
	Total expenses	2,300,897	2,289,032	2,301,705	2,315,907	2,330,447	2,345,338	2,360,588	2,376,204	2,392,195	2,408,569	2,425,336
	Capital items											
	Total capital items	0	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)
	Total adjustment for non-cash items	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)	(1,709,976)
	Increase / (decrease) in cash	(590,116)	(579,056)	(591,729)	(605,931)	(620,471)	(635,362)	(650,612)	(666,228)	(682,219)	(698,593)	(715,360)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	590,116	579,056	591,729	605,931	620,471	635,362	650,612	666,228	682,219	698,593	715,360

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
TECHNICAL SERVICES												
	Income from continuing operations											
1620	Roads Act Section 138 Application	6,556	6,753	6,956	7,165	7,380	7,601	7,829	8,064	8,306	8,555	8,812
	Total income	6,556	6,753	6,956	7,165	7,380	7,601	7,829	8,064	8,306	8,555	8,812
	Expenses from continuing operations											
10097	Salaries	600,140	624,946	637,445	652,744	668,410	684,452	700,879	717,700	734,925	752,563	770,625
	Contribution - Compliance Officer - Water	(16,557)	(16,971)	(17,395)	(17,830)	(18,276)	(18,733)	(19,201)	(19,681)	(20,173)	(20,677)	(21,194)
	Contribution - Compliance Officer - Sewer	(38,647)	(39,420)	(40,366)	(41,335)	(42,327)	(43,343)	(44,383)	(45,448)	(46,539)	(47,656)	(48,800)
10098	Vehicle Running Expenses	47,246	48,191	49,348	50,532	51,745	52,987	54,259	55,561	56,894	58,259	59,657
10099	Telephone	8,779	10,445	10,696	10,953	11,216	11,485	11,761	12,043	12,332	12,628	12,931
10111	Computer Software	13,451	13,720	14,049	14,386	14,731	15,085	15,447	15,818	16,198	16,587	16,985
10096	Working Expenses	6,794	6,930	7,096	7,266	7,440	7,619	7,802	7,989	8,181	8,377	8,578
10157	Operating Lease - Survey Equipment	10,250										
10589	Design Expenses - Flood Study	44,413										
10112	Asset Equipment Supplies	20,892	21,310	21,821	22,345	22,881	23,430	23,992	24,568	25,158	25,762	26,380
10128	Asset Management Software - Maintenance	20,664	21,077	21,583	22,101	22,631	23,174	23,730	24,300	24,883	25,480	26,092
10114	Asset Modelling & Research	27,300	27,846	28,514	29,198	29,899	30,617	31,352	32,104	32,874	33,663	34,471
10122	Legal & Land Matters	35,875	36,593	37,471	38,370	39,291	40,234	41,200	42,189	43,202	44,239	45,301
10182	Pedestrian & Cycling Plan			-	-	-	-	-	-	-	-	-
10189	Improvement Plan - Civic Centre/Library/Art Gallery		40,000									
11813	Asset Audit - Saleyards		20,000									
10191	Crown Land - Plans of Management	123,472										
	Total expenses	904,072	814,667	770,262	788,730	807,641	827,007	846,838	867,143	887,935	909,225	931,026
	Capital items											
	Survey Equipment Upgrade		15,000									15,000
	Total capital items	0	15,000	0	15,000							
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(897,516)	(822,914)	(763,306)	(781,565)	(800,261)	(819,406)	(839,009)	(859,079)	(879,629)	(900,670)	(937,214)
	Funded by / (to) reserves											
	Transfer from Unexpended Grants Reserve	15,018										
	Transfer from Carryover Reserve	31,454										
	Funded by / (to) general revenues	851,044	822,914	763,306	781,565	800,261	819,406	839,009	859,079	879,629	900,670	937,214

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
PLANT & DEPOT OPERATIONS												
	Income from continuing operations											
1902	Fuel Tax Credits	96,718	99,620	102,609	105,687	108,858	112,124	115,488	118,953	122,522	126,198	129,984
1950	Leaseback Contribution	130,316	134,225	138,252	142,400	146,672	151,072	155,604	160,272	165,080	170,032	175,133
	Total income	227,034	233,845	240,861	248,087	255,530	263,196	271,092	279,225	287,602	296,230	305,117
	Expenses from continuing operations											
10212	Salaries & Wages	277,096	293,475	299,345	306,529	313,886	321,419	329,133	337,032	345,121	353,404	361,886
10200	Plant Operating Expenses	1,529,806	1,478,816	1,460,446	1,495,497	1,531,389	1,568,142	1,605,777	1,644,316	1,683,780	1,724,191	1,765,572
10201	Plant Insurance	75,936	77,455	79,314	81,218	83,167	85,163	87,207	89,300	91,443	93,638	95,885
10213	Light Fleet Vehicle Costs	83,926	85,604	87,659	89,763	91,918	94,125	96,384	98,697	101,066	103,492	105,975
10215	Office Equipment Software & Hardware	55,195	56,299	57,650	59,034	60,451	61,902	63,388	64,909	66,467	68,062	69,695
10216	Telephone & Fax Costs	8,257	8,422	8,624	8,831	9,043	9,260	9,482	9,710	9,943	10,182	10,426
10205	Depot Working Expenses	93,984	95,864	98,165	100,522	102,935	105,405	107,934	110,524	113,177	115,893	118,675
	Loan 253A - Depot - Stage 1 - 18.79%	6,256	5,210	4,136	3,034	1,902	740					
	Loan 254A - Depot Stage 2 Interest - 20.9%	12,616	11,668	11,165	10,650	10,122	9,582	9,029	8,462	7,881	7,286	6,677
	Proposed Loan - Depot Stage 3 Interest			11,889	24,816	23,849	22,852	21,825	20,767	19,677	18,554	17,398
	Contribution - Depot Redevelopment Loan - Water	(6,389)	(10,955)	(10,917)	(14,661)	(18,872)	(18,872)	(18,872)	(12,483)	(12,483)	(12,483)	(12,483)
	Contribution - Depot Redevelopment Loan - Sewerage	(10,955)	(10,917)	(14,661)	(18,872)	(18,872)	(18,872)	(12,483)	(12,483)	(12,483)	(12,483)	(12,483)
	Depreciation - Plant	1,113,581	1,113,581	1,113,581	1,113,581	1,113,581	1,113,581	1,113,581	1,113,581	1,113,581	1,113,581	1,113,581
	Depreciation - Depot	21,035	21,035	21,035	21,035	21,035	21,035	21,035	21,035	21,035	21,035	21,035
1900	Plant Hire Income	(4,744,844)	(4,931,396)	(4,054,655)	(4,162,110)	(4,102,424)	(4,137,263)	(4,283,759)	(4,240,216)	(4,280,444)	(4,360,542)	(4,417,577)
	Total expenses	(1,484,500)	(1,705,840)	(827,223)	(881,134)	(776,890)	(761,801)	(850,341)	(746,850)	(732,239)	(756,190)	(755,739)
	Capital items											
23798	Depot Redevelopment Stage 2	144,460										
23831	Depot Redevelopment Stage 3		400,000	400,000	50,000							
	Loan 253A - Depot - Stage 1 -18.79%	39,381	40,427	41,500	42,603	43,734	44,896					
	Loan 254A - Depot Stage 2 Principal - 20.9%	20,001	20,673	21,176	21,691	22,218	22,759	23,312	23,879	24,460	25,055	25,664
	Proposed Loan - Depot Stage 3 Principal			14,852	32,010	32,977	33,974	35,001	36,059	37,149	38,272	39,428
	Proposed Loan - Depot Stage 3		(400,000)	(450,000)								
	Total capital items	203,841	61,100	27,528	146,303	98,930	101,629	58,313	59,938	61,609	63,326	65,092
	Cash reconciliation items											
	Depreciation	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)
	Total adjustment for non-cash items	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)	(1,134,616)
	Increase / (decrease) in cash	2,642,309	3,013,202	2,175,172	2,117,534	2,068,107	2,057,985	2,197,735	2,100,753	2,092,849	2,123,710	2,130,380
	Funded by / (to) reserves											
	Transfer to Plant Reserve	(443,645)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
	Transfer from Depot Redevelopment Reserve	20,001	20,673	36,028	44,550							
	Transfer from Unexpended Loan Reserve (Capital)	12,203										
	Funded by / (to) general revenues	(2,230,868)	(2,533,875)	(1,711,200)	(1,662,084)	(1,568,107)	(1,557,985)	(1,697,735)	(1,600,753)	(1,592,849)	(1,623,710)	(1,630,380)

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
PLANT PURCHASES												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
23073	Small Plant Purchases	10,752	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	Total expenses	10,752	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	Capital items											
23060	Plant Purchases	1,749,133	969,149	1,443,037	1,136,529	797,735	1,056,866	823,515	818,265	1,367,493	1,259,586	541,796
	Total capital items	1,749,133	969,149	1,443,037	1,136,529	797,735	1,056,866	823,515	818,265	1,367,493	1,259,586	541,796
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(1,759,885)	(979,149)	(1,453,037)	(1,146,529)	(807,735)	(1,066,866)	(833,515)	(828,265)	(1,377,493)	(1,269,586)	(551,796)
	Funded by / (to) reserves											
	Transfer from Plant Reserve (Capital)	1,749,133	979,149	1,453,037	1,146,529	807,735	1,066,866	833,515	828,265	1,377,493	1,269,586	551,796
	Funded by / (to) general revenues	10,752	0	0	0	0	0	0	0	0	0	0

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
ROADS & MARITIME SERVICE MAINTENANCE / CONSTRUCTION												
	Income from continuing operations											
2006	RMS Payments - Contract Works	2,983,231	2,862,516	2,895,308	2,946,390	2,998,560	3,051,844	3,106,264	3,161,846	3,218,614	3,276,594	3,335,812
2045	RMS Payments - Block Grant	535,000	535,000	535,000	535,000	535,000	535,000	535,000	535,000	535,000	535,000	535,000
	Total income	3,518,231	3,397,516	3,430,308	3,481,390	3,533,560	3,586,844	3,641,264	3,696,846	3,753,614	3,811,594	3,870,812
	Expenses from continuing operations											
	Single Invitation Contract Works	755,698	770,812	786,228	801,952	817,991	834,351	851,038	868,059	885,420	903,129	921,191
	Regional Road Maintenance Contract	620,000	617,100	629,442	642,031	654,871	667,969	681,328	694,955	708,854	723,031	737,492
	Regional Rd (Block)	577,861	427,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000	427,000
	Regional Rd (Block) - Repair Grant	216,000	-	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000
	Transfer Repair Grant to Bridges Program - George Campbell Bridge Replacement		216,000									
	Heavy Patching	495,473	505,383	515,490	525,800	536,316	547,042	557,983	569,143	580,526	592,136	603,979
	Resealing State Roads	539,806	550,602	563,816	577,348	591,204	605,393	619,922	634,800	650,035	665,636	681,611
40070	Salaries	235,051	239,752	244,547	250,416	256,426	262,580	268,882	275,335	281,943	288,710	295,639
1855	Oncost on RMS Works - Plant & Materials	(109,537)	(105,399)	(116,470)	(118,460)	(120,493)	(122,568)	(124,688)	(126,853)	(129,065)	(131,323)	(133,629)
1860	Oncost on RMS Works - Payroll	(284,490)	(273,734)	(285,745)	(290,697)	(295,756)	(300,923)	(306,201)	(311,593)	(317,100)	(322,725)	(328,471)
	Total expenses	3,045,862	2,947,516	2,980,308	3,031,390	3,083,560	3,136,844	3,191,264	3,246,846	3,303,614	3,361,594	3,420,812
	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	472,369	450,000									
	Funded by / (to) reserves											
	Transfer to Plant Reserve	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)
	Funded by / (to) general revenues	(22,369)	0									

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
ROADS TO RECOVERY & FIXING LOCAL ROADS												
	Income from Continuing Operations											
2007	Roads to Recovery Grant (RTR) - 2020-2024	1,296,972	915,452	915,452	915,452							
2082	Fixing Local Roads Grant	1,697,863	1,647,183									
	Roads to Recovery Grant (RTR)					680,000	680,000	680,000	680,000	680,000	680,000	680,000
	Total income	2,994,835	2,562,635	915,452	915,452	680,000						
	Expenses from continuing operations											
	Total expenses	0	0	0	0	0	0	0	0	0	0	0
	Capital items											
	RTR - Program Works					680,000	680,000	680,000	680,000	680,000	680,000	680,000
	RESHEETING & ROCK CRUSHING PROJECTS											
	RTR - Gravel Roads Resheeting		240,452	240,452	240,452							
24157	RTR - Middle Creek Rd - Resheeting	55,000										
	SEALING & SHOULDER WIDENING PROJECTS											
	RTR - Sealed Roads Shoulder Sealing		390,000	390,000	390,000							
24131	RTR - Merriganowry Rd Shoulder Widening 0-2.4km	150,000										
24132	RTR - North Logan Rd Shoulder Widening 15.5-18.1km											
24134	RTR - Sheet O Bark Rd - Rehabilitation	110,000										
24188	RTR - Bangaroo Bridge Approach	15,580										
24200	RTR - Airport Road Widening	150,000										
	HEAVY PATCHING PROJECTS											
	RTR - Heavy Patching	0	225,000	225,000	225,000							
23809	RTR - Heavy Patching - Binni Creek Road	44,256										
24120	RTR - Heavy Patching - Brook Lane	26,460										
23810	RTR - Heavy Patching - Cowra Streets	44,544										
23976	RTR - Heavy Patching - Mt McDonald Road	11,533										
24124	RTR - Heavy Patching - Milburn Creek Road	13,500										
24125	RTR - Heavy Patching - Oaky Creek Road	8,250										
23815	RTR - Heavy Patching - Scrubby Rush Road	9,160										
24156	RTR - Heavy Patching - Trout Farm Road	23,417										
	CULVERT & CAUSEWAY PROJECTS											
	RTR - Culverts & Causeways		60,000	60,000	60,000							
23933	RTR - Culverts - Saywaker Lane	11,000										
23934	RTR - Culverts - Myalla Road	12,500										
23935	RTR - Culverts - Ridgeland Road	5,500										
23936	RTR - Culverts - Sheppy Lane	5,500										
23937	RTR - Culverts - Nada Road	5,500										
24126	RTR - Culverts - Mylbie Lane	17,619										
	PROJECTS FUNDED BY BOTH RTR & FLR											
	RTR - Fixing Local Roads Grant Program		1,647,183									
24121	RTR - Heavy Patching - Broula Road (FLR)	148,750										
23925	RTR - Heavy Patching - Morongala Road (FLR)	16,209										
24122	RTR - Heavy Patching - Noonbinna Road (FLR)	6,736										
24123	RTR - Heavy Patching - Pine Mount Road (FLR)	37,231										
24161	RTR - Kangaroo Flat Rd Seal 5-5.9km from Syd Rd (FLR)	104,500										
24162	RTR - Kangaroo Flat Rd Seal 6.4-6.85km from Syd Rd (FLR)	49,500										
24163	RTR - Quartpot Rd Seal 0-0.21km from Tea Tree Rd (FLR)	23,100										
24164	RTR - Quartpot Rd Seal 0.55-1.04km from Tea Tree Rd (FLR)	53,900										
24165	RTR - Mt McDonald Rd Seal 2-3km from Darbys Falls Rd (FLR)	110,000										
24168	RTR - Clements Rd - Rehabilitation (FLR)	164,000										
24169	RTR - Quartpot Rd - Rehabilitation (FLR)	117,600										
24170	RTR - Porters Mt Rd - Rehabilitation (FLR)	128,000										
24171	RTR - Eagleview Rd - Rehabilitation (FLR)	430,000										
24172	RTR - Glen Logan Rd - Rehabilitation (FLR)	156,000										
24173	RTR - Gleneriffe Rd - Rehabilitation (FLR)	214,300										
24174	RTR - Sutherland Rd - Rehabilitation (FLR)	280,000										
24175	RTR - Fragars Rd - Rehabilitation (FLR)	72,000										
24176	RTR - Pride of Oak Rd - Rehabilitation (FLR)	40,000										
24177	RTR - Wianamatta Rd - Rehabilitation (FLR)	72,000										
24178	RTR - Kirribilli Rd - Rehabilitation (FLR)	60,000										
24204	RTR - Final Trim & Bitumen Seal (FLR)											

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
	ROADS TO RECOVERY continued											
	Total capital items	3,003,146	2,562,635	915,452	915,452	680,000	680,000	680,000	680,000	680,000	680,000	680,000
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0			
	Increase / (decrease) in cash	(8,311)	0	0	0	0	0	0	0	0	0	0
	Funded by / (to) reserves											
	Transfer from Carryover Reserve (Capital)	8,311										
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
COWRA STREET MAINTENANCE												
	Income from continuing operations											
2009	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
1450	Banner Pole Income	1,126	1,160	1,195	1,231	1,268	1,306	1,345	1,385	1,427	1,470	1,514
2053	Mobile Variable Messaging Sign	18,550										
	Total income	85,676	67,160	67,195	67,231	67,268	67,306	67,345	67,385	67,427	67,470	67,514
	Expenses from continuing operations											
10130	Supervisor - Maintenance	86,334	85,526	87,237	89,331	91,475	93,670	95,918	98,220	100,577	102,991	105,463
10123	Vehicle Running Expenses - Supervisor	28,924	29,792	30,686	31,607	32,555	33,532	34,538	35,574	36,641	37,740	38,872
10129	Roads Maintenance - Maintenance Engineer	75,623	78,875	80,847	82,868	84,940	87,064	89,241	91,472	93,759	96,103	98,506
50006	Sealed Street Pavement Repairs	78,814	80,390	82,157	84,129	86,149	88,217	90,334	92,502	94,722	96,996	99,323
50014	Unsealed Streets Maintenance	7,902	5,060	5,172	5,297	5,424	5,554	5,687	5,824	5,964	6,107	6,254
50500	Line Marking	21,386	46,040	47,140	48,271	49,430	50,616	51,831	53,075	54,348	55,653	56,989
50504	Kerb & Gutter & Drains Maintenance	51,224	52,248	53,409	54,691	56,004	57,348	58,724	60,134	61,577	63,054	64,567
50506	Footpaths Maintenance	52,692	58,926	60,206	61,651	63,131	64,646	66,198	67,787	69,414	71,080	72,785
50513	Street Lighting	347,077	353,531	362,016	370,704	379,601	388,712	398,041	407,594	417,376	427,393	437,650
11225	Street Lighting - LED Upgrade	30,668										
50512	Disabled Crossings Maintenance	7,934	-	-	-	-	-	-	-	-	-	-
50508	Carparks Maintenance	11,745	11,980	12,232	12,526	12,826	13,134	13,449	13,772	14,102	14,440	14,786
50975	Urban Signs Maintenance	32,559	33,210	33,957	34,772	35,606	36,460	37,335	38,232	39,150	40,089	41,051
24201	Cowra Physio - Accessible Parking Upgrade	8,850										
24202	CINC - Accessible Parking Upgrade	8,000										
	Total expenses	849,732	835,578	855,059	875,847	897,141	918,953	941,296	964,186	987,630	1,011,646	1,036,246
	Capital items											
24152	Mobile Variable Messaging Sign	18,550										
	Total capital items	18,550	0									
	Cash reconciliation items											
23470	Carpark Levy	(33,000)										
	Total adjustment for non-cash items	(33,000)	0									
	Increase / (decrease) in cash	(749,606)	(768,418)	(787,864)	(808,616)	(829,873)	(851,647)	(873,951)	(896,801)	(920,203)	(944,176)	(968,732)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	749,606	768,418	787,864	808,616	829,873	851,647	873,951	896,801	920,203	944,176	968,732

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
COWRA STREET CONSTRUCTION												
Income from continuing operations												
	Grant - Japanese Gardens Carpark Upgrade		100,000									
1248	Grant - Building Better Regions Fund	414,809										
1890	Grant - Country Passenger Transport Infrastructure	27,300										
1260	Drought Communities Grant - CBD Footpath	75,000										
2051	Growing Local Economies Grant - Capital Component	390,314										
2051	Growing Local Economies Grant - Operating Component	784,587										
2078	Grant - LRCI - Footpath Upgrade	138,690										
2091	Grant - Active Transport - Wellington St Footpath	21,745										
	Total income	1,852,445	100,000	0	0	0	0	0	0	0	0	0
Expenses from continuing operations												
23997	Growing Local Economies - Target Car Park Upgrade	784,587										
	Loan 254B - CBD Footpath - Interest - 58.69%	35,421	32,764	31,353	29,906	28,425	26,908	25,354	23,762	22,131	20,461	18,750
	Total expenses	820,008	32,764	31,353	29,906	28,425	26,908	25,354	23,762	22,131	20,461	18,750
Capital items												
50050	Cowra Street & Lane Reseals	56,307	361,459	390,905	361,489	245,351	168,770	-	213,957	368,996	230,150	173,693
23775	Urban Street Rehabilitation - S611	51,449										
	Japanese Gardens Carpark Upgrade		100,000									
23871	Macquarie Street Bus Shelter - CPTIGS	20,000										
24153	Bus Stop Signage Upgrades - CPTIGS	12,282										
23717	CBD Footpath Refurbishment	1,020,444										
23997	CBD Footpath Refurbishment - Street Furniture	16,456										
23997	Growing Local Economies - Lachlan Hotel Car Park Upgrade	373,858										
24185	Mulyan St Footpath Intersection	88,090										
24198	Mulyan to CBD Footpath	50,600										
24199	Wellington Street Footpath	41,745										
	Loan 254B - CBD Footpath - Principal 58.69%	56,152	58,053	59,465	60,911	62,392	63,910	65,464	67,056	68,686	70,357	72,068
	Total capital items	1,787,383	519,512	450,370	422,400	307,743	232,680	65,464	281,013	437,682	300,507	245,761
Cash reconciliation items												
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(754,946)	(452,276)	(481,722)	(452,306)	(336,168)	(259,587)	(90,817)	(304,774)	(459,813)	(320,967)	(264,510)
Funded by / (to) reserves												
	Transfer from S94A Reserve(Capital)	0	7,802	7,997	8,197	8,402	8,612	8,827	9,048	9,274	9,506	9,743
	Transfer from Section 611 Reserve (Capital)	155,055										
	Transfer from Unexpended Loan Reserve (Capital)	418,017										
	Transfer from Main Street Improvements Reserve	91,573	68,940									
	Funded by / (to) general revenues	90,301	375,535	473,726	444,110	327,767	250,976	81,991	295,727	450,540	311,462	254,767

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
RURAL ROAD MAINTENANCE												
Income from continuing operations												
1750	Rent of Dedicated Roads	20,448	21,061	21,693	22,344	23,014	23,704	24,415	25,147	25,901	26,678	27,478
1754	Road Opening Permits	112	114	117	120	123	126	129	132	135	138	141
	Total income	20,560	21,175	21,810	22,464	23,137	23,830	24,544	25,279	26,036	26,816	27,619
Expenses from continuing operations												
50113	Line Marking	7,457	7,606	7,789	7,976	8,167	8,363	8,564	8,770	8,980	9,196	9,417
50108	Sealed Roads Maintenance	370,935	308,733	316,734	324,942	333,364	342,003	350,866	359,286	367,908	376,737	385,779
50970	Rural Signs Maintenance	28,709	29,283	29,935	30,653	31,389	32,142	32,913	33,703	34,512	35,340	36,187
	Total expenses	407,101	345,622	354,458	363,571	372,920	382,508	392,343	401,759	411,400	421,273	431,383
Capital items												
50104	Grading	820,000	836,400	856,473	877,028	898,076	919,629	941,700	964,300	987,443	1,011,142	1,035,409
	Total capital items	820,000	836,400	856,473	877,028	898,076	919,629	941,700	964,300	987,443	1,011,142	1,035,409
Cash reconciliation items												
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(1,206,541)	(1,160,847)	(1,189,121)	(1,218,135)	(1,247,859)	(1,278,307)	(1,309,499)	(1,340,780)	(1,372,807)	(1,405,599)	(1,439,173)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	1,206,541	1,160,847	1,189,121	1,218,135	1,247,859	1,278,307	1,309,499	1,340,780	1,372,807	1,405,599	1,439,173

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
RURAL ROAD CONSTRUCTION												
	Income from continuing operations											
2085	Income - Erosion Control Works - Mason	4,545										
	Total income	4,545	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
10135	Supervisor - Construction	76,515	80,352	81,959	83,926	85,940	88,003	90,115	92,278	94,493	96,761	99,083
10124	Vehicle Running Expenses - Construction	24,393	24,881	25,478	26,089	26,715	27,356	28,013	28,685	29,373	30,078	30,800
10133	Construction Engineer	93,919	95,096	96,998	99,326	101,710	104,151	106,651	109,211	111,832	114,516	117,264
50203	Table Drain Maintenance	79,739	81,333	83,166	85,162	87,205	89,298	91,441	93,636	95,883	98,184	100,540
24192	Erosion Control Works - Mason - Sunset Drive	9,664										
	Total expenses	284,230	281,662	287,601	294,503	301,570	308,808	316,220	323,810	331,581	339,539	347,687
	Capital items											
50106	Gravel Resheeting	514,444	483,287	494,886	506,763	518,925	531,379	544,132	557,192	570,565	584,259	598,281
50200	Rural Reseals	554,521	233,064	220,653	245,608	351,775	435,386	688,251	430,647	334,989	419,322	351,775
	Total capital items	1,068,965	716,351	715,539	752,371	870,700	966,765	1,232,383	987,839	905,554	1,003,581	950,056
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(1,348,649)	(998,013)	(1,003,140)	(1,046,874)	(1,172,270)	(1,275,573)	(1,548,603)	(1,311,649)	(1,237,135)	(1,343,120)	(1,297,743)
	Funded by / (to) reserves											
	Transfer from S94A Reserve (Capital)	57,397	23,405	23,990	24,590	25,205	25,835	26,481	27,143	27,821	28,517	29,230
	Transfer from Carryover Reserve (Capital)	112,944										
	Transfer from Rural Roads Capital Contributions	2,681										
	Funded by / (to) general revenues	1,175,627	974,608	979,150	1,022,284	1,147,065	1,249,738	1,522,122	1,284,506	1,209,314	1,314,603	1,268,513

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
VILLAGE STREETS												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
50313	Village Streets Maintenance	94,620	96,512	98,672	101,041	103,465	105,949	108,492	111,096	113,762	116,492	119,288
	Total expenses	94,620	96,512	98,672	101,041	103,465	105,949	108,492	111,096	113,762	116,492	119,288
	Capital items											
50350	Village Reseals	9,322	38,031	33,623	50,980	73,370	80,465	10,074	67,739	22,615	91,603	50,980
	Total capital items	9,322	38,031	33,623	50,980	73,370	80,465	10,074	67,739	22,615	91,603	50,980
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(103,942)	(134,543)	(132,295)	(152,021)	(176,835)	(186,414)	(118,566)	(178,835)	(136,377)	(208,095)	(170,268)
	Funded by / (to) reserves											
	Transfer from S94A Reserve	9,565	3,901	3,998	4,098	4,201	4,306	4,413	4,524	4,637	4,753	4,872
	Funded by / (to) general revenues	94,377	130,642	128,297	147,923	172,634	182,108	114,153	174,311	131,740	203,342	165,396

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
BUSHFIRE & EMERGENCY SERVICES												
Income from continuing operations												
1050	Bushfire Equipment Subsidy	364,625	371,918	380,844	389,984	399,344	408,928	418,742	428,792	439,083	449,621	460,412
1053	Rent of Fire Control Centre	8,153	8,398	8,650	8,910	9,177	9,452	9,736	10,028	10,329	10,639	10,958
1956	RFS Hazard Reduction Mechanical Activity	59,374	46,557	47,568	48,709	49,878	51,075	52,300	53,555	54,840	56,156	57,504
1986	Station Reimbursement - Milburn Creek	524										
1987	Reimbursement - SES Shed Gooloogong	447,852										
1988	RFS - Walli Station Upgrade - Reimbursement	18,623										
1989	RFS - Torrington Station - Reimbursement	231,631										
1990	RFS - New Regional Headquarters - Reimbursement	225,000	2,528,110	625,000	625,000							
	RFS - New Regional Headquarters - Non-Cash Contribution	300,000	610,000									
2075	Emergency Services Levy - Refund	8,943										
	Total income	1,664,724	3,564,983	1,062,062	1,072,603	458,399	469,455	480,778	492,375	504,252	516,416	528,874
Expenses from continuing operations												
10300	Contr. To NSW Fire Brigade	35,226	35,931	36,793	37,676	38,580	39,506	40,454	41,425	42,419	43,437	44,479
	Contribution for LEMO Salary	5,519	5,629	5,764	5,902	6,044	6,189	6,338	6,490	6,646	6,806	6,969
10299	RFS Utility Expense	5,923	6,041	6,186	6,334	6,486	6,642	6,801	6,964	7,131	7,302	7,477
11207	RFS Hazard Reduction	59,374	46,557	47,568	48,709	49,878	51,075	52,300	53,555	54,840	56,156	57,504
10301	Contribution to RFS	319,364	441,485	452,080	462,930	474,040	485,417	497,067	508,997	521,213	533,722	546,531
10321	Contribution to SES	20,242	20,647	21,143	21,650	22,170	22,702	23,247	23,805	24,376	24,961	25,560
10350	SES Expenses	5,265	5,370	5,499	5,631	5,766	5,904	6,046	6,191	6,340	6,492	6,648
	Depreciation	106,778	180,475	180,475	180,475	180,475	180,475	180,475	180,475	180,475	180,475	180,475
	Total expenses	557,691	742,134	755,508	769,307	783,439	797,910	812,728	827,902	843,440	859,351	875,643
Capital items												
23456	Bushfire Equipment Allocation	364,625	371,918	380,844	389,984	399,344	408,928	418,742	428,792	439,083	449,621	460,412
23837	RFS - Milburn Creek - New Station	524										
23838	SES - Gooloogong Shed Extension	447,852										
23872	RFS - Walli Station Upgrade	18,623										
23983	RFS - Torrington - New Station	231,631										
24127	RFS - New Regional Headquarters - Cowra	525,000	4,388,110									
	Total capital items	1,588,254	4,760,028	380,844	389,984	399,344	408,928	418,742	428,792	439,083	449,621	460,412
Cash reconciliation items												
	Depreciation	(106,778)	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)
	Total adjustment for non-cash items	(106,778)	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)	(180,475)
	Increase / (decrease) in cash	(374,443)	(1,756,705)	106,185	93,787	(543,909)	(556,908)	(570,217)	(583,844)	(597,796)	(612,081)	(626,706)
Funded by / (to) reserves												
	Transfer from Built Asset Replacement Program Reserve		1,250,000									
	Transfer to Built Asset Replacement Program Reserve			(625,000)	(625,000)							
	Funded by / (to) general revenues	374,443	506,705	518,815	531,213	543,909	556,908	570,217	583,844	597,796	612,081	626,706

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
CULVERT/CAUSEWAY CONSTRUCTION												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
	Total expenses	0	0	0	0	0	0	0	0	0	0	0
	Capital items											
23320	Small Culverts/Causeways	35,876										
	Total capital items	35,876	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	(35,876)	0	0	0	0	0	0	0	0	0	0
	Funded by / (to) reserves											
	Transfer from S94A Reserve (Capital)	5,741										
	Funded by / (to) general revenues	30,135	0	0	0	0	0	0	0	0	0	0

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
BRIDGES												
Income from continuing operations												
41486	Cabonne Council - Bangaroo Bridge Study	42,784										
2049	Cabonne Council - Bangaroo Bridge Construction	630,890										
2096	Federal Bridges Renewal Program	56,349	1,114,418									
	Local Roads & Community Infrastructure Grant		945,274									
	Grant - Low Level Bridge Replacement											6,000,000
	Total income	730,023	2,059,692	0	6,000,000							
Expenses from continuing operations												
50400	Low Level Bridge	6,249	6,374	6,505	6,662	6,822	6,986	7,153	7,325	7,501	7,681	7,865
50417	Pennsylvania Rd Bridge	2,132		-	-	-	-	-	-	-	-	-
50409	Bridge Inspections/Repairs	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
50418	Bangaroo Bridge Replacement - Waterway Study	42,784										
24110	Bangaroo Bridge Replacement Construction	638,500										
50419	Demolition of Whitneys Bridge	16,000										
	RMS - Repair Grant - George Campbell Bridge Replacement		(216,000)									
	Loan 254C - Low Level Repairs - Interest - 20.41%	12,318	11,394	10,903	10,400	9,885	9,357	8,817	8,263	7,696	7,115	6,520
	Total expenses	747,983	(168,232)	47,408	47,062	46,707	46,343	45,970	45,588	45,197	44,796	44,385
Capital items												
24197	George Campbell Bridge Replacement	56,349	2,285,186									
	Low Level Bridge - New											6,000,000
	Loan 254C - Low Level Repairs - Principal - 20.41%	19,527	20,189	20,679	21,182	21,697	22,225	22,766	23,319	23,886	24,467	25,062
	Total capital items	75,876	2,305,375	20,679	21,182	21,697	22,225	22,766	23,319	23,886	24,467	6,025,062
Cash reconciliation items												
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(93,836)	(77,451)	(68,088)	(68,245)	(68,405)	(68,569)	(68,736)	(68,908)	(69,084)	(69,264)	(69,448)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	93,836	77,451	68,088	68,245	68,405	68,569	68,736	68,908	69,084	69,264	69,448

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
QUARRY OPERATIONS												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
10633	Working Expenses	24,432	24,921	25,520	26,133	26,760	27,402	28,060	28,733	29,422	30,128	30,852
1951	Oncost on Gravel Issues	(158,064)	(161,225)	(165,094)	(169,056)	(173,113)	(177,268)	(181,522)	(185,879)	(190,340)	(194,908)	(199,586)
23985	Relocation Power Pole - Holmwood Quarry Quarries Resource Investigation	37,764	30,000									
	Total expenses	(95,868)	(106,304)	(139,574)	(142,923)	(146,353)	(149,866)	(153,462)	(157,146)	(160,918)	(164,780)	(168,734)
	Capital items											
24191	Solar Pump - Holmwood Quarry	35,000										
	Total capital items	35,000	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	60,868	106,304	139,574	142,923	146,353	149,866	153,462	157,146	160,918	164,780	168,734
	Funded by / (to) reserves											
	Transfer from Quarry Rehabilitation Reserve	62,196	54,921	25,520	26,133	26,760	27,402	28,060	28,733	29,422	30,128	30,852
	Transfer from Quarry Rehabilitation Reserve (Capital)	35,000										
	Transfer to Quarry Rehabilitation Reserve	(92,985)	(87,985)	(57,985)	(57,985)	(57,985)	(57,985)	(57,985)	(57,985)	(57,985)	(57,985)	(57,985)
	Funded by / (to) general revenues	(65,079)	(73,240)	(107,109)	(111,071)	(115,128)	(119,283)	(123,537)	(127,894)	(132,355)	(136,923)	(141,601)

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
DRAINAGE												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0			
	Expenses from continuing operations											
	Depreciation - Stormwater	258,880	258,880	258,880	258,880	258,880	258,880	258,880	258,880	258,880	258,880	258,880
	Loan No. 236b - Vaux St Drainage - 77.85%	7,635	6,205	4,683	3,064	1,341						
	Loan No. 241b - Vaux St Drainage - 11.67%	7,940	7,693	7,321	7,010	6,660	6,286	5,889	5,497	5,002	4,536	4,026
	Loan No. 250 - Drainage Improvements	9,898	8,878	7,762	6,593	5,342	3,954	2,525	1,005			
10513	Detention Basin Inspection	6,970	7,109	7,280	7,455	11,000	7,885	8,083	8,277	8,476	8,679	8,887
10590	Stormwater Infrastructure Maintenance	59,870	61,227	62,615	64,151	65,724	67,337	68,989	70,681	72,416	74,193	76,014
	Proposed Loan - West Cowra Drainage-Interest			11,146	10,725	10,292	9,845	9,385	8,911	8,423	7,919	7,401
	Total expenses	351,193	349,992	359,688	357,878	359,239	354,188	353,751	353,251	353,197	354,208	355,208
	Capital items											
23658	Ranken St Drainage	9,349										
23784	Detention Basin Improvement Works	49,637										
24119	Ferndale Rd - Repair Drainage Erosion	104,630										
24128	West Cowra Drainage Improvements	10,000	365,000									
	Loan No. 236b - Vaux St Drainage - 77.85%	22,309	23,739	25,261	26,880	28,298						
	Loan No. 241b - Vaux St Drainage - 11.67%	4,512	4,759	5,131	5,442	5,792	6,165	6,563	6,955	7,450	7,916	8,426
	Loan No. 250 - Drainage Improvements	16,096	17,116	18,232	19,402	20,652	22,040	23,470	24,989			
	Proposed Loan Funding - West Cowra Drainage Projects		(375,000)									
	Proposed Loan - West Cowra Drainage-Principal			13,924	14,345	14,778	15,225	15,685	16,159	16,648	17,151	17,669
	Total capital items	216,533	35,615	62,548	66,069	69,521	43,431	45,718	48,104	24,097	25,067	26,096
	Cash reconciliation items											
	Depreciation	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)
	Total adjustment for non-cash items	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)	(258,880)
	Increase / (decrease) in cash	(308,847)	(126,727)	(163,356)	(165,067)	(169,880)	(138,739)	(140,589)	(142,475)	(118,414)	(120,394)	(122,423)
	Funded by / (to) reserves											
	Transfer from Carryover Reserve (Capital)	163,616										
	Funded by / (to) general revenues	145,231	126,727	163,356	165,067	169,880	138,739	140,589	142,475	118,414	120,394	122,423

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
PRIVATE WORKS												
	Income from continuing operations											
1851	Private Works Revenue	85,000	87,125	89,303	91,536	93,824	96,170	98,574	101,039	103,565	106,154	108,808
1854	Private Works Profit	17,000	17,425	17,861	18,307	18,765	19,234	19,715	20,208	20,713	21,231	21,762
	Total income	102,000	104,550	107,164	109,843	112,589	115,404	118,289	121,247	124,278	127,385	130,570
	Expenses from continuing operations											
	Private Works Expenditure	85,000	87,125	89,303	91,536	93,824	96,170	98,574	101,039	103,565	106,154	108,808
	Total expenses	85,000	87,125	89,303	91,536	93,824	96,170	98,574	101,039	103,565	106,154	108,808
	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	17,000	17,425	17,861	18,307	18,765	19,234	19,715	20,208	20,713	21,231	21,762
	Funded by / (to) reserves											
	Funded by / (to) general revenues	(17,000)	(17,425)	(17,861)	(18,307)	(18,765)	(19,234)	(19,715)	(20,208)	(20,713)	(21,231)	(21,762)

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
BIOSECURITY - WEEDS												
	Income from continuing operations											
1100	Grants	88,704	90,922	93,195	95,525	97,913	100,361	102,870	105,442	108,078	110,780	113,550
1102	Regulatory Fees & Fines	1,627	1,676	1,726	1,778	1,831	1,886	1,943	2,001	2,061	2,123	2,187
	Total income	90,331	92,598	94,921	97,303	99,744	102,247	104,813	107,443	110,139	112,903	115,737
	Expenses from continuing operations											
10450	Wages	119,782	116,881	119,219	122,080	125,010	128,010	131,082	134,228	137,449	140,748	144,126
10451	Vehicle Running Expenses	87,697	89,451	91,598	93,796	96,047	98,352	100,712	103,129	105,604	108,138	110,733
10453	Working Expenses	54,014	55,094	56,416	57,770	59,156	60,576	62,030	63,519	65,043	66,604	68,202
	Total expenses	261,493	261,426	267,233	273,646	280,213	286,938	293,824	300,876	308,096	315,490	323,061
	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	(171,162)	(168,828)	(172,312)	(176,343)	(180,469)	(184,691)	(189,011)	(193,433)	(197,957)	(202,587)	(207,324)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	171,162	168,828	172,312	176,343	180,469	184,691	189,011	193,433	197,957	202,587	207,324

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
PUBLIC CEMETERIES												
Income from continuing operations												
1220	Cemetery Fees	245,801	253,175	260,770	268,593	276,651	284,951	293,500	302,305	311,374	320,715	330,336
1222	War Graves Contribution	18,817	19,287	19,769	20,263	20,770	21,289	21,821	22,367	22,926	23,499	24,086
1221	Plaques & Vases	63,139	65,033	66,984	68,994	71,064	73,196	75,392	77,654	79,984	82,384	84,856
2088	Grant - Crown Reserves Fund (Woodstock Cemetery)	4,000										
2090	Grant - Crown Reserves Fund (Morongla Cemetery)	4,400										
	Total income	336,157	337,495	347,523	357,850	368,485	379,436	390,713	402,326	414,284	426,598	439,278
Expenses from continuing operations												
10600	Working Expenses	99,953	101,952	104,399	106,905	109,471	112,098	114,788	117,543	120,364	123,253	126,211
10624	Private Cemeteries	4,268	5,453	5,584	5,718	5,856	5,997	6,141	6,289	6,440	6,594	6,752
10625	War Graves Maintenance	11,000	9,180	9,400	9,626	9,857	10,094	10,336	10,584	10,838	11,098	11,364
10602	Plaques	40,488	41,298	42,289	43,304	44,343	45,407	46,497	47,613	48,756	49,926	51,124
10601	Wages	57,560	87,753	89,508	91,656	93,856	96,109	98,416	100,778	103,197	105,674	108,210
10605	Plant Running Costs	52,602	53,654	54,942	56,261	57,611	58,994	60,410	61,860	63,345	64,865	66,422
	Interment Service Levy		9,546	9,775	10,010	10,250	10,496	10,748	11,006	11,270	11,540	11,817
11840	Weed Control - Woodstock Cemetery & Reserve	4,000										
11842	Weed Control - Morongla Cemetery & Reserve	4,400										
	Loan No. 253C - Cemetery Expansion - 11.74%	3,908	3,255	2,584	1,895	1,188	463					
	AODE	32,811	31,816	44,737	47,430	50,240	51,081	52,574	54,787	57,484	57,693	40,097
	Depreciation	6,137	6,137	6,137	6,137	6,137	6,137	6,137	6,137	6,137	6,137	6,137
	Total expenses	317,127	350,044	369,355	378,942	388,809	396,876	406,047	416,597	427,831	436,780	428,134
Capital items												
23905	Upgrade - Australian War Graves/Japanese Cemetery	5,000										
	Loan No. 253C - Cemetery Expansion - 11.74%	24,605	25,258	25,929	26,618	27,325	28,051					
	Total capital items	29,605	25,258	25,929	26,618	27,325	28,051	0	0	0	0	0
Cash reconciliation items												
	Depreciation	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)
	Total adjustment for non-cash items	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)	(6,137)
	Increase / (decrease) in cash	(4,438)	(31,671)	(41,624)	(41,573)	(41,513)	(39,354)	(9,197)	(8,134)	(7,410)	(4,045)	17,281
Funded by / (to) reserves												
	Transfer from S94A Reserve	80,420	35,098	19,992	20,492	21,004	21,529	22,067	22,619	23,184	23,764	24,358
	Funded by / (to) general revenues	(75,982)	(3,428)	21,633	21,082	20,509	17,825	(12,870)	(14,485)	(15,774)	(19,719)	(41,639)

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
PUBLIC AMENITIES												
	Income from continuing operations											
1254	Stronger Communities Grant - Public Amenities Upgrade	197,423										
	Total income	197,423	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
10616	Salaries & Wages	73,389	75,233	76,738	78,580	80,466	82,397	84,375	86,400	88,474	90,597	92,771
10617	Plant Running Expenses	23,985	24,465	25,052	25,653	26,269	26,899	27,545	28,206	28,883	29,576	30,286
10612	Working Expenses	16,850	17,187	17,599	18,021	18,454	18,897	19,351	19,815	20,291	20,778	21,277
10621	Carer's Rest Centre - Maintenance	11,098	11,320	11,591	11,869	12,154	12,446	12,745	13,051	13,364	13,685	14,013
10620	Carer's Rest Centre - Contractor	38,816	39,592	40,542	41,515	42,511	43,531	44,576	45,646	46,742	47,864	49,013
	Depreciation	56,962	56,962	56,962	56,962	56,962	56,962	56,962	56,962	56,962	56,962	56,962
	Total expenses	221,100	224,759	228,484	232,600	236,816	241,132	245,554	250,080	254,716	259,462	264,322
	Capital items											
23946	Cowra Public Amenities Upgrade - Grant Exp	197,423										
	Total capital items	197,423	0	0	0	0	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)
	Total adjustment for non-cash items	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)	(56,962)
	Increase / (decrease) in cash	(164,138)	(167,797)	(171,522)	(175,638)	(179,854)	(184,170)	(188,592)	(193,118)	(197,754)	(202,500)	(207,360)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	164,138	167,797	171,522	175,638	179,854	184,170	188,592	193,118	197,754	202,500	207,360

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
SWIMMING POOL												
Income from continuing operations												
1520	User Fees & Charges	112,117	131,891	131,891	135,848	135,848	135,848	139,923	139,923	139,923	139,923	139,923
1533	Kiosk Income	86,791	89,394	92,076	94,838	97,683	100,613	103,631	106,740	109,942	113,240	116,637
	Grant - Pool Replacement		500,000	1,750,000								
	Total income	198,908	721,285	1,973,967	230,686	233,531	236,461	243,554	246,663	249,865	253,163	256,560
Expenses from continuing operations												
10931	Working Expenses	167,058	170,399	174,488	178,676	182,965	187,356	191,852	196,456	201,171	205,999	210,943
10977	License - Pool Software	5,942	6,061	6,206	6,355	6,508	6,664	6,824	6,988	7,156	7,328	7,504
10930	Wages	190,434	256,320	261,446	267,721	274,146	280,726	287,463	294,362	301,427	308,661	316,069
11062	Kiosk - Cost of Goods Sold	83,665	85,339	87,387	89,484	91,631	93,830	96,082	98,388	100,750	103,168	105,644
11838	Pool Management Contract	101,922										
23942	Aquatic Centre - Roof Repair	15,240										
	Loan No. 234 - Pool Kiosk	19,758	12,884	5,605								
	Depreciation	88,636	88,636	88,636	133,636	133,636	133,636	133,636	133,636	133,636	133,636	133,636
	Proposed Loan - New Pool - Interest			14,862	66,317	63,775	61,156	58,458	55,678	52,815	49,864	46,825
	Total expenses	672,655	619,639	638,630	742,189	752,661	763,368	774,315	785,508	796,955	808,656	820,621
Capital items												
	Loan No. 234 - Pool Kiosk	116,620	123,494	128,697								
24117	CCTV System (Pool)	7,601										
	Amenities Building Foundation Upgrade		20,000									
	Pool Concept Design & Specifications		50,000									
	Replacement - 50 Metre Pool		1,000,000	3,500,000								
	Proposed Loan Funding - Pool Replacement		(500,000)	(1,750,000)								
	Proposed Loan - New Pool - Principal			18,565	84,105	86,647	89,266	91,964	94,744	97,607	100,557	103,597
	Total capital items	124,221	693,494	1,897,262	84,105	86,647	89,266	91,964	94,744	97,607	100,557	103,597
Cash reconciliation items												
	Depreciation	(88,636)	(88,636)	(88,636)	(133,636)	(133,636)	(133,636)	(133,636)	(133,636)	(133,636)	(133,636)	(133,636)
	Total adjustment for non-cash items	(88,636)	(88,636)	(88,636)	(133,636)							
	Increase / (decrease) in cash	(509,332)	(503,212)	(473,289)	(461,972)	(472,141)	(482,537)	(489,089)	(499,953)	(511,061)	(522,415)	(534,022)
Funded by / (to) reserves												
	Transfer from Carryover Reserve	20,000										
	Transfer from Statewide Reserve	7,601										
	Transfer from Built Asset Replacement Program Reserve		20,000	33,427	150,422	132,691	18,130	18,130	18,130	18,130	18,130	18,130
	Transfer from S94 Growth Reserve	7,377	7,562	7,751	7,944	8,143	8,347	8,555	8,769	8,988	9,213	9,443
	Transfer from S94A Reserve	11,480	4,681	4,798	4,918	5,041	5,167	5,296	5,429	5,564	5,703	5,846
	Funded by / (to) general revenues	462,874	470,969	427,313	298,688	326,266	450,894	457,107	467,625	478,378	489,369	500,603

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
PARKS, GARDENS & RESERVES												
Income from continuing operations												
2083	Grant - Everyone Can Play - River Park Fencing	5,000										
2089	Grant - Crown Reserves Fund - Bellevue Hill	16,800										
2098	Contribution - Fitness Equipment - Olympic Park	21,000										
	Grant - NSW Public Spaces Legacy Program		350,000									
	Total income	42,800	350,000	0								
Expenses from continuing operations												
11200	Plant Running Expenses	226,281	230,807	236,346	242,018	247,826	253,774	259,865	266,102	272,488	279,028	285,725
11201	Working Expenses	166,548	169,879	173,956	178,131	182,406	186,784	191,267	195,857	200,558	205,371	210,300
11208	Contractor Mowing	120,886	75,000	76,800	78,643	80,530	82,463	84,442	86,469	88,544	90,669	92,845
11202	Wages	448,159	457,842	466,998	481,020	492,564	504,386	516,491	528,887	541,580	554,578	567,888
10575	Tidy Towns Maintenance	3,000	3,783	3,874	3,967	4,062	4,159	4,259	4,361	4,466	4,573	4,683
11216	Lachlan River Precinct	7,500	10,375	10,635	10,900	11,173	11,453	11,740	12,033	12,333	12,641	12,956
11210	Peace Precinct	20,000	20,500	21,012	21,538	22,077	22,629	23,195	23,775	24,369	24,978	25,602
11220	Adventure Playground	15,000	15,375	15,760	16,155	16,560	16,975	17,400	17,835	18,280	18,737	19,205
11203	Vandalism	9,703	9,897	10,135	10,378	10,627	10,882	11,143	11,410	11,684	11,964	12,251
11230	Playground Maintenance	26,421	-	-	-	-	-	-	-	-	-	-
10947	Water Charges	143,693	200,000	204,800	209,715	214,748	219,902	225,180	230,584	236,118	241,785	247,588
24187	Squire Park Improvement Program	30,000										
11841	Weed Control - Bellevue Hill & POW Reserve	16,800										
	Total expenses	1,233,991	1,193,458	1,220,316	1,252,465	1,282,573	1,313,407	1,344,982	1,377,313	1,410,420	1,444,324	1,479,043
Capital items												
23919	Adventure Playground - Grant Funded	61,203										
24189	River Park Playground Fencing	25,000										
24203	Fitness Equipment - Olympic Park	21,000										
	Lachlan River Recreation Linkage		350,000									
	Playground Asset Renewal		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
	Total capital items	107,203	375,000	25,000								
Cash reconciliation items												
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(1,298,394)	(1,218,458)	(1,245,316)	(1,277,465)	(1,307,573)	(1,338,407)	(1,369,982)	(1,402,313)	(1,435,420)	(1,469,324)	(1,504,043)
Funded by / (to) reserves												
	Transfer from Carryover Reserve (Capital)	57,624										
	Transfer from Built Asset Replacement Program Reserve		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
	Funded by / (to) general revenues	1,240,770	1,193,458	1,220,316	1,252,465	1,282,573	1,313,407	1,344,982	1,377,313	1,410,420	1,444,324	1,479,043

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
SPORTSFIELDS												
	Income from continuing operations											
1524	User Charges	15,204	26,269	27,057	27,869	28,705	29,566	30,453	31,367	32,308	33,277	34,275
1252	Stronger Communities Grant - WCRG Lighting & Scoreboard	163,308										
1255	Stronger Communities Grant - Twigg Oval Basketball Courts	197,263										
	Total income	375,775	26,269	27,057	27,869	28,705	29,566	30,453	31,367	32,308	33,277	34,275
	Expenses from continuing operations											
10961	Working Expenses	37,630	45,683	46,779	47,902	49,052	50,229	51,434	52,668	53,932	55,226	56,551
10968	Plant Running Expenses	72,491	73,941	75,716	77,533	79,394	81,299	83,250	85,248	87,294	89,389	91,534
	Loan No. 236a - River Park Amenities - 22.15%	2,172	1,765	1,333	872	382						
	Loan No. 242b - Mulyan Oval Amenities - 6.88%	5,091	4,883	4,705	4,539	4,325	4,107	3,894	3,613	3,356	3,070	2,765
10960	Wages	104,325	107,847	110,004	112,644	115,347	118,115	120,950	123,853	126,825	129,869	132,986
10962	Vandalism	5,561	2,672	2,736	2,802	2,869	2,938	3,009	3,081	3,155	3,231	3,309
	Total expenses	227,271	236,792	241,273	246,292	251,368	256,688	262,537	268,463	274,562	280,785	287,145
	Capital items											
23947	Resurface & Cover Basketball Courts at Twigg Oval	243,656										
23944	WCRG Lighting & Scoreboard Upgrade - Grant Exp	163,308										
	Loan No. 236a - River Park Amenities - 22.15%	6,348	6,754	7,187	7,648	8,051						
	Loan No. 242b - Mulyan Oval Amenities - 6.88%	2,362	2,570	2,748	2,914	3,129	3,347	3,560	3,841	4,098	4,383	4,689
	Total capital items	415,674	9,325	9,936	10,562	11,180	3,347	3,560	3,841	4,098	4,383	4,689
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(267,169)	(219,847)	(224,151)	(228,985)	(233,844)	(230,469)	(235,644)	(240,937)	(246,352)	(251,892)	(257,559)
	Funded by / (to) reserves											
	Transfer from Carryover Reserve (Capital)	46,393										
	Funded by / (to) general revenues	220,776	219,847	224,151	228,985	233,844	230,469	235,644	240,937	246,352	251,892	257,559

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
VILLAGE PARKS												
	Income from continuing operations											
2076	Grant - Stronger Communities - Parks & Access	303,660										
	Total income	303,660	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
11071	Village Parks Maintenance	44,465	45,354	46,442	47,557	48,698	49,867	51,064	52,290	53,545	54,830	56,146
	Total expenses	44,465	45,354	46,442	47,557	48,698	49,867	51,064	52,290	53,545	54,830	56,146
	Capital items											
24179	Village Park Facilities & Access Upgrade	303,660										
	Total capital items	303,660	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	(44,465)	(45,354)	(46,442)	(47,557)	(48,698)	(49,867)	(51,064)	(52,290)	(53,545)	(54,830)	(56,146)
	Funded by / (to) reserves											
	Funded by / (to) general revenues	44,465	45,354	46,442	47,557	48,698	49,867	51,064	52,290	53,545	54,830	56,146

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
RURAL & URBAN TREES												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
11000	Working Expenses	65,862	66,379	67,972	69,603	71,273	72,984	74,736	76,530	78,367	80,248	82,174
11004	Vandalism	6,813	2,000	2,048	2,097	2,147	2,199	2,252	2,306	2,361	2,418	2,476
11051	Plant Running Expenses	81,116	82,738	84,724	86,757	88,839	90,971	93,154	95,390	97,679	100,023	102,424
11001	Wages	140,784	149,143	152,126	155,777	159,516	163,344	167,264	171,278	175,389	179,598	183,908
10125	Remove Dead Trees	23,904	17,319	17,735	18,161	18,597	19,043	19,500	19,968	20,447	20,938	21,441
11003	National Tree Day	6,943	7,082	7,252	7,426	7,604	7,786	7,973	8,165	8,361	8,561	8,766
	Total expenses	325,422	324,661	331,857	339,821	347,976	356,327	364,879	373,637	382,604	391,786	401,189
	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	(325,422)	(324,661)	(331,857)	(339,821)	(347,976)	(356,327)	(364,879)	(373,637)	(382,604)	(391,786)	(401,189)
	Funded by / (to) reserves											
	Transfer from Street Tree Reserve	896										
	Transfer from Carryover Reserve	9,203										
	Funded by / (to) general revenues	315,323	324,661	331,857	339,821	347,976	356,327	364,879	373,637	382,604	391,786	401,189

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
AERODROME												
Income from continuing operations												
1801	Rents & Fees	1,719	1,771	1,824	1,879	1,935	1,993	2,053	2,115	2,178	2,243	2,310
1802	Land Leases	29,580	30,467	31,381	32,322	33,292	34,291	35,320	36,380	37,471	38,595	39,753
	Profit on Disposal - Land Sales - Airport	492,198	280,516	146,410	97,607	97,607	97,607	97,607				
2094	Grant - LRCI - Airport Entrance & Taxiway	109,000										
	Total income	632,497	312,754	179,615	131,808	132,834	133,891	134,980	38,495	39,649	40,838	42,063
Expenses from continuing operations												
11501	Working Expenses	55,464	56,573	57,931	59,321	60,745	62,203	63,696	65,225	66,790	68,393	70,034
11500	Wages	56,454	79,869	81,466	83,421	85,423	87,473	89,572	91,722	93,923	96,177	98,485
10131	Airport Promotion	7,808	7,964	8,155	8,351	8,551	8,756	8,966	9,181	9,401	9,627	9,858
11508	Contractor Inspections	13,556	13,827	14,159	14,499	14,847	15,203	15,568	15,942	16,325	16,717	17,118
11506	Plant Running Expenses	29,979	30,579	31,313	32,065	32,835	33,623	34,430	35,256	36,102	36,968	37,855
11510	Holding Costs - Airport Subdivision	27,986										
	Loan No. 253B - Airport Subdivision - 69.47%	23,128	19,261	15,291	11,216	7,032	2,737					
	Depreciation	9,697	9,697	9,697	9,697	9,697	9,697	9,697	9,697	9,697	9,697	9,697
	Total expenses	224,072	217,770	218,012	218,570	219,130	219,692	221,929	227,023	232,238	237,579	243,047
Capital items												
	Loan No. 253B - Airport Subdivision - 69.47%	145,597	149,464	153,434	157,509	161,693	165,987					
24186	Upgrade Airport Entrance & Seal Taxiway	109,000										
1078	Sale - Airport Subdivision	(189,652)	(106,164)	(59,840)	(39,893)	(39,893)	(39,893)	(39,893)				
	Total capital items	64,945	43,300	93,594	117,616	121,800	126,094	(39,893)	0	0	0	0
Cash reconciliation items												
	Depreciation	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)
	Total adjustment for non-cash items	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)	(9,697)
	Increase / (decrease) in cash	353,177	61,381	(122,294)	(194,681)	(198,399)	(202,199)	(37,359)	(178,831)	(182,892)	(187,044)	(191,287)
Funded by / (to) reserves												
	Transfer from Aerodrome Reserve	495										
	Transfer from S94A Reserve	22,958	9,362	9,596	9,836	10,082	10,334	10,592	10,857	11,129	11,407	11,692
	Funded by / (to) general revenues	(376,630)	(70,743)	112,698	184,845	188,317	191,865	26,767	167,974	171,763	175,637	179,595

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
CARAVAN PARK												
	Income from continuing operations											
1816	Caravan Park - Laundry & Other Income	5,525	7,500	7,700	7,900	8,100	8,300	8,550	8,800	8,800	8,800	8,800
1810	Caravan Park - Sites	339,600	319,900	330,000	339,900	349,800	359,700	370,500	381,600	391,140	400,919	410,941
1811	Caravan Park - Cabins	276,200	266,800	274,800	283,000	291,500	300,100	309,100	318,400	326,360	334,519	342,882
	Total income	621,325	594,200	612,500	630,800	649,400	668,100	688,150	708,800	726,300	744,238	762,623
	Expenses from continuing operations											
	Dividend	37,337	38,270	39,188	40,129	41,092	42,078	43,088	44,122	45,181	46,265	47,375
	AODE	57,717	56,016	78,848	83,607	88,541	89,943	92,598	96,520	99,541	100,651	69,612
11600	Caravan Park - Repairs & Maintenance	38,376	33,143	33,938	34,752	35,585	36,439	37,314	38,209	39,126	40,065	41,026
11601	Caravan Park - Contract Park Manager	96,000	97,920	100,270	102,676	105,140	107,663	110,247	112,893	115,602	118,376	121,217
11608	Caravan Park - Manager's Commission	82,000	91,735	93,937	96,191	98,500	100,864	103,285	105,764	108,302	110,901	113,563
11609	Caravan Park - Banking Charges	1,460	-	-	-	-	-	-	-	-	-	-
11611	Caravan Park - Telephone & Communications	6,271	6,397	6,550	6,707	6,868	7,033	7,202	7,375	7,552	7,733	7,918
11613	Caravan Park - Water & Sewer Charges	35,640	30,000	30,720	31,457	32,212	32,985	33,777	34,588	35,418	36,268	37,138
11614	Caravan Park - Rate Charges	19,051	19,432	19,898	20,376	20,865	21,366	21,879	22,404	22,942	23,493	24,057
11615	Caravan Park - Advertising, Promotion & Uniform	6,819	6,955	7,122	7,293	7,468	7,647	7,831	8,019	8,211	8,408	8,610
11616	Caravan Park - Subscriptions & Membership	1,716	1,750	1,792	1,835	1,879	1,924	1,970	2,017	2,065	2,115	2,166
11618	Caravan Park - Computer Software & Hardware	6,032	4,153	4,253	4,355	4,460	4,567	4,677	4,789	4,904	5,022	5,143
11610	Caravan Park - Cleaning Materials	4,372	2,459	2,518	2,578	2,640	2,703	2,768	2,834	2,902	2,972	3,043
11612	Caravan Park - Utility Charges	60,315	61,522	62,999	64,511	66,059	67,644	69,268	70,931	72,634	74,377	76,162
11617	Caravan Park - Office Supplies & Printing	2,194	1,238	1,268	1,298	1,329	1,361	1,394	1,427	1,461	1,496	1,532
11619	Caravan Park - Laundry	14,000	14,280	14,623	14,974	15,333	15,701	16,078	16,464	16,859	17,264	17,678
11620	Caravan Park - Cabin Fittings	14,399	8,687	8,895	9,108	9,327	9,551	9,780	10,015	10,255	10,501	10,753
11621	Caravan Park - Ground Maintenance	13,160	13,423	13,745	14,075	14,413	14,759	15,113	15,476	15,847	16,227	16,616
11622	Caravan Park - Miscellaneous	9,360	7,547	7,728	7,913	8,103	8,297	8,496	8,700	8,909	9,123	9,342
11623	Caravan Park - Consumables	7,880	8,038	8,231	8,429	8,631	8,838	9,050	9,267	9,489	9,717	9,950
	Interest - Capital Improvement				43,358	41,881	40,345	38,747	37,083	35,353	33,553	31,680
	Depreciation	67,819	67,819	67,819	93,214	93,214	93,214	93,214	93,214	93,214	93,214	93,214
	Total expenses	581,918	570,784	604,342	688,836	703,540	714,922	727,775	742,112	755,767	767,741	747,795
	Capital items											
	Caravan Park - Capital Improvement			1,693,000								
	Loan Funding - Capital Improvement			(1,093,000)								
23866	Caravan Park - Compliance Including Survey		35,609									
23867	Caravan Park - Cabin Refurbishments - 4 Cabins		3,683									
23874	Project Planning & Detailed Design - Stage 2 Works		40,000									
23875	Tender & Procurement - Stage 2 Works		10,000									
24190	Caravan Park Security Camera	7,400										
	Principal - Capital Improvement				36,553	38,030	39,566	41,164	42,827	44,558	46,358	48,231
	Total capital items	7,400	89,292	600,000	36,553	38,030	39,566	41,164	42,827	44,558	46,358	48,231
	Cash reconciliation items											
	Depreciation	(67,819)	(67,819)	(67,819)	(93,214)	(93,214)	(93,214)	(93,214)	(93,214)	(93,214)	(93,214)	(93,214)
	Total adjustment for non-cash items	(67,819)	(67,819)	(67,819)	(93,214)							
	Increase / (decrease) in cash	99,826	1,943	(524,023)	(1,375)	1,044	6,826	12,424	17,075	19,189	23,353	59,812
	Funded by / (to) reserves											
	Transfer to Caravan Park Reserve	(107,226)	(91,235)	(75,977)		(1,044)	(6,826)	(12,424)	(17,075)	(19,189)	(23,353)	(59,812)
	Transfer from Caravan Park Reserve				1,375							
	Transfer from Caravan Park Reserve (Capital)	7,400	89,292	600,000								
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
SALEYARDS												
	Income from continuing operations											
1830	Fees	412,750	425,133	437,887	451,024	464,555	478,492	492,847	507,632	522,861	538,547	554,703
1831	Truck Wash	104,278	107,406	110,628	113,947	117,365	120,886	124,513	128,248	132,095	136,058	140,140
	Grant - Cover Yard Walkways		100,000									
	Total income	517,028	632,539	548,515	564,971	581,920	599,378	617,360	635,880	654,956	674,605	694,843
	Expenses from continuing operations											
11800	Wages	193,369	178,513	182,083	186,453	190,928	195,510	200,202	205,007	209,927	214,965	220,124
	Contribution to Admin Salaries	15,619	15,931	16,250	16,640	17,039	17,448	17,867	18,296	18,735	19,185	19,645
	Dividend	20,363	20,770	21,268	21,778	22,301	22,836	23,384	23,945	24,520	25,108	25,711
	AODE	50,465	59,630	70,611	74,882	79,340	80,691	83,072	86,591	90,879	91,234	63,425
11801	Working Expenses/Maintenance	48,054	49,015	50,191	51,396	52,630	53,893	55,186	56,510	57,866	59,255	60,677
11810	Utilities	39,599	40,391	41,361	42,353	43,369	44,410	45,476	46,567	47,684	48,828	50,000
11803	Plant Running Expenses	23,768	24,243	24,825	25,421	26,031	26,656	27,296	27,951	28,622	29,309	30,012
11805	Advertising	12,814	13,070	13,384	13,705	14,034	14,371	14,716	15,069	15,431	15,801	16,180
11815	Avdata Charges on Truck Wash	9,600	9,792	10,027	10,268	10,514	10,766	11,024	11,289	11,560	11,837	12,121
	Contribution - Training	2,743	2,798	2,854	2,922	2,992	3,064	3,138	3,213	3,290	3,369	3,450
	Overheads	40,895	41,713	42,714	43,739	44,789	45,864	46,965	48,092	49,246	50,428	51,638
	Loan No. 246 - Effluent Screens	7,957	6,524	4,839	3,128	1,249						
	Loan No. 233 - Saleyards	2,343	1,268	210								
	Depreciation	40,791	40,791	40,791	40,791	40,791	40,791	40,791	40,791	40,791	40,791	40,791
	Total expenses	508,381	504,449	521,408	533,476	546,008	556,300	569,117	583,321	598,551	610,110	593,774
	Capital items											
	Loan No. 233 - Saleyards	17,072	18,147	6,774								
	Loan No. 246 - Effluent Screens	17,963	19,396	21,082	22,793	24,671						
	Cover Yard Walkways Stage 1		100,000									
	Total capital items	35,035	137,543	27,855	22,793	24,671	0	0	0	0	0	0
	Cash reconciliation items											
	Depreciation	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)
	Total adjustment for non-cash items	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)	(40,791)
	Increase / (decrease) in cash	14,403	31,338	40,043	49,493	52,032	83,869	89,034	93,350	97,196	105,286	141,860
	Funded by / (to) reserves											
	Transfer to Saleyards Reserve	(14,403)	(31,338)	(40,043)	(49,493)	(52,032)	(83,869)	(89,034)	(93,350)	(97,196)	(105,286)	(141,860)
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
COUNCIL BUILDINGS & STRUCTURES MAINTENANCE												
	Income from continuing operations											
1840	Rent of Council Properties	41,260	42,498	43,773	45,086	46,439	47,832	49,267	50,745	52,267	53,835	55,450
1823	Rose Garden Kiosk Rent	31,470	32,414	33,386	34,388	35,420	36,483	37,577	38,704	39,865	41,061	42,293
1885	House Bourke St	9,602	9,890	10,187	10,493	10,808	11,132	11,466	11,810	12,164	12,529	12,905
2092	Grant - LRCI - Visitor Centre/Waugoola House	292,762										
2095	Rent - Lot 2 Macquarie Street	3,927										
	Total income	379,022	84,802	87,346	89,967	92,667	95,447	98,310	101,259	104,296	107,425	110,648
	Expenses from continuing operations											
11301	Salaries & Wages	112,068	115,535	117,845	120,673	123,569	126,535	129,572	132,682	135,866	139,127	142,466
10080	Administration Building	38,865	40,642	41,617	42,616	43,639	44,686	45,758	46,856	47,981	49,133	50,312
11702	Rose Garden Café	25,013	11,216	11,485	11,761	12,043	12,332	12,628	12,931	13,241	13,559	13,884
10312	Pound Maintenance	8,200	4,364	4,469	4,576	4,686	4,798	4,913	5,031	5,152	5,276	5,403
11307	Information & Neighbourhood Centre	5,452	5,561	5,694	5,831	5,971	6,114	6,261	6,411	6,565	6,723	6,884
12103	Senior Citizens Building	7,411	4,559	4,668	4,780	4,895	5,012	5,132	5,255	5,381	5,510	5,642
11310	House - Bourke Street	2,923	981	1,005	1,029	1,054	1,079	1,105	1,132	1,159	1,187	1,215
11312	Public Toilets	20,251	20,856	21,357	21,870	22,395	22,932	23,482	24,046	24,623	25,214	25,819
12120	118 Kendal Street & Waugoola House	4,394	4,482	4,590	4,700	4,813	4,929	5,047	5,168	5,292	5,419	5,549
11319	Bus Shelters	7,213	2,767	2,833	2,901	2,971	3,042	3,115	3,190	3,267	3,345	3,425
11323	Airport Rd House - RFS	3,582	3,154	3,230	3,308	3,387	3,468	3,551	3,636	3,723	3,812	3,903
12107	Council Property Rates	23,480	23,950	24,525	25,114	25,717	26,334	26,966	27,613	28,276	28,955	29,650
12102	Council Property Maintenance	29,000	28,560	29,245	29,947	30,666	31,402	32,156	32,928	33,718	34,527	35,356
11320	Council Depot	8,176	5,340	5,468	5,599	5,733	5,871	6,012	6,156	6,304	6,455	6,610
11486	Library Flooring	-	33,000									
11843	Lot 2 Macquarie Street	3,910										
	Proposed Loan - Roof Replacements - Interest			5,328	5,126	4,919	4,706	4,486	4,259	4,026	3,785	3,537
	Total expenses	299,938	304,967	283,359	289,831	296,458	303,240	310,184	317,294	324,574	332,027	339,655
	Capital items											
24105	Building AMP - Works	159,500	27,870	27,870	27,870	27,870	27,870	27,870	27,870	27,870	27,870	27,870
23962	Gooloogong Amenities Block Refurbishment	10,000										
24180	Visitor Centre Roof & Ancillary Works	150,000	150,000									
24181	Waugoola House Roof Replacement	142,762	237,238									
	Proposed Loan Funding - Roof Replacements		(179,238)									
	Proposed Loan - Roof Replacements - Principal			6,655	6,856	7,064	7,277	7,497	7,724	7,957	8,198	8,445
	Total capital items	462,262	235,870	34,525	34,726	34,934	35,147	35,367	35,594	35,827	36,068	36,315
	Cash reconciliation items											
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(383,178)	(456,035)	(230,538)	(234,591)	(238,725)	(242,940)	(247,241)	(251,629)	(256,105)	(260,670)	(265,323)
	Funded by / (to) reserves											
	Transfer from Built Asset Replacement Program Reserve (Capital)	169,500	235,870	34,525	34,726	34,934	35,147	35,367	35,594	35,827	36,068	36,315
	Transfer from Carryover Reserve	9,193										
	Transfer from Built Asset Replacement Program Reserve		33,000									
	Funded by / (to) general revenues	204,485	187,165	196,013	199,864	203,791	207,793	211,874	216,035	220,278	224,602	229,007

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
INFRASTRUCTURE & OPERATIONS OVERHEADS												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
19040	Superannuation	793,087	840,246	904,315	971,061	1,040,581	1,112,969	1,140,793	1,169,313	1,198,546	1,228,510	1,259,223
19041	Public Holidays	270,996	281,090	286,712	293,593	300,639	307,854	315,242	322,808	330,555	338,488	346,612
19042	Workers Comp. Insurance	157,646	262,748	269,054	275,511	282,123	288,894	295,827	302,927	310,197	317,642	325,265
19044	Annual Leave	541,993	562,180	573,424	587,186	601,278	615,709	630,486	645,618	661,113	676,980	693,228
	Long Service Leave - Accrual	261,660	266,893	272,231	278,765	285,455	292,306	299,321	306,505	313,861	321,394	329,107
19043	Sick Leave	203,247	210,817	215,033	220,194	225,479	230,890	236,431	242,105	247,916	253,866	259,959
19055	Special Leave	8,204										
	Saleyards Overheads Contra	(40,895)	(41,713)	(42,714)	(43,739)	(44,789)	(45,864)	(46,965)	(48,092)	(49,246)	(50,428)	(51,638)
	Total expenses	2,195,938	2,382,261	2,478,055	2,582,571	2,690,766	2,802,758	2,871,135	2,941,184	3,012,942	3,086,452	3,161,756
	Capital items											
19045	Long Service Leave	261,043	140,545	140,545	140,545	140,545	140,545	140,545	140,545	140,545	140,545	140,545
	Total capital items	261,043	140,545	140,545	140,545	140,545	140,545	140,545	140,545	140,545	140,545	140,545
	Cash reconciliation items											
	LSL Accrual	(261,660)	(266,893)	(272,231)	(278,765)	(285,455)	(292,306)	(299,321)	(306,505)	(313,861)	(321,394)	(329,107)
	Total adjustment for non-cash items	(261,660)	(266,893)	(272,231)	(278,765)	(285,455)	(292,306)	(299,321)	(306,505)	(313,861)	(321,394)	(329,107)
	Increase / (decrease) in cash	(2,195,320)	(2,255,913)	(2,346,369)	(2,444,351)	(2,545,856)	(2,650,997)	(2,712,359)	(2,775,224)	(2,839,626)	(2,905,603)	(2,973,194)
	Funded by / (to) reserves											
	Transfer from Long Service Leave Reserve	261,043	140,545	140,545	140,545	140,545	140,545	140,545	140,545	140,545	140,545	140,545
	Transfer to Long Service Leave Reserve	(200,913)	(207,268)	(168,053)	(140,545)	(140,545)	(140,545)	(140,545)	(140,545)	(140,545)	(140,545)	(140,545)
	Funded by / (to) general revenues	2,135,191	2,322,636	2,373,877	2,444,351	2,545,856	2,650,997	2,712,359	2,775,224	2,839,626	2,905,603	2,973,194

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
WASTE COLLECTION												
Income from continuing operations												
1200	Domestic Waste Management Charge	2,002,676	2,062,756	2,124,639	2,188,378	2,254,029	2,321,650	2,391,300	2,463,039	2,536,930	2,613,038	2,691,429
1215	Commercial Waste Management Charge	236,194	243,280	250,578	258,095	265,838	273,813	282,027	290,488	299,203	308,179	317,424
1219	Hilltops Council Garbage Collection	19,628										
1214	Interest on Overdue Charges	5,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
1011/1210	Pensioner Rates Abandoned	(160,747)	(155,369)	(155,369)	(155,369)	(155,369)	(155,369)	(155,369)	(155,369)	(155,369)	(155,369)	(155,369)
1209	Pensioner Subsidy	88,468	85,453	85,453	85,453	85,453	85,453	85,453	85,453	85,453	85,453	85,453
	Total income	2,191,219	2,246,120	2,315,301	2,386,557	2,459,951	2,535,547	2,613,411	2,693,611	2,776,217	2,861,301	2,948,937
Expenses from continuing operations												
	AODE	213,878	211,743	298,051	316,318	335,396	341,347	351,661	366,801	385,216	386,964	269,178
10530	Operator's Wages	78,925	80,504	82,114	84,085	86,103	88,169	90,285	92,452	94,671	96,943	99,270
10549	Working Expenses	11,038	11,259	11,529	11,806	12,089	12,379	12,676	12,980	13,292	13,611	13,938
10531	Plant Running Expenses	169,644	173,037	177,190	181,443	185,798	190,257	194,823	199,499	204,287	209,190	214,211
10532	MGB Maintenance	15,241	15,546	15,917	16,299	16,690	17,090	17,500	17,920	18,350	18,790	19,241
10687	Illegal Roadside Waste Collection	10,250	10,456	10,702	10,959	11,222	11,492	11,768	12,050	12,340	12,636	12,939
10832	Donations - DWMC	2,065	2,106	2,157	2,209	2,262	2,316	2,372	2,429	2,487	2,547	2,608
10533	Deliver New Waste/Recycling Bins	7,973	8,132	8,327	8,526	8,731	8,941	9,155	9,374	9,599	9,829	10,065
	Dividend	54,826	55,923	57,265	58,639	60,046	61,487	62,963	64,474	66,021	67,606	69,229
10536	MGB Disposal Costs (Weighbridge) - Internal	555,404	566,512	580,108	594,031	608,288	622,887	637,836	653,144	668,819	684,871	701,308
STREET SWEEPING - COWRA & VILLAGES												
10546	Salaries & Wages	45,613	46,525	47,456	48,595	49,761	50,955	52,178	53,430	54,712	56,025	57,370
10547	Plant Running Expenses	75,042	76,543	78,380	80,261	82,187	84,159	86,179	88,247	90,365	92,534	94,755
10548	Maintenance/Consumables	7,476	7,626	7,809	7,996	8,188	8,385	8,586	8,792	9,003	9,219	9,440
CLEANING COWRA CBD												
10537	Salaries & Wages	48,688	49,662	50,655	51,871	53,116	54,391	55,696	57,033	58,402	59,804	61,239
10538	Plant Running Expenses	23,240	23,705	24,274	24,857	25,454	26,065	26,691	27,332	27,988	28,660	29,348
10539	Maintenance/Consumables	8,903	9,081	9,299	9,522	9,751	9,985	10,225	10,470	10,721	10,978	11,241
	Depreciation - Waste	247,085	247,085	247,085	247,085	247,085	247,085	247,085	247,085	247,085	247,085	247,085
	Container Deposit Scheme - Contribution to Depreciation	(21,726)	(21,726)	(21,726)	(21,726)	(21,726)	(21,726)	(21,726)				
	Total expenses	1,553,565	1,573,719	1,686,592	1,732,776	1,780,441	1,815,664	1,855,953	1,923,512	1,973,358	2,007,292	1,922,465
Capital items												
23149	MGB Replacements	22,186	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
24102	Replacement Garbage Truck	390,000	390,000					390,000	390,000			
	Total capital items	412,186	410,000	20,000	20,000	20,000	20,000	410,000	410,000	20,000	20,000	20,000
Cash reconciliation items												
	Depreciation - Waste	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)
	Total adjustment for non-cash items	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)	(247,085)
	Increase / (decrease) in cash	472,553	509,486	855,794	880,866	906,595	946,968	594,542	607,184	1,029,944	1,081,094	1,253,557
Funded by / (to) reserves												
	Transfer to Waste Reserve	(261,429)	(215,378)	(139,276)	(140,074)	(140,881)	(149,179)	(151,433)	(125,322)	(102,387)	(106,896)	(122,904)
	Transfer to Domestic Waste Management Reserve	(242,393)	(320,685)	(237,339)	(243,329)	(249,420)	(269,580)	(288,561)	(286,327)	(297,868)	(329,534)	(481,990)
	Transfer from Domestic Waste Management Reserve (Capital)	412,186	410,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
	Transfer from Waste Reserve (Capital)							390,000	390,000			
	Funded by / (to) general revenues	(380,917)	(383,423)	(499,179)	(517,463)	(536,295)	(548,210)	(564,548)	(605,536)	(649,688)	(664,664)	(668,663)

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
WASTE DISPOSAL												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
	Contribution to Administration Salaries	93,406	95,274	97,179	99,511	101,899	104,345	106,849	109,413	112,039	114,728	117,481
10520	Waste Fund - Plant Working Expenses Control	141,738	130,160	187,145	191,637	196,236	200,945	205,768	210,706	215,763	220,941	226,244
1910	Waste Fund - Plant Hire - Income	(307,349)	(341,217)	(498,902)	(510,876)	(523,137)	(535,692)	(548,549)	(561,714)	(575,195)	(589,000)	(603,136)
1216	MGB Disposal (Weighbridge)	(555,404)	(566,512)	(580,108)	(594,031)	(608,288)	(622,887)	(637,836)	(653,144)	(668,819)	(684,871)	(701,308)
	LANDFILL											
10542	Wages	47,663	48,616	49,588	50,778	51,997	53,245	54,523	55,832	57,172	58,544	59,949
10540	Working Expenses	11,038	11,259	11,529	11,806	12,089	12,379	12,676	12,980	13,292	13,611	13,938
10541	Plant Running Expenses	176,819	180,355	184,684	189,116	193,655	198,303	203,062	207,935	212,925	218,035	223,268
10567	DEC Licence Fees	4,187	4,271	4,374	4,479	4,586	4,696	4,809	4,924	5,042	5,163	5,287
	VILLAGE TIPS											
10544	Wages	11,243	11,468	11,697	11,978	12,265	12,559	12,860	13,169	13,485	13,809	14,140
10543	Working Expenses	7,174	7,317	7,493	7,673	7,857	8,046	8,239	8,437	8,639	8,846	9,058
10553	Plant Running Expenses	9,131	9,314	9,538	9,767	10,001	10,241	10,487	10,739	10,997	11,261	11,531
	AODE	54,211	53,405	74,678	78,734	82,935	83,856	85,827	88,941	92,803	92,622	64,015
10545	Clean Up Australia Day	1,643	1,756	1,798	1,841	1,885	1,930	1,976	2,023	2,072	2,122	2,173
	Total expenses	(304,500)	(354,534)	(439,307)	(447,587)	(456,020)	(468,034)	(479,309)	(489,759)	(499,785)	(514,189)	(557,360)
	Capital items											
	Cell Construction		50,000	200,000								
	Total capital items	0	50,000	200,000	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	304,500	304,534	239,307	447,587	456,020	468,034	479,309	489,759	499,785	514,189	557,360
	Funded by / (to) reserves											
	Transfer from Waste Reserve		12,500	50,000								
	Transfer from Domestic Waste Management Reserve (Capital)		37,500	150,000								
	Funded by / (to) general revenues	(304,500)	(354,534)	(439,307)	(447,587)	(456,020)	(468,034)	(479,309)	(489,759)	(499,785)	(514,189)	(557,360)

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
RECYCLING												
Income from continuing operations												
1204	Sale of Recycled Material	183,950	153,419	158,022	162,763	167,646	172,675	177,855	183,191	188,687	194,348	200,178
1203	Recycling Crates Sales	4,774	4,917	5,065	5,217	5,374	5,535	5,701	5,872	6,048	6,229	6,416
1213	Land Rental	2,483	2,557	2,634	2,713	2,794	2,878	2,964	3,053	3,145	3,239	3,336
1211	Interest on Overdue Charges	1,350	2,699	2,699	2,699	2,699	2,699	2,699	2,699	2,699	2,699	2,699
1206	Weighbridge Charges	692,454	672,028	692,189	712,955	734,344	756,374	779,065	802,437	826,510	851,305	876,844
1205	2nd Hand Shop Sales	4,816	4,960	5,109	5,262	5,420	5,583	5,750	5,923	6,101	6,284	6,473
1201	Recycling Charge	587,264	604,881	623,027	641,718	660,970	680,799	701,223	722,260	743,928	766,246	789,233
1244	Container Deposit Scheme - Claim Income	53,045	54,636	56,275	57,963	59,702	61,493	63,338	65,238	67,195	69,211	71,287
1247	Grant - Woodstock Landfill Closure & Transfer Stations	104,990										
	Total income	1,635,125	1,500,097	1,545,020	1,591,290	1,638,949	1,688,036	1,738,595	1,790,673	1,844,313	1,899,561	1,956,466
Expenses from continuing operations												
10550	Wages	52,275	53,321	54,387	55,692	57,029	58,398	59,800	61,235	62,705	64,210	65,751
10569	Working Expenses	9,559	9,750	9,984	10,224	10,469	10,720	10,977	11,240	11,510	11,786	12,069
10619	Recycling - Education	10,699	10,913	11,175	11,443	11,718	11,999	12,287	12,582	12,884	13,193	13,510
10623	RAFCA Program	3,935	4,014	4,110	4,209	4,310	4,414	4,520	4,629	4,740	4,854	4,970
10551	Plant Running Expenses	138,922	141,700	145,101	148,583	152,149	155,801	159,540	163,369	167,290	171,305	175,416
MRF OPERATION												
10560	Wages	553,500	564,570	575,861	589,682	603,834	618,326	633,166	648,362	663,923	679,857	696,174
10561	Plant Running Expenses	192,880	196,738	201,460	206,295	211,246	216,316	221,508	226,824	232,268	237,842	243,550
10562	Working Expenses	180,257	183,863	188,276	192,794	197,421	202,159	207,011	211,979	217,066	222,276	227,611
10609	Waste Software Maintenance	2,650	3,103	3,177	3,253	3,331	3,411	3,493	3,577	3,663	3,751	3,841
	Contribution - Training	22,739	23,194	23,658	24,226	24,807	25,402	26,012	26,636	27,275	27,930	28,600
	AODE	159,599	141,415	198,892	210,912	223,458	227,251	233,946	243,844	255,909	256,898	178,586
	Contribution - General Fund	1,367,344	1,318,621	1,351,484	1,361,386	1,371,330	1,448,595	1,471,502	1,240,624	1,037,344	1,081,391	1,223,237
	Loan No. 247 - Recycling Upgrade	19,044	15,615	11,581	7,486	2,990						
	Proposed Loan - Interest - Admin Building & Electricity			13,313	12,807	12,285	11,748	11,194	10,623	10,035	9,430	8,805
	Total expenses	2,713,403	2,666,817	2,792,459	2,838,992	2,886,378	2,994,540	3,054,956	2,865,525	2,706,613	2,784,723	2,882,120
Capital items												
	Loan No. 247 - Recycling Upgrade	42,992	46,422	50,456	54,551	59,046						
	Proposed Loan - Principal - Admin Building & Electricity			16,689	17,196	17,717	18,255	18,809	19,379	19,967	20,573	21,197
23907	Woodstock Tip Remediation	169,796										
23963	Air Conditioner for Recycling Shed	55,000										
23964	New Staff Amenities Building Design	17,131										
24194	Staff Amenities Building & Admin Office Renovation		370,000									
24193	Electricity Upgrade - MRF	80,000										
	Loan Funding - Admin/Amenities & Electricity		(450,000)									
	Total capital items	364,920	(33,578)	67,145	71,746	76,764	18,255	18,809	19,379	19,967	20,573	21,197
Cash reconciliation items												
	Total adjustment for non-cash items	0	0	0	0	0	0	0	0	0	0	0
	Increase / (decrease) in cash	(1,443,197)	(1,133,142)	(1,314,584)	(1,319,448)	(1,324,193)	(1,324,759)	(1,335,170)	(1,094,231)	(882,267)	(905,735)	(946,852)
Funded by / (to) reserves												
	Transfer from Waste Reserve (Capital)	128,371										
	Transfer from Domestic Waste Management Reserve (Capital)	8,566										
	Transfer from Waste Unexpended Loans Reserve (Capital)											
	Funded by / (to) general revenues	1,306,260	1,133,142	1,314,584	1,319,448	1,324,193	1,324,759	1,335,170	1,094,231	882,267	905,735	946,852

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
CONTAINER DEPOSIT SCHEME												
	Income from continuing operations											
2041	Sale of CDS Materials - PET	357,000	296,527	298,010	299,500	300,997	302,502	304,015	127,306			
2042	Sale of CDS Materials - Aluminium	1,505,000	1,017,297	1,022,384	1,027,496	1,032,633	1,037,796	1,042,985	436,750			
	Total income	1,862,000	1,313,824	1,320,393	1,326,995	1,333,630	1,340,298	1,347,000	564,056	0	0	0
	Expenses from continuing operations											
10691	CDS - Wages	494,000	299,182	305,166	312,490	319,990	327,670	335,534	143,161			
10692	CDS - Working Expenses	217,000	148,000	151,552	155,189	158,914	162,728	166,633	71,097			
10693	CDS - Plant Running Expenses	180,000	96,920	99,246	101,628	104,067	106,565	109,123	46,559			
	Contribution to Waste Fund Depreciation	21,726	21,726	21,726	21,726	21,726	21,726	21,726	9,053			
	Contribution to Waste Fund Overheads	109,506	88,547	90,318	92,486	94,706	96,979	99,306	42,370			
	Total expenses	1,022,232	654,375	668,008	683,519	699,403	715,668	732,322	312,240	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	839,768	659,449	652,385	643,476	634,227	624,630	614,678	251,816	0	0	0
	Funded by / (to) reserves											
	Funded by / (to) general revenues	(839,768)	(659,449)	(652,385)	(643,476)	(634,227)	(624,630)	(614,678)	(251,816)	0	0	0

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
WASTE OVERHEADS												
	Income from continuing operations											
	Total income	0	0	0	0	0	0	0	0	0	0	0
	Expenses from continuing operations											
19022	Superannuation	103,214	124,279	133,755	143,628	153,910	164,616	168,731	117,168	101,647	104,087	106,585
19024	Public Holidays	38,382	41,806	42,642	43,665	44,713	45,786	46,885	33,285	28,127	28,802	29,493
19027	Workers Comp. Insurance	28,238	41,346	42,338	43,354	44,394	45,459	46,550	23,811	24,382	24,967	25,566
19020	Annual Leave	76,765	83,611	85,283	87,330	89,426	91,572	93,770	71,328	64,769	66,323	67,915
	Long Service Leave - Accrual	37,304	38,050	38,811	39,742	40,696	41,673	42,673	43,697	44,746	45,820	46,920
19023	Sick Leave	28,787	31,354	31,981	32,749	33,535	34,340	35,164	17,831	16,192	16,581	16,979
19057	Special Leave	1,832										
	Contribution to Overheads - Container Deposit Scheme	(86,811)	(88,547)	(90,318)	(92,486)	(94,706)	(96,979)	(99,306)	(42,370)			
	Total expenses	227,711	271,899	284,492	297,982	311,968	326,467	334,467	264,749	279,863	286,580	293,458
	Capital items											
19021	Long Service Leave	19,191	20,903	20,903	20,903	20,903	20,903	20,903	20,903	20,903	20,903	20,903
	Total capital items	19,191	20,903	20,903	20,903	20,903	20,903	20,903	20,903	20,903	20,903	20,903
	Cash reconciliation items											
	LSL Accrual	(37,304)	(38,050)	(38,811)	(39,742)	(40,696)	(41,673)	(42,673)	(43,697)	(44,746)	(45,820)	(46,920)
	Total adjustment for non-cash items	(37,304)	(38,050)	(38,811)	(39,742)	(40,696)	(41,673)	(42,673)	(43,697)	(44,746)	(45,820)	(46,920)
	Increase / (decrease) in cash	(209,598)	(254,752)	(266,584)	(279,143)	(292,175)	(305,697)	(312,697)	(241,955)	(256,020)	(261,663)	(267,441)
	Funded by / (to) reserves											
	Transfer from Waste Reserve - Long Service Leave	19,191	20,367	20,903	20,903	20,903	20,903	20,903	20,903	20,903	20,903	20,903
	Transfer to Waste Reserve - Long Service Leave	(28,517)	(29,880)	(30,606)	(30,839)	(31,077)	(31,321)	(31,571)	(31,827)	(32,090)	(32,358)	(32,633)
	Funded by / (to) general revenues	218,924	264,265	276,287	289,078	302,349	316,115	323,365	252,879	267,207	273,118	279,171

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
WATER												
	Income from continuing operations											
1300	Water Access-Vacant Land - Residential	119,788	123,382	127,083	130,895	134,822	138,867	143,033	147,324	151,744	156,296	160,985
	RESIDENTIAL											
1336	Access Charges	1,045,870	1,077,246	1,109,563	1,142,850	1,177,136	1,212,450	1,248,824	1,286,289	1,324,878	1,364,624	1,405,563
1341	Consumption Charges	2,715,000	3,439,280	3,542,458	3,648,732	3,758,194	3,870,940	3,987,068	4,106,680	4,229,880	4,356,776	4,487,479
	NON-RESIDENTIAL											
1337	Access Charges	626,833	645,638	665,007	684,957	705,506	726,671	748,471	770,925	794,053	817,875	842,411
1342	Consumption Charges	1,180,000	1,655,583	1,705,250	1,756,408	1,809,100	1,863,373	1,919,274	1,976,852	2,036,158	2,097,243	2,160,160
	NON-RESIDENTIAL (INDUSTRIAL)											
1338	Access Charges	11,464	11,808	12,162	12,527	12,903	13,290	13,689	14,100	14,523	14,959	15,408
1343	Consumption Charges	178,371	183,722	189,234	194,911	200,758	206,781	212,984	219,374	225,955	232,734	239,716
	NON-RESIDENTIAL (NURSERIES)											
1347	Access Charges	3,182	3,277	3,375	3,476	3,580	3,687	3,798	3,912	4,029	4,150	4,275
1348	Consumption Charges	15,281	15,739	16,211	16,697	17,198	17,714	18,245	18,792	19,356	19,937	20,535
	EDUCATION											
1876	Access Charges	19,168	19,743	20,335	20,945	21,573	22,220	22,887	23,574	24,281	25,009	25,759
1877	Consumption Charges	64,703	66,644	68,643	70,702	72,823	75,008	77,258	79,576	81,963	84,422	86,955
	RAW WATER											
1339	Access Charges	30,060	30,962	31,891	32,848	33,833	34,848	35,893	36,970	38,079	39,221	40,398
1344	Consumption Charges	163,601	144,509	148,844	153,309	157,908	162,645	167,524	172,550	177,727	183,059	188,551
	OTHER											
1319	Interest On Overdue Charges	18,553	37,105	37,105	37,105	37,105	37,105	37,105	37,105	37,105	37,105	37,105
1321	Standpipe Sales	86,250	88,838	91,503	94,248	97,075	99,987	102,987	106,077	109,259	112,537	115,913
1009/1302	Pensioner Rates Abandoned	(117,697)	(117,697)	(117,697)	(117,697)	(117,697)	(117,697)	(117,697)	(117,697)	(117,697)	(117,697)	(117,697)
1326	Pensioner Rate Subsidy	64,733	64,733	64,733	64,733	64,733	64,733	64,733	64,733	64,733	64,733	64,733
1322	Tapping Fees	82,975	85,464	88,028	90,669	93,389	96,191	99,077	102,049	105,110	108,263	111,511
1325	Sundry Revenue	5,500	5,600	5,700	5,800	5,900	6,000	6,100	6,200	6,300	6,400	6,500
1142	Developer Contributions	31,317	32,100	32,903	33,726	34,569	35,433	36,319	37,227	38,158	39,112	40,090
1968	Service Agreement Erambie Cowra Water Maintenance	1,792	1,846	1,901	1,958	2,017	2,078	2,140	2,204	2,270	2,338	2,408
1349	LIRS - Interest Subsidy	45,781	36,663	27,360	17,206	6,778						
1369	Grant - Cowra Drought Water Supply Construction	1,000,000	9,000,000									
2077	Contribution - Inlet Screen Upgrade	309,356										
2084	Safe & Secure Grant - Cowra IWCM		229,913									
	Grant - 50% WTP Replacement											15,000,000
	Total income	7,701,881	16,882,098	7,871,592	8,097,005	8,329,203	8,572,324	8,829,712	9,094,816	9,367,864	9,649,096	24,938,758
	Expenses from continuing operations											
	Contribution to Administration Salaries	170,540	173,951	177,430	181,688	186,049	190,514	195,086	199,768	204,562	209,471	214,498
	Contribution - Compliance Officer	16,557	16,971	17,395	17,830	18,276	18,733	19,201	19,681	20,173	20,677	21,194
	Contribution - Depot Redevelopment Loan	6,389	10,955	10,917	14,661	18,872	18,872	18,872	12,483	12,483	12,483	12,483
	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
	Contribution - Training	34,109	34,791	35,487	36,339	37,211	38,104	39,018	39,954	40,913	41,895	42,900
	AODE	775,182	1,591,485	1,013,319	1,073,190	1,135,624	1,154,046	1,188,129	1,238,481	1,299,846	1,304,948	2,276,401
1346	Japanese Garden Water Subsidy	(101,296)	(104,335)	(107,465)	(110,689)	(114,009)	(117,430)	(60,476)				
	Contribution from Sewer Fund - Cowra IWCM		(114,957)									
1363	Tr. From General Fund (S.611)	(780,000)	(180,000)	(180,000)	(180,000)	(180,000)	(120,000)	(80,000)	(50,000)			
10781	Public Promotion & Education	6,248	5,553	5,686	5,822	5,962	6,105	6,252	6,402	6,556	6,713	6,874
10710	Meter Reading	90,511	92,322	94,539	96,808	99,131	101,510	103,946	106,441	108,996	111,612	114,291
10783	Computer Software	5,328										
10784	Printing, Stationery & Postage	9,750	10,005	10,245	10,491	10,743	11,001	11,265	11,535	11,812	12,095	12,385
10785	Rates & Charges - Internal	4,862	4,959	5,078	5,200	5,325	5,453	5,584	5,718	5,855	5,996	6,140
10714	Telephone/Fax	9,664	9,857	10,094	10,336	10,584	10,838	11,098	11,364	11,637	11,916	12,202
10786	Protective Equipment & Safety Supplies	7,541	7,792	7,979	8,170	8,366	8,567	8,773	8,984	9,200	9,421	9,647
10283	CNSW Water Utilities Alliance Membership	12,544	12,795	13,102	13,416	13,738	14,068	14,406	14,752	15,106	15,469	15,840
11814	Avdata Charges on Standpipe Sales	3,000	3,060	3,133	3,208	3,285	3,364	3,445	3,528	3,613	3,700	3,789
10708	Donations	25,625	26,138	26,765	27,407	28,065	28,739	29,429	30,135	30,858	31,599	32,357
23528	Minor Equipment	11,306	11,589	11,879	12,176	12,480	12,792	13,112	13,440	13,776	14,120	14,473
10285	CWUA Membership & Benchmarking Program	11,876	12,173	12,477	12,789	13,109	13,437	13,773	14,117	14,470	14,832	15,203
11819	Murray Darling Association Membership	3,800	3,895	3,992	4,092	4,194	4,299	4,406	4,516	4,629	4,745	4,864
11226	Billimari Hall - Water Tank & Testing	10,000										
11847	Disposal of Obsolete Water Stock	65,000										

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
	ENGINEERING & SUPERVISION											
10699	Project Engineer - Water	35,000	34,306	35,164	36,043	36,944	37,868	38,815	39,785	40,780	41,800	42,845
10793	Koorawatha Operation Cost	19,461	13,850	14,182	14,522	14,871	15,228	15,593	15,967	16,350	16,742	17,144
24183	Drinking Water Management System Improvements	50,000										
24158	Cowra Integrated Water Cycle Management (IWCM)		459,825									
10795	Best Practice Compliance	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	PURCHASE OF WATER											
10716	Central Tablelands Water	83,000	97,415	99,753	102,147	104,599	107,109	109,680	112,312	115,007	117,767	120,593
10715	Lachlan River	130,000	174,741	178,935	183,229	187,626	192,129	196,740	201,462	206,297	211,248	216,318
	PUMPING STATION											
10738	Pumping Station - Repairs & Operating Expenses	133,586	136,258	139,420	142,767	146,193	149,702	153,295	156,974	160,742	164,599	168,550
10739	Energy Costs - Pumping Stations	345,000	425,000	435,200	445,645	456,340	467,292	478,507	489,991	501,751	513,793	526,124
	RESERVOIRS											
10740	Reservoirs - Repairs & Operating Expenses	91,035	92,856	94,963	97,241	99,575	101,966	104,412	106,918	109,483	112,111	114,802
	TREATMENT PLANT											
10720	Energy Costs - Treatment Plant	87,957	89,716	91,869	94,074	96,332	98,644	101,011	103,435	105,917	108,459	111,062
10721	Treatment Plant - Repairs & Maintenance	232,327	236,973	242,453	248,271	254,229	260,331	266,578	272,976	279,528	286,237	293,106
10722	Wages - Treatment Plant	209,779	210,269	214,474	219,621	224,892	230,289	235,816	241,476	247,271	253,206	259,283
10794	Sludge Removal Expense	32,175	22,819	23,367	23,928	24,502	25,090	25,692	26,309	26,940	27,587	28,249
10760	Wyangala Operation - Treatment Plant	59,206	60,391	61,812	63,296	64,815	66,370	67,962	69,594	71,265	72,975	74,727
11086	Woodstock Chlorine Station Working Costs	6,558	7,889	8,078	8,272	8,471	8,674	8,882	9,095	9,313	9,537	9,766
11087	Wattamondara Chlorine Station Working Costs	6,557	7,888	8,077	8,271	8,470	8,673	8,881	9,094	9,312	9,535	9,764
10763	Darbys Falls Operation - Treatment Plant	48,635	49,608	50,723	51,940	53,187	54,463	55,770	57,108	58,479	59,882	61,318
10725	Chlorine	75,383	81,891	83,856	85,869	87,930	90,040	92,201	94,414	96,680	99,000	101,376
10726	Fluoride	8,615	8,787	8,998	9,214	9,435	9,661	9,893	10,130	10,373	10,622	10,877
10727	Aluminium Chlorohydrate (ACH)	129,557	132,548	135,729	138,986	142,322	145,738	149,236	152,818	156,486	160,242	164,088
10746	EPA Licence	6,906	7,084	7,254	7,428	7,606	7,789	7,976	8,167	8,363	8,564	8,770
10728	Caustic Soda	22,307	30,000	30,720	31,457	32,212	32,985	33,777	34,588	35,418	36,268	37,138
10767	Permanganate	7,226	7,371	7,548	7,729	7,914	8,104	8,298	8,497	8,701	8,910	9,124
10729	Testing - Treatment Plant	101,995	104,035	106,531	109,088	111,706	114,387	117,132	119,943	122,822	125,769	128,788
10797	Test Monitoring Software	5,971	6,090	6,236	6,386	6,539	6,696	6,857	7,022			
10787	Buildings Maintenance	5,088										
10723	Telephone	11,534	10,265	10,511	10,763	11,021	11,286	11,557	11,834	12,118	12,409	12,707
	MAINS											
10741	Mains - Repairs & Maintenance	636,028	648,748	663,279	679,198	695,498	712,189	729,281	746,784	764,707	783,060	801,854
10743	Water Quality/Mains Flushing	94,394	95,981	98,129	100,484	102,896	105,365	107,893	110,483	113,134	115,849	118,630
10733	Infiltration Gallery	18,709	28,483	29,109	29,808	30,524	31,256	32,006	32,774	33,561	34,366	35,190
	TELEMETRY											
10751	Service & Maintenance	41,295	42,121	43,131	44,165	45,225	46,310	47,421	48,559	49,725	50,918	52,140
	METERS											
10750	Meters - Repairs & Maintenance	90,683	102,497	104,704	107,217	109,790	112,425	115,123	117,886	120,716	123,614	126,580
	LOAN REPAYMENTS - INTEREST											
	Loan No. 252 - Water Treatment Plant Loan - LIRS	82,466	61,540	38,700	15,245							
	Loan No. 251 - Emergency Water Supply	59,941	56,778	53,401	49,798	45,952	41,848	37,467	32,791	27,801	22,475	16,791
	Loan No. 242a - 1C1 Zone - 93.12%	68,913	66,094	63,684	61,441	58,533	55,584	52,705	48,895	45,423	41,555	37,426
	Loan No. 241a - Mains Replacement Stage 3 - 88.33%	60,099	58,226	55,413	53,059	50,410	47,582	44,572	41,606	37,862	34,334	30,469
	Loan No. 238 - Mains Replacement	36,701	34,274	31,592	28,753	25,952	22,483	19,115	15,562	11,771	7,683	3,393
	OVERHEADS & E.L.E.											
19014	Superannuation	98,556	123,593	133,017	142,836	153,061	163,708	167,801	171,996	176,124	180,351	184,679
19013	Public Holidays	36,684	43,478	44,348	45,412	46,502	47,618	48,761	49,931	51,129	52,356	53,613
19025	Workers Comp. Insurance	19,360	35,535	36,388	37,261	38,155	39,071	40,009	40,969	41,952	42,959	43,990
19011	Annual Leave	73,368	86,955	88,694	90,823	93,003	95,235	97,521	99,862	102,259	104,713	107,226
	Long Service Leave - Accrual	34,640	35,333	36,040	36,905	37,791	38,698	39,627	40,578	41,552	42,549	43,570
19012	Sick Leave	27,513	32,608	33,260	34,058	34,875	35,712	36,569	37,447	38,346	39,266	40,208
19058	Special Leave	531										
	OTHER											
10771	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											
	Depreciation - Water	1,966,632	2,245,965	2,290,884	2,336,702	2,383,436	2,431,105	2,479,727	2,529,322	2,579,908	2,631,506	2,684,136
	Total expenses	6,629,906	8,775,084	7,951,679	8,122,285	8,306,339	8,519,715	8,785,478	9,056,654	9,299,851	9,446,509	10,561,955

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
	Capital items											
	METERS											
23014	New Meter Installation (Reserve)	63,010	64,585	66,199	67,855	69,551	71,289	73,071	74,898	76,771	78,690	80,658
23015	Meters Replacement (Reserve)	89,016	91,242	93,523	95,862	98,259	100,715	103,233	105,814	108,460	111,171	113,950
	RESERVOIRS											
23517	Reservoir Cleaning & Painting	102,547	48,736	49,954	51,203	52,483	53,795	55,140	56,519	57,932	59,380	60,865
23843	Cowra High Level Reservoir Dosing/Re-Chlorination	186,296										
	Reservoir Chlorine Monitoring System		125,000									
	Cowra - New Reservoir (15ML)											3,000,000
	Cowra - Reservoir Re-Roofing				64,004	65,604	67,244	68,926				
	PUMPING STATIONS											
23911	Billimari - Pump Station Upgrade				64,004					144,830		
24146	Gooloogong Pump Replacement	21,538										
23845	River Low Lift Pump Station	375,509							169,557			
23844	High Lift Pump at River - Switch Board	85,000	150,000									
11821	Southern Line - Pump Replacement Program	10,739	59,434									
	MAINS CONSTRUCTION											
23725	Cowra - Raw Water Intake Upgrade	304,813										
	River Screen 10 Year Rehabilitation			1,500,000								
23728	Mains Replacement/Renewal			211,157	216,564	287,714	227,796	233,630	239,613	245,604	251,744	258,038
	Replace AC Water Mains			1,388,843	1,383,436	1,312,286	1,372,204	1,366,370	1,360,387	1,354,396	1,348,256	1,341,962
	Wyangala Village Mains Renewal		111,150									
24107	Woodstock Mains Replacement - West End	41,336										
24148	Main Replacement - Cowra WTP to Comerford St via Scenic Dr	4,031	500,000									
23729	Rural Residential Water Reticulation - Eloura to Camp Rd			331,144	452,564	231,939						
24144	Construct Emergency Drought Supply	1,000,000	9,000,000									
24112	Brundah Water Main Replacement	25,866										
24155	Water Main Replacement - Taragala St	30,000										
	TREATMENT PLANT											
23509	Wyangala - WTP Upgrade	46,936										
23847	WTP Office Extension	149,000	100,000									
	Install Solar PV 26kW System - Cowra WTP		25,000									
	New River Offtake											5,000,000
	Replace Cowra WTP (30ML / day)											30,000,000
	Loan Funding - WTP, River Offtake, New Reservoir											(23,000,000)
23794	WTP - Variable Speed Drive	2,052										
	Bunded Area Reconstruction		70,000									
24149	Replace Chemical Storage Tanks	30,198										
24145	Embankment Stabilisation & Seal Around Clarifier Tanks	23,316										
24151	Transfer Pump Refurbishment	85,000										
24147	Install Additional VSD on High Level Transfer Pump	15,000										
24150	Sanitary Survey Lachlan Water Supply Catchment	30,000										
	OTHER											
	Billimari - Bore Replacement						201,733					
23727	Replace Telemetry System	446,616										
	LOAN REPAYMENTS - PRINCIPAL											
	Loan No. 252 - Water Treatment Plant Loan - LIRS	413,593	434,518	457,358	480,813							
	Loan No. 242a - 1C1 Zone External - 93.12%	31,971	34,790	37,200	39,443	42,351	45,300	48,179	51,989	55,461	59,329	63,458
	Loan No. 251 - Emergency Water Supply	47,011	50,174	53,550	57,154	60,999	65,104	69,485	74,160	79,151	84,477	90,161
	Loan No. 241a - Mains Replacement Stage 3 - 88.33%	34,149	36,021	38,834	41,189	43,838	46,666	49,676	52,642	56,386	59,913	63,778
	Loan No. 238 - Mains Replacement	41,277	43,704	46,386	49,225	52,026	55,495	58,863	62,416	66,207	70,295	74,586
19010	Long Service Leave	18,342	21,739	21,739	21,739	21,739	21,739	21,739	21,739	21,739	21,739	21,739
	Total capital items	3,754,163	10,966,094	4,295,887	3,085,055	2,338,789	2,329,080	2,148,311	2,269,734	2,266,936	2,144,994	17,169,195

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
	Cash reconciliation items											
	Depreciation - Water	(1,966,632)	(2,245,965)	(2,290,884)	(2,336,702)	(2,383,436)	(2,431,105)	(2,479,727)	(2,529,322)	(2,579,908)	(2,631,506)	(2,684,136)
	LSL Accrual	(34,640)	(35,333)	(36,040)	(36,905)	(37,791)	(38,698)	(39,627)	(40,578)	(41,552)	(42,549)	(43,570)
	Total adjustment for non-cash items	(2,001,272)	(2,281,298)	(2,326,924)	(2,373,607)	(2,421,227)	(2,469,803)	(2,519,354)	(2,569,900)	(2,621,460)	(2,674,055)	(2,727,706)
	Increase / (decrease) in cash	(680,916)	(577,781)	(2,049,050)	(736,728)	105,302	193,332	415,278	338,329	422,537	731,648	(64,686)
	Funded by / (to) reserves											
	Transfer to Water Reserve - Long Service Leave	(27,002)	(30,572)	(30,749)	(30,965)	(31,187)	(31,414)	(31,646)	(31,884)	(32,127)	(32,376)	(32,632)
	Transfer to Water Reserve - Infrastructure	(856,321)	(576,433)	(1,399,857)	(1,465,812)	(2,029,122)	(2,093,001)	(2,119,421)	(2,147,745)	(2,211,984)	(2,381,140)	(1,589,805)
	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 S94 Water Reserve	(31,317)	(32,100)	(32,903)	(33,726)	(34,569)	(35,433)	(36,319)	(37,227)	(38,158)	(39,112)	(40,090)
	Transfer from Water Reserve - Infrastructure (Capital)	1,695,897	1,313,047	3,607,917	2,361,766	2,083,267	2,059,344	1,864,051	1,969,561	1,949,835	1,810,129	1,815,383
	Transfer from S94 Water Reserve (Capital)	31,317	32,100	32,903	33,726	34,569	35,433	36,319	37,227	38,158	39,112	40,090
	Transfer from Water Reserve - Long Service Leave	18,342	21,739	21,739	21,739	21,739	21,739	21,739	21,739	21,739	21,739	21,739
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
SEWER												
Income from continuing operations												
1400	Sewer Access Charges	2,796,328	2,880,218	2,966,625	3,055,624	3,147,293	3,241,712	3,338,963	3,439,132	3,542,306	3,648,575	3,758,032
1401	Sewer Service Charges	707,589	728,817	750,682	773,202	796,398	820,290	844,899	870,246	896,353	923,244	950,941
1406	Wyangala Sewer - Access Charges	38,940	40,721	41,942	43,200	44,496	45,831	47,206	48,622	50,081	51,583	53,130
1407	Wyangala Sewer - Service Charges	8,941	18,635	19,194	19,770	20,363	20,974	21,603	22,251	22,919	23,607	24,315
	West Cowra Sewer - Access Charges				237,000	244,110	251,433	258,976	266,745	274,747	282,989	291,479
	West Cowra Sewer - Service Charges				51,000	52,530	54,106	55,729	57,401	59,123	60,897	62,724
1420	Sundry Income	12,660	13,040	13,431	13,834	14,249	14,676	15,116	15,569	16,036	16,517	17,013
1010/1402	Pensioner Rates Abandoned	(78,522)	(78,522)	(78,522)	(78,522)	(78,522)	(78,522)	(78,522)	(78,522)	(78,522)	(78,522)	(78,522)
1423	Pensioner Rate Subsidy	43,187	43,187	43,187	43,187	43,187	43,187	43,187	43,187	43,187	43,187	43,187
1403	Council Services	23,182	23,877	24,593	25,331	26,091	26,874	27,680	28,510	29,365	30,246	31,153
1412	Interest on Overdue Charges	8,012	16,024	16,024	16,024	16,024	16,024	16,024	16,024	16,024	16,024	16,024
1418	Treatment Works Land Rental	21,402	22,044	22,705	23,386	24,088	24,811	25,555	26,322	27,112	27,925	28,763
1419	Trade Waste Fees	66,662	68,662	70,722	72,844	75,029	77,280	79,598	81,986	84,446	86,979	89,588
1429	Sludge Effluent at the STP	9,928	10,226	10,533	10,849	11,174	11,509	11,854	12,210	12,576	12,953	13,342
1969	Service Agreement Erambie Cowra Sewer Maintenance	46,398	47,558	48,747	49,966	51,215	52,495	53,807	55,152	56,531	57,944	59,393
1141	Developer Contributions	62,000	63,550	65,139	66,767	68,436	70,147	71,901	73,699	75,541	77,430	79,366
1421	Contributions - Headworks Sewer				250,000	250,000	250,000	250,000				
1410	Sewer - Interest on Investments	18,000	16,000	14,000	12,000	10,000	8,000	6,000	4,000	2,000	-	
	Wyangla Sewer Treatment Plant - Asset	6,506,092										
	Total income	10,290,799	3,914,037	4,029,002	4,685,462	4,816,161	4,950,827	5,089,576	4,982,534	5,129,825	5,281,578	5,439,928
Expenses from continuing operations												
	Contribution to Admin Salaries	170,540	173,951	177,430	181,688	186,049	190,514	195,086	199,768	204,562	209,471	214,498
	Contribution - Compliance Officer	38,647	39,420	40,366	41,335	42,327	43,343	44,383	45,448	46,539	47,656	48,800
	Contribution - Depot Redevelopment Loan	10,955	10,917	14,661	18,872	18,872	18,872	12,483	12,483	12,483	12,483	12,483
	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
	Contribution to Water Fund - Cowra IWCM		114,957									
	AODE	1,004,452	368,978	1,941,829	621,019	656,647	666,503	684,855	678,494	711,793	714,283	496,555
	Contribution Training	22,739	23,194	23,658	24,226	24,807	25,402	26,012	26,636	27,275	27,930	28,600
1426	Tr. From General Fund (S.611)	(170,000)										
10804	Office Expenses	4,918	3,116	3,191	3,268	3,346	3,426	3,508	3,592	3,678	3,766	3,856
10806	Telephone	2,000	2,040	2,089	2,139	2,190	2,243	2,297	2,352	2,408	2,466	2,525
10853	Rates & Charges (Internal)	2,318	2,693	2,758	2,824	2,892	2,961	3,032	3,105	3,180	3,256	3,334
10827	Donations	1,409	1,450	1,485	1,521	1,558	1,595	1,633	1,672	1,712	1,753	1,795
10854	Protective Clothing & Safety Supplies	2,208	2,252	2,306	2,361	2,418	2,476	2,535	2,596	2,658	2,722	2,787
10807	EPA Licences	6,864	6,941	7,108	7,279	7,454	7,633	7,816	8,004	8,196	8,393	8,594
10867	Best Practice Compliance	10,000	10,000	10,240	10,486	10,738	10,996	11,260	11,530	11,807	12,090	12,380
10872	Project Engineer - Sewer	35,000	34,306	34,992	35,832	36,692	37,573	38,475	39,398	40,344	41,312	42,303
TREATMENT WORKS												
10810	Fuel & Energy	96,000	97,920	100,270	128,345	131,425	134,579	137,809	141,116	144,503	147,971	151,522
10812	Wages	87,132	88,875	90,653	92,829	95,057	97,338	99,674	102,066	104,516	107,024	109,593
10863	STP Insurance	48,019	48,979	50,154	51,358	52,591	53,853	55,145	56,468	57,823	59,211	60,632
10864	STP Chemicals	105,612	110,417	113,067	115,781	118,560	121,405	124,319	127,303	130,358	133,487	136,691
10811	Maintenance & Repairs	137,690	109,844	112,480	143,975	147,430	150,968	154,591	158,301	162,100	165,990	169,974
10868	Bealieu - House	17,813	5,149	5,273	5,400	5,530	5,663	5,799	5,938	6,081	6,227	6,376
10813	Rates & Water	33,738	34,412	35,238	36,084	36,950	37,837	38,745	39,675	40,627	41,602	42,600
10815	Testing & Monitoring	29,792	30,488	31,220	31,969	32,736	33,522	34,327	35,151	35,995	36,859	37,744
10870	Test Monitoring Software	18,386	18,754	19,204	19,665	20,137	20,620	21,115	21,622			
10840	Treatment Works Wyangala STP	201,125	168,148	172,184	176,317	180,548	184,882	189,320	193,864	198,517	203,282	208,160
11848	Wyangala Sewerage Scheme - Easements & Land	-										
SEWER MAINS												
10819	Sewer Mains - Maintenance & Repairs	244,226	249,110	254,608	260,718	266,975	273,382	279,943	286,662	293,542	300,587	307,801
11833	Sewer Main Repair - Bourke Street	2,000										
11834	Sewer Main Repair - Morilla Street	2,000										
11835	Sewer Main Repair - PCYC	3,000										
10841	Condition Audit - Mains Inspection	38,165	38,928	39,862	40,819	41,799	42,802	43,829	44,881	45,958	47,061	48,190
10866	Sludge Removal	227,699	137,164	143,967	147,423	150,961	154,584	158,294	162,093	50,000	50,000	50,000
10836	S.611 Charges	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000
PUMPING STATION												
10821	Fuel & Energy - Pumping Station	22,622	23,074	23,628	48,390	49,551	50,740	51,958	53,205	54,482	55,790	57,129
10823	Wages	39,329	60,716	61,930	63,416	64,938	66,497	68,093	69,727	71,400	73,114	74,869
10822	Maintenance & Repairs - Pumping Station	59,934	61,133	62,601	80,130	82,053	84,022	86,039	88,104	90,219	92,384	94,601

Ledger	Budget Detail - Description	Revised Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031
	LOAN REPAYMENTS - INTEREST											
	Loan No. 244 - STP Upgrade	517,349	501,995	489,773	479,229	463,732	448,268	433,982	513,535	292,608	372,453	349,339
	Proposed Loan - West Cowra Sewerage				328,606	316,198	303,416	290,248	276,681	262,705	248,306	233,471
	EMPLOYMENT OVERHEADS & E.L.E.											
19019	Superannuation	25,324	28,158	30,305	32,542	34,872	37,298	38,231	39,187	40,127	41,090	42,076
19018	Public Holidays	9,787	10,087	10,289	10,536	10,789	11,048	11,313	11,585	11,863	12,148	12,440
19026	Workers Comp. Insurance	11,063	11,902	12,188	12,481	12,781	13,088	13,402	13,724	14,053	14,390	14,735
19016	Annual Leave	19,575	20,173	20,576	21,070	21,576	22,094	22,624	23,167	23,723	24,292	24,875
	Long Service Leave - Accrual	6,281	6,407	6,535	6,692	6,853	7,017	7,185	7,357	7,534	7,715	7,900
19017	Sick Leave	7,340	7,565	7,716	7,901	8,091	8,285	8,484	8,688	8,897	9,111	9,330
19059	Special Leave	1,240										
	Depreciation Charge											
	Depreciation - Sewer	788,356	829,992	882,137	940,790	1,028,699	1,049,273	1,070,258	1,091,663	1,113,496	1,135,766	1,158,481
	Total expenses	4,212,648	3,763,606	5,307,971	4,505,316	4,646,823	4,696,019	4,748,102	4,876,841	4,607,762	4,743,442	4,557,040
	Capital items											
23730	West Cowra Sewer Reticulation			11,055,377								
	Install Solar PV 99kW System - Cowra STP		110,000									
	Cowra WWTP Tertiary Filters						2,624,173					
23415	Mains Replacement/Renewal Program	727,817	365,521	374,659	384,025	393,626	403,467	413,554	423,893	434,490	445,352	456,486
23678	Campbell Street Pump Station Augmentation	62,443										
23679	Pump Station Renewal/Replacement	11,887	12,184	12,489	12,801	13,121	13,449	13,785	14,130	14,483	14,845	15,216
	Upsize Trunk Main 1		118,869									
23682	Ventstack Replacement		60,921	62,444	64,005	65,605	67,245	68,926				
	Install Flow Gauges	90,000										
	Aerator Replacement			365,521								
23684	Minor Equipment	5,519	5,657	5,798	5,943	6,092	6,244	6,400	6,560	6,724	6,892	7,064
23850	Replace Telemetry System									84,778		
	Airport Related Industrial Development - Wastewater							268,978				
23915	Purchase - Dewatering Bins	114,882										
24143	Upgrade UV Communication System	35,000										
24138	Re-instate Re-Use Water System	20,000										
24139	Remediate Tertiary Ponds & Reinstall Wall	35,000										
24140	Replace WAS Pumps	12,000										
	New Package Plant Filtration & UV for Water Cart											
24137	Effluent Re-Use	200,000										
24141	SN Return, Rotation pipe Work & Pump System	15,000										
24142	SS Chains for Pump Stations & Plant Lifting Chains	12,000										
	Online MLSS, Sludge Volume & Blanket Testing		80,000									
	Lid Replacement STP & Pump Stations		60,000									
24136	Modify Young Rd Pump Station	5,000										
24159	Sludge Lagoon Capping - STP	34,896										
24160	STP - Septage Receiving Unit	27,000										
	Wyangala Sewer Treatment Plant - Asset	6,506,092										
	LOAN REPAYMENT - PRINCIPAL											
	Loan No. 244 - STP Upgrade	130,893	146,247	158,469	169,013	184,510	199,974	214,260	296,768	193,573	275,788	298,903
	Proposed Loan - West Cowra Sewerage				410,493	422,900	435,682	448,851	462,417	476,394	490,793	505,627
	Proposed Loan Funding - West Cowra Sewerage			(11,055,377)								
19015	Long Service Leave	4,894	5,043	5,043	5,043	5,043	5,043	5,043	5,043	5,043	5,043	5,043
	Total capital items	8,050,323	964,441	984,423	1,051,323	1,090,897	3,755,277	1,439,796	1,208,810	1,215,485	1,238,713	1,288,339
	Cash reconciliation items											
	Depreciation	(788,356)	(829,992)	(882,137)	(940,790)	(1,028,699)	(1,049,273)	(1,070,258)	(1,091,663)	(1,113,496)	(1,135,766)	(1,158,481)
	LSL Accrual	(6,281)	(6,407)	(6,535)	(6,692)	(6,853)	(7,017)	(7,185)	(7,357)	(7,534)	(7,715)	(7,900)
	Total adjustment for non-cash items	(794,637)	(836,399)	(888,672)	(947,482)	(1,035,552)	(1,056,290)	(1,077,443)	(1,099,020)	(1,121,030)	(1,143,481)	(1,166,381)
	Increase / (decrease) in cash	(1,177,535)	22,389	(1,374,720)	76,306	113,993	(2,444,179)	(20,880)	(4,097)	427,608	442,904	760,931
	Funded by / (to) reserves											
	Transfer to Sewer Reserve - Long Service Leave	(6,464)	(6,645)	(6,677)	(6,716)	(6,756)	(6,797)	(6,839)	(6,882)	(6,927)	(6,972)	(7,018)
	Transfer to S94 Sewer Reserve	(62,000)	(63,550)	(65,139)	(66,767)	(68,436)	(70,147)	(71,901)	(73,699)	(75,541)	(77,430)	(79,366)
	Transfer to Sewer Reserve - Infrastructure	(222,583)	(863,181)		(833,443)	(696,413)	(778,722)	(863,478)	(557,637)	(1,089,716)	(1,036,157)	(1,368,437)
	Transfer from Sewer Reserve			523,534								
	Transfer from Sewer Reserve - Infrastructure (Capital)	1,408,444	813,152	820,910	466,774	478,444	3,114,578	771,643	444,583	540,475	467,089	478,766
	Transfer from S94 Sewer Reserve (Capital)				257,456	68,436	70,147	71,901	73,699	75,541	77,430	79,366
	Transfer from Sewer Reserve - Long Service Leave	4,894	5,043	5,043	5,043	5,043	5,043	5,043	5,043	5,043	5,043	5,043
	Transfer to Wyangala STP Reserve	(65,881)	(75,355)	(75,136)	(74,970)	(74,859)	(74,805)	(74,809)	(74,873)	(75,000)	(75,190)	(77,445)
	Transfer from Wyangala STP Reserve	121,125	168,148	172,184	176,317	180,548	184,882	189,320	193,864	198,517	203,282	208,160
	Funded by / (to) general revenues	0	0	0	0	0	0	0	0	0	0	0

Reserves Schedule												
Fund	Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
General	Long Service Leave	689,493	793,648	836,498	836,498	836,498	836,498	836,498	836,498	836,498	836,498	836,498
General	Plant & Vehicle Replacement	2,292,608	2,263,459	1,760,422	1,563,893	1,706,158	1,589,292	1,705,777	1,827,512	1,400,019	1,080,433	1,478,637
General	Art Gallery	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
General	Bad Debts	52,376	54,876	57,376	59,876	62,876	65,876	68,876	72,376	75,876	79,876	83,876
General	Built Asset Replacement Program	2,570,010	892,140	1,470,188	1,931,039	1,784,415	1,752,138	1,719,641	1,686,917	1,653,960	1,620,762	1,587,317
General	Business Assistance	100,647	70,190	39,002	7,065	-	-	-	-	-	-	-
General	Caravan Park	666,262	668,205	144,182	142,807	143,852	150,678	163,102	180,177	199,366	222,719	282,530
General	Civic Centre	5,000	10,000	15,250	20,763	26,551	32,628	39,010	45,710	52,746	60,133	67,889
General	Depot Redevelopment	101,251	80,578	44,550	-	-	-	-	-	-	-	-
General	Election	127,287	35,000	70,000	105,000	2,473	42,473	82,473	122,473	13,887	53,887	93,887
General	Environmental Projects	8,330	8,330	8,330	8,330	8,330	8,330	8,330	8,330	8,330	8,330	8,330
General	Fire Mitigation	15,568	15,568	15,568	15,568	15,568	15,568	15,568	15,568	15,568	15,568	15,568
General	IT Equipment	-	-	-	-	-	50,000	100,000	150,000	200,000	250,000	300,000
General	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
General	Peace Precinct	8,312	8,312	8,312	8,312	8,312	8,312	8,312	8,312	8,312	8,312	8,312
General	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
General	Quarry Rehabilitation	301,129	334,193	366,658	398,510	429,735	460,318	490,243	519,495	548,058	575,915	603,048
General	RMS Warranty	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
General	Saleyards	63,411	94,749	134,792	184,285	236,317	320,186	409,220	502,571	599,767	705,053	846,913
General	Statecover	163,931	153,564	150,720	147,807	144,824	141,769	138,641	135,437	132,156	128,797	125,357
General	Statewide	148,527	181,635	215,538	250,255	285,805	322,208	359,485	397,657	436,745	476,771	517,758
General	Unexpended Grants	2,520,123	2,566,712	2,630,880	2,696,652	2,764,068	2,833,170	2,903,999	2,976,599	3,051,014	3,127,290	3,205,472
		10,346,388	8,674,343	8,411,450	8,819,844	8,898,965	9,072,628	9,492,359	9,928,816	9,675,485	9,693,527	10,504,576
Waste	Waste - General	534,034	736,912	826,187	966,261	1,107,142	1,256,320	1,017,753	753,075	855,462	962,359	1,085,263
Waste	Waste - DWM	832,170	705,355	772,694	996,023	1,225,443	1,475,023	1,743,584	2,009,911	2,287,779	2,597,313	3,059,303
Waste	Waste - Long Service Leave	57,555	67,068	76,770	86,706	96,880	107,298	117,966	128,891	140,077	151,532	163,262
		1,423,759	1,509,334	1,675,652	2,048,990	2,429,465	2,838,641	2,879,304	2,891,877	3,283,318	3,711,204	4,307,828
Water	Water - Long Service Leave	63,169	72,002	81,012	90,239	99,686	109,361	119,268	129,412	139,800	150,437	161,330
Water	Water - Infrastructure	7,003,574	6,416,960	4,358,900	3,612,945	3,708,800	3,892,457	4,297,828	4,626,012	5,038,162	5,759,173	5,683,595
		7,066,743	6,488,962	4,439,912	3,703,184	3,808,486	4,001,818	4,417,096	4,755,424	5,177,962	5,909,610	5,844,924
Sewer	Sewer - Long Service Leave	11,712	13,314	14,948	16,621	18,334	20,088	21,885	23,724	25,607	27,536	29,511
Sewer	Sewer - Wyangala Treatment Plant	1,758,021	1,665,228	1,568,180	1,466,833	1,361,144	1,251,067	1,136,556	1,017,565	894,048	765,956	635,241
Sewer	Sewer - Infrastructure	7,159,753	7,209,783	5,865,338	6,232,007	6,449,976	4,114,120	4,205,955	4,319,009	4,868,251	5,437,318	6,326,989
		8,929,486	8,888,325	7,448,466	7,715,461	7,829,454	5,385,275	5,364,396	5,360,298	5,787,906	6,230,810	6,991,741
	Total	27,766,377	25,560,965	21,975,480	22,287,479	22,966,371	21,298,363	22,153,154	22,936,415	23,924,672	25,545,151	27,649,069

Developer Contribution Schedule											
Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
S94A	46,656	41,205	51,600	62,256	73,178	84,373	95,848	107,609	119,665	132,022	144,688
S94 Growth Areas	7,553	3,285	4,886	6,527	8,209	9,933	0	1,812	3,668	5,571	7,522
Total General Fund	54,209	44,490	56,486	68,783	81,387	94,306	95,848	109,421	123,333	137,594	152,211
Section 64 Sewerage	62,000	125,550	190,689	0	0	0	0	0	0	0	0
Total Sewer Fund	62,000	125,550	190,689	0	0	0	0	0	0	0	0
Grand Total	116,209	170,040	247,175	68,783	81,387	94,306	95,848	109,421	123,333	137,594	152,211

Key Performance indicators by Fund	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	2021	2021	2021	2021	2021	2021	2022	2022	2022	2022	2022	2022	2023	2023	2023	2023	2023	2023	2024	2024	2024	2024	2024	2024
	Consolidated	General	Water	Sewer	Waste	Gen-Wte	Consolidated	General	Water	Sewer	Waste	Gen-Wte	Consolidated	General	Water	Sewer	Waste	Gen-Wte	Consolidated	General	Water	Sewer	Waste	Gen-Wte
Unrestricted Current Ratio																								
Current Assets less all External Restrictions	16,153	15,397	8,372	9,088	756	16,207	15,654	14,685	7,794	9,047	968	15,698	16,607	15,540	5,745	7,607	1,067	16,664	17,019	15,802	5,009	7,874	1,217	17,088
Current Liabilities less Specific Purpose Liabilities	3,608	3,608	1,119	233	312	3,608	3,608	3,608	1,119	233	312	3,608	3,608	3,608	1,119	233	312	3,608	3,608	3,608	1,119	233	312	3,608
Benchmark is greater than 1.5x	4.48	4.27	7.48	39.01	2.42	4.49	4.34	4.07	6.97	38.83	3.10	4.35	4.60	4.31	5.13	32.65	3.42	4.62	4.72	4.38	4.48	33.80	3.90	4.74
Debt Service Cover Ratio																								
Operating result before capital excluding interest and depreciation/impairment/amortisation	7,699	4,240	2,006	816	637	4,877	8,975	5,448	1,598	1,419	510	5,958	8,601	5,692	2,421	28	460	6,153	9,043	4,478	2,486	1,612	467	4,945
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	2,416	830	876	648	62	892	2,413	827	876	648	62	889	2,524	908	876	648	92	1,000	3,347	992	876	1,387	92	1,084
Benchmark is greater than 2x	3.19	5.11	2.29	1.26	10.27	5.47	3.72	6.59	1.82	2.19	8.23	6.70	3.41	6.27	2.76	0.04	5.00	6.15	2.70	4.52	2.84	1.16	5.07	4.56
Rates & Annual Charges Coverage Ratio																								
Rates & Annual Charges	14,415	7,057	1,803	2,800	2,754	9,811	14,809	7,223	1,859	2,886	2,841	10,064	15,216	7,398	1,916	2,973	2,928	10,327	15,872	7,578	1,976	3,300	3,018	10,596
Income from Continuing Operations	53,628	29,947	7,702	10,291	5,688	35,635	54,822	28,966	16,882	3,914	5,060	34,026	40,748	23,667	7,872	4,029	5,181	28,848	40,422	22,335	8,097	4,685	5,305	27,640
Benchmark is greater than or equal to 40%	26.9%	23.6%	23.4%	27.2%	48.4%	27.5%	27.0%	24.9%	11.0%	73.7%	56.1%	29.6%	37.3%	31.3%	24.3%	73.8%	56.5%	35.8%	39.3%	33.9%	24.4%	70.4%	56.9%	38.3%
Operating Performance																								
Operating revenue excluding capital grants and contributions – operating expenses	276	664	-269	-490	371	1,035	590	1,180	-925	87	248	1,428	2	1,271	-113	-1,344	188	1,459	-139	-142	-59	-137	199	57
Operating revenue excluding capital grants and contributions	39,311	23,644	6,361	3,723	5,583	29,227	37,294	20,533	7,850	3,850	5,060	25,594	37,791	20,808	7,839	3,964	5,181	25,989	38,952	21,215	8,063	4,369	5,305	26,520
Benchmark is greater than 0%	0.7%	2.8%	-4.2%	-13.2%	6.6%	3.5%	1.6%	5.7%	-11.8%	2.3%	4.9%	5.6%	0.0%	6.1%	-1.4%	-33.9%	3.6%	5.6%	-0.4%	-0.7%	-0.7%	-3.1%	3.8%	0.2%
Own Source Operating Revenue																								
Rates, fees and charges	30,008	14,386	6,315	3,723	5,583	19,970	30,273	13,779	7,583	3,850	5,060	18,839	30,880	13,924	7,811	3,964	5,181	19,105	31,917	14,198	8,046	4,369	5,305	19,503
Total operating revenue (inclusive of capital grants and contributions)	53,628	29,947	7,702	10,291	5,688	35,635	54,822	28,966	16,882	3,914	5,060	34,026	40,748	23,667	7,872	4,029	5,181	28,848	40,422	22,335	8,097	4,685	5,305	27,640
Benchmark is greater than 60%	56.0%	48.0%	82.0%	36.2%	98.2%	56.0%	55.2%	47.6%	44.9%	98.4%	100.0%	55.4%	75.8%	58.8%	99.2%	98.4%	100.0%	66.2%	79.0%	63.6%	99.4%	93.2%	100.0%	70.6%
Cash Expense Cover Ratio																								
Current year's cash, cash equivalents and term deposits	27,332	11,243	6,188	8,313	1,588	12,831	26,142	10,522	5,610	8,336	1,674	12,195	23,751	11,389	3,561	6,961	1,840	13,229	23,738	11,663	2,825	7,037	2,213	13,876
Payments from cash flow of operating and financing activities x12	32,639	18,922	5,197	3,549	4,971	23,893	29,956	15,216	7,093	3,073	4,574	19,789	31,061	15,452	6,258	4,578	4,773	20,226	32,640	17,195	6,417	4,137	4,891	22,086
Benchmark is greater than 3 months	10.05	7.13	14.29	28.11	3.83	6.44	10.47	8.30	9.49	32.55	4.39	7.40	9.18	8.84	6.83	18.25	4.63	7.85	8.73	8.14	5.28	20.41	5.43	7.54

Key Performance indicators by Fund	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	2025	2025	2025	2025	2025	2025	2026	2026	2026	2026	2026	2026	2027	2027	2027	2027	2027	2027	2028	2028	2028	2028	2028	2028
	Consolidated	General	Water	Sewer	Waste	Gen-Wte	Consolidated	General	Water	Sewer	Waste	Gen-Wte	Consolidated	General	Water	Sewer	Waste	Gen-Wte	Consolidated	General	Water	Sewer	Waste	Gen-Wte
Unrestricted Current Ratio																								
Current Assets less all External Restrictions	16,846	15,477	5,114	7,988	1,368	16,927	16,858	15,330	5,307	5,544	1,528	16,952	17,109	15,809	5,722	5,523	1,300	17,205	17,032	15,986	6,061	5,519	1,046	17,142
Current Liabilities less Specific Purpose Liabilities	3,608	3,608	1,119	233	312	3,608	3,608	3,608	1,119	233	312	3,608	3,608	3,608	1,119	233	312	3,608	3,608	3,608	1,119	233	312	3,608
Benchmark is greater than 1.5x	4.67	4.29	4.57	34.29	4.39	4.69	4.67	4.25	4.74	23.80	4.90	4.70	4.74	4.38	5.11	23.71	4.17	4.77	4.72	4.43	5.42	23.69	3.35	4.75
Debt Service Cover Ratio																								
Operating result before capital excluding interest and depreciation/impairment/amortisation	8,608	3,923	2,553	1,660	473	4,396	9,018	4,228	2,616	1,736	438	4,666	9,316	4,402	2,642	1,814	459	4,861	9,292	4,279	2,669	1,914	430	4,709
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	2,848	989	380	1,387	92	1,081	2,720	923	380	1,387	30	953	2,477	680	380	1,387	30	710	2,639	680	380	1,549	30	710
Benchmark is greater than 2x	3.02	3.97	6.72	1.20	5.14	4.07	3.32	4.58	6.88	1.25	14.61	4.90	3.76	6.48	6.95	1.31	6.85	3.52	6.30	7.02	1.24			6.63
Rates & Annual Charges Coverage Ratio																								
Rates & Annual Charges	16,310	7,762	2,036	3,401	3,111	10,873	16,759	7,950	2,099	3,504	3,206	11,157	17,221	8,143	2,164	3,610	3,305	11,448	17,696	8,340	2,230	3,719	3,406	11,746
Income from Continuing Operations	40,532	21,954	8,329	4,816	5,433	27,386	41,560	22,473	8,572	4,951	5,564	28,037	42,608	22,990	8,830	5,090	5,699	28,689	42,597	23,471	9,095	4,983	5,048	28,520
Benchmark is greater than or equal to 40%	40.2%	35.4%	24.4%	70.6%	57.3%	39.7%	40.3%	35.4%	24.5%	70.8%	57.6%	39.8%	40.4%	35.4%	24.5%	70.9%	58.0%	39.9%	41.5%	35.5%	24.5%	74.6%	67.5%	41.2%
Operating Performance																								
Operating revenue excluding capital grants and contributions – operating expenses	-620	-670	-12	-149	210	-459	-205	-336	17	-65	180	-156	88	-140	8	20	201	61	-136	-341	1	32	172	-169
Operating revenue excluding capital grants and contributions	39,671	21,446	8,295	4,498	5,433	26,879	40,685	21,953	8,537	4,631	5,564	27,517	41,717	22,457	8,793	4,768	5,699	28,156	41,941	22,926	9,058	4,909	5,048	27,975
Benchmark is greater than 0%	-1.6%	-3.1%	-0.1%	-3.3%	3.9%	-1.7%	-0.5%	-1.5%	0.2%	-1.4%	3.2%	-0.6%	0.2%	-0.6%	0.1%	0.4%	3.5%	0.2%	-0.3%	-1.5%	0.0%	0.7%	3.4%	-0.6%
Own Source Operating Revenue																								
Rates, fees and charges	32,747	14,529	8,288	4,498	5,433	19,961	33,628	14,896	8,537	4,631	5,564	20,460	34,517	15,257	8,793	4,768	5,699	20,956	34,594	15,579	9,058	4,909	5,048	20,628
Total operating revenue (inclusive of capital grants and contributions)	40,532	21,954	8,329	4,816	5,433	27,386	41,560	22,473	8,572	4,951	5,564	28,037	42,608	22,990	8,830	5,090	5,699	28,689	42,597	23,471	9,095	4,983	5,048	28,520
Benchmark is greater than 60%	80.8%	66.2%	99.5%	93.4%	100.0%	72.9%	80.9%	66.3%	99.6%	93.5%	100.0%	73.0%	81.0%	66.4%	99.6%	93.7%	100.0%	73.0%	81.2%	66.4%	99.6%	98.5%	100.0%	72.3%
Cash Expense Cover Ratio																								
Current year's cash, cash equivalents and term deposits	24,026	11,351	2,930	7,151	2,594	13,944	22,049	11,216	3,123	4,707	3,003	14,219	22,965	11,697	3,538	4,686	3,044	14,740	23,503	11,888	3,877	4,682	3,056	14,944
Payments from cash flow of operating and financing activities x12	33,283	17,969	6,084	4,219	5,011	22,980	33,746	18,094	6,262	4,275	5,114	23,208	34,224	18,170	6,492	4,334	5,227	23,398	34,718	18,848	6,728	4,537	4,605	23,453
Benchmark is greater than 3 months	8.66	7.58	5.78	20.34	6.21	7.28	7.84	7.44	5.98	13.21	7.05	7.35	8.05	7.72	6.54	12.98	6.99	7.56	8.12	7.57	6.91	12.38	7.96	7.65

Key Performance indicators by Fund	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	2029	2029	2029	2029	2029	2029	2029	2030	2030	2030	2030	2030	2030	2030	2031	2031	2031	2031	2031
	Consolidated	General	Water	Sewer	Waste	Gen-Wte	Consolidated	General	Water	Sewer	Waste	Gen-Wte	Consolidated	General	Water	Sewer	Waste	Gen-Wte	
Unrestricted Current Ratio																			
Current Assets less all External Restrictions	16,510	15,350	6,483	5,947	1,160	16,633	16,290	15,012	7,215	6,390	1,278	16,428	17,600	16,188	7,150	7,151	1,413	17,753	
Current Liabilities less Specific Purpose Liabilities	3,608	3,608	1,119	233	312	3,608	3,608	3,608	1,119	233	312	3,608	3,608	3,608	1,119	233	312	3,608	
Benchmark is greater than 1.5x	4.58	4.25	5.79	25.52	3.72	4.61	4.52	4.16	6.45	27.42	4.10	4.55	4.88	4.49	6.39	30.69	4.53	4.92	
Debt Service Cover Ratio																			
Operating result before capital excluding interest and depreciation/impairment/amortisation	9,289	4,024	2,733	2,115	418	4,441	9,801	4,230	2,901	2,217	453	4,683	10,174	4,899	2,109	2,545	621	5,520	
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	2,287	651	380	1,225	30	681	2,427	629	380	1,387	30	659	2,427	629	380	1,387	30	659	
Benchmark is greater than 2x	4.06	6.18	7.19	1.73		6.52	4.04	6.72	7.63	1.60		7.10	4.19	7.78	5.55	1.83		8.37	
Rates & Annual Charges Coverage Ratio																			
Rates & Annual Charges	18,183	8,543	2,299	3,832	3,510	12,053	18,684	8,750	2,369	3,948	3,618	12,367	19,199	8,962	2,442	4,067	3,728	12,690	
Income from Continuing Operations	43,127	24,008	9,368	5,130	4,621	28,629	44,315	24,623	9,649	5,282	4,761	29,384	66,493	31,209	24,939	5,440	4,905	36,115	
Benchmark is greater than or equal to 40%	42.2%	35.6%	24.5%	74.7%	76.0%	42.1%	42.2%	35.5%	24.6%	74.7%	76.0%	42.1%	28.9%	28.7%	9.8%	74.8%	76.0%	35.1%	
Operating Performance																			
Operating revenue excluding capital grants and contributions – operating expenses	60	-577	30	447	160	-417	468	-352	163	461	196	-156	840	335	-663	804	365	700	
Operating revenue excluding capital grants and contributions	42,455	23,450	9,330	5,054	4,621	28,071	43,626	24,051	9,610	5,204	4,761	28,812	44,788	24,624	9,899	5,361	4,905	29,529	
Benchmark is greater than 0%	0.1%	-2.5%	0.3%	8.8%	3.5%	-1.5%	1.1%	-1.5%	1.7%	8.9%	4.1%	-0.5%	1.9%	1.4%	-6.7%	15.0%	7.4%	2.4%	
Own Source Operating Revenue																			
Rates, fees and charges	34,957	15,953	9,330	5,054	4,621	20,573	35,975	16,400	9,610	5,204	4,761	21,161	36,979	16,815	9,899	5,361	4,905	21,720	
Total operating revenue (inclusive of capital grants and contributions)	43,127	24,008	9,368	5,130	4,621	28,629	44,315	24,623	9,649	5,282	4,761	29,384	66,493	31,209	24,939	5,440	4,905	36,115	
Benchmark is greater than 60%	81.1%	66.4%	99.6%	98.5%	100.0%	71.9%	81.2%	66.6%	99.6%	98.5%	100.0%	72.0%	55.6%	53.9%	39.7%	98.5%	100.0%	60.1%	
Cash Expense Cover Ratio																			
Current year's cash, cash equivalents and term deposits	24,122	11,265	4,299	5,110	3,448	14,713	25,401	10,942	5,031	5,553	3,875	14,817	27,884	12,132	4,966	6,314	4,472	16,604	
Payments from cash flow of operating and financing activities x12	34,868	19,588	6,936	4,157	4,188	23,776	35,654	19,949	7,046	4,367	4,292	24,241	36,429	19,840	8,126	4,195	4,268	24,108	
Benchmark is greater than 3 months	8.30	6.90	7.44	14.75	9.88	7.43	8.55	6.58	8.57	15.26	10.84	7.33	9.19	7.34	7.33	18.06	12.57	8.26	

Capital Works Listing		Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
General Fund	Major Software & Infrastructure Upgrades		100,000	100,000	100,000	100,000						
General Fund	Hearing Loop		50,000									
General Fund	Pound Refurbishment		164,000									
General Fund	Pound - Cat Cages		10,000									
General Fund	Reconstruction of POW Camp Stone Hut		30,000									
General Fund	Survey Equipment Upgrade		15,000									15,000
General Fund	Depot Redevelopment Stage 3		400,000	400,000	50,000							
General Fund	Plant Purchases		969,149	1,443,037	1,136,529	797,735	1,056,866	823,515	818,265	1,367,493	1,259,586	541,796
General Fund	RTR - Program Works					680,000	680,000	680,000	680,000	680,000	680,000	680,000
General Fund	RTR - Gravel Roads Resheeting		240,452	240,452	240,452							
General Fund	RTR - Sealed Roads Shoulder Sealing		390,000	390,000	390,000							
General Fund	RTR - Heavy Patching		225,000	225,000	225,000							
General Fund	RTR - Culverts & Causeways		60,000	60,000	60,000							
General Fund	RTR - Fixing Local Roads Grant Program		1,647,183									
General Fund	Cowra Street & Lane Reseals		361,459	390,905	361,489	245,351	168,770	-	213,957	368,996	230,150	173,693
General Fund	Japanese Gardens Carpark Upgrade		100,000									
General Fund	Grading		836,400	856,473	877,028	898,076	919,629	941,700	964,300	987,443	1,011,142	1,035,409
General Fund	Gravel Resheeting		483,287	494,886	506,763	518,925	531,379	544,132	557,192	570,565	584,259	598,281
General Fund	Rural Reseals		233,064	220,653	245,608	351,775	435,386	688,251	430,647	334,989	419,322	351,775
General Fund	Village Reseals		38,031	33,623	50,980	73,370	80,465	10,074	67,739	22,615	91,603	50,980
General Fund	Bushfire Equipment Allocation		371,918	380,844	389,984	399,344	408,928	418,742	428,792	439,083	449,621	460,412
General Fund	RFS - New Regional Headquarters - Cowra		4,388,110									
General Fund	George Campbell Bridge Replacement		2,285,186									
General Fund	Low Level Bridge - New											6,000,000
General Fund	West Cowra Drainage Improvements		365,000									
General Fund	Amenities Building Foundation Upgrade		20,000									
General Fund	Pool Concept Design & Specifications		50,000									
General Fund	Replacement - 50 Metre Pool		1,000,000	3,500,000								
General Fund	Playground Asset Renewal		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
General Fund	Lachlan River Recreation Linkage		350,000									
General Fund	Project Planning & Detailed Design - Stage 2 Works		40,000									
General Fund	Tender & Procurement - Stage 2 Works		10,000									
General Fund	Caravan Park - Compliance Including Survey		35,609									
General Fund	Caravan Park - Cabin Refurbishments - 4 Cabins		3,683									
General Fund	Caravan Park - Capital Improvement			1,693,000								
General Fund	Cover Yard Walkways Stage 1		100,000									
General Fund	Visitor Centre Roof & Ancillary Works		150,000									
General Fund	Waugoola House Roof Replacement		237,238									
General Fund	Building AMP - Works		27,870	27,870	27,870	27,870	27,870	27,870	27,870	27,870	27,870	27,870
Waste Fund	MGB Replacements		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Waste Fund	Replacement Garbage Truck		390,000					390,000	390,000			
Waste Fund	Cell Construction		50,000	200,000								
Waste Fund	Staff Amenities Building & Admin Office Renovation		370,000									
Water Fund	New Meter Installation (Reserve)		64,585	66,199	67,855	69,551	71,289	73,071	74,898	76,771	78,690	80,658
Water Fund	Meters Replacement (Reserve)		91,242	93,523	95,862	98,259	100,715	103,233	105,814	108,460	111,171	113,950
Water Fund	Reservoir Cleaning & Painting		48,736	49,954	51,203	52,483	53,795	55,140	56,519	57,932	59,380	60,865
Water Fund	Reservoir Chlorine Monitoring System		125,000									

Capital Works Listing		Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Water Fund	Cowra - New Reservoir (15ML)											3,000,000
Water Fund	Cowra - Reservoir Re-Roofing			64,004	65,604	67,244	68,926					
Water Fund	Billimari - Pump Station Upgrade			64,004						144,830		
Water Fund	River Low Lift Pump Station								169,557			
Water Fund	High Lift Pump at River - Switch Board	150,000										
Water Fund	Southern Line - Pump Replacement Program	59,434										
Water Fund	River Screen 10 Year Rehabilitation		1,500,000									
Water Fund	Mains Replacement/Renewal		211,157	216,564	287,714	227,796	233,630	239,613	245,604	251,744	258,038	
Water Fund	Replace AC Water Mains		1,388,843	1,383,436	1,312,286	1,372,204	1,366,370	1,360,387	1,354,396	1,348,256	1,341,962	
Water Fund	Wyangala Village Mains Renewal	111,150										
Water Fund	Main Replacement - Cowra WTP to Comerford St via Scenic Dr	500,000										
Water Fund	Rural Residential Water Reticulation - Eloura to Camp Rd		331,144	452,564	231,939							
Water Fund	Construct Emergency Drought Supply	9,000,000										
Water Fund	WTP Office Extension	100,000										
Water Fund	Install Solar PV 26kW System - Cowra WTP	25,000										
Water Fund	New River Offtake											5,000,000
Water Fund	Replace Cowra WTP (30ML / day)											30,000,000
Water Fund	Bunded Area Reconstruction	70,000										
Water Fund	Billimari - Bore Replacement						201,733					
Sewer Fund	West Cowra Sewer Reticulation		11,055,377									
Sewer Fund	Install Solar PV 99kW System - Cowra STP	110,000										
Sewer Fund	Cowra WWTP Tertiary Filters						2,624,173					
Sewer Fund	Mains Replacement/Renewal Program	365,521	374,659	384,025	393,626	403,467	413,554	423,893	434,490	445,352	456,486	
Sewer Fund	Pump Station Renewal/Replacement	12,184	12,489	12,801	13,121	13,449	13,785	14,130	14,483	14,845	15,216	
Sewer Fund	Upsize Trunk Main 1	118,869										
Sewer Fund	Ventstack Replacement	60,921	62,444	64,005	65,605	67,245	68,926					
Sewer Fund	Aerator Replacement		365,521									
Sewer Fund	Minor Equipment	5,657	5,798	5,943	6,092	6,244	6,400	6,560	6,724	6,892	7,064	
Sewer Fund	Replace Telemetry System									84,778		
Sewer Fund	Airport Related Industrial Development - Wastewater						268,978					
Sewer Fund	Online MLSS, Sludge Volume & Blanket Testing	80,000										
Sewer Fund	Lid Replacement STP & Pump Stations	60,000										

COWRA SHIRE COUNCIL - LOAN SUMMARY																
Budget 2021/2022 - 2030/2031																
EXTERNAL LOANS																
	LENDER	PURPOSE	DATE OBTAINED	DUE DATE	PRINCIPAL	INTEREST RATE	ANNUAL REPAYMENT	PRINCIPAL O/S 1/07/2020	2021		2022		2023		2024	
									Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal
GENERAL																
233	National Australia Bank	Saleyards	29/05/2003	29/11/2022	220,000	6.20	19,415	41,993	2,343	17,072	1,268	18,147	210	6,774	0	0
234	National Australia Bank	Pool	13/06/2003	13/6/2023	1,600,000	5.81	136,378	368,810	19,758	116,620	12,884	123,494	5,605	128,697	0	0
236a	Commonwealth Bank	River Pk Amenities 22%	28/01/2005	1/2/2025	96,000	6.31	8,462	35,981	2,172	6,348	1,765	6,754	1,333	7,187	872	7,648
236b	Commonwealth Bank	Vaux St Drainage 78%	28/01/2005	1/2/2025	337,500	6.31	30,002	126,495	7,635	22,309	6,205	23,739	4,683	25,261	3,064	26,880
242b	Commonwealth Bank	Mulyan Amenities 6.88%	22/8/2007	24/8/2037	255,000	6.80	7,454	75,271	5,091	2,362	4,883	2,570	4,705	2,748	4,539	2,914
241b	Commonwealth Bank	Vaux Street Drainage 11.67%	18/12/2006	18/12/2036	166,000	6.35	12,452	126,196	7,940	4,512	7,693	4,759	7,321	5,131	7,010	5,442
249	National Australia Bank	Civic Centre Refurbishment	23/12/2008	30/9/2033	1,395,390	8.15	127,600	1,063,356	85,305	45,334	81,496	49,143	77,367	53,272	72,673	57,965
245	National Australia Bank	Civic Centre Refurbishment (2)	29/6/2009	29/6/2029	234,000	8.33	24,285	150,566	12,299	11,986	11,280	13,005	10,174	14,111	8,998	15,287
246	National Australia Bank	Saleyards - Effluent Screens	16/4/2010	16/4/2025	225,000	8.01	25,921	105,905	7,957	17,963	6,524	19,396	4,839	21,082	3,128	22,793
250	National Australia Bank	Drainage Improvements	28/6/2013	28/6/2028	250,000	6.36	25,994	161,999	9,898	16,096	8,878	17,116	7,762	18,232	6,593	19,402
253a	Tcorp	Depot - Stage 1 Re-Development	27/06/2016	27/06/2027	400,000	2.63	45,636	252,502	6,256	39,381	5,210	40,427	4,136	41,500	3,034	42,603
253c	Tcorp	Cemetery Expansion	27/06/2016	27/06/2027	250,000	2.63	28,513	157,843	3,908	24,605	3,255	25,258	2,584	25,929	1,895	26,618
253b	Tcorp	Airport	27/06/2016	27/06/2027	1,478,993	2.63	168,725	933,666	23,128	145,597	19,261	149,464	15,291	153,434	11,216	157,509
254a	Tcorp	Depot - Stage 2 Redevelopment	2020	2040	512,120	2.41	32,617	512,120	12,616	20,001	11,668	20,673	11,165	21,176	10,650	21,691
NEW LOAN L	Proposed Loan	Roof Replacements	2022	2042	179,238	3.00	11,983		0	0	0	0	5,328	6,655	5,126	6,856
NEW LOAN A2	Proposed Loan	Depot - Stage 3 Redevelopment	2022	2042	400,000	3.00	26,742		0	0	0	0	11,889	14,852	11,441	15,301
NEW LOAN A3	Proposed Loan	Depot - Stage 3 Redevelopment	2023	2043	450,000	3.00	30,084		0	0	0	0	0	0	13,376	16,709
NEW LOAN B1	Proposed Loan	Caravan Park Capital Improvement	2023	2053	1,093,000	4.00	79,911		0	0	0	0	0	0	43,358	36,553
254b	Tcorp	CBD Footpath Refurbishment	2020	2040	1,437,788	2.41	91,573	1,437,788	35,421	56,152	32,764	58,053	31,353	59,465	29,906	60,911
254c	Tcorp	Low Level Bridge Repairs	2020	2040	500,000	2.41	31,583	500,000	12,318	19,527	11,394	20,189	10,903	20,679	10,400	21,182
NEW LOAN F1	Proposed Loan	Pool Replacement Stage 1	2022	2042	500,000	3.00	33,427		0	0	0	0	14,862	18,565	14,301	19,126
NEW LOAN F2	Proposed Loan	Pool Replacement Stage 2	2023	2043	1,750,000	3.00	116,995		0	0	0	0	0	0	52,016	64,979
NEW LOAN G1	Proposed Loan	West Cowra Drainage Stage 1	2022	2042	375,000	3.00	25,070		0	0	0	0	11,146	13,924	10,725	14,345
					14,105,029		1,140,821	6,050,490	254,046	565,864	226,428	592,187	242,655	658,675	324,321	662,713
WATER																
238	Commonwealth Bank	Water Main Replacement 2005/2006	21/02/2006	22/02/2031	1,000,000	6.03	77,978	620,478	36,701	41,277	34,274	43,704	31,592	46,386	28,753	49,225
241a	Commonwealth Bank	Water Main Replacement 2006/2007 88.33%	18/12/2006	18/12/2036	1,256,000	6.35	94,248	954,725	60,099	34,149	58,226	36,021	55,413	38,834	53,059	41,189
242a	Commonwealth Bank	1C1 Zone 93.12%	22/8/2007	24/8/2037	1,286,500	6.80	100,883	1,019,460	68,913	31,971	66,094	34,790	63,684	37,200	61,441	39,443
251	Westpac	Emergency Water Supply - 1C1 Extension	28/06/2013	27/6/2033	1,186,124	6.566	106,952	930,357	59,941	47,011	56,778	50,174	53,401	53,550	49,798	57,154
252	National Australia Bank	Water Treatment Plant Upgrade	18/06/2014	18/06/2024	3,875,000	5.05	496,058	1,786,282	82,466	413,593	61,540	434,518	38,700	457,358	15,245	480,813
NEW LOAN J	Proposed Loan	New WTP, River Uptake & Reservoir	2031	2051	19,000,000	3.00	1,270,230	19,000,000								
					27,603,624		2,146,349	24,311,302	308,119	568,001	276,912	599,208	242,791	633,328	208,296	667,824
SEWERAGE																
NEW LOAN H	Proposed Loan	West Cowra Sewer Augmentation - 1	2022	2042	5,000,000	3.00	11,055,377		0	0	0	0	0	0	328,606	410,493
244	National Australia Bank	Sewerage Treatment Plant	05/07/2010	04/05/2040	7,213,320	8.13	648,242	6,376,386	517,349	130,893	501,995	146,247	489,773	158,469	479,229	169,013
					12,213,320		11,703,619	6,376,386	517,349	130,893	501,995	146,247	489,773	158,469	807,835	579,506
WASTE																
247	National Australia Bank	Recycling Plant	16/04/2010	16/04/2025	538,500	8.01	62,037	253,467	19,044	42,992	15,615	46,422	11,581	50,456	7,486	54,551
NEW LOAN I	Proposed Loan	MRF - Admin Building & Electricity	2022	2042	450,000	3.00	30,003		0	0	0	0	13,313	16,689	12,807	17,196
					988,500		92,039	253,467	19,044	42,992	15,615	46,422	24,894	67,145	20,293	71,746
		GRAND TOTAL - EXTERNAL LOANS			54,910,473		15,082,829	36,991,644	1,098,558	1,307,750	1,020,950	1,384,063	1,000,114	1,517,618	1,360,745	1,981,789
INTERNAL LOANS																
	TO	PURPOSE	DATE OBTAINED	DUE DATE	PRINCIPAL	INTEREST RATE	ANNUAL REPAYMENT	PRINCIPAL O/S 1/07/2020	2021		2022		2023		2024	
									Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal
GENERAL																
226	General	Library	30/06/2000	30/06/2025	167,500	8.00	15,691	62,650	5,012	10,679	4,158	11,533	3,235	12,456	2,239	13,453
226	General	Gallery	30/06/2000	30/06/2025	167,500	8.00	15,691	62,650	5,012	10,679	4,158	11,533	3,235	12,456	2,239	13,453
		GRAND TOTAL - INTERNAL LOANS	TOTAL		335,000		31,382	125,301	10,024	21,358	8,315	23,067	6,470	24,912	4,477	26,905

COWRA SHIRE COUNCIL - LOAN SUMMARY																	
Budget 2021/2022 - 2030/2031																	
EXTERNAL LOANS																	
	LENDER	PURPOSE	2025		2026		2027		2028		2029		2030		2031		Principal o/s 1/07/2031
			Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal			
GENERAL																	
233	National Australia Bank	Saleyards	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
234	National Australia Bank	Pool	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-0
236a	Commonwealth Bank	River Pk Amenities 22%	382	7,767	0	0	0	0	0	0	0	0	0	0	0	0	276
236b	Commonwealth Bank	Vaux St Drainage 78%	1,341	28,298	0	0	0	0	0	0	0	0	0	0	0	0	8
242b	Commonwealth Bank	Mulyan Amenities 6.88%	4,325	3,129	4,107	3,347	3,894	3,560	3,613	3,841	3,356	4,098	2,765	4,689	2,082	5,372	36,641
241b	Commonwealth Bank	Vaux Street Drainage 11.67%	6,660	5,792	6,286	6,165	5,889	6,563	5,497	6,955	5,002	7,450	4,026	8,426	2,921	9,531	55,471
249	National Australia Bank	Civic Centre Refurbishment	68,434	62,204	62,793	67,845	57,093	73,546	51,053	79,586	44,089	86,549	29,269	101,370	11,312	119,327	267,215
245	National Australia Bank	Civic Centre Refurbishment (2)	7,674	16,610	6,262	18,023	4,729	19,555	3,073	21,211	979	20,779	0	0	0	0	0
246	National Australia Bank	Saleyards - Effluent Screens	1,249	24,671	0	0	0	0	0	0	0	0	0	0	0	0	0
250	National Australia Bank	Drainage Improvements	5,342	20,652	3,954	22,040	2,525	23,470	1,005	24,989	0	0	0	0	0	0	0
253a	Tcorp	Depot - Stage 1 Re-Development	1,902	43,734	740	44,857	0	0	0	0	0	0	0	0	0	0	1
253c	Tcorp	Cemetery Expansion	1,188	27,325	463	28,107	0	0	0	0	0	0	0	0	0	0	0
253b	Tcorp	Airport	7,032	161,693	2,737	165,970	0	0	0	0	0	0	0	0	0	0	-1
254a	Tcorp	Depot - Stage 2 Redevelopment	10,122	22,218	9,582	22,759	9,029	23,312	8,462	23,879	7,881	24,460	6,677	25,664	5,413	26,927	259,360
NEW LOAN L	Proposed Loan	Roof Replacements	4,919	7,064	4,706	7,277	4,486	7,497	4,259	7,724	4,026	7,957	3,537	8,445	3,019	8,964	110,799
NEW LOAN A2	Proposed Loan	Depot - Stage 3 Redevelopment	10,978	15,764	10,502	16,240	10,011	16,731	9,505	17,237	8,984	17,758	7,894	18,847	6,738	20,004	247,267
NEW LOAN A3	Proposed Loan	Depot - Stage 3 Redevelopment	12,871	17,214	12,350	17,734	11,814	18,270	11,262	18,822	10,693	19,391	9,503	20,581	8,240	21,844	299,435
NEW LOAN B1	Proposed Loan	Caravan Park Capital Improvement	41,881	38,030	40,345	39,566	38,747	41,164	37,083	42,827	35,353	44,558	31,680	48,231	27,705	52,206	749,865
254b	Tcorp	CBD Footpath Refurbishment	28,425	62,392	26,908	63,910	25,354	65,464	23,762	67,056	22,131	68,686	18,750	72,068	15,202	75,616	728,016
254c	Tcorp	Low Level Bridge Repairs	9,885	21,697	9,357	22,225	8,817	22,766	8,263	23,319	7,696	23,886	6,520	25,062	5,287	26,296	253,170
NEW LOAN F1	Proposed Loan	Pool Replacement Stage 1	13,723	19,705	13,127	20,300	12,513	20,914	11,881	21,546	11,230	22,197	9,868	23,559	8,422	25,005	309,083
NEW LOAN F2	Proposed Loan	Pool Replacement Stage 2	50,052	66,943	48,029	68,966	45,944	71,050	43,797	73,198	41,585	75,410	36,957	80,038	32,046	84,949	1,164,468
NEW LOAN G1	Proposed Loan	West Cowra Drainage Stage 1	10,292	14,778	9,845	15,225	9,385	15,685	8,911	16,159	8,423	16,648	7,401	17,669	6,317	18,754	231,812
			298,679	687,680	272,094	650,556	250,229	429,547	231,427	448,349	211,428	439,827	174,848	454,649	134,703	494,794	4,712,886
WATER																	
238	Commonwealth Bank	Water Main Replacement 2005/2006	25,952	52,026	22,483	55,495	19,115	58,863	15,562	62,416	11,771	66,207	3,393	74,586	0	0	70,295
241a	Commonwealth Bank	Water Main Replacement 2006/2007 88.33%	50,410	43,838	47,582	46,666	44,572	49,676	41,606	52,642	37,862	56,386	30,469	63,778	22,111	72,137	419,409
242a	Commonwealth Bank	1C1 Zone 93.12%	58,533	42,351	55,584	45,300	52,705	48,179	48,895	51,989	45,423	55,461	37,426	63,458	28,177	72,707	496,612
251	Westpac	Emergency Water Supply - 1C1 Extension	45,952	60,999	41,848	65,104	37,467	69,485	32,791	74,160	27,801	79,151	16,791	90,161	4,249	102,703	180,705
252	National Australia Bank	Water Treatment Plant Upgrade	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NEW LOAN J	Proposed Loan	New WTP, River Uptake & Reservoir	180,847	199,214	167,497	212,564	153,859	226,202	138,854	241,207	122,857	257,204	88,078	291,983	54,536	247,547	1,167,020
SEWERAGE																	
NEW LOAN H	Proposed Loan	West Cowra Sewer Augmentation - 1	316,198	422,900	303,416	435,682	290,248	448,851	276,681	462,417	262,705	476,394	233,471	505,627	238,697	536,654	1,300,982
244	National Australia Bank	Sewerage Treatment Plant	463,732	184,510	448,268	199,974	433,982	214,260	513,535	296,768	292,608	193,573	349,339	298,903	296,496	351,746	4,032,032
			779,930	607,410	751,684	635,656	724,230	663,110	790,216	759,185	555,313	669,967	582,810	804,530	535,193	888,400	5,333,014
WASTE																	
247	National Australia Bank	Recycling Plant	2,990	59,046	0	0	0	0	0	0	0	0	0	0	0	0	-0
NEW LOAN I	Proposed Loan	MRF - Admin Building & Electricity	12,285	17,717	11,748	18,255	11,194	18,809	10,623	19,379	10,035	19,967	8,805	21,197	7,500	22,503	278,287
			15,276	76,764	11,748	18,255	11,194	18,809	10,623	19,379	10,035	19,967	8,805	21,197	7,500	22,503	278,287
		GRAND TOTAL - EXTERNAL LOANS	1,274,732	1,571,068	1,203,023	1,517,032	1,139,511	1,337,669	1,171,121	1,468,120	899,634	1,386,965	854,542	1,572,360	731,932	1,653,244	11,491,206
INTERNAL LOANS																	
	TO	PURPOSE	2025		2026		2027		2028		2029		2030		2031		Principal o/s 1/07/2030
			Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal			
GENERAL																	
226	General	Library	1,162	14,529	0	0	0	0	0	0	0	0	0	0	0	0	-0
226	General	Gallery	1,162	14,529	0	0	0	0	0	0	0	0	0	0	0	0	-0
		GRAND TOTAL - INTERNAL LOANS	2,325	29,058	-	-	-	-	-	-	-	-	-	-	-	-	(1)