

Business Paper

ORDINARY COUNCIL MEETING

**ALBY SCHULTZ MEETING CENTRE,
COOTAMUNDRA**

6:00PM, Tuesday 28th April, 2026

Administration Centres: 1300 459 689

The Mayor & Councillors
Cootamundra-Gundagai Regional Council
PO Box 420
Cootamundra NSW 2590

NOTICE OF MEETING

An Ordinary Meeting of Council will be held in the Alby Schultz meeting Centre, Cootamundra on:

Tuesday, 28th April, 2026 at 6:00PM

The agenda for the meeting is enclosed.

Roger Bailey
Interim General Manager

Live Streaming of Meetings Statement

This meeting is streamed live via the internet and an audio-visual recording of the meeting will be publicly available on Council's website.

By attending this meeting, you consent to your image and, or, voice being live streamed and publicly available. Please refrain from making any defamatory statements.

Statement of Ethical Obligations

The Mayor and Councillors are bound by the Oath/Affirmation of Office made at the start of the Council term to undertake their civic duties in the best interests of the people of Cootamundra-Gundagai Regional Council and to faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the Local Government Act or any other Act, to the best of their skill and judgement.

It is also a requirement that the Mayor and Councillors disclose conflicts of interest in relation to items listed for consideration on the Agenda or which are considered at this meeting in accordance with Council's Code of Conduct and Code of Meeting Practice.

AGENDA

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1 ACKNOWLEDGEMENT OF COUNTRY

COUNCIL ACKNOWLEDGES THE WIRADJURI PEOPLE, THE TRADITIONAL CUSTODIANS OF THE LAND AT WHICH THE MEETING IS HELD AND PAYS ITS RESPECTS TO ELDERS, BOTH PAST AND PRESENT, OF THE WIRADJURI NATION AND EXTENDS THAT RESPECT TO OTHER ABORIGINAL PEOPLE WHO ARE PRESENT.

2 APOLOGIES, LEAVE OF ABSENCE AND AUDIO-VISUAL ATTENDANCE REQUESTS

3 DISCLOSURES OF INTEREST

4 CONFIRMATION OF MINUTES

4.1 MINUTES OF THE ORDINARY MEETING OF COUNCIL HELD ON TUESDAY 24 MARCH 2026

REPORTING OFFICER	Teresa Breslin, Executive Assistant to Mayor and General Manager
AUTHORISING OFFICER	Roger Bailey, Interim General Manager
FINANCIAL IMPLICATIONS	There are no Financial implications associated with this report.
LEGISLATIVE IMPLICATIONS	There are no Legislative implications associated with this report.
POLICY IMPLICATIONS	There are no Policy implications associated with this report.
ATTACHMENTS	1. Minutes of the Ordinary Meeting of Council held on Tuesday 24 March 2026

RECOMMENDATION

That the Minutes of the Ordinary Meeting of Council held on Tuesday 24 March 2026 be confirmed as a true and correct record of the meeting.

Minutes

ORDINARY COUNCIL MEETING

COUNCIL CHAMBERS, GUNDAGAI

6:00PM, TUESDAY 24th March, 2026

Administration Centres: 1300 459 689

**MINUTES OF COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE COUNCIL CHAMBERS, GUNDAGAI
ON TUESDAY, 24 MARCH 2026 AT 6:00PM**

PRESENT: Cr Abb McAlister (Mayor), Cr Rosalind Wight (Deputy Mayor), Cr Logan Collins, Cr Les Cooper, Cr David Graham, Cr Gil Kelly, Cr Penny Nicholson, Cr Danyal Syed

IN ATTENDANCE: Roger Bailey (Interim General Manager), Trevor Dando (Acting Deputy General Manager - Operations), Damian Smith (Acting Manager Finance), Linda Wiles (Manager Business), Teresa Breslin (Executive Assistant)

1 ACKNOWLEDGEMENT OF COUNTRY

The Chairperson acknowledged the Wiradjuri people who are the Traditional Custodians of the Land at which the meeting was held and paid his respects to Elders, both past and present, of the Wiradjuri Nation and extended that respect to other Aboriginal people who were present.

2 APOLOGIES, LEAVE OF ABSENCE, AND AUDIO-VISUAL ATTENDANCE REQUESTS

2.1 APOLOGIES

Nil

2.2 LEAVE OF ABSENCE

Nil

2.3 AUDIO-VISUAL ATTENDANCE REQUESTS

Nil

3 DISCLOSURES OF INTEREST

Nil

4 CONFIRMATION OF MINUTES

4.1 MINUTES OF THE ORDINARY MEETING OF COUNCIL HELD ON TUESDAY 24 FEBRUARY 2026

RESOLUTION 066/2026

Moved: Cr Gil Kelly
Seconded: Cr Ethan Ryan

That the Minutes of the Ordinary Meeting of Council held on Tuesday 24 February 2026 be confirmed as a true and correct record of the meeting.

CARRIED

5 MAYORAL MINUTES**5.1 MAYORAL MINUTE - COUNCILLOR ENGAGEMENTS - 17 FEBRUARY 2026 - 17 MARCH 2026****RESOLUTION 067/2026**

Moved: Cr David Graham

Seconded: Cr Penny Nicholson

- 1. The information in the Councillor Engagements Mayoral Minute be received and noted.**
- 2. Council also note that the Mayor also attended 2 meetings with Steven Head in Cootamundra on 11th March 2026.**

CARRIED

6 REPORTS FROM COMMITTEES**6.1 MINUTES OF THE DEMERGER TRANSITION COMMITTEE MEETING HELD ON TUESDAY 24 FEBRUARY 2026****RESOLUTION 068/2026**

Moved: Cr Danyal Syed

Seconded: Cr Les Cooper

- 1. That the Minutes of the Demerger Transition Committee Meeting held on Tuesday 24 February 2026, attached to the report, be received and noted.**
- 2. In consideration of the Demerger Transition Committee recommendations detailed in the minutes, Council endorses the following:**
 - 2.1. Pertaining to Item 5.1.2 Formal Approval of Software Acquisition, that Council:**
 - 2.1.1. Formally endorses the acquisition and implementation of Civica Altitude ERP and Magiq EDMS software systems for the proposed Cootamundra and Gundagai councils**
 - 2.1.2. Approve exemptions, under section 55(3)(i) of the Local Government Act 1993, to the tendering requirements for the reasons stated in the report.**

CARRIED

7 GENERAL MANAGER'S REPORT**7.1 GENERAL MANAGER OFFICE****7.1.1 RECOMMENDATIONS FROM 10 MARCH MEETING OF THE DEMERGER TRANSITION COMMITTEE****RESOLUTION 069/2026**

Moved: Cr Rosalind Wight

Seconded: Cr Logan Collins

- 1. That Council authorises the Demerger Transition Committee the Authority to appoint the preferred consultant to undertake the review and update of the 2024 Financial Sustainability Plan and**

prepare new Financial Sustainability Plans, Long Term Financial Plans and Revenue Policies for the proposed successor Councils.

2. That Council:

- (a) Note the report.**
- (b) Source a second-hand lime spreader up to a value of \$175,000 (ex GST) and report to Council for consideration, prior to purchase.**
- (c) Explore entering into a MOU with the neighbouring Council's to utilise Council's stabiliser at an agreed rate that ensures a commercial arrangement for the benefit of the parties.**
- (d) Explore a 'shared service' arrangement for the use of plant between the two future 'new councils'.**

CARRIED

7.1.2 RURAL AND REGIONAL SUMMIT 2026

RESOLUTION 070/2026

Moved: Cr Penny Nicholson

Seconded: Cr Les Cooper

The attendance of the Mayor and the Interim General Manager at the Rural and Regional Summit on 7th May 2026, be endorsed.

CARRIED

7.1.3 OLG REVIEW OF JOINT ORGANISATION (JO) FRAMEWORK

RESOLUTION 071/2026

Moved: Cr David Graham

Seconded: Cr Ethan Ryan

That Council:

- 1. Request the NSW Minister for Local Government to formally dissolve the Riverina Joint Organisation.**
- 2. Re-affirm its commitment to continuing with the Riverina Eastern Regional Organisation of Councils Inc. (REROC).**
- 3. Thank Wagga Wagga City Council for its offer to continue the Riverina Joint Organisation but decline this request.**

CARRIED

7.2 BUSINESS

7.2.1 SECTION 355 COMMITTEE MEETING MINUTES

RESOLUTION 072/2026

Moved: Cr Logan Collins

Seconded: Cr Danyal Syed

The Minutes of the s.355 Committee Meetings, attached to the report, be received and noted.

CARRIED

7.2.2 RELATED PARTY DISCLOSURE POLICY

RESOLUTION 073/2026

Moved: Cr David Graham

Seconded: Cr Gil Kelly

That the reviewed and updated Related Party Disclosure Policy, attached to the report be adopted.

CARRIED

7.3 FINANCE

7.3.1 FINANCE UPDATE - FEBRUARY 2026

RESOLUTION 074/2026

Moved: Cr Les Cooper

Seconded: Cr Rosalind Wight

That the Finance Update report for the month of February 2026, be noted.

CARRIED

7.3.2 RESTRICTED CASH RECONCILIATION - FEBRUARY 2026

RESOLUTION 075/2026

Moved: Cr David Graham

Seconded: Cr Penny Nicholson

The Restricted Cash Reconciliation report for the period ending 28 February 2026, be received and noted.

CARRIED

7.3.3 INVESTMENT REPORT - FEBRUARY 2026

RESOLUTION 076/2026

Moved: Cr David Graham

Seconded: Cr Rosalind Wight

The report detailing Council Cash and Investments as at 28th February 2026, be noted.

CARRIED

7.4 SUSTAINABLE DEVELOPMENT**7.4.1 OPPORTUNITY TO OPT INTO PART 13 ACCOMMODATION FOR RELEVANT CONSTRUCTION WORKERS OF STATE ENVIRONMENTAL PLANNING POLICY (HOUSING) 2021****RESOLUTION 077/2026**

Moved: Cr Danyal Syed

Seconded: Cr Penny Nicholson

That Council resolve to opt into Part 13 Accommodation for relevant construction workers of the State Environmental Planning Policy (Housing) 2021.

CARRIED

7.5 ENGINEERING COOTAMUNDRA**7.5.1 PEDESTRIAN ACCESS AND MOBILITY PLANS UPDATE****RESOLUTION 078/2026**

Moved: Cr Gil Kelly

Seconded: Cr Logan Collins

That Council:

- 1. Note that the updated township and villages Pedestrian and Mobility Plans (PAMP's) for both the Cootamundra and Gundagai areas were placed on exhibition for 28 days;**
- 2. Note that Council received 23 submissions during the community consultation period and that these submissions have been considered, investigated and added where appropriate to the Updated 2023 – 2033 PAMP documents; and**
- 3. Endorse the revised Cootamundra & Villages Pedestrian Access and Mobility Plan 2023 –2033 and the Gundagai & Villages Pedestrian Access and Mobility Plan 2023 – 2033, as attached to the report.**

CARRIED

7.5.2 COOTAMUNDRA ENGINEERING REPORT - FEBRUARY 2026**RESOLUTION 079/2026**

Moved: Cr Danyal Syed

Seconded: Cr Les Cooper

That the Cootamundra Engineering Report for the month of February 2026 be noted.

CARRIED

7.5.3 COOTAMUNDRA FLOODPLAIN MANAGEMENT PROGRAM**RESOLUTION 080/2026**

Moved: Cr Rosalind Wight

Seconded: Cr Ethan Ryan

1. Council adopt the Cootamundra Flood Warning System Review report.
2. Council accept the 2025-26 grant offer to prepare a flood study for Wallendbeen and Muttama and allocate 20% Council funding of \$39,600, from the 26/27 capital expenditure budget.
3. Council approve the lodgement of grant applications under the 2026-27 NSW Floodplain Management Program for Implementation of recommendations from the Cootamundra Flood Warning System Review report and preparation of a flood study for Stockinbingal.

CARRIED

7.6 ENGINEERING GUNDAGAI

7.6.1 GUNDAGAI ENGINEERING REPORT - FEBRUARY 2026

RESOLUTION 081/2026

Moved: Cr Ethan Ryan

Seconded: Cr Logan Collins

That the Gundagai Engineering Report for the month of February 2026 be noted.

CARRIED

7.7 REGIONAL SERVICES GUNDAGAI

7.7.1 GUNDAGAI REGIONAL SERVICES REPORT - FEBRUARY 2026

RESOLUTION 082/2026

Moved: Cr Ethan Ryan

Seconded: Cr Logan Collins

That the Gundagai Regional Services report for the month of February 2026 be noted.

CARRIED

7.8 REGIONAL SERVICES COOTAMUNDRA

7.8.1 COOTAMUNDRA REGIONAL SERVICES REPORT - FEBRUARY 2026

RESOLUTION 083/2026

Moved: Cr David Graham

Seconded: Cr Danyal Syed

The Cootamundra Regional Services February Report be noted.

CARRIED

8 MOTION OF WHICH NOTICE HAS BEEN GIVEN

Nil

9 QUESTIONS WITH NOTICE**9.1 QUESTION WITH NOTICE - CR WIGHT - USAGE OF OLD COOTAMUNDRA HOSPITAL****RESOLUTION 084/2026**

Moved: Cr Rosalind Wight

Seconded: Cr Ethan Ryan

The response to the Question with Notice on the usage of the old Cootamundra Hospital be noted.**CARRIED****9.2 QUESTION WITH NOTICE - CR WIGHT - TRAVELLING STOCK PERMITS****RESOLUTION 085/2026**

Moved: Cr Rosalind Wight

Seconded: Cr Ethan Ryan

That:

- 1. The response to the Question with Notice on Travelling Stock Permits, be noted.**
- 2. Council provide Travelling Stock Permits (Slow Grazing Permits) for a maximum of three months.**
- 3. Council include a clause that the permit may be revoked should conditions change, including for planned or unplanned works.**

CARRIED**9.3 QUESTION WITH NOTICE - CR WIGHT - REQUEST FOR LIST OF COUNCIL'S LAND ASSESTS, AND DISCUSSION****RESOLUTION 086/2026**

Moved: Cr Rosalind Wight

Seconded: Cr Ethan Ryan

The response to the Question with Notice on Request for list of Council's Land Assets, and discussion be noted.**CARRIED****9.4 QUESTION WITH NOTICE - CR WIGHT - EFFLUENT WATER USE****RESOLUTION 087/2026**

Moved: Cr Rosalind Wight

Seconded: Cr Les Cooper

That the response to the Question with Notice on Effluent Water Use, be noted.**CARRIED**

10 CONFIDENTIAL ITEMS**10.1 CLOSED COUNCIL REPORT****RESOLUTION 088/2026**

Moved: Cr Logan Collins

Seconded: Cr Gil Kelly

- 1. Council entered Closed Council at 6.48pm.**
- 2. Items 10.2, 10.3, 10.4, 10.5, 10.6 and 10.7 be considered in closed Council at which the press and public are excluded in accordance with the applicable provisions of the Local Government Act, 1993 and related public interest reasons detailed.**
- 3. In accordance with section 11 (2) and (3) of the Local Government Act, 1993, the reports, correspondence and other documentation relating to Items 10.2, 10.3, 10.4, 10.5, 10.6 and 10.7 be withheld from the press and public.**

CARRIED

10.2 HUMAN RESOURCES REPORT**RESOLUTION 089/2026**

Moved: Cr Danyal Syed

Seconded: Cr Penny Nicholson

That the confidential information in the Human Resources report be noted.

CARRIED

10.3 ACQUISITION OF LAND FOR ZONE SUBSTATION UPGRADE**RESOLUTION 090/2026**

Moved: Cr Gil Kelly

Seconded: Cr Ethan Ryan

- 1. Council offers the sale of Lot 23 in DP 866100, at a cost outlined in the financial section of the report, to Essential Energy.**
- 2. Council delegate the authority to the Interim General Manager to negotiate the sale of the land, including legal costs associated with the sale to be borne by Essential Energy.**
- 3. Funds from the sale be allocated to the Property Reserve.**

CARRIED

10.4 TENDER - ANNIE PYERS PRECINCT WATERMAIN EXTENSION - RFT 2026/5**RESOLUTION 091/2026**

Moved: Cr David Graham

Seconded: Cr Penny Nicholson

That Council awards P&TS Group Pty Ltd (ABN 42 610 955 425) the tender for the construction of the Annie Pyers Precinct Water Main Extension for a lump sum price of \$2,089,500.00 (exc. GST).

CARRIED

10.5 MANAGEMENT AND OPERATION OF COUNCIL’S GUNDAGAI SWIMMING POOL AND GYMNASIUM FACILITY TENDER

RESOLUTION 092/2026

Moved: Cr Les Cooper
 Seconded: Cr Logan Collins

That Council:

- 1. Award Leisuresafe Australia Pty Ltd (ABN 55 688 001 069) the Management and Operation of the Gundagai War Memorial Swimming Pool and Gymnasium Facilities contract for a three year period 1 July 2026 to 30 June 2029 for \$280,863.00 (ex GST).**
- 2. Note that the contract is for a three year period with an option for a further two year period at Council’s discretion.**

CARRIED

PROCEDURAL MOTION

Moved: Cr Danyal Syed
 Seconded: Cr Les Cooper

That Council consider and bring forward late item 10.7 on the agenda for consideration at this stage of the meeting.

CARRIED

10.7 PROCUREMENT OF SECOND HAND LIME SPREADER

RESOLUTION 093/2026

Moved: Cr Les Cooper
 Seconded: Cr Rosalind Wight

That Council:

- 1. Approve the purchase of a second-hand lime spreader through Public Auction up to the value listed in the Financial Section of this report.**
- 2. Authorise the Interim General Manager (or Delegate), to bid at public auction up to the value listed in the Financial Section of this report.**

VOTING RECORD	
FOR RESOLUTION	AGAINST RESOLUTION
Cr Abb McAlister (Mayor) Cr Rosalind Wight Cr Logan Collins	Cr Gil Kelly Cr Ethan Ryan

Cr Les Cooper Cr David Graham Cr Penny Nicholson Cr Danyal Syed	
ABSENT	DECLARED INTEREST
Nil	Nil

CARRIED

10.6 MAYORAL MINUTE - INTERIM GENERAL MANAGER PERFORMANCE REVIEW FOR 2025 AND PERFORMANCE AGREEMENT FOR 2026

RESOLUTION 094/2026

Moved: Cr David Graham

Seconded: Cr Penny Nicholson

That Council:

- 1. Establish a General Manager Performance Review Panel for the purpose of undertaking the annual performance review of the General Manager in accordance with the requirements of the Local Government Act 1993 (NSW) and relevant Office of Local Government guidelines.**
- 2. Appoint the following councillors to the Performance Review Panel:**
 - o The Mayor (Chair)
 - o The Deputy Mayor, Councillor Wight
 - o Councillors Ryan and Graham
- 3. Authorise the Performance Review Panel to:**
 - o Conduct the annual performance review of the General Manager for the 2025 year.
 - o Seek feedback from councillors in relation to the performance of the General Manager for the 2025 year against his position description, performance criteria and key performance indicators.
 - o Delegate the Mayor to engage, following consultation with the Interim General Manager, an independent advisor to assist with the performance review process.
 - o Develop a performance agreement for the 2026 year following a workshop with the full Council to ensure broad input into the agreement.
- 4. Request the Performance Review Panel to**
 - o Report the outcome of the performance review for 2025 to Council, including any recommendations regarding performance objectives, development priorities, or contractual matters.
 - o Report the performance agreement for 2026.
- 5. Note that the performance review process will be undertaken in accordance with relevant guidance issued by the NSW Office of Local Government.**

CARRIED

Item - 10.7 Procurement of Second Hand Lime Spreader - has been moved to another part of the document.

RESUMPTION OF OPEN COUNCIL MEETING

RESOLUTION 095/2026

Moved: Cr Gil Kelly

Seconded: Cr Ethan Ryan

That the Open Council meeting resume at 7:17pm.

CARRIED

ANNOUNCEMENT OF CLOSED COUNCIL RESOLUTIONS

Note: The Interim General Manager announced the resolutions made in Closed Council.

The Meeting closed at 7:22pm.

CHAIRPERSON

GENERAL MANAGER

5 MAYORAL MINUTES

5.1 MAYORAL MINUTE - COUNCILLOR ENGAGEMENTS - 18 MARCH 2026 - 18 APRIL 2026

DOCUMENT NUMBER	467812
AUTHORISING OFFICER	Abb McAlister, Mayor
REPORTING OFFICER	Abb McAlister, Mayor
ATTACHMENTS	Nil

On behalf of Council, I intend to provide regular updates through my Mayoral Minutes to keep the community aware of Councillor engagements.

RECOMMENDATION

The information in the Councillor Engagements Mayoral Minute be received and noted.

19 March 2026

Cr McAlister (Mayor) attended a meeting with Adam Danzie and Steven Head.

20 March 2026

Cr McAlister (Mayor) attended a meeting with Local Member Steph Cooke MP, Michael McCormack MP, and the Uralba Hostel Board.

24 March 2026

Crs McAlister (Mayor), Wight (Deputy Mayor), Collins, Cooper, Graham, Kelly, Nicholson, Ryan and Syed attended an Ordinary Council Meeting and Workshop in Gundagai.

26 March 2026

Cr McAlister (Mayor) attended the Country Mayors Dinner in Sydney.

27 March 2026

Cr McAlister (Mayor) attended a Country Mayors Meeting in Sydney with the Interim General Manager.

30 March 2026

Cr McAlister (Mayor) attended the Meals on Wheels Anniversary Morning Tea in Cootamundra.

Cr McAlister (Mayor), and Nicholson attended a meeting with Valmar, Council Staff and members of the Gundagai Neighbourhood Centre.

7 April 2026

Crs McAlister (Mayor), Wight (Deputy Mayor), Cooper, Graham, Kelly, Nicholson, Ryan (*online*) and Syed (*online*) attended an Extraordinary Workshop in Cootamundra.

10 April 2026

Cr McAlister (Mayor) attended an online Riverina Eastern Regional Organisation of Council (REROC) Executive meeting.

11 April 2026

Cr Wight (Deputy Mayor), Cooper, Syed and the Interim General Manager attended a meeting with Local Member Steph Cooke MP and Jenny Aitchison, NSW Minister for Roads and Regional Transport in Cootamundra.

13 April 2026

Cr McAlister (Mayor) and the Interim General Manager attended a meeting with Murrumbidgee Local Health District (MLHD) in Cootamundra.

14 April 2026

Crs McAlister (Mayor), Wight (Deputy Mayor), Cooper, Nicholson and Cr Ryan (arrived 4:35pm) attended a Council Workshop in Cootamundra.

15 April 2026

Crs McAlister (Mayor), Wight (Deputy Mayor), Cooper, Kelly, Nicholson and Ryan attended a Demerger Transition Committee Meeting in Cootamundra.

Crs McAlister (Mayor), Wight (Deputy Mayor), Cooper, Kelly, Nicholson and Ryan attended a Meeting with Local Member Steph Cooke MP in Cootamundra.

16 April 2026

Cr McAlister (Mayor) attended an online quarterly catch up meeting with Murrumbidgee Local Health District (MLHD).

6 REPORTS FROM COMMITTEES

6.1 MINUTES OF THE DEMERGER TRANSITION COMMITTEE MEETING HELD ON TUESDAY 10 MARCH 2026

REPORTING OFFICER	Peter Bascomb, Demerger Transition Manager
AUTHORISING OFFICER	Roger Bailey, Interim General Manager
FINANCIAL IMPLICATIONS	There are no financial implications associated with this report.
LEGISLATIVE IMPLICATIONS	There are no Legislative implications associated with this report.
POLICY IMPLICATIONS	This report establishes policies that will guide the demerger process.
ATTACHMENTS	<ol style="list-style-type: none"> 1. Minutes of the Demerger Transition Committee Meeting held on Tuesday 10 March 2026 ↓ 2. Draft Minutes of the Demerger Transition Committee Meeting of 15 April 2026 ↓ 3. Business Paper for Demerger Transition Committee Meeting of 15 April 2026 ↓ 4. Confidential Attachment to DTC meeting of 15 April 2026 – Confidential – (under separate cover)

RECOMMENDATIONS

1. That the Minutes of the Demerger Transition Committee Meeting held on Tuesday 10 March 2026, attached to the report, be received and noted.
2. That the Draft Minutes of the Demerger Transition Committee Meeting held on Tuesday 10 March 2026, attached to the report, be noted and the following recommendations be adopted:
 - 2.1. That Council endorses Candidate A as Chair of the Demerger Transition Dispute resolution Panel.
 - 2.2. That Council endorses Candidate A and Candidate F as members of the Demerger Transition Dispute Resolution Panel.
 - 2.3. That Council endorses Candidate C as an alternative member of the Demerger Transition Dispute Resolution Panel should one of the other members not be available for any reason.
 - 2.4. That Council:
 - 2.4.1. Establishes the positions of:
 - 2.4.1.1. General Manager Designate Cootamundra
 - 2.4.1.2. General Manager Designate Gundagai
 - 2.4.2. Seeks to employ both GMs-Designate by 30 April 2027 at the latest, initially as an award-based employee with remuneration package equivalent to that of the relevant GM position.

- 2.4.3. Seeks to have the Proclamation refer to the appointment of the GMs-Designate as the Interim General Manager of the Council for which they were recruited.**
- 2.4.4. Determines that the GMs-Designate's role will include:**
 - 2.4.4.1. Review the draft structure of the organisation for which they are recruited.**
 - 2.4.4.2. Recruit as many vacant positions as possible by 1 July 2027.**
 - 2.4.4.3. Working with the other GM-Designate and the Interim General Manager, ensure that all new staff are properly inducted and trained.**
 - 2.4.4.4. Progress the Demerger Transition Project to ensure that both successor Councils are fully operational on 1 July 2027.**
 - 2.4.4.5. Working with the other GM-Designate and the Interim General Manager, finalise the draft IP&R and other plans and policies for the Council for which they are recruited.**
 - 2.4.4.6. Assist the CGRC Interim GM as required to ensure the continued operation of CGRC and the smooth transition to the new organisations.**

2.5. That Council, to facilitate the recruitment of the two GMs-Designate:

- 2.5.1. Establishes two Committees of Council, being:**
 - 2.5.1.1. GM Cootamundra Recruitment Committee, comprising Councillors Wight, Kelly, Ryan, Collins, Cooper and Syed.**
 - 2.5.1.2. GM Gundagai Recruitment Committee, comprising Councillors McAllister, Graham and Nicholson.**
- 2.5.2. Requires the Committees to follow the Guidelines for the Appointment and Oversight of General Managers issued under Section 23a of the Local Government Act 1993.**
- 2.5.3. Authorises each Committee to:**
 - 2.5.3.1. Elect the Committee Chair.**
 - 2.5.3.2. Appoint a recruitment agency to assist with the recruitment process for each successor Council.**
 - 2.5.3.3. Select the preferred candidate for each successor Council for referral to Council for formal appointment.**

2.6. That Council:

- 2.6.1. Approves the methodology for allocating Council's reserves detailed in the report for item 5.1.3 in the Demerger Transition Committee Business Paper for its 15 April 2026 meeting.**
- 2.6.2. Authorises the engagement of a contractor, selected by the Interim General Manager and the Demerger Transition Manager, to undertake the work of splitting the reserves according to the approved methodology so that the**

successor council reserves can be provided to the consultant engaged to prepare the updated Financial Sustainability Plan.

- 2.6.3. Consistent with Council's adopted Restricted Assets Policy, establishes a reserve to retain the Financial Assistance Grants (FAGs) paid in advance with the reserve plus interest to carry forward to the actual year for which the FAGs were paid.**
- 2.6.4. Acknowledges that the reserve established in part (c) above will further reduce the cash available for Council's internally restricted reserves.**
- 2.6.5. Acknowledges that it is possible that the division of an Externally Restricted Reserves may result in one of the proposed successor Councils having a negative balance requiring that Council to borrow to repay the other successor Council.**
- 2.6.6. Acknowledges that Council's Internally Restricted Reserves are not fully cash backed and require the balances of all such reserves to be reduced on a pro rata basis to the reserves are fully cash backed.**
- 2.6.7. Requires that the organisation record all future reserve transactions so that the successor council reserve balances are accurately known on 30 June 2027.**

Introduction

This report provides for the receipt of the minutes from the Demerger Transition Committee meeting of 10 March 2026 and the consideration of the recommendation.

Discussion

Council has previously approved a variation to process for considering recommendations from the Demerger Transition Committee (DTC). The recommendations from the DTC's meeting of 10 March were considered by Council at its meeting of 24 March 2026.

This report provides the recommendations from the DTC's meeting of 15 April 2026. The committee considered three sets of recommendations covering the following matters:

- Membership of the Demerger Transition Disputes Resolution Panel.
- The process and timetable for the appointment of the General Managers Designate for each of the new Councils.
- The process by which Council's cash reserves to be apportioned to each of the successor Councils.

The detailed information leading to the Committee's recommendations is contained in the Business Paper for the meeting (attached).

Financial

The costs associated with the recommendations will be covered by the funds Council has allocated for the demerger transition.

OLG 23a Guideline consideration

There is no contradiction of the 23A guidelines.



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www.cgrc.nsw.gov.au

Minutes

DEMERGER TRANSITION COMMITTEE MEETING

COUNCIL CHAMBERS, GUNDAGAI

4:02PM, TUESDAY 10th March, 2026

Administration Centres: 1300 459 689

Demerger Transition Committee Meeting Minutes

10 March 2026

**MINUTES OF COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL
 DEMERGER TRANSITION COMMITTEE MEETING
 HELD AT THE COUNCIL CHAMBERS, GUNDAGAI
 ON TUESDAY, 10 MARCH 2026 AT 4:02PM**

PRESENT: Cr Abb McAlister (Mayor), Cr Rosalind Wight (Deputy Mayor), Cr Penny Nicholson, Cr Ethan Ryan, Cr Gil Kelly

IN ATTENDANCE: Peter Bascomb (Demerger Transition Manager), Roger Bailey (Interim General Manager)

1 ACKNOWLEDGEMENT OF COUNTRY

The Chairperson acknowledged the Wiradjuri people who are the Traditional Custodians of the Land at which the meeting was held and paid his respects to Elders, both past and present, of the Wiradjuri Nation and extended that respect to other Aboriginal people who were present.

2 APOLOGIES, LEAVE OF ABSENCE, AND AUDIO-VISUAL ATTENDANCE REQUESTS

2.1 APOLOGIES

That the apology received from Cr Graham be accepted.

2.2 LEAVE OF ABSENCE

Nil

2.3 AUDIO-VISUAL ATTENDANCE REQUESTS

Nil

3 DISCLOSURES OF INTEREST

Nil

4 CONFIRMATION OF MINUTES

4.1 MINUTES OF THE DEMERGER TRANSITION COMMITTEE MEETING HELD ON TUESDAY 24 FEBRUARY 2026

COMMITTEE RESOLUTION

Moved: Cr Gil Kelly
 Seconded: Cr Penny Nicholson

That the Minutes of the Demerger Transition Committee Meeting held on Tuesday 24 February 2026 be confirmed as a true and correct record of the meeting.

CARRIED

5 GENERAL MANAGER'S REPORT**5.1 GENERAL MANAGER OFFICE****5.1.1 MODIFICATION TO THE COMMITTEE'S MEETING SCHEDULE****COMMITTEE RESOLUTION**

Moved: Cr Penny Nicholson

Seconded: Cr Ethan Ryan

That the Committee modify its meeting schedule as follows:

- 1. The May meeting be held on Tuesday 5 May 2026 rather than the scheduled 12 May**
- 2. The June meeting be held on Tuesday 16 June 2026 rather than the scheduled 9 June.**

CARRIED

5.1.2 FINANCIAL SUSTAINABILITY PLAN**COMMITTEE RESOLUTION**

Moved: Cr Gil Kelly

Seconded: Cr Penny Nicholson

That the Committee

- 1. Endorses the Request for Tender documentation attached to this report, including the Scope of Works and Tender Evaluation Procedure, for an updated Financial Sustainability Plan plus a Long-Term Financial Plan and Revenue Policy for each of the proposed successor councils**
- 2. Recommends that Council delegates to the Committee the authority to appoint the preferred consultant.**

CARRIED

5.2 ENGINEERING GUNDAGAI**5.2.1 LIME SPREADER BUSINESS CASE****COMMITTEE RESOLUTION**

Moved: Cr Gil Kelly

Seconded: Cr Ethan Ryan

The Committee recommends that Council:

- 1. Note the report.**
- 2. Source a second-hand lime spreader up to a value of \$175,000 (ex GST) and report to Council for consideration, prior to purchase.**

Page 3 of 4

Demerger Transition Committee Meeting Minutes

10 March 2026

3. **Explore entering into a MOU with the neighbouring Council's to utilise Council's stabiliser at an agreed rate that ensures a commercial arrangement for the benefit of the parties.**
4. **Explore a 'shared service' arrangement for the use of plant between the two future 'new councils'.**

CARRIED

SUPPLEMENTARY MOTION

COMMITTEE RESOLUTION

Moved: Cr Gil Kelly

Seconded: Cr Penny Nicholson

The Committee recommends that the Interim General Manager identifies and implements savings across the board, and reports savings achieved to the Council.

CARRIED

The Meeting closed at 4:41pm.

CHAIRPERSON

GENERAL MANAGER



ABN: 46 211 642 339
PO Box 420, Cootamundra NSW 2590
Email: mail@cgrc.nsw.gov.au
www.cgrc.nsw.gov.au

Minutes

DEMERGER TRANSITION COMMITTEE MEETING

ALBY SCHULTZ MEETING CENTRE, COOTAMUNDRA

10AM, WEDNESDAY 15th April, 2026

Administration Centres: 1300 459 689

**MINUTES OF COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL
 DEMERGER TRANSITION COMMITTEE MEETING
 HELD AT THE ALBY SCHULTZ MEETING CENTRE, COOTAMUNDRA
 ON WEDNESDAY, 15 APRIL 2026 AT 10AM**

PRESENT: Cr Abb McAlister (Mayor), Cr Rosalind Wight (Deputy Mayor), Cr Penny Nicholson, Cr Ethan Ryan, Cr Gil Kelly, Cr Les Cooper.

IN ATTENDANCE: Peter Bascomb (Demerger Transition Manager), Roger Bailey (Interim General Manager)

1 ACKNOWLEDGEMENT OF COUNTRY

The Chairperson acknowledged the Wiradjuri people who are the Traditional Custodians of the Land at which the meeting was held and paid his respects to Elders, both past and present, of the Wiradjuri Nation and extended that respect to other Aboriginal people who were present.

2 APOLOGIES, LEAVE OF ABSENCE, AND AUDIO-VISUAL ATTENDANCE REQUESTS

2.1 APOLOGIES

That the apology received from Cr Graham be accepted.

2.2 LEAVE OF ABSENCE

Nil

2.3 AUDIO-VISUAL ATTENDANCE REQUESTS

Nil

3 DISCLOSURES OF INTEREST

Nil

4 CONFIRMATION OF MINUTES

4.1 MINUTES OF THE DEMERGER TRANSITION COMMITTEE MEETING HELD ON TUESDAY 10 MARCH 2026

COMMITTEE RESOLUTION

Moved: Cr Penny Nicholson

Seconded: Cr Rosalind Wight

That the Minutes of the Demerger Transition Committee Meeting held on Tuesday 10 March 2026 be confirmed as a true and correct record of the meeting.

CARRIED

Demerger Transition Committee Meeting Minutes

15 April 2026

5 GENERAL MANAGER'S REPORT

5.1 GENERAL MANAGER OFFICE

5.1.1 SELECTION OF DISPUTE RESOLUTION PANEL CHAIR AND MEMBERS

COMMITTEE RESOLUTION

Moved: Cr Gil Kelly

Seconded: Cr Penny Nicholson

The Committee recommends that Council endorses Candidate A as Chair of the Demerger Transition Dispute resolution Panel.

CARRIED

COMMITTEE RESOLUTION

Moved: Cr Gil Kelly

Seconded: Cr Penny Nicholson

The Committee recommends that Council endorses Candidate A and Candidate F as members of the Demerger Transition Dispute Resolution Panel.

CARRIED

COMMITTEE RESOLUTION

Moved: Cr Gil Kelly

Seconded: Cr Penny Nicholson

The Committee recommends that Council endorses Candidate C as an alternative member of the Demerger Transition Dispute Resolution Panel should one of the other members not be available for any reason.

CARRIED

5.1.2 APPOINTMENT OF GENERAL MANAGERS DESIGNATE

COMMITTEE RESOLUTION

Moved: Cr Ethan Ryan

Seconded: Cr Rosalind Wight

1. The Committee recommends that Council:

a. Establish the positions of:

- i. General Manager Designate Cootamundra**
- ii. General Manager Designate Gundagai**

Page 3 of 5

- b. Seek to employ both GMs-Designate by 30 April 2027 at the latest, initially as an award-based employee with remuneration package equivalent to that of the relevant GM position.
 - c. Seek to have the Proclamation refer to the appointment of the GMs-Designate as the Interim General Manager of the Council for which they were recruited.
 - d. Determine that the GMs-Designate's role will include:
 - i. Review the draft structure of the organisation for which they are recruited.
 - ii. Recruit as many vacant positions as possible by 1 July 2027.
 - iii. Working with the other GM-Designate and the Interim General Manager, ensure that all new staff a properly inducted and trained.
 - iv. Progress the Demerger Transition Project to ensure that both successor Councils are fully operational on 1 July 2027.
 - v. Working with the other GM-Designate and the Interim General Manager, finalise the draft IP&R and other plans and policies for the Council for which they are recruited.
 - vi. Assist the CGRC Interim GM as required to ensure the continued operation of CGRC and the smooth transition to the new organisations.
2. The Committee recommends that Council, to facilitate the recruitment of the two GMs-Designate:
- a. Establish two Committees of Council, being:
 - i. GM Cootamundra Recruitment Committee, comprising Councillors Wight, Kelly, Ryan, Collins, Cooper and Syed.
 - ii. GM Gundagai Recruitment Committee, comprising Councillors McAllister, Graham and Nicholson.
 - b. Require the Committees to follow the *Guidelines for the Appointment and Oversight of General Managers* issued under Section 23a of the Local Government Act 1993
 - c. Authorise each Committee to:
 - i. Elect the Committee Chair.
 - ii. Appoint a recruitment agency to assist with the recruitment process for each successor Council.
 - iii. Select the preferred candidate for each successor Council for referral to Council for formal appointment.

CARRIED

5.1.3 PROCESS TO SPLIT RESERVES

COMMITTEE RESOLUTION

Moved: Cr Penny Nicholson

Seconded: Cr Gil Kelly

The Committee recommends that Council:

1. Approves the methodology for allocating Council's reserves detailed in this report.
2. Authorises the engagement of a contractor, selected by the Interim General Manager and the Demerger Transition Manager, to undertake the work of splitting the reserves according to the approved methodology so that the successor council reserves can be provided to the consultant engaged to prepare the updated Financial Sustainability Plan.
3. Consistent with Council's adopted Restricted Assets Policy, establish a reserve to retain the Financial Assistance Grants (FAGs) paid in advance with the reserve plus interest to carry forward to the actual year for which the FAGs were paid.
4. Acknowledge that the reserve established in part (c) above will further reduce the cash available for Council's internally restricted reserves.
5. Acknowledge that it is possible that the division of an Externally Restricted Reserves may result in one of the proposed successor Councils having a negative balance requiring that Council to borrow to repay the other successor Council.
6. Acknowledge that Council's Internally Restricted Reserves are not fully cash backed and require the balances of all such reserves to be reduced on a pro rata basis to the reserves are fully cash backed.
7. Require that the organisation record all future reserve transactions so that the successor council reserve balances are accurately known on 30 June 2027.

CARRIED

5.1.4 UPDATE ON FINANCIAL SUSTAINABILITY TENDER SCHEDULE

COMMITTEE RESOLUTION

Moved: Cr Ethan Ryan

Seconded: Cr Rosalind Wight

That the committee endorses the changed schedule for the appointment of contractors to undertake the review and update of the Financial Sustainability Plan.

CARRIED

The Meeting closed at 10:24.

CHAIRPERSON

GENERAL MANAGER



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www.cgrc.nsw.gov.au

Business Paper

DEMERGER TRANSITION COMMITTEE MEETING

**ALBY SCHULTZ MEETING CENTRE,
COOTAMUNDRA**

10am, Wednesday 15th April, 2026

Administration Centres: 1300 459 689

NOTICE OF MEETING

A Meeting of The Demerger Transition Committee will be held in the Alby Schultz meeting Centre, Cootamundra on:

Wednesday, 15th April, 2026 at 10am

The agenda for the meeting is enclosed.

Roger Bailey

Interim General Manager

Live Streaming of Meetings Statement

This meeting is streamed live via the internet and an audio-visual recording of the meeting will be publicly available on Council's website.

By attending this meeting, you consent to your image and, or, voice being live streamed and publicly available. Please refrain from making any defamatory statements.

Statement of Ethical Obligations

The Mayor and Councillors are bound by the Oath/Affirmation of Office made at the start of the Council term to undertake their civic duties in the best interests of the people of Cootamundra-Gundagai Regional Council and to faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the Local Government Act or any other Act, to the best of their skill and judgement.

It is also a requirement that the Mayor and Councillors disclose conflicts of interest in relation to items listed for consideration on the Agenda or which are considered at this meeting in accordance with Council's Code of Conduct and Code of Meeting Practice.

AGENDA

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1 ACKNOWLEDGEMENT OF COUNTRY

Council acknowledges the Wiradjuri people, the Traditional Custodians of the Land at which the meeting is held and pays its respects to Elders, both past and present, of the Wiradjuri Nation and extends that respect to other Aboriginal people who are present.

2 APOLOGIES, LEAVE OF ABSENCE AND AUDIO-VISUAL ATTENDANCE REQUESTS**3 DISCLOSURES OF INTEREST**

4 CONFIRMATION OF MINUTES

4.1 MINUTES OF THE DEMERGER TRANSITION COMMITTEE MEETING HELD ON TUESDAY 10 MARCH 2026

REPORTING OFFICER	Teresa Breslin, Executive Assistant to Mayor and General Manager
AUTHORISING OFFICER	Roger Bailey, Interim General Manager
FINANCIAL IMPLICATIONS	There are no Financial implications associated with this report.
LEGISLATIVE IMPLICATIONS	There are no Legislative implications associated with this report.
POLICY IMPLICATIONS	There are no Policy implications associated with this report.
ATTACHMENTS	1. Minutes of the Demerger Transition Committee Meeting held on Tuesday 10 March 2026

RECOMMENDATION

That the Minutes of the Demerger Transition Committee Meeting held on Tuesday 10 March 2026 be confirmed as a true and correct record of the meeting.



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Minutes

DEMERGER TRANSITION COMMITTEE MEETING

COUNCIL CHAMBERS, GUNDAGAI

4:02PM, TUESDAY 10th March, 2026

Administration Centres: 1300 459 689

**MINUTES OF COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL
DEMERGER TRANSITION COMMITTEE MEETING
HELD AT THE COUNCIL CHAMBERS, GUNDAGAI
ON TUESDAY, 10 MARCH 2026 AT 4:02PM**

PRESENT: Cr Abb McAlister (Mayor), Cr Rosalind Wight (Deputy Mayor), Cr Penny Nicholson, Cr Ethan Ryan, Cr Gil Kelly

IN ATTENDANCE: Peter Bascomb (Demerger Transition Manager), Roger Bailey (Interim General Manager)

1 ACKNOWLEDGEMENT OF COUNTRY

The Chairperson acknowledged the Wiradjuri people who are the Traditional Custodians of the Land at which the meeting was held and paid his respects to Elders, both past and present, of the Wiradjuri Nation and extended that respect to other Aboriginal people who were present.

2 APOLOGIES, LEAVE OF ABSENCE, AND AUDIO-VISUAL ATTENDANCE REQUESTS

2.1 APOLOGIES

That the apology received from Cr Graham be accepted.

2.2 LEAVE OF ABSENCE

Nil

2.3 AUDIO-VISUAL ATTENDANCE REQUESTS

Nil

3 DISCLOSURES OF INTEREST

Nil

4 CONFIRMATION OF MINUTES

4.1 MINUTES OF THE DEMERGER TRANSITION COMMITTEE MEETING HELD ON TUESDAY 24 FEBRUARY 2026

COMMITTEE RESOLUTION

Moved: Cr Gil Kelly

Seconded: Cr Penny Nicholson

That the Minutes of the Demerger Transition Committee Meeting held on Tuesday 24 February 2026 be confirmed as a true and correct record of the meeting.

CARRIED

5 GENERAL MANAGER'S REPORT**5.1 GENERAL MANAGER OFFICE****5.1.1 MODIFICATION TO THE COMMITTEE'S MEETING SCHEDULE****COMMITTEE RESOLUTION**

Moved: Cr Penny Nicholson

Seconded: Cr Ethan Ryan

That the Committee modify its meeting schedule as follows:

- 1. The May meeting be held on Tuesday 5 May 2026 rather than the scheduled 12 May**
- 2. The June meeting be held on Tuesday 16 June 2026 rather than the scheduled 9 June.**

CARRIED

5.1.2 FINANCIAL SUSTAINABILITY PLAN**COMMITTEE RESOLUTION**

Moved: Cr Gil Kelly

Seconded: Cr Penny Nicholson

That the Committee

- 1. Endorses the Request for Tender documentation attached to this report, including the Scope of Works and Tender Evaluation Procedure, for an updated Financial Sustainability Plan plus a Long-Term Financial Plan and Revenue Policy for each of the proposed successor councils**
- 2. Recommends that Council delegates to the Committee the authority to appoint the preferred consultant.**

CARRIED

5.2 ENGINEERING GUNDAGAI**5.2.1 LIME SPREADER BUSINESS CASE****COMMITTEE RESOLUTION**

Moved: Cr Gil Kelly

Seconded: Cr Ethan Ryan

The Committee recommends that Council:

- 1. Note the report.**
- 2. Source a second-hand lime spreader up to a value of \$175,000 (ex GST) and report to Council for consideration, prior to purchase.**
- 3. Explore entering into a MOU with the neighbouring Council's to utilise Council's stabiliser at an agreed rate that ensures a commercial arrangement for the benefit of the parties.**
- 4. Explore a 'shared service' arrangement for the use of plant between the two future 'new councils'.**

CARRIED

SUPPLEMENTARY MOTION

COMMITTEE RESOLUTION

Moved: Cr Gil Kelly

Seconded: Cr Penny Nicholson

The Committee recommends that the Interim General Manager identifies and implements savings across the board, and reports savings achieved to the Council.

CARRIED

The Meeting closed at 4:41pm.

CHAIRPERSON

GENERAL MANAGER

5 REPORTS

5.1 GENERAL MANAGER OFFICE

5.1.1 SELECTION OF DISPUTE RESOLUTION PANEL CHAIR AND MEMBERS

DOCUMENT NUMBER	463992
REPORTING OFFICER	Peter Bascomb, Demerger Transition Manager
AUTHORISING OFFICER	Roger Bailey, Interim General Manager
RELEVANCE TO COMMUNITY STRATEGIC PLAN	4. Collaborative and progressive leadership 4.2 Proactive, practical Council leaders who are aligned with community needs and values
FINANCIAL IMPLICATIONS	There are no additional financial implications associated with this report.
LEGISLATIVE IMPLICATIONS	There are no Legislative implications associated with this report.
POLICY IMPLICATIONS	There are no Policy implications associated with this report.
ATTACHMENTS	<ol style="list-style-type: none"> 1. DTDRP Expression of Interest 2. Candidate A - Confidential 3. Candidate B - Confidential 4. Candidate C - Confidential 5. Candidate D - Confidential 6. Candidate E - Confidential 7. Candidate F - Confidential 8. Candidate G - Confidential 9. Candidate H - Confidential 10. Candidate I - Confidential 11. Candidate J - Confidential

RECOMMENDATION

The Committee recommends that Council endorses the following nominations for the Demerger Disputes Resolution Panel:

1. Candidate ____ as Chair
2. Candidate ____ and Candidate ____ as members.

Demerger Transition Committee Meeting Agenda

15 April 2026

Introduction

This report presents the Expressions of Interest received to enable the Committee to recommend to Council its preferred Chair and Members of the Demerger Transition Dispute Resolution Panel.

Discussion

The Committee, at its January meeting, recommended the establishment of a Demerger Transition Disputes Resolution Panel (DTDRP). This recommendation was adopted by Council at its February meeting.

At its February meeting the committee endorsed the Expression of Interest (Eoi) documentation for the DTDRP (attached). The Eoi was subsequently advertised with an initial closing date of 26 March 2026 but due to a delay in loading the complete Eoi documentation on Council’s website the closing date was extended to 7 April 2026.

The Office of Local Government advises that the applicants are considered not personnel and consequently it is not possible to close the meeting to consider the applications. It is therefore suggested that during the meeting candidates be referred to as “Candidate A” *et cetera*. The candidate’s expressions of interest are included as confidential attachments, but will ultimately have to made publicly available, appropriately redacted, under section 11 of the *Local Government Act 1993*.

The following EOIs have been received (in order of receipt):

Candidate	Date Received	Eligible*	Comment
A	11 March 2026	Yes	
B	11 March 2026	Yes	
C	18 March 2026	Yes	
D	19 March 2025	Yes	
E	20 March 2023	Yes	
F	25 March 2026	Yes	
G	31 March 2026	Yes	
H	1 April 2026	Yes	
I	1 April 2026	Yes	
J	6 April 2026	Yes	

1: Note: *Eligible means that the candidate has been assessed as meeting the independence criteria. The comment column is provided to allow committee members to make comments against each candidate.

Demerger Transition Committee Meeting Agenda

15 April 2026

Financial

Costs associated with the panel would be funded from Council's allocated demerger budget.

OLG 23a Guideline consideration

N/a



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Cootamundra Office
81 Wallendoon Street,
Cootamundra NSW 2590

Gundagai Office:
255 Sheridan Street,
Gundagai NSW 2722

Expression of Interest Independent Chair & Members Demerger Transition Disputes Resolution Panel

Applications are invited from suitably qualified individuals for the appointment to the position of Chair for the Demerger Transition Disputes Resolution Panel (DTDRP) for Cootamundra Gundagai Regional Council (CGRC).

Expressions of interest are also sought from suitably qualified people who seek appointment as an Independent Panel Member.

The Minister for Local Government has accepted the recommendation of the Boundaries Commission and approved the demerger of CGRC back into its constituent councils, namely Cootamundra and Gundagai. The Minister has made it clear that the responsibility for all demerger planning and other matters rests with CGRC, including the resolution of any dispute.

The new Councils will commence operation on 1 July 2027.

CGRC has established a Demerger Transition Committee (DTC) to oversee the planning for the demerger and has appointed a Demerger Transition Manager (DTM) to assist with planning.

Given that there is no NSW template for demergers, and the sensitivity of some matters to be considered, CGRC has determined to establish a Demerger Transition Disputes Panel. The process for consideration of any dispute is outlined below.

There is unanimous Councillor support for the demerger backed by strong community support. It is therefore not anticipated that there will be many referrals to the DTDRP.

The selection of Chair and members will broadly follow the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW (the Guidelines), with remuneration equivalent to the current ARIC Chair and members.

The DTDRP Chair and members should have no direct association with CGRC either in a professional or personal capacity.

The DTDRP will cease on 30 June 2027 after which the two successor Councils will determine any future dispute resolution process.

Appointment of Chair

The appointment panel will aim to ensure that the independent chair has recent and relevant experience in local government with particular emphasis on financial sustainability and operational effectiveness.

The Chair cannot be an employee of another local government entity, including a joint organisation.

The fees payable for the chair position will be \$1500.00, per dispute excl. GST (inclusive of all preparation time) plus expenses.

Appointment of Panel Members

Panel members will have extensive local government experience and be capable of making informed decisions regarding potentially detailed matters affecting the financial sustainability and operational effectiveness of the proposed Cootamundra and Gundagai councils.

Given that the DTDRP will meet on an “as needs” basis, Council may choose to appoint more than 2 members to ensure that there will always be 3 members (Chair and 2 members) available to consider a disputed matter.

The fees payable for the members will be \$750.00, per dispute excl. GST (inclusive of all preparation time). Employees of local government entities may be members but are not entitled to any payment other than expenses.

Superannuation and Insurances

Superannuation is paid in addition to the above set fee in accordance with the requirements of the *Superannuation Guarantee (Administration) Act 1992*. DTDRP members will be covered under Council’s insurance policies for public liability and professional indemnity.

Eligibility Criteria

The chair and all members of the DTDRP must be independent to ensure they have no real or perceived bias or conflicts of interest that may interfere with their ability to act independently and can provide the Council with robust, objective and unbiased decisions regarding any dispute.

The chair and independent voting committee members must not:

- i. currently be a Councillor of any NSW Council
- ii. be a non-voting representative of the board of the joint organization
- iii. be the chair or a member of CGRC’s ARIC or any other Council committee including s.355 committees
- iv. be a candidate at the last election of Cootamundra-Gundagai Regional Council
- v. be a person who has held office with CGRC during the previous term
- vi. be currently employed by CGRC, or been employed during the last 12 months
- vii. conduct audits of CGRC on behalf of the Audit Office of NSW
- viii. have a close personal or business relationship with a councillor or a person who has a senior role at CGRC that may lead to a real or perceived conflict of interest
- ix. currently, or within the last three years, provided any material goods or services (including consultancy, legal, internal audit and advisory services) to CGRC
- x. be (or have a close family member who is) a substantial shareholder, owner, officer or employee of a company that has a material business, contractual relationship, direct financial interest or material indirect financial interest with CGRC or a related entity which could be considered a real or perceived conflict of interest, or
- xi. currently or have previously acted as an advocate of a material interest on behalf of CGRC or a related entity which could be considered a real or perceived conflict of interest.

Current staff of another Council may serve as an independent member DTDRP but not as its Chair.

Please Note

- A criminal record and financial status (bankruptcy) check of preferred applicants will also be undertaken before an appointment is made.
- Council will appoint the chair and members after consideration of a report and recommendation by the selection committee, following assessment of applications.
- Members of the DTDRP are subject to the Council's Code of Conduct.

The Dispute Resolution Process

The resolution process is as follows:

1. Council establishes, after a public expression of interest (Eoi) process, a panel of 3 independent local government specialists to form the demerger transition dispute resolution panel (DTDRP). It may be beneficial to also nominate 2 or 3 alternates. Council shall appoint 1 of the members as Chair.
2. Remuneration of the Panel Chair and members would be equivalent to that of ARIC Chair and members.
3. Council will accept and implement the decisions of the DTDRP. This will maintain the independence of the process.
4. A matter is automatically referred to the DTDRP if 3 or more Councillors indicate their opposition to any demerger transition matter being considered by either the Demerger Transition Committee or by Council.
5. Councillors, jointly or separately, will submit their opposition to any matter to the Demerger Transition Manager (DTM) stating:
 - a. Why they dispute a particular demerger matter and
 - b. Their preferred alternative outcome.
6. If a complying submission is received the following process will be followed:
 - a. The DTM will refer all relevant documentation to the Chair and members for their review.
 - b. The DTDRP Chair and members may request additional information.
 - c. The DTDRP Chair will convene a meeting of the Panel, which may be conducted either in person or by audio-visual link.
 - d. The panel may receive representations from Councillors for and against the matter(s) under consideration.
 - e. Staff and contractors involved in the matter will be available to answer members' questions.
 - f. The Panel will then adjourn to allow members to more fully consider the matter and prepare a report outlining the Panel's decision and its reasoning.
 - g. The DTM will prepare a report for the next scheduled Council meeting presenting the Panel's decision.

Further Information

For further details, please go to Council's website at the following: www.cgrc.nsw.gov.au or contact Peter Bascomb, Demerger Transition Manager on 0418 690 030 .

How to Apply

Suitably qualified individuals are invited to submit an Expression of Interest by providing a letter outlining their qualifications and relevant experience together with a current résumé.

Expressions of Interest are to be addressed to the Demerger Transition Manager and should be submitted by **11.59 pm on Tuesday 7 April 2026 by post to Cootamundra-Gundagai Regional Council, PO Box 420, Cootamundra NSW 2590, delivered to Council's offices at Cootamundra or Gundagai or by email to mail@cgrc.nsw.gov.au**



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5.1.2 APPOINTMENT OF GENERAL MANAGERS DESIGNATE

DOCUMENT NUMBER	463680
REPORTING OFFICER	Peter Bascomb, Demerger Transition Manager
AUTHORISING OFFICER	Roger Bailey, Interim General Manager
RELEVANCE TO COMMUNITY STRATEGIC PLAN	4. Collaborative and progressive leadership 4.4 Recognised as a premier local government Council that represents and advocates for community needs
FINANCIAL IMPLICATIONS	There are no additional financial implications associated with this report.
LEGISLATIVE IMPLICATIONS	There are no Legislative implications associated with this report.
POLICY IMPLICATIONS	There are no Policy implications associated with this report.
ATTACHMENTS	Nil

RECOMMENDATION**1. The Committee recommends that Council:**

- a. Establish the positions of:
 - i. General Manager Designate Cootamundra
 - ii. General Manager Designate Gundagai
- b. Seek to employ both GMs-Designate by 30 April 2027 at the latest, initially as an award-based employee with remuneration package equivalent to that of the relevant GM position.
- c. Seek to have the Proclamation refer to the appointment of the GMs-Designate as the Interim General Manager of the Council for which they were recruited.
- d. Determine that the GMs-Designate's role will include:
 - i. Review the draft structure of the organisation for which they are recruited.
 - ii. Recruit as many vacant positions as possible by 1 July 2027.
 - iii. Working with the other GM-Designate and the Interim General Manager, ensure that all new staff are properly inducted and trained.
 - iv. Progress the Demerger Transition Project to ensure that both successor Councils are fully operational on 1 July 2027.
 - v. Working with the other GM-Designate and the Interim General Manager, finalise the draft IP&R and other plans and policies for the Council for which they are recruited.
 - vi. Assist the CGRC Interim GM as required to ensure the continued operation of CGRC and the smooth transition to the new organisations.

2. **The Committee recommends that Council, to facilitate the recruitment of the two GMs-Designate:**
 - a. **Establish two Committees of Council, being:**
 - i. **GM Cootamundra Recruitment Committee, comprising Councillors Wight, Kelly, Ryan, Collins, Cooper and Syed.**
 - ii. **GM Gundagai Recruitment Committee, comprising Councillors McAllister, Graham and Nicholson.**
 - b. **Require the Committees to follow the *Guidelines for the Appointment and Oversight of General Managers* issued under Section 23a of the Local Government Act 1993**
 - c. **Authorise each Committee to:**
 - i. **Elect the Committee Chair.**
 - ii. **Appoint a recruitment agency to assist with the recruitment process for each successor Council.**
 - iii. **Select the preferred candidate for each successor Council for referral to Council for formal appointment.**

Introduction

Having the General Managers Designate employed well ahead of the commencement of the two successor Councils is essential to ensure that the final stages of the demerger planning is completed and staff are employed ready for 1 July 2027.

Discussion

Both the Demerger Transition Plan and the Financial Sustainability Plan allow for the recruitment of GMs and other staff prior to the commencement of the successor Councils.

Consultation with a currently active recruitment consultant suggests that the recruitment process should commence early 2027 to ensure that the preferred candidates commence employment by 30 April 2027. This is because it typically takes 6 – 8 weeks for the successful candidate to complete their notice period and, if having to relocate, to prepare for the move.

This suggests that the timetable for the recruitment could be:

Date	Activity
11 August 2026	DTC endorses recruitment consultant RfQ documentation for distribution
8 September 2026	Recruitment committees separately choose their preferred recruitment consultant (may be different)
13 October 2026	Recruitment committees meet with their preferred recruitment consultant (in person meeting) to begin preparation of the recruitment collateral. If the two committees share the recruitment consultant, then this could be a joint meeting.
October 2026 – December 2026	Recruitment consultant(s) liaises offline with recruitment committee to complete collateral. It will be the responsibility

Demerger Transition Committee Meeting Agenda

15 April 2026

	of each Committee Chair to ensure the consultant(s) receive timely feedback.
Week beginning 4 January 2027	Consultant(s) place advertisements for GMs-Designate
January-March 2027	Recruitment processes continue, culminating in short lists to be interviewed by the recruitment Committees
9 March 2027	Recruitment Committees conduct final interviews and selection of preferred candidates.
23 March 2027	Council formally confirms the GMs-Designate. To give the appointees security they would receive two letters of offer. One would be as GM Designate until 30 June 2027 and the other would be as GM from 1 July 2027.
March – April 2027	Advertise vacant positions to ensure that the GMs-Designate can interview, appoint and new staff commence in time to be inducted and trained prior to 1 June 2027.
No later than 30 April 2027	Appointed GMs-Designate commence.

This timetable provides no allowance for slippage in the process. The Committee may wish to consider commencing the process a month earlier, resulting in the recruitment advertising commencing early December.

Current advice is that with the advent of social media advertising and potential candidates typically always online, the impact of the Christmas / New Year period on recruitment is far less than it's traditionally been.

The risk of commencing the recruitment process earlier is that, if everything goes smoothly, then the appointees may commence earlier – say late March earlier April – increasing the cost to the demerger budget.

An additional benefit of completing the recruitment of the GMs-Designate earlier is that they would have more time to recruit, induct and train new staff.

It is expected that the Proclamation would name the appointees as Interim General Manager of the relevant council, and that the new councils would meet on 1 July 2027 to, *inter alia*, confirm the appointment of its GM and authorise the signing of the standard GM contract.

As this is not a standard process, the Office of Local Government was asked, via 18 March email, to review the process. At the time of writing, the OLG had not responded.

Financial

The cost of employing additional staff for the successor Councils is included in the cost estimate for the transition project and therefore included in Council's adopted budget.

OLG 23a Guideline consideration

N/a

5.1.3 PROCESS TO SPLIT RESERVES

DOCUMENT NUMBER	460270
REPORTING OFFICER	Peter Bascomb, Demerger Transition Manager
AUTHORISING OFFICER	Roger Bailey, Interim General Manager
RELEVANCE TO COMMUNITY STRATEGIC PLAN	4. Collaborative and progressive leadership 4.2 Proactive, practical Council leaders who are aligned with community needs and values
FINANCIAL IMPLICATIONS	There are no financial implications associated with this report.
LEGISLATIVE IMPLICATIONS	There are no Legislative implications associated with this report.
POLICY IMPLICATIONS	There are no Policy implications associated with this report.
ATTACHMENTS	1. Restricted Assets Policy

RECOMMENDATION

The Committee recommends that Council:

1. Approves the methodology for allocating Council’s reserves detailed in this report.
2. Authorises the engagement of a contractor, selected by the Interim General Manager and the Demerger Transition Manager, to undertake the work of splitting the reserves according to the approved methodology so that the successor council reserves can be provided to the consultant engaged to prepare the updated Financial Sustainability Plan.
3. Consistent with Council’s adopted Restricted Assets Policy, establish a reserve to retain the Financial Assistance Grants (FAGs) paid in advance with the reserve plus interest to carry forward to the actual year for which the FAGs were paid.
4. Acknowledge that the reserve established in part (c) above will further reduce the cash available for Council’s internally restricted reserves.
5. Acknowledge that it is possible that the division of an Externally Restricted Reserves may result in one of the proposed successor Councils having a negative balance requiring that Council to borrow to repay the other successor Council.
6. Acknowledge that Council’s Internally Restricted Reserves are not fully cash backed and require the balances of all such reserves to be reduced on a pro rata basis to the reserves are fully cash backed.
7. Require that the organisation record all future reserve transactions so that the successor council reserve balances are accurately known on 30 June 2027.

Introduction

As part of the demerger Council will need to divide its available cash between the new Councils. This report proposes a set of principles on which that division can be made. The forecast opening balances of all reserves will impact the long-term financial plan for each of the successor councils.

Discussion

There are number of ways that Council's cash reserves which might be applicable to different reserves.

Simple Proportional Split

The simplest, and therefore the quickest and cheapest, method is to allocate the reserves of the two successor councils based on relative proportion held by the two predecessor councils at the time the reserves were merged, which from an operational level was 2018.

The downside of doing this is it assumes that the movements in the reserve have occurred in approximately the same proportion as the starting position in 2018. By way of example, if the Cootamundra to Gundagai ratio was 2 to 1 when the reserves were merged, then this method assumes that the movement in and out of the reserve for the two successor council areas was in the same 2 to 1 proportion.

Where movements are small, this may be a suitable assumption, but for large movements – such as a new treatment plant or landfill – this methodology may advantage one area over the other. It is not recommended.

Transaction Trace

This method starts with the closing balances of the predecessor councils at the time a reserve was merged, then forensically reviews each subsequent transaction to allocate it to one of the successor councils.

It becomes quite specific when, for example, there was movement into the reserve from a harmonised fee, charge or rate. Such a movement would be allocated to the successor council based on the proportion of the fee, charge or rate raised in each successor Council area.

This method will provide the Committee with confidence that the opening balances for the successor Councils will be both fair and as accurate as can be possibly achieved.

There is potential for one of the successor councils to have a negative balance in an externally restricted reserve if the expenditure for that council was substantially greater than cash available from that council area. This in effect means that one successor council area was subsidised by the other. Funds cannot be moved from one restricted reserve to another. The General Fund also cannot be used to cover a shortfall in an Externally Restricted Reserve. To ensure equity, the successor council with the negative balance will need to borrow to repay the other successor council.

The transaction trace approach to reserve division will require the engagement of a contractor with significant ability to extract and manipulate data from Council's Civica Altitude ERP and preferably with experience with Council's data.

If this method is adopted it is suggested that the successor council balances be calculated as at 30 June 2026 allowing for the reserves to be demerged and all future reserve transactions allocated to the relevant successor council. This process will allow the opening balances of each successor council reserve to be available 1 July 2027 (subject to audit as usual), as well as providing a more solid basis for the development of the long-term financial plan for each successor Council.

A transaction trace is the preferred methodology for most reserves.

Grants

Most grants are project based and can be split based on the location of each project based on a project's unspent funds.

Plant

Plant is a little more complicated. The plant reserve should represent the funds accumulated to replace each item of plant. A new item of plant would have relatively little funding allocated for its replacement while an item due for replacement this financial year should have the bulk of its net replacement cost funded.

Given this, it is recommended that the plant reserve be divided up based on each successor council's difference between a plant item's net replacement cost minus its written down value. To clarify, the following hypothetical example illustrates the calculation:

- Estimated replacement cost: \$250,000
- Estimated trade in value: \$50,000
- Net replacement cost: \$250,000 - \$50,000 = \$200,000.
- Written Down Value (from asset register): \$30,000
- Nominal plant reserve funding: \$200,000 - \$30,000 = \$170,000.

The Plant Reserve would be divided on a pro rata basis using each successor council's total nominal plant reserve funding.

Reserves Not Cash Backed

As noted in each monthly Restricted Cash Reconciliation report, Council does not have sufficient cash cover all its internally restricted reserves. This needs to be resolved and it is recommended that each internally restricted reserve be reduced by the percentage shortfall in cash.

The March restricted Cash Reconciliation report showed that there was a shortfall of \$784,138 cash shortfall from the internally restricted reserves total of \$7,801,666. This represents a 10.1% cash shortfall. It is recommended that this calculation be repeated based on the cash reconciliation as at 30 June 2026 and that the current internally restricted reserves be reduced by the resultant percentage.

General Purpose Grants Paid in Advance

Council currently does not restrict that component of financial assistance grants (FAGs) paid in advance. This is poor practice based on an unsound assumption that the Commonwealth will continue to pre-pay FAGs at a consistent amount. Council's Restricted Asset Policy does provide for such a reserve, although since that policy was adopted Council resolved not to "restrict" any FAG pre-payment.

It is recommended that Council establish a reserve to restrict pre-paid FAGs and the funding be distributed between the successor councils based on:

- General purpose component: based on estimated resident population of each successor councils
- Roads component: based on the total transport assets for each successor council

The creation of this reserve would further decrease the cash available to cover the internally restricted reserves. Failure to create the reserve risks leaving the successor Councils with a funding

shortfall in their first-year of operation if the Commonwealth ceases, or modifies, its approach to prepayments.

The FAG reserve would not be subject to a decrease as a consequence of adjustments made to balance available cash with internally restricted reserves.

The recommended method for each current reserve is summarised in the following table.

	Reserve	Recommended Method	Comment
Externally Restricted	Domestic Waste	Transaction Trace	
	Water Supply	Transaction Trace	
	Sewerage Service	Transaction Trace	
	Stormwater Infrastructure Renewal	Transaction Trace	
	Developer Contributions General	Transaction Trace	
	Developer Contributions – Sewer	Transaction Trace	
	General Funds Unspent Grants & Contributions (incl. Starry Nights)	Project Based	
	RERRF, SCF Rd1,	Project Based	SCF to be finalised this FY
	OLG Flood Unspent Grants	Project Based	Expected to be fully acquitted by 30 June 2026
Internally Restricted	Aerodrome Bitumen Resurfacing	Cootamundra	
	Bradman’s Birthplace	Cootamundra	
	Cootamundra Caravan Park	Cootamundra	
	Heritage Centre	Cootamundra	
	Development – Land & Buildings	Transaction Trace	
	Employee Leave Entitlement	Based on staffing	
	Quarries & Pit Restoration	Transaction Trace	
	Plant Replacement	Special case	Proportional split based on difference between WDV and replacement cost.

Demerger Transition Committee Meeting Agenda

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	Cemetery	Transaction Trace	
	Southern Phone	Cootamundra	
	Waste Management	Transaction Trace	
	Dog on Tuckerbox Land	Gundagai	
New	Pre-Paid Financial Assistance Grants	Special case	Based on population or transport assets as appropriate

Financial

The cost of the external contractor has not been estimated and will be dependent on the number transactions that will need to be reviewed.

The expenditure will be funded from Council’s allocated demerger budget.

OLG 23a Guideline consideration

N/a



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 www.cgrc.nsw.gov.au

Restricted Assets Policy

Purpose

To establish what funds shall be placed into Council’s reserves and the purposes for which those reserve funds shall be applied.

The objective of this policy is to detail what funds Council should be setting aside funding for and the desired level of funding to be set aside. The policy also details the rationale for the creation of each of Council’s internally restricted assets.

Scope

This policy applies to all Council cash and investments.

Definitions

Restricted Asset	Restricted assets refer to funds that are kept restricted (ie can not be used for general purpose) as they are either subject to some form of external legislative or contractual obligation, or are kept for the purpose of covering Council commitments that are expected to arise in the future.
Internally Restricted Asset	Assets restricted by resolution of Council. Internal restrictions are developed by Council to cover commitments / obligations that are expected to arise in the future and where it is prudent for Council to hold cash in restrictions to cover those obligations.
Externally Restricted Asset	Restricted assets that relate to funds that are subject to external legislative or contractual obligations.

Legislative Framework

Local Government Code of Accounting Practice and Financial Reporting

Review Period

This document is to be reviewed every 4 years, and at any other time that Council may decide to review its internally restricted assets.

RESOLUTION NUMBER: 08/08/17
 RESOLUTION DATE: 7/8/2017
 CATEGORY: Finance
 RELATED POLICIES: NA
 RELATED PROCEDURES AND FORMS: NA

Policy Statement

Council, in the interest of good financial management will restrict funds from time-to-time to either meet external statutory obligations (such as restrictions relating to grant funding or developer contributions), or in order to set aside funding for future commitments.

Council will establish, utilise and maintain the following Restricted Assets.

1. Developer Contributions

This is an externally restricted reserve to hold the balance of contributions made by Developers to be used for the provision of infrastructure, services and amenities, in accordance with Council's Developer Contribution Plans.

2. Water Network Infrastructure

This is an externally restricted reserve to hold the balance of surplus funds from Council's Water Fund operations.

3. Sewer Network Infrastructure

This is an externally restricted reserve to hold the balance of surplus funds from Council's Sewer Fund operations.

4. Domestic Waste Management

This is an externally restricted reserve to hold the balance of surplus funds from Council's Waste Management operations.

5. Gundagai Town Improvement District

This is an externally restricted reserve established to hold the unspent balance of the annual Town Improvement District Special Rate. Funds are to be spent on services within the Gundagai town area. This includes contributions to the emergency services levy for services to the township by Fire and Rescue NSW, servicing costs of a TV translator providing coverage for black spot areas around the township, kerb and guttering, stormwater drainage, footpath reconstruction, playground equipment, street lighting, and a contribution to the main street upgrade.

6. Stormwater Infrastructure Renewal

This is an externally restricted reserve established to hold the unspent balance of the annual stormwater charge. Funds are to be spent on stormwater management activities.

7. Other Externally Restricted Assets

Other externally restricted reserves are created from time to time to hold funds that Council is contractually obligated to hold for a specific purpose, for example, the balance of unexpended grants and contributions.

8. Aerodrome Capital Works

The Aerodrome Capital Works Reserve is established to hold the balance of funds contributed upon

transfer of responsibility for the aerodrome to Council.

The reserve shall be used for the purpose of financing capital works at the Cootamundra aerodrome approved by the Civil Aviation Authority.

Interest earned by investing the balance of reserve funds shall be added to the reserve annually.

9. Bradman's Birthplace

Bradman's Birthplace Reserve is established to hold admission and donations income for the Bradman's Birthplace Museum. The reserve shall be used to finance improvements on the site.

10. Cemetery Improvements

The Cemetery Improvements Reserve is established to hold any surplus funds received by Council from the operation of the cemetery.

The reserve shall be used to finance improvements to the cemetery such as a new lawn section, roads, gardens and walking paths. It is also to fund any deficit that may occur from time to time from the operation of the cemetery.

11. Coolac Bypass

The Coolac Bypass Reserve is established to hold the balance of funds contributed by the RMS upon transfer of responsibility for the Coolac Bypass.

The reserve shall be used for the purpose of ongoing road maintenance and capital improvements at the Coolac Bypass.

12. Cootamundra Caravan Park

The Caravan Park Reserve was established to hold the balance of the proceeds received by Council from the sale of chattels upon leasing the Caravan Park.

50% of the pre-depreciation annual operating surplus on the Caravan Park shall be transferred to the Reserve.

The Reserve shall be used to fund capital works at the Cootamundra Caravan Park.

13. Council Election Reserve

The Council Election Reserve is built up in between election years, to assist with funding the cost of of the Council election every four years. Consideration shall be given in the annual budget to providing for a transfer to or from the reserve to spread the funding of estimated election costs evenly over each year within the four year period.

14. Depot Consolidation

The Depot Consolidation Reserve is established to hold all funds received as lease fees for the use of Council land adjacent to the Sewerage Treatment Works as a soil recycling hub.

The Depot Consolidation Reserve shall be used for either acquisition costs or loan repayments for a new workshop and Depot facility.

Interest earned by investing the balance of reserve funds shall be added to the reserve annually.

15. Development

The net proceeds and profits from the sale of land in Council subdivisions shall be transferred to Reserve as they arise.

The Reserve shall be used to assist with the acquisition or development of land and building assets for future economic development.

Interest earned by investing the balance of reserve funds shall be added to the reserve annually.

16. Employee Leave Entitlements

Council shall hold funds to cover its anticipated short to medium term liability to pay employee leave entitlements (ELE). The reserve amount will be recommended annually to maintain funding for an adequate proportion of the liability for accrued employee annual leave and long service leave which has been earned, but not yet paid, as at the last reporting date.

Reserve funding is to be based on current liabilities and age of employees, as follows.

Over 60 years	100% funding of ELE
55 to 60 years	60% funding of ELE
50 to 55 years	40% funding of ELE
45 to 50 years	20% funding of ELE
Under 45 years	10% funding of ELE

17. Financial Assistance Grant

The Financial Assistance Grant Reserve is established to hold the early payment of the Financial Assistance Grant.

The funds shall be used to fund general operations in the budget year for which the funding was intended.

18. Heritage Centre

The Heritage Centre Reserve is established to hold funds raised by the Cootamundra Heritage Centre Committee, which are not fully expended in the relevant period.

The funds shall be used for projects designed to benefit the Cootamundra Heritage Centre.

19. Incomplete Works

The Incomplete Works reserve is established to hold the balance of planned capital and project works that were unexpended at the reporting date. These funds will be restricted for use, ensuring that there is funding available to complete these works.

Unexpended budgets that are required for the completion of capital works and projects are transferred in to reserve at year end, on Council resolution.

The funds shall be used for the completion of the identified project and capital works in a subsequent financial year.

20. Plant Replacement

The Plant Replacement Reserve is established to hold the balance of Council's accumulated cash surplus relating to Council's general fund plant operation. Funds are to be used to fund Council's plant replacement in accordance with Council's plant replacement program.

Internal plant charge out rates are to be set to ensure that the full cost of plant operation is funded, and funds are set aside for all plant replacement.

Interest earned by investing the balance of reserve funds shall be added to the reserve annually.

21. Quarries and Pit Restoration

The Quarries and Pit Restoration Reserve is established to provide for future gravel pit restoration or future purchase of land.

A fixed rate per cubic metre of gravel won at the quarry is to be determined and charged to works and transferred to the Reserve annually.

22. Saleyards

The Saleyards Reserve is established to hold any surplus funds received by Council from the operation of the saleyards.

The reserve shall be used to finance improvements capital improvements at the saleyards.

The Cootamundra Saleyards and the Gundagai Saleyards form subsets of this reserve.

23. Special Projects

The Special Projects Reserve is used to hold the balance of proceeds received by Council upon the sale of the Cootamundra gasworks enterprise.

The Reserve is to be used for the purpose of financing capital works within the Shire as identified by Council. The Reserve funds are available for internal borrowings with repayment to the Special Projects Reserve of principal and interest.

Interest earned by investing the balance of reserve funds shall be added to the reserve annually.

24. Swimming Pool Pump and Equipment

This reserve is established to finance the acquisition of pool pumping and filtration system capital.

Council makes an annual reserve contribution of \$3,000, until a \$50,000 reserve limit is reached.

Minutes

DEMERGER TRANSITION COMMITTEE MEETING

COUNCIL CHAMBERS, GUNDAGAI

4:02PM, TUESDAY 10th March, 2026

Administration Centres: 1300 459 689

**MINUTES OF COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL
DEMERGER TRANSITION COMMITTEE MEETING
HELD AT THE COUNCIL CHAMBERS, GUNDAGAI
ON TUESDAY, 10 MARCH 2026 AT 4:02PM**

PRESENT: Cr Abb McAlister (Mayor), Cr Rosalind Wight (Deputy Mayor), Cr Penny Nicholson, Cr Ethan Ryan, Cr Gil Kelly

IN ATTENDANCE: Peter Bascomb (Demerger Transition Manager), Roger Bailey (Interim General Manager)

1 ACKNOWLEDGEMENT OF COUNTRY

The Chairperson acknowledged the Wiradjuri people who are the Traditional Custodians of the Land at which the meeting was held and paid his respects to Elders, both past and present, of the Wiradjuri Nation and extended that respect to other Aboriginal people who were present.

2 APOLOGIES, LEAVE OF ABSENCE, AND AUDIO-VISUAL ATTENDANCE REQUESTS

2.1 APOLOGIES

That the apology received from Cr Graham be accepted.

2.2 LEAVE OF ABSENCE

Nil

2.3 AUDIO-VISUAL ATTENDANCE REQUESTS

Nil

3 DISCLOSURES OF INTEREST

Nil

4 CONFIRMATION OF MINUTES

4.1 MINUTES OF THE DEMERGER TRANSITION COMMITTEE MEETING HELD ON TUESDAY 24 FEBRUARY 2026

COMMITTEE RESOLUTION

Moved: Cr Gil Kelly

Seconded: Cr Penny Nicholson

That the Minutes of the Demerger Transition Committee Meeting held on Tuesday 24 February 2026 be confirmed as a true and correct record of the meeting.

CARRIED

5 GENERAL MANAGER'S REPORT**5.1 GENERAL MANAGER OFFICE****5.1.1 MODIFICATION TO THE COMMITTEE'S MEETING SCHEDULE****COMMITTEE RESOLUTION**

Moved: Cr Penny Nicholson

Seconded: Cr Ethan Ryan

That the Committee modify its meeting schedule as follows:

- 1. The May meeting be held on Tuesday 5 May 2026 rather than the scheduled 12 May**
- 2. The June meeting be held on Tuesday 16 June 2026 rather than the scheduled 9 June.**

CARRIED

5.1.2 FINANCIAL SUSTAINABILITY PLAN**COMMITTEE RESOLUTION**

Moved: Cr Gil Kelly

Seconded: Cr Penny Nicholson

That the Committee

- 1. Endorses the Request for Tender documentation attached to this report, including the Scope of Works and Tender Evaluation Procedure, for an updated Financial Sustainability Plan plus a Long-Term Financial Plan and Revenue Policy for each of the proposed successor councils**
- 2. Recommends that Council delegates to the Committee the authority to appoint the preferred consultant.**

CARRIED

5.2 ENGINEERING GUNDAGAI**5.2.1 LIME SPREADER BUSINESS CASE****COMMITTEE RESOLUTION**

Moved: Cr Gil Kelly

Seconded: Cr Ethan Ryan

The Committee recommends that Council:

- 1. Note the report.**
- 2. Source a second-hand lime spreader up to a value of \$175,000 (ex GST) and report to Council for consideration, prior to purchase.**
- 3. Explore entering into a MOU with the neighbouring Council's to utilise Council's stabiliser at an agreed rate that ensures a commercial arrangement for the benefit of the parties.**
- 4. Explore a 'shared service' arrangement for the use of plant between the two future 'new councils'.**

CARRIED

SUPPLEMENTARY MOTION

COMMITTEE RESOLUTION

Moved: Cr Gil Kelly

Seconded: Cr Penny Nicholson

The Committee recommends that the Interim General Manager identifies and implements savings across the board, and reports savings achieved to the Council.

CARRIED

The Meeting closed at 4:41pm.

CHAIRPERSON

GENERAL MANAGER

7 GENERAL MANAGER'S REPORT

7.1 GENERAL MANAGER OFFICE

Nil

7.2 BUSINESS

7.2.1 DRAFT 2026-30 DELIVERY PROGRAM AND DRAFT 2026/27 OPERATIONAL PLAN AND ASSOCIATED DOCUMENTS

DOCUMENT NUMBER	457370
REPORTING OFFICER	Linda Wiles, Manager Business
AUTHORISING OFFICER	Roger Bailey, Interim General Manager
RELEVANCE TO COMMUNITY STRATEGIC PLAN	<p>4. Good governance: an actively engaged community and strong leadership team</p> <p>4.1 Decision-making is based on collaborative, transparent and accountable leadership</p>
FINANCIAL IMPLICATIONS	There are no Financial implications associated with this report.
LEGISLATIVE IMPLICATIONS	Local Government Act, 1993 – Sect 404 & Sect 405 Local Government (General) Regulation, 2021 - Regs 196A
POLICY IMPLICATIONS	There are no Policy implications associated with this report.
ATTACHMENTS	<ol style="list-style-type: none"> 1. Draft 2026-2030 Delivery Program (under separate cover) 2. Draft 2026-2027 Operational Plan (inclusive of draft Revenue Policy) (under separate cover)

RECOMMENDATION

1. **Council resolve that the 2026-2030 Draft Delivery Program, inclusive of the Draft 2026/27 - 2029/30 Operating budget and the Draft 2026/27 Long Term Financial Plan, be placed on public exhibition for a period of 28 days.**
2. **Council resolve that the Draft 2026/27 Operational Plan, inclusive of the Draft 2027 Revenue Policy, Draft 2027 Operating Budget and Draft 2027 Capital Works Budget, be placed on public exhibition for a period of 28 days.**
3. **A further report be submitted to the ordinary meeting of Council scheduled to be held 23 June 2026, to consider submissions received, if any, during the Public Exhibition period, and to formally adopt the 2026-2030 Delivery Program and 2026/27 Operational Plan.**

Introduction

Section 404 and Section 405 of the Local Government Act, 1993 outlines a number of provisions for Council to comply with including:

The Delivery Program

Council must have a Delivery Program detailing the principal activities it will undertake to implement the strategies established by the Community Strategic Plan (CSP).

The Review Process

The program must be reviewed annually to verify the four-year priorities remain achievable and reflect current community needs. The current Delivery program was adopted by Council on 24 June 2025.

Proposed Amendments to the Draft Delivery Program

The following Activities have been amended in the Draft 2026-2030 Delivery Program.

Additions

2.3(e)

To facilitate future growth, sustainability and stability for Cootamundra Township, investigate potable water supply improvements; 2.3e (1) Council will investigate potable water supply improvements for the Cootamundra Township. Engineering Cootamundra.

3.2c(2)

Working in partnership with government agencies and the community in continuing to seek funding, plan activities and undertake works that improve the regeneration of Morley's Creek. Regional Services Gundagai.

5.1b(4)

Deliver annual heavy patching program. Engineering Cootamundra.

5.1b(5)

Town Drainage system modelling and review to identify suitability of current infrastructure needs and assist with managing nuisance minor flood events. Engineering Cootamundra.

Changes

1.2a(4)

Investigate the feasibility of a Sporting Walk of fame to celebrate local stores.

Previously: Develop a culturally inclusive Art and Sculpture Trail celebrating local stories and heritage.

2.1a(3)

Develop a concept and detailed project plan for the Wallendbeen Silo Art Project to enable the release of a formal call for Expression of Interest.

Previously: Develop and issue an expression of interest for Wallendbeen Silo Art Project.

Deletions

3.3b(2)

Investigate use of smart water meters. Engineering Gundagai/Cootamundra.

Financial Updates

The objective of this Budget is to assist Council with maintaining financial stability prior to the Demerger, whilst continuing to deliver priority projects and achieving the outcomes in Council's Community Strategic Plan for the 2026/27 financial year.

Rates and Annual Charges

Sections 501 and 502 of the Local Government Act outline the services for which Council may impose annual charges and charges based on actual use.

Section 501 permits Council to levy an annual charge for services such as water supply, sewerage, drainage, waste management (excluding domestic waste), and any other services prescribed by regulation. A single charge may apply to multiple services, and charges may be levied on each parcel of rateable land to which the service is provided or proposed to be provided.

Section 502 allows Council to impose charges for the actual use of services referred to in Sections 496 and 501. In accordance with these provisions, Council has developed its Revenue Policy for the 2026/2027 financial year, which includes a number of proposed increases to fees and charges.

Rate Increase

In September 2025 IPART announced that the amount that councils will be able to increase the revenue they can collect from rates will depend on their level of population growth. The Cootamundra-Gundagai Regional Council's approved rate peg for 2026/27 is a 3.2% increase.

Water Fund

In order for the Water Fund to be self-sufficient, as is required by the NSW Government, a change in fees and charges has been proposed at 5% for access charges and user charges. The 2026/27 result has been modelled on achieving a net operating result before capital grants and contributions of a surplus of \$0.888M.

Sewer Fund

In order for the Sewer Fund to be self-sufficient, as is required by the NSW Government, a change in fees and charges has been proposed at 5% for access charges and user charges. The 2026/27 result has been modelled on achieving a net operating result before capital grants and contributions of a surplus of \$0.561M.

Waste

Sections 496 and 504 of the Local Government Act set out the requirements for making and levying annual charges for domestic waste management services.

Section 496 requires Council to levy an annual charge for domestic waste management services on each parcel of rateable land for which the service is available. Council may also levy a charge on exempt land where the service is available and the owner requests or agrees to its provision, with the charge limited to recovering the cost of providing the service.

Section 504 provides that income from ordinary rates cannot be used to fund domestic waste management services, except where an internal loan is provided. The cost of providing domestic waste services must be fully recovered through annual charges and/or charges for actual use, and these charges must not exceed the reasonable cost of providing the service.

In accordance with these requirements, an increase in the domestic waste management service charge of 3.2% has been proposed for 2026/27. Waste operations are included within Council's General Fund activities.

Budget Assumptions

Assumptions used for the 2027 Budget Include:

- General User Charges and Fees increased by average of 5%.
- Inflation for materials and services 4% (CPI 3.8%).
- Salary Increase (Award 3%).
- Employee Head Count FTE = 154.14.
- Cash Rate 4.1%.
- Oncosts 41.60% of operating salaries and wages.
- No additional staffing or services.
- Minimal capital works proposed to preserve cash and assist preparations for Demerger. Capital Works proposed are generally grant funded or projects deemed to be vital works.
- A loan for \$2.5m to fund the extension of Gundagai Main Water supply to the Dog on the Tuckerbox site.

The estimated operating result for 2027 is a surplus of \$5.16m. However, when reducing this for depreciation of \$13.75m and excluding capital grants income of \$1.967m the estimated 'Net Operating Result attributed to Council for the year is a loss of (\$10.558m).

Income Statement by Fund (\$,000)				
	General Fund	Water Fund	Sewer Fund	Total
	26/27	26/27	26/27	26/27
Total Revenue	36,045	6,181	3,966	46,193
Total Expenses	34,202	4,685	2,145	41,033
Operating Result	1,843	1,496	1,821	5,160
Less: Depreciation	11,883	608	1,260	13,751
Net operating result for the year attributable to Council	(10,040)	888	561	(8,591)
Less: Grants and contributions provided for capital purposes	1,967	-	-	1,967
Net operating result for the year before grants and contributions provided for capital purposes	(12,007)	888	561	(10,558)

The 2026-2030 Delivery Program has been adjusted for increased inflation; income increases and a review of the organisations structure to prioritise the retention of full-time positions. The Long-Term Financial Plan (LTFP) has been updated to reflect the reduced capital expenditure program to preserve cash as well as better projections for the balance of restricted reserves and unrestricted funds for the period.

These updates ensure the 2026-2030 Delivery Program remains a living document that accurately guides Council’s operations and provides a transparent framework for performance reporting.

Operational Plan

- A council must have its operational plan adopted before the beginning of each (financial) year.
- An operational plan must include a statement of the council's revenue policy for the year covered by the operational plan and must include the statements and particulars required by the regulations.
- A council must give public notice of the draft indicating that submissions may be made to the council at any time during the period (not less than twenty-eight (28) days) that the draft is to be on public exhibition.
- The plan must have a map that shows those parts of its area to which each category and sub-category of the ordinary rate and each special rate included in the draft operational plan applies.
- In deciding on the final operational plan to be adopted, a council must consider any submissions that have been made concerning the draft plan.
- The council must post a copy of its operational plan on the council's website within 28 days after the plan is adopted.

Discussion

The 2026/27 Draft Operational Plan is the annual statement outlining the delivering of elements of both the adopted 10-year Community Strategic Plan and the associated 4-year Delivery Program, and is comprised of the following elements:

- Part 1 - Overview
- Part 2 - Actions, (Projects and Activities) for the next financial year
- Part 3 - Revenue Policy
- Part 4 - Operating Budget and Capital Works Budget
- Part 5 - Fees and Charges

Following Council's endorsement of the draft 2026/27 Operational Plan and draft 2026-2030 Delivery Program will be placed for public exhibition, it will be made available for inspection at the Council Offices, Libraries and on Council's website.

Section 405 of the Local Government Act 1993 requires that the period of public exhibition must not be less than 28 days. It is proposed that the public exhibition period be from Wednesday, 29 April 2026 to 3pm Tuesday, 26 May 2026. Notice of the exhibition of the draft Operational Plan and invitation for submissions will appear in the Council Snippets and Newsletter. It will also be published on Council's website and social media.

Following conclusion of the public exhibition period a further report on the 2026-2030 Delivery Program and the 2026/27 Operational Plan will be submitted to Council on Tuesday, 23 June 2026, including all submissions received.

Financial

There are no financial implications associated with this report.

OLG 23a Guideline consideration

Report purpose does not conflict with guidelines.

7.2.2 AUDIT, RISK AND IMPROVEMENT COMMITTEE (ARIC) MEETING 5 MARCH 2026

DOCUMENT NUMBER	463806
REPORTING OFFICER	Linda Wiles, Manager Business
AUTHORISING OFFICER	Roger Bailey, Interim General Manager
RELEVANCE TO COMMUNITY STRATEGIC PLAN	4. Collaborative and progressive leadership 4.1 A clear strategic direction that is delivered upon
FINANCIAL IMPLICATIONS	There are no Financial implications associated with this report.
LEGISLATIVE IMPLICATIONS	There are no Legislative implications associated with this report.
POLICY IMPLICATIONS	There are no Policy implications associated with this report.
ATTACHMENTS	1. CGRC ARIC Meeting Minutes - 5 March 2026 ↓

RECOMMENDATION

That Council notes the minutes of the Audit, Risk and Improvement Committee (ARIC) Meeting Minutes held on 5 March 2026.

REPORT OF CHAIR

The Audit, Risk and Improvement Committee (ARIC) is established by Council to provide oversight of matters listed in the *Local Government Act 1993* (NSW) s 428A. The ARIC operates a shared services model with the surrounding Councils of Bland, Coolamon, Cootamundra-Gundagai, Junee, Lockhart and Temora.

On March 4-5, 2026, all Audit Alliance Councils held their ARIC Meetings consecutively over two days at Lockhart Shire Council. The annual in-person gathering offers ARIC members and management with an opportunity to engage more informally than is possible during Teams meetings, and we look forward to the next face-to-face meeting in 2027. On the evening of March 4, a representative from the Office of Local Government attended to discuss how the ARICs can best serve their Councils, and to provide alliance ARIC members and management an opportunity to raise and advocate on key issues to the OLG. The full minutes of our ARIC Meeting are attached to this report, however the key matters to communicate to Council are as follows:

1. External Audit Management Letter

The ARIC was attended by the NSW Audit Office, who hold the legislative obligations to conduct external audits of NSW Local Government organisations. Both the Final Management Letter for 24/25 and the Audit Plan for 25/26 were presented to the ARIC.

The financial statements clearly indicate that the financial position of Cootamundra-Gundagai Council, as well as the two future demerged Councils, face significant short- and long-term financial risk. It is essential that the governing body works closely with management to address Council's financial position.

Management should continue to strengthen their financial reporting processes to reduce the risk of incurring additional external audit costs in the upcoming audit. Management and the NSW

Audit Office appear to have established strong communication and working relationships, and maintaining continuity on both sides in coming months may help streamline the audit process. The NSW Audit Office have also made process changes to improve audit timelines; however, this will require management to be adequately for the audit. I encourage management to focus on the revaluations being completed as early as possible.

2. Quarterly Budget Review Statement

The ARIC is legislatively required to keep Council's financial management under review. To fulfill this responsibility, the Committee reviews the latest Quarterly Budget Review Statements (QBRS) reported to Council.

The ARIC has not received a detailed report on the demerger process, aside from verbal responses to provide by management to questions. However, based on the financial information currently available, the ARIC has expressed concern to management that neither the current organisation or the two proposed demerged Councils appear likely to be financially sustainable over the long term.

3. Internal Audit Oversight

The latest Internal Audit report on Property Asset Management has been deferred to the June Meeting due to difficulties in obtaining information over the January period. The Internal Audit function is a small, outsourced function shared across the six councils, providing a cost-effective approach to delivering internal audit capability.

The ARIC received a report about the matters required for the shared function to achieve conformance with the Global Internal Audit Standards. The ARIC advised that the improvements required are relatively straightforward and offered support through the provision of templates, indicating that the identified gaps can be addressed within existing staff resources. Implementation of these changes will place both Council and the Audit Alliance in a strong position ahead of the external quality assessment of the Internal Audit function required under the section 23A Guidelines by 30 June 2028.

Conclusion

I thank Council for receiving this report and the ARIC looks forward to continuing to assist Council our next meeting on 4 June 2026. Council is well served by the attendance of Cr Ethan Ryan at ARIC Meetings, and I encourage you to collaborate with Cr Ryan to assist Council get the most value from the ARIC. Councillors are welcome to put questions to the ARIC, and this is best done through the General Manager for discussion at the next ARIC meeting.

Financial

There are no financial implications for this report.

OLG 23a Guideline consideration

This report does not conflict with OLG 23a Guidelines.



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Minutes

AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING

**LOCKHART SHIRE COUNCIL
65 GREEN STREET
LOCKHART**

9 AM, THURSDAY 5th March, 2026

Administration Centres: 1300 459 689

**MINUTES OF COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL
AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING
HELD AT THE LOCKHART SHIRE COUNCIL, 65 GREEN STREET, LOCKHART
ON THURSDAY, 5 MARCH 2026 AT 9 AM**

PRESENT: Chairperson Ms Kylie McRae, Mr Nick Tobin, Mr Stephen Dunshea.
Mr Chris Weber and Ethan Ryan (Cr) attended Via Audio Visual Link

IN ATTENDANCE: Mr Roger Bailey (Interim General Manager), Joshua Jongma (Coordinator Internal Audit). The following attended via audio visual Link; Damian Smith (Manager Finance), Anne Chamberlain (Governance Officer), Min Ellis (NSW Audit Office), Farisha Ali (NSW Audit Office), Igor Ivannikov (Vanguard Consulting Group)

1 APOLOGIES, LEAVE OF ABSENCE AND DISCLOSURE OF INTEREST

1.1 APOLOGIES

Linda Wiles (Manager Business),

1.2 LEAVE OF ABSENCE

NIL

1.3 DISCLOSURES OF INTEREST

Mr Stephen Dunshea – Independent Member ARIC Committee at Gunnedah and Interim General Manager Forbes Shire Council.

2 CONFIRMATION OF MINUTES

4.1 MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE (ARIC) MEETING HELD ON THURSDAY 4 DECEMBER 2025

COMMITTEE RESOLUTION

It was resolved by consensus;

That the Minutes of the Audit, Risk and Improvement Committee (ARIC) Meeting be confirmed as a true and correct record of the meeting with a minor change to the disclosure of interest that Stephen Dunshea had stepped down as member of the ARIC Committee for Forbes and has been appointed as the Interim General Manager of Forbes Shire Council.

3 REPORTS**5.1 ARIC MEMBERS CODE OF CONDUCT ATTESTATION****COMMITTEE RESOLUTION**

It was resolved by consensus;

That ARIC members would attest to compliance with Council's Code of Conduct at this meeting.

5.2 QUARTERLY BUDGET REVIEW STATEMENT**COMMITTEE RESOLUTION**

It was resolved by consensus;

- 1. That the Committee note the Quarterly Budget Review Statement attached to the report.**
- 2. That all future Quarterly Budget Review statements presented to ARIC include the report to Council with full commentary, along with the Council resolution.**

5.3 FINAL MANAGEMENT LETTER 2025**COMMITTEE RESOLUTION**

It was resolved by consensus;

- 1. That ARIC note the Final Management Letter 2025, attached to the report.**
- 2. At the next meeting scheduled in June 2026, CGRC to provide a comprehensive cashflow report for the next 12 months.**
- 3. That the draft 26/27 Budget be circulated to ARIC prior to endorsement by Council.**
- 4. That the cyber-security report be provided to ARIC at least biannually.**
- 5. That the late item – Annual Engagement Plan 2026 be noted by the committee.**

Question taken on notice: When is the disaster recovery test scheduled? – Roger to check with Linda.

Min Ellis (NSW Audit Office), Farisha Ali (NSW Audit Office), Igor Ivannikov (Vanguard Consulting Group) left the meeting at 9:53am

5.4 INTERNAL AUDIT UPDATE - PROPERTY ASSET MANAGEMENT**COMMITTEE RESOLUTION**

It was resolved by consensus;

That the ARIC notes the update provided on the status of the audit.

5.5 INTERNAL AUDIT GAP ANALYSIS AGAINST THE GLOBAL INTERNAL AUDIT STANDARDS**COMMITTEE RESOLUTION**

It was resolved by consensus;

That the ARIC:

- 1. Note the Internal Audit Gap Analysis against the Global Internal Audit Standards (GIAS);**
- 2. Notes the staged implementation of improvement actions, including the development of an Internal Audit Manual and Quality Assurance and Improvement Program (QAIP), to progressively improve conformance with the GIAS (including topical requirements) within existing resources.**

Note: Stephen Dunshea commended Josh Jongma for his work across the alliance.

5.6 ACTION CLOSURE PROTOCOL**COMMITTEE RESOLUTION**

It was resolved by consensus;

That the Audit, Risk and Improvement Committee (ARIC) note and endorse the revised approach to the tracking and closure of Internal Audit Actions, including that high risk actions can be closed if there is appropriate external review instead of re-testing.

5.7 INTERNAL AUDIT ACTION UPDATE**COMMITTEE RESOLUTION**

It was resolved by consensus;

- 1. That the ARIC notes the updated actions register.**
- 2. That CGRC review aged items and close out items no longer relevant or that can be actioned within council's resources. Managers to provide full details of the closed out actions.**

5.8 UPDATED POLICIES**COMMITTEE RESOLUTION**

It was resolved by consensus;

Audit, Risk and Improvement Committee Meeting Minutes

5 March 2026

- 1. That the Committee note the following Policies reviewed, updated and adopted by Council.**
- 2. That CGRC provide a policy update ARIC biannually.**

The General Manager noted there were no notifiable incidents to report to the committee.

The Meeting closed a 10:20am.

The minutes of this meeting were confirmed at the Audit, Risk and Improvement Committee Meeting held on 3 June 2026

.....

CHAIRPERSON

.....

GENERAL MANAGER

7.2.3 SECTION 355 COMMITTEE MEETING MINUTES

DOCUMENT NUMBER	464325
REPORTING OFFICER	Anne Chamberlain, Governance Officer
AUTHORISING OFFICER	Linda Wiles, Manager Business
RELEVANCE TO COMMUNITY STRATEGIC PLAN	4. Collaborative and progressive leadership 4.4 Recognised as a premier local government Council that represents and advocates for community needs
FINANCIAL IMPLICATIONS	There are no Financial implications associated with this report.
LEGISLATIVE IMPLICATIONS	There are no Legislative implications associated with this report.
POLICY IMPLICATIONS	To Comply with the s.355 Committee Management Manual.
ATTACHMENTS	<ol style="list-style-type: none"> 1. MCRG Minutes - 9 February 2026 ↓ 2. Stockinbingal Ellwoods Hall Minutes - 26 February 2026 ↓ 3. Stockinbingal Ellwoods Hall Minutes - 23 March 2026 ↓ 4. CHCMC Minutes - 4 March 2026 ↓ 5. MHMC Minutes and Chairperson's Report - 15 March 2026 ↓

RECOMMENDATION

The Minutes of the s.355 Committee Meetings, attached to the report, be received and noted.

Discussion

The Meeting Minutes of the following s.355 Committees, attached to the report are submitted for the information of Council and the community.

- Muttama Creek Regeneration Group s.355 Committee Meeting Minutes – 9 February 2026.
- Stockinbingal Ellwood’s Hall s.355 Committee Meeting Minutes – 26 February 2026 and 23 March 2026.
- Cootamundra Heritage Centre Management Committee s.355 Committee Meeting Minutes - 4 March 2026
- Muttama Hall Management Committee s.355 Committee Meeting Minutes and Chairperson’s Report – 15 March 2026.

Financial

There are no financial implications associated with this report.

OLG 23a Guideline consideration

The report purpose does not conflict with guidelines.

Muttama Creek Regeneration Group

Minutes: Monday 9th February, 2026

Muttama Creek



Regeneration
Group

Present: Graeme Johnson, , Betti Punnett, Paulina Butler, Doug Butler, Lin Chaplin.

Apologies: Di Pearton Anthony Meyer

Welcome: Meeting opened at 5.00 pm, Stephen Ward Rooms, Cootamundra Town Library.

GJ presented the evacuation plan as required prior to every meeting.

GJ read the 11 December 2025 meeting minutes and they were accepted by Paulina Butler, seconded by Betti Punnett.

BUSINESS ARISING:

- MCRG to consider making maps for where we need to plant. Decision to keeping our planting to the existing gardens along all the walks
- Attendance at meeting by Council representatives or representative of the elected Council's concern that there is no communication or knowledge of what they're doing because no councils or council representatives are attending our meetings
Those present at the meeting decided that it is essential that a representative of the council who works on the gardens and maintenance attend our meetings so that we are in coordination about where we do our works and help we can get from them.
- Removal exotics from along Creek this is an ongoing problem, with the Council garden staff unable to keep up with and the need for a regular program of exotic removal.
- Working bees
Working bees over December along the casuarina walk and we control at the Birdwalk has been done well with both gardens maintaining a pleasant appearance .
- Water testing
With the ongoing expansion of the Abattoir, the group is concerned that water quality in the Creek will be threatened. We therefore thing there is a need for either Council or the responsible government department to keep a check on this . Meeting decided that we should contact the local member to voice our concerns to see what can be done. If the abattoir is conducting their own testing then the group would like to have access to their testing results.
- **Working bees-** Two working bees were held in in October and November- weeding and pruning, fixing plant guards, and removing guards, where possible. Mackay St entrance to Bird Walk, Casuarina Walk.

GENERAL BUSINESS:

Betty Punnett brought up the cleanup Australia days which used to happen in the past and was wondering if there's anything we could do for this and is the Council promoting clean up Australia Day as an event?
Cootamundra community Expo

- The expo to be held on 14th of March Paulina. Butler is keen to see a presence on the MCG at this expo

Working Bees 21st of February 14 of March 9.00 am, - Mackay Street Bird Walk and Casuarina Walk.

Meeting closed at 6 pm.

Next Meeting: 5 pm Monday, 15 April 2026, Stephen Ward Rooms



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Minutes

STOCKINBINGAL ELLWOOD HALL SECTION 355 COMMITTEE

AT ELLWOOD'S HALL STOCKINBINGAL

5.30PM THURSDAY 26 FEBRUARY 2026

1. AGENDA ITEMS

1.1. Attendance and Confirmation of Quorum

Attendance: Chairperson: Carmel Payne
 Acting Secretary: Kim Lee
 Treasurer: Alan Pether (phone report)
 Councillor: Les Cooper
 General Members: Robyn Gray

Confirmation of a Quorum: There are **8** Members appointed to this Committee. Quorum numbers are met - **no**.

Apologies: Lorna Nixon, Steve Neave, Sue Caldwell, Su Moon.

1.2. Disclosure of Interests: Nil

1.3. Confirmation of previous meeting Minutes:

The minutes of the last Stockinbingal Ellwood's Hall Section 355 Committee meeting dated **13 November 2025** were confirmed as true and correct.

Moved: Carmel Payne Seconded: Les Cooper.

1.4. Business Arising from previous Minutes:

- Laying cardboard and bark at rear of hall. (See General Business)
- New door to Hall - Kris has been reminded to provide a quote - has been provided since the meeting but awaiting a second quote.

1.6. Correspondence in/out:

- 28.11.2025: From Secretary to Steve Lowe at CGRC -clarifying type of door to be installed on eastern side of the hall.
- 02.12.2025: Reply from Steve Lowe stating that the door will remain an exit door with panic exit bar.
- 12.12.2025: Account for Hall hire sent to Inland Rail. So far not paid. Followup email sent.
- 05.01.2026: From David Dunbar confirming the date for the Bush Dance. Date changed from 21st March to 28th March.
- 12.02.2026: From Telstra re our Prepaid service. We pay an annual fee in October.
- 17.02 2026: Email to Steve Lowe enquiring about the back fence crushed by tree.
-

-
- 17.02.2026: Email to Inland Rail re unpaid account.
17.02.2026: Email from Steve Lowe regarding back fence - getting a quote.
18.02.2026: Email from Steve Lowe - fence being repaired week commencing 23 Feb. Not completed so far.

1.7 Report from the Treasurer: (by phone due to injury)

- Previous Balance:\$15,953.43
- Income: 570.00. Markets, 115.00 cookbooks
- Expenses: 0.00
- Closing Balance: \$16,638.43
- Card A/c: Opening Balance: \$444.12
 - Income: 55.00 line dancing hall hire; 105.00 ?
 - Expenses: 88.20 fairy lights
 - Closing Balance:\$515.92

Outstanding payment from Inland Rail from December 2025 - email sent; phonically made to Holly Gray.

Alan moved that his report be adopted. Seconded: Carmel Payne

1.8. General Business:

1) Bark at rear of Hall:

Action: Held over as Sue Caldwell was absent.

- #### 2) Bush Dance:
- David Dunbar has changed the date to 28 March. Arrive 5.30pm to setup for 7.00pm start and 11.00pm finish. We usually provide a meal for them after setting up and before they start. Last year we purchased a large lasagne from Terese for \$50 and I made a green salad.

Carmel organising advertising. All need to ask people and distribute leaflets in person.

Action:Try to hand out flyers for larger attendance. Emailed to all committee members and to John Holland Community Liaison Officer Gwen Norman. Many thanks to Rosalie Dale for design of the flyer.

- #### 3) Mirrors in Toilets:
- Graham Nixon has secured the mirrors to the wall.

4) Air conditioner in Heritage Room:

Action: Ask an a/c tradie to see if the a/c in the meeting room would be able to heat/cool the Heritage Room if a vent was installed between the two rooms.

Also ask CGRC if there is anyone who services/maintains their air conditioners.

- #### 5) Back Fence:
- See emails from Steve Lowe in correspondence.

Action: Awaiting to be repaired.

6) Painting timber at front of Hall:

Action: Obtain a quote from a professional painter especially for the higher work. Les suggested the Heritage colours of Indian Red/ Cream/ Brunswick Green.

7) Security/ Camera/ Signage: [Camera turned off following notices from Telstra] (in correspondence - ? Scam.) Annual payment made in August should cover unlimited data?

Action: Alan to search for original receipt/contract with Telstra. Phone Telstra.

- #### 8) Community Boot Sale:
- 14 March at 3 Wood St. should we book a stall?

Action: Not this time

9) Change of Day for Meetings:

Action: Changed to 4th Monday of the month.

- #### 10) Volunteers Needed for the HorsePowerCar Show on Sunday 27 September 2026.

11) Water seeping into the kitchen:

Action: Investigation required to see if it is coming under the door or through cracks in the wall or chimney behind the stove.

1.9. Date and Time of Next Meeting: 5.30pm Monday **NOTE CHANGE OF DAY TO MONDAY.**

1.10. Time Meeting Closed: 6.21PM

Signed:

Carmel Payne
Chairperson

Kim Lee
Acting Secretary



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Minutes

STOCKINBINGAL ELLWOOD HALL SECTION 355 COMMITTEE

AT ELLWOOD'S HALL STOCKINBINGAL

5.30PM MONDAY 23 MARCH 2026

1. AGENDA ITEMS

1.1. Attendance and Confirmation of Quorum

Attendance: Chairperson: Carmel Payne

Secretary: Lorna Nixon

Treasurer: Alan Pether

Councillor:

General Members: Kim Lee, Sue Caldwell, Robyn Gray

Confirmation of a Quorum: There are 8 Members appointed to this Committee. Quorum numbers are met - **yes**

1.2. **Apologies:** Su Moon, Les Cooper, Steve Neave

1.3. **Disclosure of Interests:** Nil

1.4. Confirmation of previous meeting Minutes

The minutes of the last Stockinbingal Ellwood's Hall Section 355 Committee meeting dated **26 February 2026** were confirmed as true and correct.

Moved: Kim Lee Seconded: Robyn Gray

1.5. Business Arising from previous Minutes:

- Cardboard and mulch at the rear of the hall: When? **After the bush dance in April.**
- New Door to Hall: Have one quote. Needs to open outwards.
- Account to Inland Rail for Hall Hire: Remains unpaid since December. **PAID.**
- Prepaid Broadband: See General Business. **Kim investigating.**
- Back Fence: Still not attended to? - **Email sent to Steve Lowe 7 April.**
- Air Conditioners Servicing: Has been completed. Report sent to us for our information.
- Air Conditioner for Heritage Room: Quote for \$4950 - **Committee says not at this stage - try opening the double doors to allow cool or warm air through.**
- Painting woodwork at front of Hall: **Painters recommended by council.**
- Volunteers for Horse Power Car Show: Who?

1.6. Correspondence in/out:

- 24.02.2026: From CGRC, Hall Fees and Charges for 2025-26
- 02.03.2026: Quotation for New Door.
- 04.03.2026: From David Dunbar of Tin Shed Rattlers - invoice - **To treasurer.**

Agenda: STOCKINBINGAL ELLWOOD HALL SECTION 355 COMMITTEE Page 1

- 06.03.2026: To Steve Lowe re having an air conditioner in the Heritage Room and re painting wood work at front of hall.
- 09.03.2026: To Steve Lowe re servicing of air conditioners .
- 09.03.2026: Reply from Steve Lowe -referred air-condition question to CEFA to determine options.
- 11.03.2026; From Steve Lowe - advising that CEFA had serviced our air conditioners. Also advised that septic pump was checked and found blocked and repaired. Also awaiting to hear from CEFA regarding Heritage Room air conditioner options.
- 11.03.2026: Detailed report of service of air conditioners and quote for Heritage Room Air conditioner.
- 12 03.2026: From Grant Johnson from Inland Rail re payment of Hall Hire last Nov/Dec - after no contact from Holly Gray after trying to follow up this account.
- 18 03.2026: To Krys Piaskowski re new door - after advice from council that it needs to open outwards.
- 19.03.2026: Online chat by secretary to Telstra re our internet at the hall - see printed notes.**(given to Kim Lee to follow up).**

1.7. Report from the Treasurer:

- Opening Balance: \$16,638.43
- Income:
- Expenses: 800.00
- Closing Balance: \$15,838.43
- Card A/C: \$. 515.92
- Change\$. 935.00 Change/Bush Dance

Alan moved that his report be adopted, seconded Sue Caldwell.

1.8. General Business:

- 1) **Bush Dance:** Committee to set up the hall on Friday morning at 10.30am. Lasagne ordered from 85 Hibernia cafe and Sue Caldwell will make a salad for the band.

Action:

- 2) **Prepaid Mobile Broadband:** We have a Prepaid Mobile Broadband. At present it is unpaid - all data used up fairly quickly, possibly at the Markets in November.

Action: Kim Lee to investigate other options. Change password.

- 3) **Water seeping into Kitchen following rain:** under the door and under the stove.

Action: Ask council to investigate

- 4) **Fees and Charges for 2025-26:**

Action: To remain the same.

- 5) **Instagram to advertise events:** This would be easier than Facebook
- 6) **Pigeons getting in ceiling** of hall at the rear: Contact council.

1.9. Time of Next Meeting: 5.30 pm Monday 20 April 2026

1.10. Time Meeting Closed: 7.00pm

Signed:

Carmel Payne
Chairperson

Lorna Nixon
Secretary

**THE REPORT AND RECOMMENDATIONS OF THE COOTAMUNDRA HERITAGE CENTRE
MANAGEMENT COMMITTEE MONTHLY MEETING HELD AT THE COOTAMUNDRA HERITAGE
CENTRE ON MONDAY 4 MARCH 2026 COMMENCING AT 4.00PM**

Present: Ros Wight Chairperson, Betty Brown, Helen Hamilton, Betti Punnett, Leah Sutherland

Apologies: Yvonne Forsyth , Michele Pigram, Frances Redden

Disclosure of Interest: There was no disclosure of interest.

Minutes from the Previous Meeting: Moved Betti Punnett, seconded Helen Hamilton that the Minutes be confirmed.

CARRIED

Business Arising: * Gauze door - doesn't always snap closed, but much improved
* *Gilgal* relics - Helen Hamilton presented a box of tins which were sorted by members. The remainder of the *Gilgal* boxes are to be collected from the hospital by Betti Punnett and Simon Hall (Thursday 5 at 11.30am).

FINANCIAL REPORT: Nil as Frances Redden has been in hospital.

CORRESPONDENCE: **OUT** - February Minutes. Newsletter

IN - Emails re meeting of Southern NSW Regional Heritage Group; M&G NSW re Beginners Workshop; Gazettes/Journals available.

GENERAL BUSINESS: * Members were most concerned to learn that longtime CHC volunteer Yvonne Forsyth was now in palliative care. Betti Punnett to buy a card to send to Yvonne and Ros said she would buy flowers to send. Members suggested some form of commemoration of all Yvonne Forsyth's work for CHC be established, Yvonne Forsyth and Betti Punnett are the only foundation members still involved in CHC.

* Michael Pigram - still unable to come back on duty, but improving.

* Betti Punnett expressed concern over the wording of an article *Cootamundra Times*: "Heavy reliance on ageing volunteers with declining capacity". No mention of gratitude for all the work for VIC over years. Leah Sutherland expressed disappointment also and said the article was printed out of context. No date has yet been set for the move to the Arts Centre.

* Leaflets - Leah Sutherland pointed out that some of the tourist leaflets handed out were out of date and should be discarded.

* Leah Sutherland suggested that visitors should be charged an entrance fee. This would be \$5.00 per person or group. Betti Punnett strongly disagreed. After discussion, it was moved Betty Brown, seconded by Leah Sutherland that \$5.00 be charged per group or individual alone.

CARRIED - No action till July.

* Updating reception area - As money is to be spent setting up new VIC, it was felt CHC reception area should be renovated: eg: tall front counter and shelving on wall.

* Southern NSW Regional Heritage Group - Betti Punnett reported on attending this meeting 10.00pm-3.00pm - very interesting to be part of this group. She was asked to outline CHC

development. There are 18 member museums in the group, including CHC. Items: The Rock experience (fire next door), silo art, museum trail. June/July meeting West Wyalong.

* Dishwasher- Helen Hamilton offered to be responsible for the dishwasher.

* VIC - nothing further

* There being no further business the meeting closed at 5.04pm

Betti Punnett Secretary

Any item/s you wish to place on April's meeting agenda, please notify me by 3 April 2026. bettipunnett@bigpond.com 69421158 0429421158

Next Meeting 6 April 2026 4.00pm



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 www.cgrc.nsw.gov.au

Minutes

MUTTAMA HALL MANAGEMENT COMMITTEE SECTION 355 COMMITTEE

MUTTAMA HALL

6.30 PM SUNDAY 15TH MARCH, 2026.

1 MINUTES

1.1 Attendance and Confirmation of Quorum

Present: **President/Chairperson:** Robert Flint.

Secretary: Cathy Last

Treasurer: Lien Puddicombe

Councillor:

General Members: Sarah Ingold, Sam Puddicombe, Bill Buckley.

Trevor Glover, Emily Flint, Eliza Butt.

Cootamundra-Gundagai Regional Council representatives:

Confirmation of a Quorum: There are **12** Members appointed to this Committee.

Quorum numbers are met **yes**

Note: If quorum numbers are not met no actions can be made at this meeting. An informal discussion on items on the agenda can only take place. All agenda items from this meeting will be transferred to the next meeting for determination. Notes on the informal discussion can be made for reference at the next meeting.

1.2 Apologies

Kate Last, Kaede Ingold, Jane MacCulloch Abb McAlister, Darrell Edwards.

1.3 Disclosure of Interest

There were **no** Disclosures of Interest.

1.4 Confirmation of previous meeting Minutes

The minutes of the last **Muttama Hall Management Committee** Section 355

Committee meeting dated **18th February, 2026** are confirmed as true and correct.

Moved by Lien Puddicombe seconded by Trevor Glover.

Business Arising from previous Minutes:

Correspondence in/out: (as per agenda)

1.5 Report from the Treasurer/President/Secretary

Balance \$14,503.20 Moved by Robert Flint seconded by Sarah Ingold that the Treasurers report be accepted.

1.6 General Business (List Agenda Items)

Air Conditioning for Kitchen.

Bill Buckley informed the Committee that the air conditioning in the kitchen will be installed this week.

Railway Celebration.

1. The weekend of 2nd and 3rd May a celebration will be held to mark 140 years since the Cootamundra to Gundagai Railway line was opened.

Action: The Committee to speak with Peter Beyer asking when the Railway display will be setup and what time the display will close.

The following matters were discussed in regards to the Railway celebration.

2. Market Stalls.

Approximately 14 Market stall holders have expressed interest in attending on Saturday 2nd May.

3. Jumping Castle & Train

Action: Robert Flint will assist with the transport of the train.

4. Hire of toilets.

Toilets have been hired & will be delivered.

5. **B-B-Q.** Will be held on Saturday and Sunday 12-2pm.

6. Skip Bin Hire.

Bin has been ordered.

7. Rubbish Bins:

Action: Email has been forwarded asking if Council will supply wheelie bins.

8. Advertising:

Action: ABC radio, local radio stations be contacted regarding the celebration. Social media. Flyers advertising the Railway celebration.

9. Colouring in competition.

Action: Kate Last will organise colouring in competition.

10. Traffic Control.

Action: Trevor Glover will speak to Council regarding traffic control.

11. Expenditure for Railway Celebration.

Moved by Robert Flint and seconded by Trevor Glover that the Committee allocate \$1,000.00 to cover costs for the Railway Celebration.

12. Ramp at Recreation ground.

Action: Ramp to Recreation ground to be closed on 2nd & 3rd May.

13. Raffles for Railway Celebration.

Trevor Glover will supply a load of wood, thank you Trevor. \$250.00 Fuel Voucher, \$250.00 Food voucher. – Mother's Day gift. Vouchers to be purchased from local businesses.

Cost of raffle tickets \$2.00 per ticket – 3 tickets for \$5.00 – 7 tickets for \$10.00.

Cost of entry to Model train display - \$5.00 per person or \$10.00 per family.

14. Banners advertising Railway Celebration.

Action: Sam & Lien Puddicombe will purchase banners to be displayed in Muttama advertising of the up-and-coming event.

Moved by: Trevor Glover and seconded by Robert Flint that Sam & Lien Puddicombe be re-imbursed the cost of supplying banners.

15. Cake.

Cake has been ordered from Outback Bakery.

Honour Board Display

16. Sam Puddicombe will advise the Committee when the Honour boards are completed and ready to be installed. Colour for

History Display in Kitchen.

Action: The history display has come off the walls and needs to be attached in a more permanent way.

Action: Need to investigate a more permanent solution.

Working Bee. Will be held Sunday 29th March commencing at 10:00am.

Informal meeting to discuss plans for the up-and-coming Railway celebration will be held after the working bee.

1.7 Next meeting to be held on Sunday 29th March following the working bee.

1.8 Time Meeting Closed at 7.35pm.

CHAIRPERSON'S REPORT

Good evening all thank you for attending this meeting.

Over the last 12months we have seen an increase in the number of members on the committee which is great to see especially the number of younger members in the community becoming involved.

A number of big improvements have been made to the Hall in the past 12months.

Construction of a new kitchen including lining of the kitchen area.

Construction of paths from the kitchen door to the toilets, path from the front door to side door.

New water tank and refrigerator.

New vacuum cleaner.

Grants from Community War Memorials Funds. Grant application for \$10,000.00 was successful.

Work is being carried out at present - sealing of the kitchen ovens, repairs to chimneys, repairs to back wall.

Grant from Cootamundra Gundagai Regional Council – Annu Community Donations.

The Muttama Hall Committee was successful in obtaining a grant from Council for \$1,1 75.00

This grant is to be used to purchase various items for the kitchen, within 12 months.

Fund raising event – Movie Night - \$1,300.00 was raised.

A very successful B-B-Q and Movie Night was held on Saturday 13th April with approximately 73 people in attendance. Not only a successful fund raiser but a coming together of the Muttama Community.

100 Year Celebration 17th & 18th May, 2025

It was decided to have a Dinner on Saturday 17th May and Fun Day 18th May.

A lot preparation is needed for this event to be a success.

Thank you to the Cootamundra Gundagai Regional Council especially Darrell Edwards and Andrew Bock for their many hours they both spent above and beyond their duties to help advise the Hall Committee on what repairs were needed to bring the building to a heritage status level.

Thank you, Trevor Glover, for being Council reprehensive on the Hall Committee.

Thank you to **all** members of the Committee for their time and effort they have put into making the past year very successful.

Robert Flint
Chairperson
Muttama Hall Management Committee

Financial

There are no financial implications associated with this report.

OLG 23a Guideline consideration

Report purpose does not conflict with guidelines.



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Wallendbeen Memorial Hall
14 King Street
Wallendbeen NSW 2588

WALLEDBEEN MEMORIAL HALL COMMITTEE

CONSTITUTED UNDER SECTION 355 OF THE LOCAL GOVERNMENT ACT – COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL

Cootamundra Gundagai
Regional Council
Document Received

March 23, 2026

*Mr Roger Bailey
Interim General Manager*

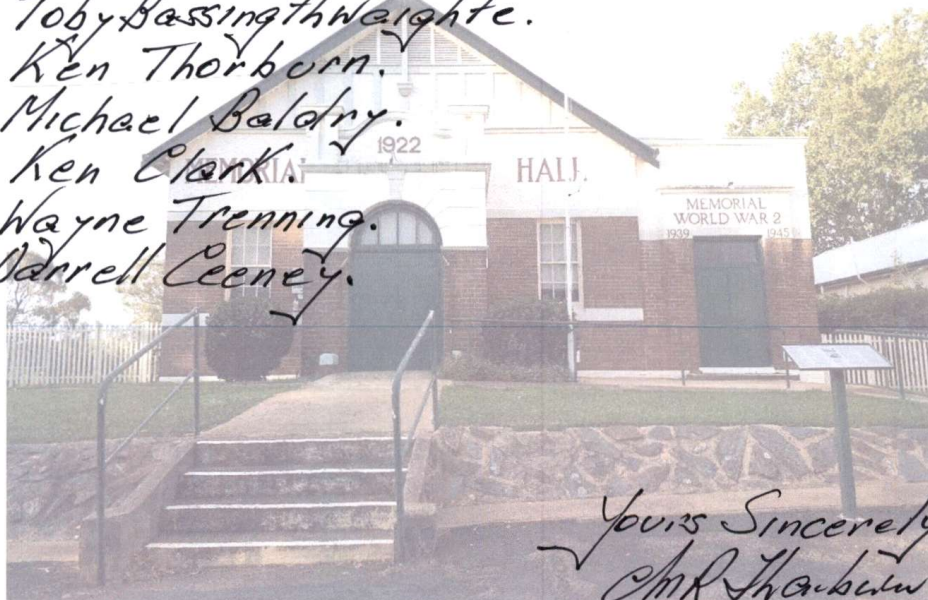
- 1 APR 2026

File No.....

Initials.....

The following list is the elected, "355 Committee of Council," Wallendbeen Memorial Hall 2026.

1. Mr Alex Baldry - President
2. " Phillip McGeoch - Vice President
3. Mrs Marcia Thorburn - Secretary - Treasurer
4. " Margaret McGeoch.
5. " Helen Worland.
6. Mr Toby Bassingthwaite.
7. " Ken Thorburn.
7. " Michael Baldry.
7. " Ken Clark.
7. " Wayne Trenning.
7. " Darrell Ceoney.



*Yours Sincerely
Mrs Thorburn OAM*

President:
Mr A Baldry
'MACDOON'
110 Wallendoon Lane
Wallendbeen NSW 2588
Ph: 0427 432 660

Secretary:
Mrs Marcia Thorburn OAM
10 George Street
Wallendbeen NSW 2588
Ph: 6943 2544
Mobile: 0404 068 868

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Annual - General Meeting Wallenabeen Memorial Hall - 355 Committee of Council.

7.30pm. Thursday 19th March 2026.

Present: Council Representative Councillor Logan Collins
 President Alex Baldry, VP Phillip McGeoch, Sec / Treasurer Marcia Thorburn

Committee Members M McGeoch, K Thorburn, K Clark, M Baldry, W Trenning, H Norland & D Ceaney.

Apologies: Toby Bassingthwaite. Accepted move by P. McGeoch Sec by K Thorburn.

Welcome: President Alex Baldry welcomed all present particularly our 355 Committee of Council rep Councillor Logan Collins.

Minutes of the 2025 AGM. Read by Secretary Marcia Thorburn & accepted, moved by A Baldry sec by P McGeoch (carried).

President's Report: Alex Baldry thanked all the Committee for their support & attendance to the meeting. The Memorial Hall is always well presented, which is great for our future generations.

The Wallenabeen Community was saddened, when our little local school closed down 2025. Special Thanks to Phil McGeoch for spraying & Ken & Marcia who ^{are} dedicated to the Hall.

The maintenance, cleaning & mowing. Marcia's bookings & contact with Council. We thank the C&R.C. for their assistance & financial support.

Treasurer's Report: Read & adopted by Marcia Thorburn seconded by M. McGeoch (carried).

"Per Bank Statement and Audited by Jenny Ceaney Credit Balance as at 31st January, 2026
 £1011.00"



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WALLEDBEEN MEMORIAL HALL COMMITTEE

CONSTITUTED UNDER SECTION 355 OF THE LOCAL GOVERNMENT ACT – COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL

CREDIT BALANCE - A.G.M.

TANUARY 31ST 2025

\$ 7524.14

RECEIPTS :

HIRING FEES : 2432.00

FUND RAISING : 310.00

PAYMENTS :

ELGAS : 931.16

ORIGIN ENERGY : 563.95

PURCHASES FOR HALL : 1814.85

PETTY CASH : 40.00

DONATION : 50.00

HONOURARIUM FEE,
 SEC/TREAS NIL

CREDIT BALANCE A.G.M.

MARCH 19, 2026 \$6866.18

\$10266.14

\$10266.14

BALANCE AS PER BANK STATEMENT

JANUARY 31ST 2026

\$6866.18

President:
 Mr A Baldry
 'MACDOON'
 110 Wallendbeen Lane
 Wallendbeen NSW 2588
 Ph: 0427 432 660

M R Thorburn OAM

Secretary:
 Mrs Marcia Thorburn OAM
 10 George Street
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Wallendbeen Memorial Hall
CGRC Income and Expenses
For the year ended 30 June 2024

Rent from Post Office

Year	\$
2020	1,364
2021	6,255
2022	2,600
2023	2,600
2024	2,850
2025	1,350
	<u>17,018</u>

Expenses paid by CGRC - 2024FY

	\$
General Rates	617
Property Insurance	4,924
Termite Inspection	700
Central Fire and Electrical	542
Supply new 3200L Septic Tank	9,201
Investigate and fix blocked Grease Trap Line	677
	<u>16,661</u>

Election of Executive and Committee 2026-27

Councillor Logan Collins took the chair for the elections:

A procedural motion was raised and put forward by Councillor Collins: -

"That all current office bearers and committee members be reinstated into their respective positions"

The motion was passed unanimously by all present.

President: Alex Baldry.

Vice-President: Phillip McGeoch.

Secretary/Treasurer: Marcia Thorburn.

Auditor: Jenny Ceoney

355 Committee of Council:

Alex Baldry, Phillip McGeoch, Marcia Thorburn, Margaret McGeoch, Helen Worland, Ken Clark, Toby Bassingthwaite, Ken Thorburn, Wayne Trenning, Michael Baldry & Darnell Ceoney.

"All positions were moved & seconded by the same people that moved & seconded the procedural motion"

Councillor Collins congratulated all the committee & wished them well for the future.

For Shine Council: Copy of above minutes:

Treasurer's Report: Notify Council of our elected 355 Committee.

Meeting closed: 7.50pm.

Secretary: AMR Thorburn President:

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General Meeting - Thursday 19th March,
Following the Annual Meeting.

Present: Apologies: Treasurer's Report as AGM.

Minutes of previous General Meeting held 19th March
2025. Read & adopted by Phillip McGeoch
Second by Darrell Cooney.

Correspondence: Letter from Interim GM Roger
Bailey on 2/2025 advising us that the
disabled ramp & footpath upgrade 2026.

Letter from Interim GM Roger Bailey that the
work is now listed in Council's current "PAMP"
"Pedestrian Access - Mobility Plan, as a high
priority.

General Business:

Discussion, re our concerns for future support
towards our maintenance requirements at the
Wallendbeen Memorial Hall. Committee members
require assistance from the Loo-tamunulla
Gundagai Regional Council.

1. Wheelchair Ramp and Footpath upgrade. Due
to the slope of footpath at the front of hall,
residents have asked is the wheelchair ramp
compliant for disability access.

"On Saturday 29th November, 2025," your
workman arrived at the site, fencing off
all access to our building.

Members of the Wallendbeen Red Cross arrived
& your workman, were asked to pack up and
leave the site, as they had a large function
being held from 8.30am - 12.30pm.

"Why wasn't the Committee members contacted?"

No1: That the work was even planned for the hall.

No2: Notification re time of the work.

No3: Consideration re hall bookings.

No4: Access to the building and our Post Office while site fence off.

Footnote: Also back on May 21, 2024, these Red Cross Members arrived at the hall for their all day conference, to find that they had no water & toilets.

Council hired plumber, had arrived on the site and turned water off and removed the old septic tank.

"Communication and Consideration", to the groups that hire the hall and to the long serving Secretary/Booking Officer, Maureen Thornburn, since 1980.

2. Storm water drainage pipe is damaged on the western side of the building.

Local plumber called in to hall, ready to repair but did not have Council authority / quote for work to be completed.

3. "Fire Exit Doors": Three sets - double solid timber exterior doors, situated in our meeting room, Post Office and Kitchen areas at Wallendbeen Memorial Hall.

They are over 70 years old and have many problems, timber split, weathered sections and gaps from movement. "But the safety issue, needs urgent attention". In case of an emergency the "Fire Exit Red" on our doors "Do Not Work":

MA Steve Howe has inspected the doors, took

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Measurements received quote, which was not suitable for a "Heritage listed building".

With Mr Howe heavy work load and staff movements, this project needs Council's "Urgent Attention," moving forward.

Due to the cost of this project, a short cut was planned by Council:

Hired a builder, Asher Gregory to carry out maintenance on the above doors: -

His quote listed: -

1. Fix in-active "Fire Exit Door Bars:"
2. Cupboard door under stage, extended to a double door. ✓✓
3. Moisture problem - exterior window to the interior wall damage. "Photo's only," "No Work"

No sign of any Repairs done on our 3 sets of Exit rails on the doors. (Reported to Mr Howe,

PLEASE NOTE: Council PAID this Builder:

Invoice dated (7/2025) \$2123 -
"For one small cupboard door only" !!

4. Post Office - Lease Payment to CGRC:

List of Income & Expenses is available - Finance Dept.
Income list: From September 2020, the CGRC has received lease payment of \$50 - per week from the Wallendbeen Community Association for leasing of space at the Memorial Hall for Post Office.

"As List Attached": Mid 2025 the figure of \$17018.00 was paid to Council. Our Committee should benefit from the yearly payment of \$2600 - per year.

Lease Agreement: States rent \$50 - per week
 With all utilities (Gas, Power & Water) included
 in the rental fee.

Memorial Hall Committee cover all costs below
"This Year 2025-26"

Gas \$931 - Power \$563 - (Nine New Blinds
 \$1455 - "Improvement, Council Owned Hall")
TOTAL PAID by Committee \$2949-

Post Office Costs - Taken from Fund Raising to
 Maintain Hall.

"Very Untair" - for a hard working - 355 Committee
 of Council.

3. Council Contacted - "Meeting":

Inquired "re funds available for Maintenance"
 and was informed by Mr Steve Howe and
 Mrs Linda Hiles that all funding, including
the \$17018 - P.O. lease payments has been
 used to pay Memorial Hall costs.

"Please refer to Attached List"

Our P.O. lease Income has paid for Septic Tank
"This is so incorrect."

Septic Tank Project: In 2023 our Committee
 was notified that "Capital Work Funding
 of \$25000 - was allocated for this
 project.

1. Capital Work Funds - cover cost of Septic Tank.

2. Re-inburst Memorial Hall Committee \$10,000
of P.O. lease up until end of 2025).

Then our Committee can move forward with
 maintenance with "financial assistance".

Secretary: Chr Harburn OAM - Meeting Closed 8.45 pm

7.2.5 DRAFT RECORDS MANAGEMENT POLICY

DOCUMENT NUMBER	468159
REPORTING OFFICER	Linda Wiles, Manager Business
AUTHORISING OFFICER	Roger Bailey, Interim General Manager
RELEVANCE TO COMMUNITY STRATEGIC PLAN	4. Collaborative and progressive leadership 4.1 A clear strategic direction that is delivered upon
FINANCIAL IMPLICATIONS	There are no Financial implications associated with this report.
LEGISLATIVE IMPLICATIONS	State Records Act 1998.
POLICY IMPLICATIONS	There are no Policy implications associated with this report.
ATTACHMENTS	1. Draft Records Management Policy ↓

RECOMMENDATION

The Draft Records Management Policy, attached to the report, be adopted.

Introduction

Council’s Records Management Policy has been reviewed and updated.

The update made to this Policy was the addition of the information on page 3, which now aligns the Policy with requirements of State Records NSW under the State Records Act.

Discussion

This policy has been prepared based on adherence to the statutory requirements under the State Records Act 1998 and aims to preserve Council’s corporate memory through sound recordkeeping practices and accurate capture of information.

Financial

There are no financial implications associated with this report.

OLG 23a Guideline consideration

Consideration of the 23a Guidelines has been given when updating this policy.



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Records Management Policy

Policy Approval and Distribution

Approved by	Council Resolution
Responsible Officer	Records Officer
Council Service Unit	Business
Next Review Date	01-03-2030
Relevance to CSP	4.1 Decision-making is based on collaborative, transparent and accountable leadership

Version Control

Ref	Date	Description	Resolution Number
1.0	16-01-2017	Adopted	04/01/2017
2.0	22-07-2025	Adopted	134/2025
3.0	12-03-2026	Presented to Executive, changes and updates requested.	N/A
4.0	31-03-2026	Re-presented to Executive for approval, formatted per template/style guide	Endorsed
5.0	08-04-2026	Presented to ManEx for final review and Executive Endorsement. Endorsed.	Endorsed
6.0		Presented to Council for adoption	

Purpose

This policy has been prepared on the basis of adherence to the statutory requirements under the State Records Act 1998 and aims to preserve Council’s corporate memory through sound recordkeeping practices and accurate capture of information to meet:

- Operational business needs,
- Legal, evidential and accountability requirements and,
- Community expectations.

This policy recognises that effective management and preservation of Council information is intrinsic to both the decision-making process and productivity within Council.

As a public agency Council is bound by the requirements and regulations of the State Records Act 1998. These regulations set out specific practices which Council must comply with and be audited against.

Scope

This policy applies to all Council business, including electronic business. This policy applies to all levels of Council and to all Council employees. All records management systems and procedures are to be consistent with this policy, the Records Management Procedures, and the infoXpert Business Rules.

Definitions

A *record* is 'any information captured in a reproducible form which is capable of transmitting meaning from one user to another'.

Records are evidence of business activities and have meaning primarily in the context of those activities.

Legislative Framework

State Records Act 1998 – this Act requires public offices to ensure compliance with the Act and to:

- Make and keep full and accurate records,
- Institute a records management program in accordance with standards and codes of best practice for records management,
- Ensure the safe custody and proper preservation of records and,
- Maintain accessibility to electronic records.

Privacy and Personal Information Protection Act 1998 – this Act deals with how all NSW public sector agencies manage personal information. The Act includes information protection principles, established methods for enforcement of privacy, and establishes a mechanism for complaints if personal information has been mishandled. Personal information refers to any information that relates to an identifiable person.

Government Information (Public Access) Act 2009 – the purpose of freedom of information legislation is to allow citizens to access information in possession of government.

In NSW, this Act gives citizens the right to:

- Obtain access to information held as records by public bodies,
- Request amendments to records of a personal nature that are inaccurate and,
- Appeal against a decision not to grant access to information or to amend personal records.

Review Period

This document is to be reviewed every four years to ensure it remains relevant and meets legislative requirements.

Policy Statement

Council will address the matter of records management in a systematic manner by:

- Implementing records practices that capture information from electronic sources and documents,
- Maintaining records that provide appropriate and adequate evidence of the conduct of Council's business and affairs,
- Ensuring records are maintained, complete, accurate and authentic so that they can have integrity and are accessible and useable,
- Maintaining permanent records in accordance with the State Records Act of 1998,
- Managing records in accordance with organisational needs and accountability requirements and,
- Enabling staff to effectively and efficiently maintain records through the implementation of appropriate records management systems.

Value of records as a corporate asset and resource

Council's records are a unique and vital asset necessary for daily functions and operations. They exist for a variety of administrative, functional, historical and legal reasons and provide documentation of Council's business transactions. Council's records show evidence of precedents and courses of action, they support policy formulation and managerial decision making and help deliver Council services in a consistent and equitable manner. Their existence protects Council's interests, and the interests of the community Council serves. In the longer term, these records represent Council's corporate memory, providing its principal source of continuity.

Records created by Council also form part of the State's records and in many cases must be transferred to State Records Authority NSW for control and/or custody once they are no longer required for current business needs.

High risk areas of business

Documents relating to Council's high-risk areas of business are stored within Magiq Documents in accordance with the Standard on Digital Recordkeeping. Council considers these documents to be information pertaining to important areas of business, where Council faces the highest levels of risk, responsibility and potential liability, therefore, records supporting these activities are made and kept to ensure there is solid evidence of the actions taken and the work done.

The high-risk areas of business are:

- Development and Building Controls
- Personnel Records
- Financial Management and,
- Legal Documents.

Vital records

Vital records are records, in any medium, which contain information essential to the survival of an organisation. If a vital record is lost, damaged, destroyed or otherwise unavailable, the loss is a disaster, affecting critical operations. Vital records should be the main priorities for salvage when a disaster occurs. Council's Disaster Plan documents the relation to Council's vital records.

7.2.6 DRAFT CIVIC EVENTS AND CEREMONIAL FUNCTIONS POLICY

DOCUMENT NUMBER	468161
REPORTING OFFICER	Linda Wiles, Manager Business
AUTHORISING OFFICER	Roger Bailey, Interim General Manager
RELEVANCE TO COMMUNITY STRATEGIC PLAN	4. Good governance: an actively engaged community and strong leadership team 4.2 Active participation and engagement in local decision-making
FINANCIAL IMPLICATIONS	There are no Financial implications associated with this report.
LEGISLATIVE IMPLICATIONS	There are no Legislative implications associated with this report.
POLICY IMPLICATIONS	There are no Policy implications associated with this report.
ATTACHMENTS	1. Draft Civic Events and Ceremonial Functions Policy ↓

RECOMMENDATION

The Draft Civic Events and Ceremonial Functions Policy attached to the report be adopted.

Introduction

The Draft Civic Events and Ceremonial Functions Policy, attached to the report, was developed at the request of the Council.

The purpose of this policy is to provide guidance on delivering Council and civic events and ceremonial functions.

Discussion

The Draft Civic Events and Ceremonial Functions Policy sets out the role of the Mayor and Councillors at events held within the Cootamundra-Gundagai Local Government Area (LGA) where representation from Council is required.

The policy objectives are to ensure Council's staging and delivery of events meet statutory requirements, is responsive and responsible for civic expectations, to community expectations and undertaken in a fiscally responsible way.

Financial

There are no financial implications associated with this report.

OLG 23a Guideline consideration

Consideration of the 23a Guidelines has been given when updating this policy.



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 81 Wallendoon Street,
 Cootamundra NSW 2590

Gundagai Office:
 255 Sheridan Street,
 Gundagai NSW 2722

Civic Events and Ceremonial Functions Policy

Policy Approval and Distribution

Approved by	Council Resolution
Responsible Officer	Manager Business
Council Service Unit	Business
Next Review Date	01-03-2030
Relevance to CSP	4.1 Decision-making is based on collaborative, transparent and accountable leadership

Version Control

Ref	Date	Description	Resolution Number
1.0	25-02-2020	Adopted by Council	051/2020
1.1	12-03-2026	Presented to Executive for Approval, endorsed subject to formatting and template/style updates.	To go to ManEx
1.2	08-04-2026	Presented to ManEx for final review and Executive endorsement. Endorsed.	To go to Council Meeting
		Presented to Council	

Policy Statement

Council delivers several civic and ceremonial events and functions, as well as other functions and receptions as the need arises. These events and functions foster positive relationships between the community and Council, connect the community in celebration, recognise and celebrate individual and community achievements, and promote community pride or spirit.

This policy identifies considerations in the management of Council events and ceremonial functions or when requesting the presence of the Mayor or a Councillor representative at an external event or function.

Purpose

The purpose of this policy is to provide guidance on delivering Council-events, civic events and ceremonial functions.

The policy sets out the roles of the Mayor and Councillors at events held within Cootamundra-Gundagai Local Government Area (LGA) where representation from Council is required.

Scope

This policy applies to the Mayor, Councillors and staff of Cootamundra-Gundagai Regional Council. Reference to staff in this policy also includes Council delegates, volunteers, and contractors and service providers engaged by Council.

Objectives

To ensure Council's staging and delivery of events is responsive and responsible to community expectations, meets statutory and civic expectations and is undertaken in a fiscally responsible way.

Event Classifications and organisational arrangements

Welcome to Country / Acknowledgement of Country

Council events will incorporate at the beginning of proceedings either a 'Welcome to Country,' where Indigenous community members are present and able, or, in other circumstances, an 'Acknowledgement of Country'.

An Aboriginal elder performs a Welcome to Country. In the event a local elder is not available, the host of an event can offer an Acknowledgement of country in place of a welcome.

Acknowledge of Country will be read as follows:

Council acknowledges the Wiradjuri people, the Traditional Custodians of the Land at which the meeting is held and pays its respects to Elders, both past and present, of the Wiradjuri Nation and extends that respect to other Aboriginal people who are present.

Class 1 events

For Class 1 events, the Mayor, in conjunction with the General Manager, shall be delegated with making organisational preparations for a civic event in respect to where it is to be held, the date, time and invitation list for attendance.

1A - Civic event: The highest level of Council function, which refers to official duties held for a special purpose (such as an official opening or ribbon cutting, recognising community achievements, significant milestones and other special events) which has been approved by Council resolution.

It specifically involves the Mayor, Councillors, Members of Parliament (MPs), other dignitaries and/or elected representatives. Such events are normally held for celebratory, ritual, recognition or commemorative purposes, and typically follow formal event and State ceremonial protocols, especially where Vice Regal or attendance by Ministers of the Crown is involved.

Class 2 events

For Class 2 events the General Manager will be delegated with making organisational preparations in collaboration, as appropriate, with Councillors, Council staff, and/or third-party organisers / sponsors and within the parameters of relevant budget allocations.

2A - Major event: A planned large-scale activity that is conducted for the purpose of community participation or public celebration of a national day or special occasion and is held in a public space such as

a park or reserve. These include festivals, expos and some sporting activities, which generate a range of direct and indirect benefits, including economic and reputational outcomes.

2B - Community event: A social activity or gathering with the primary purpose of community engagement, both in the product and process. Key features of community events are as follows:

- a) They are community driven as they involve residents and/or community organisations in decision making throughout the planning and organising process;
- b) They raise awareness of broad social needs in alignment with local, national or international causes such as Harmony Day, Refugee Week, Youth Week or Anti- Poverty Week;
- c) They are delivered in partnership with community organisations and groups;
- d) They provide a capacity building component for residents and/or community organisations and groups; and
- e) They provide an opportunity for community service organisations to distribute information to residents.

2C – Australian Citizenship ceremony: The ceremonial occasion where approved candidates have their Australian Citizenship conferred.

Council conducts Australian Citizenship Ceremonies on behalf of the Australian Government, Department of Home Affairs, Immigration and Citizenship at various times throughout the year. Ceremonies are held in accordance with The Australian Citizenship Code. The Code outlines all of the legal requirements and best practice guidelines for hosting a citizenship ceremony.

Protocol Notes:

Ceremonies follow a similar order of proceedings.

- *a formal introduction*
- *speeches, including a welcome message from the Minister*
- *an address to participants*
- *the pledge*
- *National Anthem*

Dress Code:

Making the Australian Citizenship Pledge is the final step in becoming an Australian Citizen, and Cootamundra-Gundagai Regional Council is proud to welcome those who have made this journey.

Council's dress code for Australian Citizenship Ceremonies is Smart Casual: Women: there are no rules however it requires a degree of polish, such as a blazer or jewellery. Flats or heels are acceptable. Men: denims, chinos or suit pants with a shirt or dressed-up T-shirt; no ties.

Following each Ceremony a reception is held for participants and their partners with further guests at the approval of the Mayor and General Manager. Other invitees shall include all current Elected Members, Local Members of Parliament and other staff of the Council at the discretion of the Mayor and General Manager.

Recipients are presented with an Australian Native Plant from Council.

2D -Anzac Day Ceremony

The Mayor delegates to representatives responsibilities for Anzac Day ceremonies across the region on Anzac Day, 25 April. Wreaths are laid by Council representatives at Ceremonies as a symbol of remembrance and respect. Council supports organisers of Anzac Day Ceremonies throughout the region with park bookings and preparation, road closures, promotion of services and events.

The suggested procedure for the laying of a wreath is as follows:

1. the person moves-up to the memorial with the wreath in the left hand or both hands,
2. the person halts, pauses, lowers and then lays the wreath,
3. the person adopts the attention position, takes one pace rearwards, pauses and either bows, or salutes if the person is wearing military uniform and headdress; and
4. the person pauses again and then moves away from the memorial.

There is no requirement to place the right hand on the left breast pocket, i.e. over the heart region when a person bows their head and pauses to remember.

2E - Remembrance Day Ceremony

The Mayor delegates to representatives responsibilities for Remembrance Day ceremonies across the region on Remembrance Day 11 November. Wreaths are laid by Council representatives at Ceremonies as a symbol of remembrance and respect. Council support organisers of Remembrance Day Ceremonies throughout the region with park bookings and preparation, road closures, promotion of services and events.

2F - Australia Day

Australia Day Celebrations held in both Cootamundra and Gundagai, are hosted by the Council for the enjoyment and attendance of the entire community. Event details are coordinated by Council Staff in partnership with the Australia Day Community Programs - Australia Day Council of NSW.

Council register both events through the Australia Day Ambassador program.

The Australian National Anthem is played during Australia Day Events and the following will be adhered to:-

1. Usually, only the first verse of the Australian National Anthem is used but both verses can be used.
2. When the Australian National Anthem is played at a ceremony or public event it is customary to stand.
3. The event organiser can choose when the Anthem is played during an event.

2G - NAIDOC Week

NAIDOC Week celebrates the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. The week is celebrated not just in the Indigenous communities but also in an increasing number of government agencies, schools, local councils and workplaces.

Council partners with community NAIDOC Committees to host NAIDOC Week Activities throughout the Council area. NAIDOC Week grants are sought prior to NAIDOC Week to ensure funding is available for events to be held.

2H - Official Openings of Council Facilities

Council regularly hosts official openings of new and existing Council facilities (roads, trails, buildings, playgrounds, ovals etc) to celebrate the occasion and recognize, where relevant, the stakeholders, community volunteers and funding bodies. These events are coordinated by the relevant Council Project Manager.

Class 3 events

Class 3 events shall be designed within the parameters of budget allocations, at the discretion of the Mayor and General Manager. The Mayor may also host functions and receptions for visiting dignitaries, local residents who are recipients of awards or prizes and visitors from other local authorities from Australia and overseas. The invitation list shall be at the Mayors discretion.

3A - Ceremonial function: A small official event coordinated by Council in honour of a special day or an achievement. This can include functions such as a flag raising ceremony, or ribbon cutting for an official opening, turning of the sod to mark any official opening, or a commemoration plaque.

3B - Commemoration: To remember officially and give respect to a great person or event.

3C - Volunteer/Community Events

Council hosts periodic events to recognise the valuable contribution that various groups make in delivering service and support within our community. These events are coordinated and supported by a number of Council Departments including Community Services, Library and Business Teams.

Class 4 events

For Class 4 events the General Manager is authorised to hold functions for current and retiring Elected Members, local State and Federal Members of Parliament, Councillors of adjoining Local Governments and special guests at a time and date determined by the General Manager.

4A – Service Recognition: A function to acknowledge and thank community members

4B - Christmas Functions for Employees and Elected Members

The General Manager shall determine an appropriate format for a function for employees and elected members to celebrate Christmas and recognise the efforts of employees throughout the preceding twelve (12) months with the cost of such function being borne by the Council.

4C - Days of National Significance

Council actively solicits the community to advise Council of significant days throughout the calendar year that should be acknowledged on it's website with messaging:

'Are you aware of a day or week of national or international significance that you would like to see acknowledged or celebrated within our community? Let us know so we can compile dates to be commemorated throughout (current year). Send dates to the General Manager, PO Box 420, Cootamundra NSW 2590, drop your ideas into either Council office or, email to mail@cgrc.nsw.gov.au.'

Requests for Other Functions

In addition to the functions stated above, other functions may be approved by the Mayor or General Manager. The discretion to approve such functions should take into consideration the following;

- the relevant budget;
- venue availability;
- staffing requirements and availability.

Definitions

LGA: Local Government Area

Protocols: A set of procedures to be followed in formal situations.

Legislative Framework (Australian Standards, Code of Practice)

<https://www.pmc.gov.au/government/australian-national-anthem/australian-national-anthem-protocols>

<https://www.defence.gov.au/Ceremonial/AnzacDayHandyHints.asp>

<https://immi.homeaffairs.gov.au/citizenship/ceremony>

<https://immi.homeaffairs.gov.au/citizenship-subsite/files/australian-citizenship-ceremonies-code.pdf>

Review Period

This document is to be reviewed every four (4) years to ensure that it remains relevant and meets legislative requirements.



7.3 FINANCE

7.3.1 LOAN FOR EXTENSION OF WATER SUPPLY TO DOG ON THE TUCKER BOX SITE

DOCUMENT NUMBER	468656
REPORTING OFFICER	Damian Smith, Acting Manager Finance
AUTHORISING OFFICER	Roger Bailey, Interim General Manager
RELEVANCE TO COMMUNITY STRATEGIC PLAN	<p>4. Good governance: an actively engaged community and strong leadership team</p> <p>4.1 Decision-making is based on collaborative, transparent and accountable leadership</p>
FINANCIAL IMPLICATIONS	\$2,533,500 will be borrowed, to be repaid over 10 years.
LEGISLATIVE IMPLICATIONS	Section 23A Guidelines, issued under the <i>Local Government Act 1993</i> in NSW for finance and debt.
POLICY IMPLICATIONS	There are no policy implications associated with this report.
ATTACHMENTS	Nil

RECOMMENDATION

That authority be granted to the Interim General Manager to execute the loan agreement on behalf of Council for up to \$2,533,500 to be repaid over a 10-year term limit.

Introduction

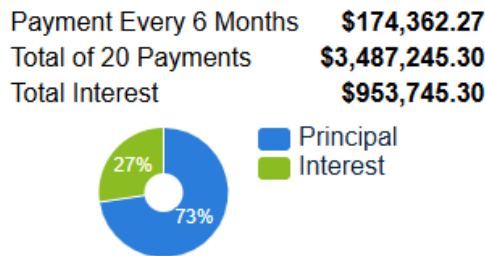
Borrowings of \$2,533,500 are required to fund completion of the Extension of Gundagai's Water Supply to the Dog on the Tucker Box site. Approval from council is required in order to obtain this finance.

Discussion

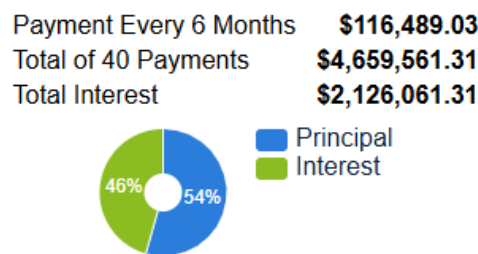
CGRC has a long financial history with both CBA and NAB including day to day banking, investments in term deposits and providing finance to fund previous projects such as Water Main works in Cootamundra and Sewer works in Gundagai. Updated finance quotes have been requested from CBA and NAB for both 10 and 20 year term limits. Both banks are aware of the ongoing Demerger and have been updated on relevant details regarding its progress. It is assumed Gundagai will retain the Dog on the Tucker Box site post demerger at which point it will also take over the remaining balance of the loan.

CBA has confirmed credit approval after its recent annual review of CGRC. It has also provided the following indicative rates:

- 10yrs at 6.62%pa, with Semi-Annual P&I repayments:



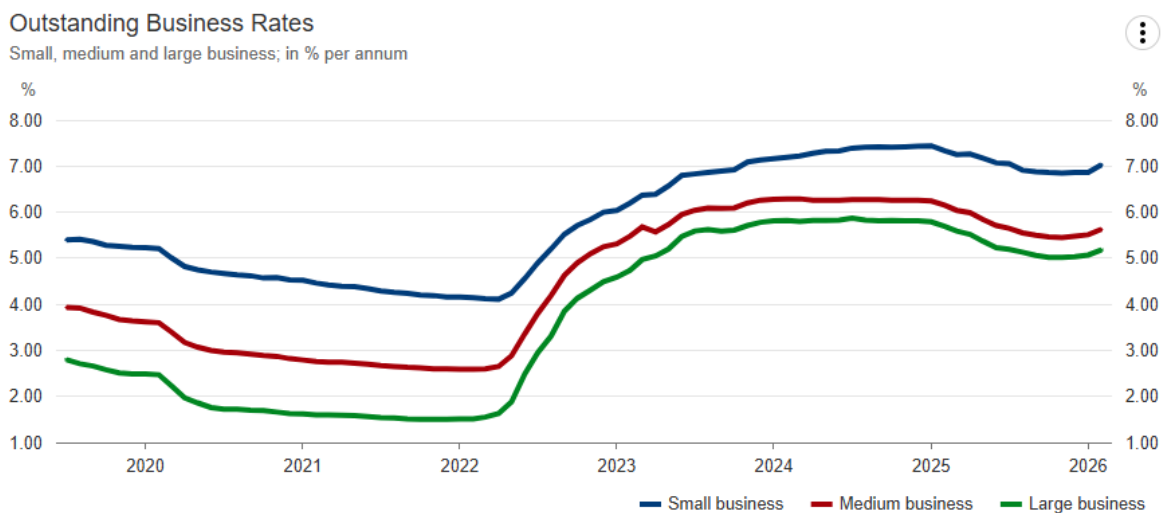
- 20yrs at 6.88%pa, with Semi-Annual P&I repayments:



Indicatives rates have also been requested from NAB but our account manager is currently away and as such these have yet to be received.

Per the RBA website the current lending rates for small, medium and large businesses for new loans is 6.91%, 5.78% and 5.02% respectively.

Business Rates



Other potential lenders such as TCorp NSW will also be consulted as options to ensure rates received by CGRC are competitive.

Financial

The financial implication would be a loan for \$2,533,500, to be repaid over 10 or 20 years.

OLG 23a Guideline consideration

Section 23A Guidelines, issued by the Office of Local Government (OLG), are mandatory considerations under the Local Government Act 1993 for NSW councils regarding financial management, governance, and capital expenditures. Key guidelines cover capital expenditure reporting, debt recovery, and councillor expense policies to ensure accountability, consistency, and sound financial practices.

Council is reminded that this project was committed to prior to the demerger process and the OLG 23a Guidelines.

7.3.2 FINANCE UPDATE - MARCH 2026

DOCUMENT NUMBER	467956
REPORTING OFFICER	Damian Smith, Acting Manager Finance
AUTHORISING OFFICER	Roger Bailey, Interim General Manager
RELEVANCE TO COMMUNITY STRATEGIC PLAN	4. Collaborative and progressive leadership 4.1 A clear strategic direction that is delivered upon
FINANCIAL IMPLICATIONS	There are no Financial implications associated with this report.
LEGISLATIVE IMPLICATIONS	There are no Legislative implications associated with this report.
POLICY IMPLICATIONS	There are no Policy implications associated with this report.
ATTACHMENTS	Nil

RECOMMENDATION

That the Finance Update report for the month of March 2026, be noted.

Report

The March Finance Update has been reviewed, and no issues have been detected.

Operations

Income

The operational income is at 81% when comparing actual to budget, with the annual rates already being recognised as income but becoming due and payable quarterly throughout the year.

Department	Income Actual	Income Budget	Variance	Result	Comment
Building Department	\$439,064	\$445,000	99%	😊	
Business Department	\$227,169	\$240,000	95%	😊	
Engineering Cootamundra	\$4,138,457	\$3,114,989	133%	😊	
Engineering Gundagai	\$704,673	\$829,988	85%	😊	
Executive Department	\$183,340	\$40,000	458%	😊	High due to Workers Comp Insurance bonus received.
Finance Department	\$3,822,660	\$9,735,295	40%	😊	
Rates Cootamundra	\$6,930,098	\$6,942,312	100%	😊	
Rates Gundagai	\$4,789,534	\$4,799,875	100%	😊	
Services Cootamundra	\$3,304,214	\$3,733,588	88%	😊	
Services Gundagai	\$1,452,893	\$1,741,700	83%	😊	
Sewer Cootamundra	\$2,272,783	\$3,204,437	71%	😊	

Department	Income Actual	Income Budget	Variance	Result	Comment
Sewer Gundagai	\$603,948	\$895,677	67%	😊	
Water Cootamundra	\$3,382,201	\$3,777,200	90%	😊	
Water Gundagai	\$1,712,363	\$1,913,587	89%	😊	
Plant Hire - Gundagai	\$1,016,458	\$1,596,000	64%	😊	
Plant Hire - Cootamundra	\$1,661,757	\$2,204,000	75%	😊	
Total	\$36,641,611	\$45,213,647	81%		

Expenditure

Operational Expenditure is at 68% when comparing actual to budget.

Department	Expense Actual	Expense Budget	% Spent	Result	Comment
Building Department	\$1,099,820	\$1,886,675	58%	😊	
Business Department	\$2,761,334	\$4,577,884	60%	😊	
Engineering Cootamundra	\$6,853,420	\$10,764,708	64%	😊	
Engineering Gundagai	\$3,406,096	\$4,454,380	76%	😊	
Executive Department	\$1,438,153	\$2,600,713	55%	😊	
Finance Department	\$1,676,550	\$2,200,558	76%	😊	
Services Cootamundra	\$3,543,220	\$6,232,936	57%	😊	
Services Gundagai	\$2,064,766	\$2,926,363	71%	😊	
Sewer Cootamundra	\$625,291	\$2,237,237	28%	😐	Staff resourcing issues have led to a lack of capacity. Existing staff focusing on critical faults only.
Sewer Gundagai	\$658,577	\$1,528,624	43%	😐	Staff resourcing issues to vacant positions. Work on pump stations underway.
Water Cootamundra	\$2,400,022	\$3,431,089	70%	😊	
Water Gundagai	\$550,059	\$1,713,593	32%	😐	Staff resourcing issues – Cleaning of reservoirs commencing in last quarter.
<i>Depreciation</i>	\$9,375,000	\$12,500,000	75%		
Total	\$36,452,309	\$57,054,760	63%		

Capital

Income

Capital income is at 74% of budget when comparing actual to budget.

Asset Category	Total YTD.	Budget	% Received	Result	Comments
Plant & Equipment - Cootamundra	\$225,150.60	\$325,000	69%	😊	
Plant & Equipment - Gundagai	\$198,456.45	\$325,000	61%	😊	
Property Disposal – Cootamundra	\$0		0%	😊	
Property Disposal – Gundagai	\$0	\$0	0%	😊	
Dog on the Tuckerbox	\$400,000	\$457,500	0%	😊	Annie Pyers Drive Road Reserve still being subdivided.
TOTAL	\$823,607	\$1,107,500	74%		

Expenditure

Capital expenditure is at 39% of budget when comparing actual to budget.

	Total	Budget	% Spent		Comments
Cootamundra Land	\$4,800	\$245,000	2%	😊	Aerodrome Project Planning – On hold due to Demerger.
Cootamundra Plant	\$1,035,662	\$1,300,000	80%	😊	
Cootamundra Roads	\$1,406,929	\$2,727,554	52%	😊	Ongoing work for reseals still to be billed.
Cootamundra Building	\$55,462	\$819,757	7%	😊	Fisher Park Amenities and Showground Evac Centre Commencing. Mitchell Park Canteen has received quotes.
Cootamundra Recreation	\$195,082	\$285,165	68%	😊	
Cootamundra Waste	\$0	\$0	0%	😊	Nil Budget
Cootamundra Bridges	\$0	\$20,000	0%	😊	Budget to be carried forward to 2027.
Cootamundra Water	\$126,273	\$932,427	14%	😊	Water Mains replacement starting now. Res 1 & 2 projects have \$350k budget on hold pending Goldenfield’s service agreement.
Cootamundra Sewer	\$2,084,263	\$3,403,000	61%	😊	RFQ for Vent pipe replacement closed. Sewer Mains Replacement commencing.
Cootamundra Demerger	\$132,975	\$1,500,000	9%	😊	Actual shows current year exp
Cootamundra PROPERTY	\$1,500	\$50,000	0%	😊	Cemetery Masterplan TBC
Gundagai Bridges	\$93,646	\$203,433	46%	😊	
Gundagai Building	\$156,625	\$570,637	27%	😊	

Gundagai Demerger	\$132,975	\$1,500,000	9%	😊	Actual shows current year exp
Gundagai Plant	\$860,036	\$1,300,000	66%	😊	
Gundagai PROPERTY	\$16,600	\$120,994	0%	😊	Exp on Cemetery Toilet Block
Gundagai Recreation	\$83,179	\$738,000	11%	😊	Gundagai Pool –checking operating expenditure for capital.
Gundagai Roads	\$1,661,132	\$2,573,196	65%	😊	
Gundagai Sewer	\$272,926	\$1,330,000	21%	😊	Sewer Main Rehab in preliminary stage. Caravan Park Pump in survey stage. William St Pump Station – design only.
Gundagai Waste	\$0	\$720,000	0%	😊	Gundagai waste exp on hold until report completed (Cr Res)
Gundagai Water	\$1,871,738	\$5,703,959	33%	😊	
IT	\$0	\$0	0%	😊	No IT purchases to date
Total	\$10,191,803	\$26,043,122	39%		

Financial

There are no financial implications associated with this report.

OLG 23a Guideline consideration

Report purpose does not conflict with guidelines.

Demerger Costs Update

Demerger Costs 2023

Description	Actual (\$)
Other	2,186
Travel	144
Wages and Allowances	3,095
Total	5,425

Demerger Costs 2024

Description	Actual (\$)
Consultancy	89,085
Legal Fees	14,517
Marketing	10,400
Other	2,022
Total	116,024

Demerger Costs 2025

Description	Actual (\$)
Consultancy	15,760
Legal Fees	450
Wages and Allowances	2,373
Total	18,583

Demerger Costs to date 2026

Description	Actual (\$)	Committed (\$)
Consultant	21,536	
Legal Fees	2,465	-
Other	678	-
Software Upgrades and Training	149,496	53,944
Wages and Allowances	90,619	
Total	264,793	53,944

Grand Total	404,825	53,944
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7.3.3 RESTRICTED CASH RECONCILIATION - MARCH 2026

DOCUMENT NUMBER	468076
REPORTING OFFICER	Damian Smith, Acting Manager Finance
AUTHORISING OFFICER	Roger Bailey, Interim General Manager
RELEVANCE TO COMMUNITY STRATEGIC PLAN	4. Collaborative and progressive leadership 4.1 A clear strategic direction that is delivered upon
FINANCIAL IMPLICATIONS	CGRC is compliant with OLG legislation.
LEGISLATIVE IMPLICATIONS	There are no Legislative implications associated with this report.
POLICY IMPLICATIONS	There are no Policy implications associated with this report.
ATTACHMENTS	Nil

RECOMMENDATION

The Restricted Cash Reconciliation report for the period ending 31 March 2026, be received and noted.

Report

The restricted cash figures have been reconciled to 31 March 2026 as shown in the below table.

Internally Restricted Reserves	Bal 30 Jun 2025	Transfers To	Transfers From	Bal 31 Mar 2026
Aerodrome Bitumen Resurfacing	165,588		(4,800)	160,788
Bradman's Birthplace	76,337		-	76,337
Cootamundra Caravan Park	191,419		(4,305)	187,114
Heritage Centre	28,621		(2,739)	25,882
Development - Land & Buildings	1,767,204		(583)	1,766,621
Employee Leave Entitlements	1,536,363		-	1,536,363
Quarries & Pit Restoration	286,225		(17,789)	268,436
Plant Replacement	2,749,019	3,002,526	(3,226,289)	2,525,256
Cemetery	37,963	353,344	(278,896)	112,411
Southern Phone	540,143		-	540,143
Waste Management	500,000		-	500,000
Dog on Tuckerbox Land		400,000	(32,500)	367,500
Total Internal	7,878,881	3,755,870	(3,567,901)	8,066,851

Externally Restricted Reserves	Bal 30 Jun 2025	Transfers To	Transfers From	Bal 31 Mar 2026
Domestic Waste	1,970,948	1,974,241	(1,285,681)	2,659,507
Water Supply	7,807,419	5,030,076	(3,852,344)	8,985,152
Sewerage Service	5,928,360	2,853,572	(2,996,737)	5,785,195
Stormwater Infrastructure Renewal	517,986	64,099	(149,240)	432,845
Developer Contributions - General	1,293,961	99,768		1,393,729
Developer Contributions - Sewer	403,000	12,184		415,184
General Fund Unspent Grants & Contributions	1,286,229	749,098	(353,488)	1,681,839
RERRF, SCF Rd1, OLG Flood Unspent Grants	3,564,519		(1,811,784)	1,752,735
Total External	22,772,423	10,783,037	(10,449,274)	23,106,186
TOTALS	30,651,304	14,538,907	(14,017,175)	31,173,037

Restricted Cash Reconciliation

Cash at 31 March 2026	31,792,702
Less:	
Externally Restricted Reserves	(23,106,186)
Add:	
Grant Debtors and Contract Asset Outstanding	345,725
Unrestricted Cash	9,032,241

Less:	
Internally Restricted Allocations	(8,066,851)
Net Balance	965,390

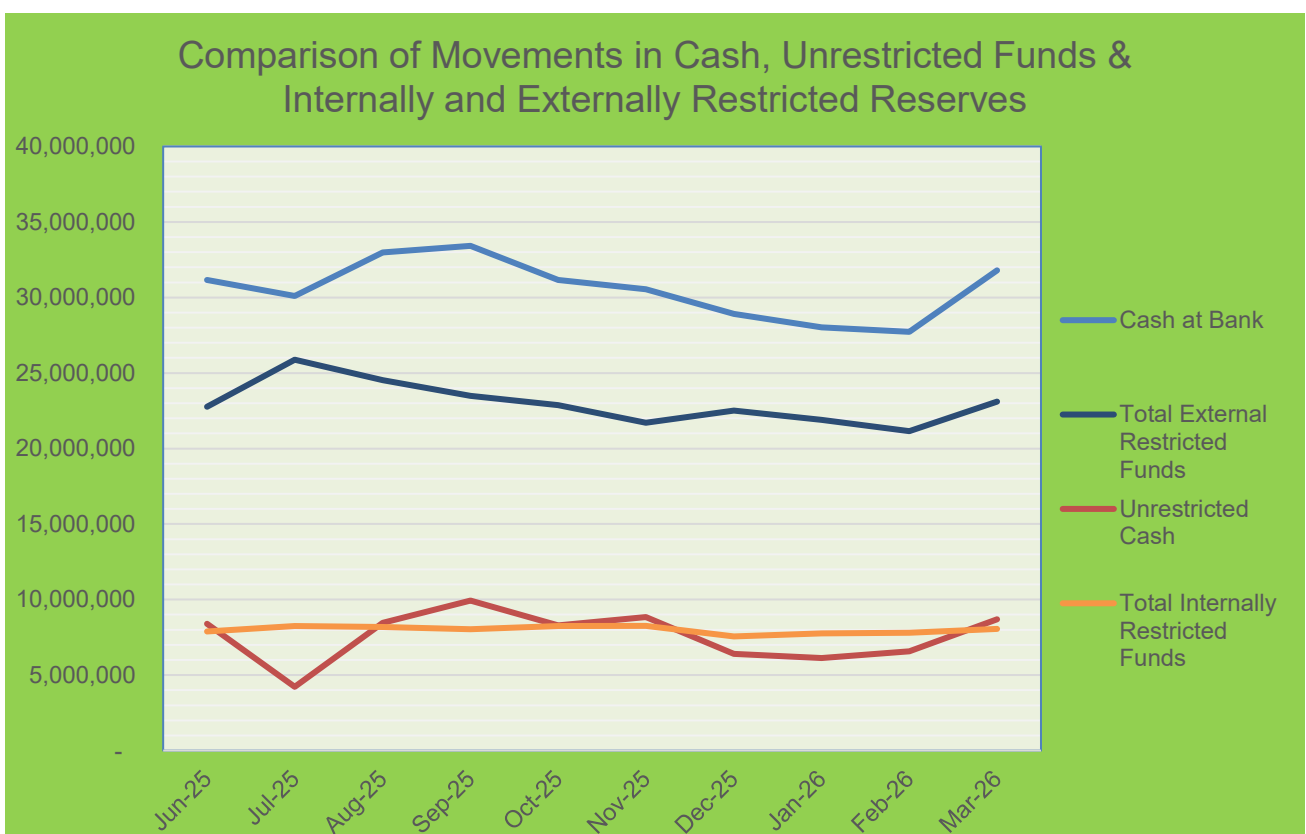
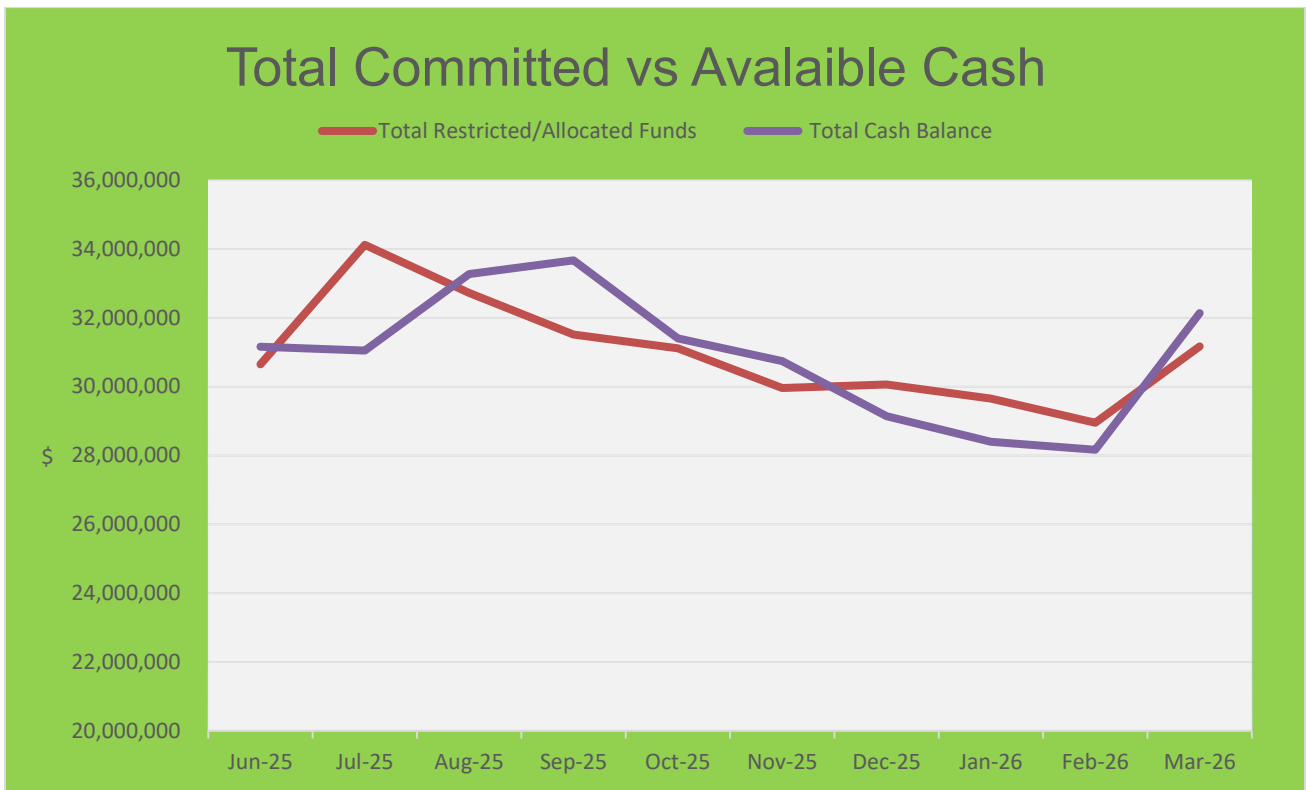
Financial

CGRC has a 'net balance' of unrestricted cash after internal restrictions of \$965k for March 2026. This is the first time 'cash on hand' has been greater than 'internal and external restrictions' since November 2025. This was primarily due to a significant increase in 'cash on hand' for March 2026 of approximately \$4m. Cash on hand was \$27,726,262 on 1st March 2026 which increased to \$31,792,702 by 31st March 2026.

Significant income 'cash amounts' received for March 2026 that contributed to the increase included \$1.596m received from Transport NSW, \$931K from General Rates, \$2.141m for Water & Sewer Rates and \$1.393M received from Dept of Infrastructure for R2R Funding.

OLG 23a Guideline consideration

Report purpose does not conflict with guidelines.



7.3.4 INVESTMENT REPORT - MARCH 2026

DOCUMENT NUMBER	467757
REPORTING OFFICER	Damian Smith, Accountant
AUTHORISING OFFICER	Roger Bailey, Interim General Manager
RELEVANCE TO COMMUNITY STRATEGIC PLAN	4. Collaborative and progressive leadership 4.1 A clear strategic direction that is delivered upon
FINANCIAL IMPLICATIONS	Council’s cash and investment portfolio increased \$4,066,439.85 from \$27,726,262.30 as at 28th February 2026 to \$31,792,70.15 as at 31st March 2026
LEGISLATIVE IMPLICATIONS	Council investments comply fully with Section 625 of the Local Government Act 1993, Clause 212 of the Local Government (General) Regulation 2021.
POLICY IMPLICATIONS	Investments comply fully with the Council’s Investment Policy.
ATTACHMENTS	Nil

RECOMMENDATION

The report detailing Council Cash and Investments as at 31st March 2026, be noted.

Introduction

A report on Council’s Investments is required to be presented for Council’s consideration in accordance with Clause 212 of the Local Government (General) Regulation 2021.

Financial

Council’s cash and investment portfolio increased \$4,066,435 from \$27,726,262 on 28th February 2026 to \$31,792,70 as at 31st March 2026.

The CBA main trading account for CGRC had a balance of \$3,874,763 on 1st March 2026 which increased to \$6,743,121 by 31st March 2026. Significant amounts received for the month that contributed to this increase included \$1.596m received from Transport NSW, \$931K from General Rates, \$2.141m for Water & Sewer Rates and \$1.393M received from Dept of Infrastructure for R2R Funding.

OLG 23a Guideline consideration

Report purpose does not conflict with guidelines.

Cash and Investment Portfolio

Type	Long Rating	Short Rating	Issuer	Frequency	Purchase	Maturity	Days	Rate	Benchmark*	Principal
TD	AA-	A1+	NAB	At Maturity	08-10-25	07-04-26	181	4.24	4.35	\$3,000,000.00
TD	BBB	A3	Heartland	At Maturity	19-11-25	19-05-26	181	4.40	4.35	\$3,000,000.00
TD	A-	A2	Rabobank	At Maturity	03-12-25	02-06-26	181	4.42	4.35	\$3,000,000.00
TD	BBB	A3	Heartland	At Maturity	20-01-26	21-07-26	182	4.65	4.35	\$1,000,000.00
TD	BBB	A3	Heartland	At Maturity	28-01-26	27-10-26	272	4.75	4.35	\$3,000,000.00
TD	A-	A2	Rabobank	At Maturity	03-02-26	04-08-26	182	4.48	4.35	\$3,000,000.00
TD	BBB	A2	Beyond Bank Australia	At Maturity	10-02-26	12-05-26	91	4.45	4.35	\$3,000,000.00
TD	AA-	A1+	NAB	At Maturity	10-02-26	11-08-26	182	4.55	4.35	\$1,000,000.00
TD	BBB	A2	JUDO	At Maturity	17-03-26	15-09-26	182	5.10	4.35	\$3,000,000.00
TD	AA-	A1+	NAB	At Maturity	18-03-26	21-07-26	125	5.00	4.35	\$1,000,000.00
CASH	AA-	A1+	CBA	Monthly				3.65	4.10	\$1,022,888.48
CASH	AA-	A1+	CBA	Monthly				3.65	4.10	\$6,743,121.27
CASH	AA-	A1+	NAB	Monthly				3.10	4.10	\$26,692.40
Total										\$31,792,702.15

Performance

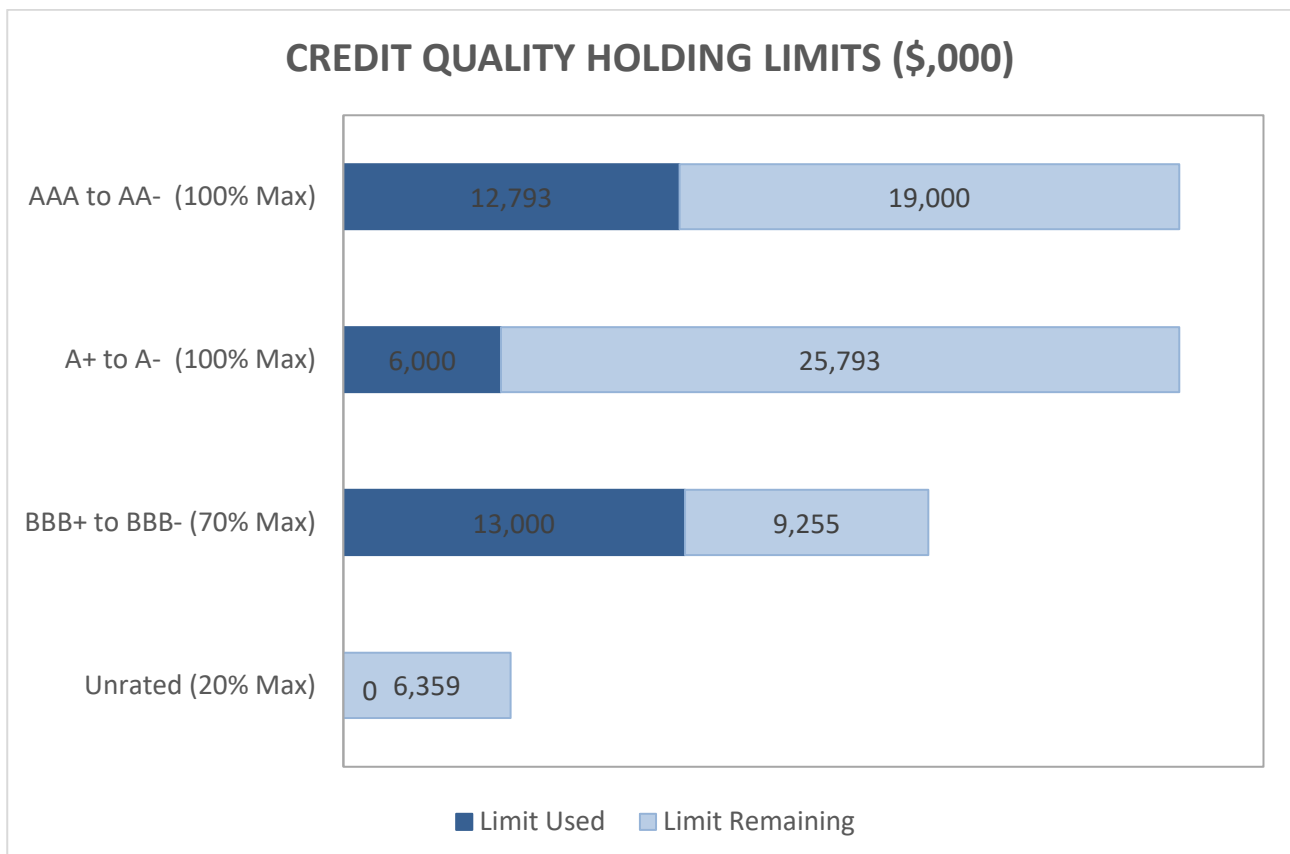
Cootamundra-Gundagai Regional Council’s investment portfolio outperformed the relevant BBSW Index benchmark by 0.65%. The average weighted yield for March was 4.35%, over an average weighted term of 74.2 days, with a benchmark of 4.32%.

Please note that Council have tried to invest in longer term investments, but the rate is far below the required benchmark and it isn’t a financially viable alternative.

Total Cost \$31,792,702	Monthly Interest Received \$106,432	Weighted Average Term 74.2.0 Days
Total Value \$31,792,702	Yearly Interest Received \$974,171	Weighted Average Yield 4.35%

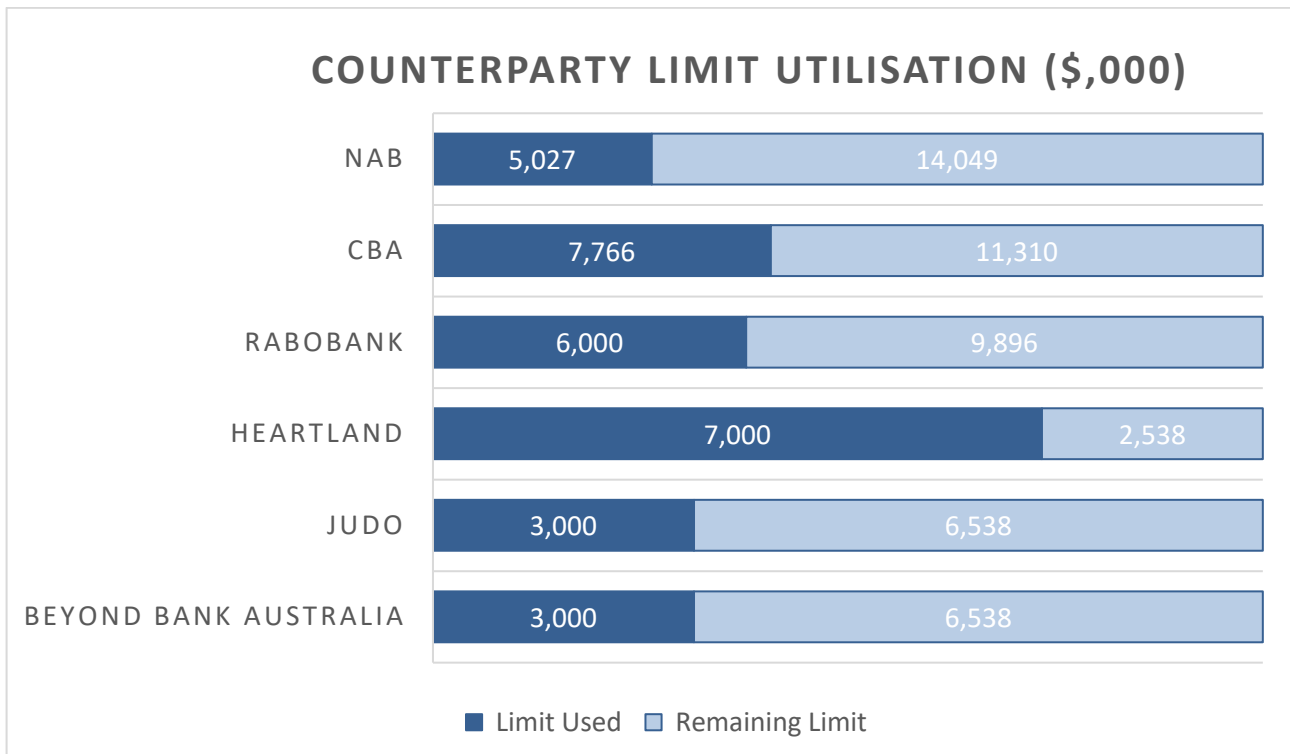
Credit Quality Compliance

Council’s investment portfolio was compliant with policy in terms of S&P long term rating credit quality limits, as displayed below.



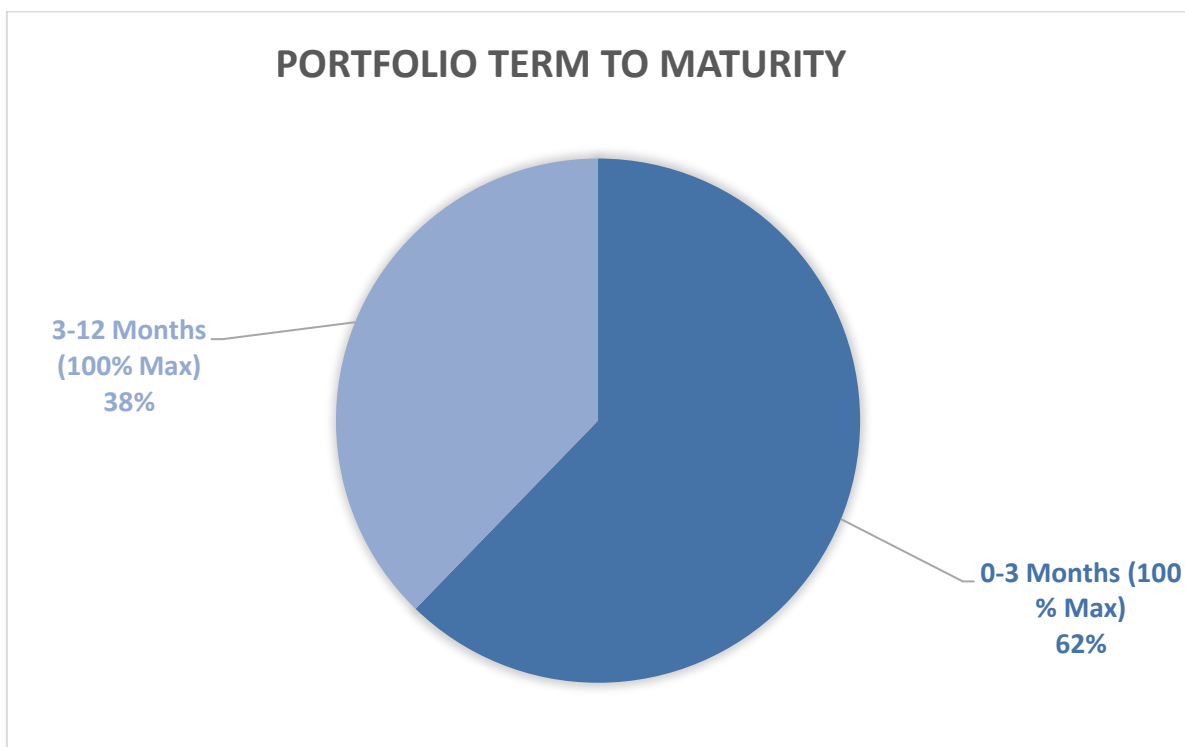
Counter Party Compliance

As at the end of September, Council was compliant with policy. It is worth noting that capacity limits are affected by changes in the on-call account balance compared to the total portfolio balance.



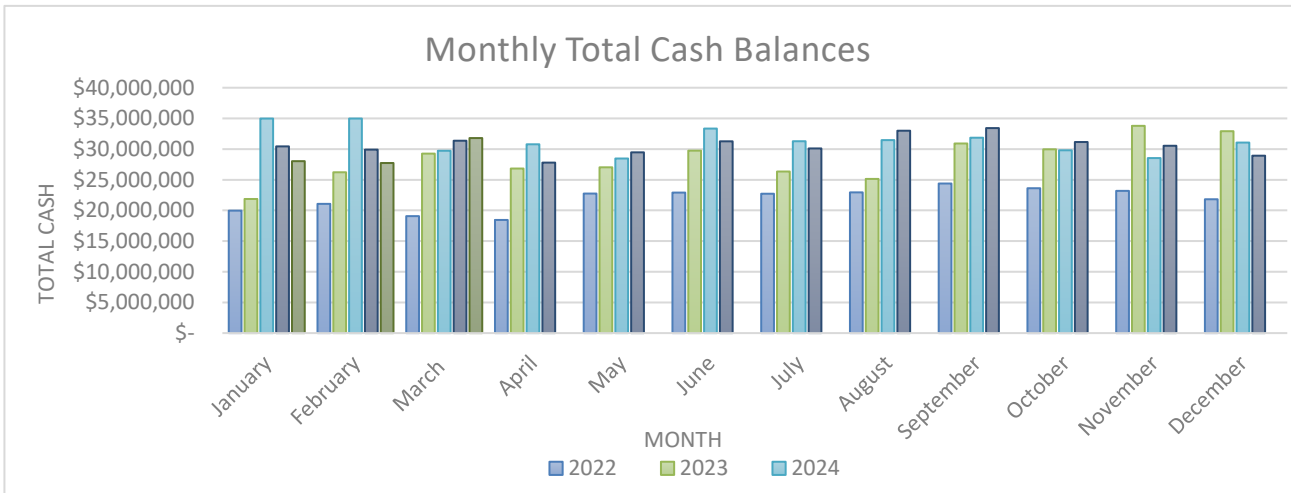
Term to Maturity

Council’s investment portfolio maturities shown graphically below were also compliant with policy requirements. All of the investments are short term to deal with liquidity and to be prepared for the demerger split.



Total Cash Balance

The below graph shows the month end total cash balance, highlighting the normal fluctuations that occur throughout the year. This visual helps demonstrate Council’s liquidity position over time and supports monitoring of financial capacity and cash flow trends.



Declaration

I hereby certify that investments listed in the report have been made in accordance with Section 625 of the Local Government Act 1993, Clause 212 of the Local Government (General) Regulation 2021 and Council’s Investment Policy.

Damian Smith
Responsible Accounting Officer

7.4 SUSTAINABLE DEVELOPMENT

7.4.1 GUNDAGAI HOUSING & EMPLOYMENT LAND STRATEGY

DOCUMENT NUMBER	468817
REPORTING OFFICER	Craig Perrin, Town Planner
AUTHORISING OFFICER	Lauren Dawes, Acting Manager Sustainable Development
RELEVANCE TO COMMUNITY STRATEGIC PLAN	2. A region for the future 2.3 A region that can accommodate and support strategic growth
FINANCIAL IMPLICATIONS	There are no Financial implications associated with this report.
LEGISLATIVE IMPLICATIONS	This document will support future planning proposals and assist in facilitating amendments to the Gundagai Local Environmental Plan (LEP).
POLICY IMPLICATIONS	There are no Policy implications associated with this report.
ATTACHMENTS	1. Redacted Submissions ↓ 2. Gundagai Housing & Employment Lands Strategy ↓

RECOMMENDATION

1. Note that the final draft *Gundagai Housing and Employment Land Strategy* was publicly exhibited for a period of 28 days.
2. Note that four (4) submissions during the exhibition period, and that these submissions have been considered, investigated and incorporated where appropriate into the document presented for adoption.
3. Adopt the final *Gundagai Housing and Employment Land Strategy*.
4. In the event that minor errors or amendments are identified, staff are authorised to make necessary alterations, provided that the core content and recommendations of the strategy remain unchanged, allowing for its adoption.
5. Notify the Department of Planning, Housing and Infrastructure of the adoption.
6. Notify submitters of the outcome.

Introduction

A final draft of the Gundagai Housing and Employment Lands Strategy, together with its Background Report, was presented to Council at its Ordinary Meeting on 9 December 2025. At that meeting, Council resolved to:

1. That Council publicly exhibit *The Gundagai Housing and Employment Strategy* for a minimum of 28 days.

2. *If no substantive submissions are received during the exhibition period, the strategy be adopted.*
3. *In the event that minor errors or amendments are identified, staff are authorised to make necessary alterations, provided that the core content and recommendations of the strategy remain unchanged, allowing for its adoption.*
4. *In the event that substantive submissions are received, those submissions will be reviewed, and a further report presented to Council for further consideration.*

The draft Strategy was subsequently placed on public exhibition in February 2026, with submissions accepted until 6 March 2026.

This report summarises the submissions received during the exhibition period, outlines how the issues raised have been addressed, and supports the recommendation that the *Gundagai Housing and Employment Lands Strategy* now be adopted by Council.

Background

Council engaged Habitat Planning Pty Ltd to prepare the *Gundagai Housing and Employment Lands Strategy* (the Strategy), which is intended to guide future land use planning and inform amendments to the Gundagai Local Environmental Plan 2011 (LEP).

A draft Strategy and accompanying Background Report were presented to Council on 22 April 2025, with a recommendation to proceed to public exhibition. Consultation was undertaken through an online survey promoted via Council's website and social media, in-person community sessions held on 1 May and 20 May 2025, and targeted engagement with key stakeholders, including local employers, real estate professionals and Council staff. Consultation with the Department of Planning, Housing and Infrastructure was also undertaken.

Feedback received through this process informed substantial revisions to the draft Strategy, as reported to Council in December 2025. A final draft of the Strategy and Background Report was then presented to Council at its Ordinary Meeting on 9 December 2025 and placed on public exhibition in accordance with Council's resolution.

Discussion

Four (4) submissions were received during the exhibition period. Of these:

- Two (2) submissions requested that the existing 1-hectare minimum lot size applying to land in North Gundagai (Springflat Drive) be extended further north;
- One (1) submission raised concerns regarding the adequacy of environmental considerations within the Strategy; and
- One (1) submission was a business enquiry which misunderstood the purpose and content of the strategy. It related to a land zoning enquiry, which has been addressed directly with the submitter.

The three (3) substantive submissions are discussed below.

Submissions 1 and 2

Submissions 1 and 2 raise the same matters, seeking an extension of the current 1-hectare minimum lot size further north along Springflat Drive in North Gundagai, within land currently zoned RU1 Primary Production.

The Strategy has sought to ensure land already zoned for residential use is exhausted prior to extending into the Primary Production Zone and into areas where reticulated sewer services are more difficult. This would, in effect, be a spot rezoning which does not align with the objectives and principles of the Strategy.

As this matter was not exhibited as part of the final strategy, it cannot be incorporated at this late stage of the process, but can be explored by Council in the future.

However, the submitter is free to submit a privately initiated planning proposal to rezone the land and reduce the minimum lot size.

Submission 3

Submission 3 raises concerns that the Strategy does not adequately address environmental constraints or reflect community input. Key concerns identified include the duration of the exhibition period, the perceived lack of biodiversity and environmental assessment, and potential development impacts on sensitive areas such as wetlands, waterways, and Mount Parnassus. The submission also raises concerns regarding impacts on local amenity, tourism, and wildlife, and suggests the Strategy places undue emphasis on housing density over environmental protection.

Council acknowledges the concerns raised in the submission and appreciates the feedback provided.

It is important to note the Strategy has recommended to investigate land that is already zoned for residential use. The sites are recommended to be investigated only and certainly not unfettered development with ill regard for biodiversity.

This recommendation sits within a broader set of actions, which also include infill housing and secondary dwellings. Section 7.1.1 also outlines that areas of environmental significance are to be protected.

Despite being already zoned for residential use, it does not preclude environmental protections for native vegetation and/or species within that area (including grasslands).

Should an application to rezone or develop within those investigation sites be lodged, the legislative protections offered by the *Biodiversity Conservation Act 2016* (BC Act), *Environmental Planning & Assessment Act 1979* (EP&A Act), will likely trigger a Biodiversity Development Assessment Report or Test of Significance to assess the extent of native flora and fauna in that area. Any application will have to show it is applying the "Avoid, minimize, offset" hierarchy to protect any threatened ecological communities on site.

In addition, waterways and riparian corridors are protected under the *Land Management (Native Vegetation) Code 2018*, which establishes requirements for vegetation retention and buffer distances to protect soil, water and ecological values.

Concerns regarding potential development at Mount Parnassus are noted. Council clarifies that this land is zoned RE1 Public Recreation, and the Strategy does not propose residential development in this location.

While the issues raised in Submission 3 are acknowledged, no amendments to the Strategy are recommended as a result of this submission.

Strategy Outcomes and Next Steps

The Strategy responds to the key findings and outcomes of the consultation process and establishes a coordinated set of actions to guide future housing and employment land planning in Gundagai. These actions are prioritised across short, medium and long-term timeframes, providing a clear and

structured implementation pathway for Council. A consolidated summary of these actions is provided in Part 8.1: Summary of Key Actions.

Adoption of the Strategy will enhance Council's strategic planning framework and strengthen its ability to secure external funding to support implementation. This includes, but is not limited to, the preparation of a comprehensive Development Control Plan and the progression of planning proposals to amend the current Local Environmental Plan.

In light of the completion of the public exhibition process and consideration of submissions received, it is recommended that Council adopt the Gundagai Housing and Employment Lands Strategy.

Financial

Funding for the Gundagai Housing and Employment Lands Strategy has been sourced from grant funding originally allocated for the preparation of a consolidated LEP following the merger. In light of the pending demerger, an amendment to the grant was approved, enabling the funds to be reallocated to projects aimed at improving Council's LEP's.

OLG 23a Guideline consideration

Does not conflict with guidelines.

Submission Re: Gundagai Housing and Employment Land Strategy

Subject: Consideration for Extending the Current 1-Hectare Minimum Lot Size on Springflat Drive to the Start of the 5 Mile Bike Track

To Whom It May Concern,

I am writing to encourage the extension of the current 1-hectare minimum lot size on Springflat Drive to include **Lot 2 DP 743176** and **Lot 4 DP 861374** as part of the Gundagai Housing and Employment Land Strategy.

The need for additional housing opportunities within the Gundagai area continues to grow. These lots present an ideal opportunity for residential development that could support family housing or aged accommodation, while maintaining the semi-rural character that residents value.

Both properties have significant advantages that make them well suited for future residential development. The entry to these blocks is directly off Springflat Drive, and the land at the entrance is predominantly flat before gradually rising into hill country. This natural layout would allow for practical and attractive building sites while maintaining the surrounding landscape.

Essential infrastructure is also readily accessible. Electricity is already available, with power lines running along Springflat Drive and over the hill connecting through to O'Brien's Road. **Lot 2 DP 743176** and **Lot 4 DP 861374** already have access to town water, and the development of the **Dog on the Tuckerbox Project** is expected to provide secure water infrastructure to properties along Springflat Drive for any future development. These factors significantly reduce barriers to responsible residential growth.

There is also clear demand for residential opportunities in this location. Many people considering building in the Gundagai area have commented that they would prefer to live in this part of town due to its proximity to services while still offering a quiet rural lifestyle. Springflat Drive is located only two minutes from town and its essential services, making it an attractive and practical location for families and older residents alike.

These lots sit at the northern end of Springflat Drive near the entrance to the **5 Mile Walking Track**, a well-used recreational asset for the community. Springflat Drive is designated as a travelling stock route. While part of the drive is a sealed bitumen road, the remaining section—approximately 300 metres—is currently an unsealed dirt track that continues to a cattle grid providing access to the Hume Highway. This section of track is already used regularly by members of the public to access both the walking track and Springflat Drive. A Springflat Drive signpost is erected beside the cattle grid, further demonstrating the recognised access point for the area.

Given the growing demand for residential land and housing diversity within the region, it is important that the strategy considers areas where development can occur responsibly while utilising existing infrastructure. The inclusion of these lots within the 1-hectare minimum lot size zoning would support increased housing supply while still maintaining low-density rural residential living. Including Lot 2 DP 743176 and Lot 4 DP 861374 would not introduce any further environmental constraints that don't already exist

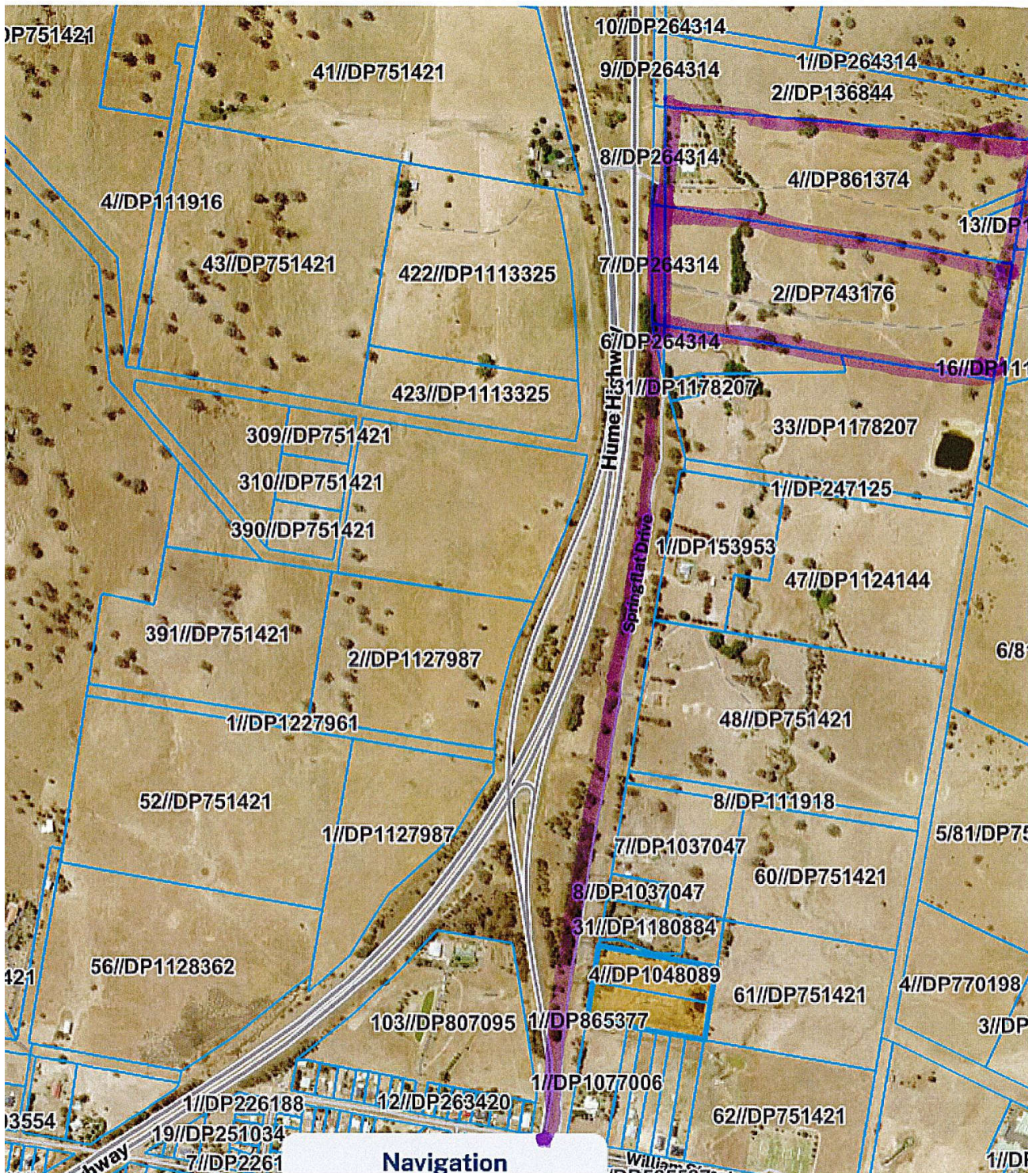
For these reasons, I strongly recommend that **Lot 2 DP 743176** and **Lot 4 DP 861374** be included in the extension of the existing **1-hectare minimum lot size along Springflat**

Drive to the start of the **5 Mile Bike Track**. This would support sensible growth, increase housing opportunities, and make use of existing infrastructure while maintaining the character and sustainability of the area.

Thank you for considering this submission.

Yours sincerely,

████████████████████
██
████████████████
████████████████████



Submission Re: Gundagai Housing and Employment Land Strategy

Subject: Consideration for Extending the Current 1-Hectare Minimum Lot Size on Springflat Drive to the Start of the 5 Mile Bike Track

To Whom It May Concern,

I am writing to encourage the extension of the current 1-hectare minimum lot size on Springflat Drive to include **Lot 2 DP 743176** and **Lot 4 DP 861374** as part of the Gundagai Housing and Employment Land Strategy.

The need for additional housing opportunities within the Gundagai area continues to grow. These lots present an ideal opportunity for residential development that could support family housing or aged accommodation, while maintaining the semi-rural character that residents value.

Both properties have significant advantages that make them well suited for future residential development. The entry to these blocks is directly off Springflat Drive, and the land at the entrance is predominantly flat before gradually rising into hill country. This natural layout would allow for practical and attractive building sites while maintaining the surrounding landscape.

Essential infrastructure is also readily accessible. Electricity is already available, with power lines running along Springflat Drive and over the hill connecting through to O'Brien's Road. **Lot 2 DP 743176** already has access to town water, and the development of the **Dog on the Tuckerbox Project** is expected to provide secure water infrastructure to properties along Springflat Drive for any future development. These factors significantly reduce barriers to responsible residential growth.

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Given the growing demand for residential land and housing diversity within the region, it is important that the strategy considers areas where development can occur responsibly while utilising existing infrastructure. The inclusion of these lots within the 1-hectare minimum lot size zoning would support increased housing supply while still maintaining low-density rural residential living. Including Lot 2 DP 743176 and Lot 4 DP 861374 would not introduce any further environmental constraints that don't already exist

For these reasons, I strongly recommend that **Lot 2 DP 743176** and **Lot 4 DP 861374** be included in the extension of the existing **1-hectare minimum lot size along Springflat Drive** to the start of the **5 Mile Bike Track**. This would support sensible growth, increase housing opportunities, and make use of existing infrastructure while maintaining the character and sustainability of the area.

Thank you for considering this submission.

Yours sincerely,

[Redacted signature]

[Redacted contact information]

[Redacted contact information]

To Cootamundra Gundagai Regional Council

Re: Housing Employment Land Use Strategy (Draft) HEL

Date 27th February 2026

From: [REDACTED]

I am writing to CGRC regarding the recent 'Housing and Land Employment strategy (HEL) on Public Display. I am sure it took 12 months or more to put together yet we are only given two weeks to respond. There is no environmental information regarding wildlife, birds, native flora and biodiversity in Gundagai and no green corridors or islands for large trees in place to connect with future housing projects. If housing developers were to proceed with this strategy they should be required to include green space, particularly where the aged care residents homes are suggested. This is a waterway catchment area and housing should not encroach upon it. (it is not a drain).

I have seen it time and time again how they squeeze in as many residences as Council will allow reducing quality of life.

This council has continued to raise rates for land-owners without providing any more services and building without concern for the long-term survival of our unique wildlife species. Wetlands have been filled in and built on.

Gundagai is a unique area that has many small tributaries to waterways and wetland, flood zones and river. This has not been given much consideration when forming plans and zones. With climate change affecting all of us, to continue to ignore these natural assets into the future planning is negligent and will continue to dry and heat up our landscapes.

Gundagai has been an agricultural environment for many years but biodiversity flourishes regardless of being pushed out and displaced by clearing of land. Flora, fauna and wildlife manage to survive on often introduced species and small patches of vegetation in between built and/or cleared land. This is what has occurred historically in Gundagai, mostly through lack of knowledge or need to survive a harsh climate.

It is time that we reverse this damage and start taking care of the uniqueness of Gundagai and build on the beauty of our landscapes, our waterways, wetlands and wildlife. We have to preserve what we have left and add to it not continue to push it to more decline.

There are wetlands in Gundagai that harbor resident and migrating species which often provide rest and respite to travelling birds that might otherwise disappear completely.

Now we are more knowledgeable, aware of climate change and have recognized a need to work with our environment and not against it. We cannot ignore our responsibility to do our part.

It's understandable that housing and development is part of a growing need in Australia, including but not limited to Gundagai. Homes are needed for all demographics for employment, business and farming to continue. This HEL however has not included green space for natural protections of the biodiversity that has continued to flourish in Gundagai, despite the challenges of being left out of past and future planning. Now is the time for this to be taken seriously before continuing as one of the most cleared sites in NSW. There are parts of the HEL that seem reasonable, but other areas are destructive and ill-considered. This is not just about getting as much rates and money as possible.

Gundagai is not only a farming town but draws on the revenue of tourists. Keeping Gundagai beautiful in this regard will benefit Gundagai economically in the future. I have heard that there are people in Gundagai grouping together to work towards a 'Rail Trail' which is no doubt, many years off but a great idea none the less. I have heard talk of being a bicycle friendly town and having a bike trail, horse riding trail or walking trail from Gundagai to the well-known Five Mile. With the heat experienced in Gundagai large trees must be considered for shade in this area (not the Eucalyptus species that is often planted on our streets) creating an absolute fire hazard for this town. It's all very well to ask new residents to plant native trees and shrubs and have suggested lists for species but this type of control also manipulates the species that thrive in these planted environments.

Indian Mynas for one, being an opportunistic species, which is very aggressive toward a diversity of bird species which live naturally in this area. Indian Mynas are a horrendous pest to both farmers and the common bird species that tend to survive built environments. Indian Mynas and the Common Native Myna (also extremely aggressive) tend to take over and drive out all other species, which *will* imbalance our current beautiful native species and predators totally disrupting and displacing the numerous bird species currently thriving in Gundagai. These bird species can decline very quickly when Indian Mynas and the common Mynas among other aggressive bird species move in, which is rampant in built up environments. When more houses are built there are more domestic animals, also a threat to our biodiversity.

Two sites outlined in this HEL draft should be reconsidered and not built on as specified for housing because wetlands *will* be destroyed, wildlife corridors/islands removed, natural water cycles and catchment for our creeks and rivers will become polluted and become useless and poor-quality habitat. Waterways are turned into drains and visual amenities for the public to enjoy slowly decline, dry out or worse the water runoff areas are completely covered with landfill and built upon regardless of what it used to be. This is not Environmental Protection, and this is what is missing from the suggested HEL.

Where in this HEL does it include the current biodiversity in Gundagai that we, as a rural town cannot afford to lose? We are connected to all of Gundagai and building without giving thought to it would be reckless and a preventable loss. I would like to see more areas protected, nurtured and cared for or left alone as they do ok with cattle and sheep and large trees without human intervention.

New homes need to be accounted for in Gundagai but there are better choices than what is recommended in this HEL Council should have outlined areas that need to be and should be off limits for building. As this is the early stages of this HEL on public display, I recommend some amendments should be made to improve the survival of our diverse bird species and improve on our local native flora. I believe this is the responsibility of CGRC who zoned these areas residential in the first place when they should have been protected.

I have consulted with Aboriginal Elders, neighbours, local people, Landcare people and colleagues in NRM who were unaware of this HEL and even when I rang CGRC the lady on the phone knew nothing of this document on public display.

The consultant firm chosen by CGRC named '**Habitat Planning**' gives the idea of Environmental Protection. Each person I spoke with was asked what habitat planning meant to them and they all said the same thing with no prompting or suggestion from me. Even Landcare was unaware of this HEL, and I am sure you will be receiving a letter from them as well.

A new local Bushcare Group is currently being formed, which will monitor the water quality in Gundagai local waterways, wildlife, birds etc., and more interest in the local environment will be generated over time.

The CGRC is the responsible guardian of our natural biodiversity at the present time. This housing HEL has packed in housing that has not been inclusive of the current state of the natural environment in Gundagai that requires preservation and protection. These living beings cannot be pushed out and fragmented anymore, and Cootamundra/Gundagai must turn around its thinking. This is a perfect time and opportunity for CGRC to say we will protect it and build housing that takes into consideration our biodiversity, wetlands and waterways so that more losses and more decline of our natural environment can be reversed.

The HEL is for the long-term but this is the time we can have a say, that may make a difference in keeping this town tourist friendly, wildlife friendly and people friendly.

The suggestion to build housing on our beautiful Mt Parnassus is a poor choice and will ruin the views from the top of the hill. Mount Parnassus is used all the time. Visitors love it and any housing built in that vicinity will destroy and erode what is part of the beauty of Gundagai. As the Historic bridge in Gundagai was removed it would be a shame to destroy another beautiful aspect of what tourists love about this area. There are many photographers, bird watchers and visitors in general that record their sightings' on-line and this too has been overlooked in the HEL.

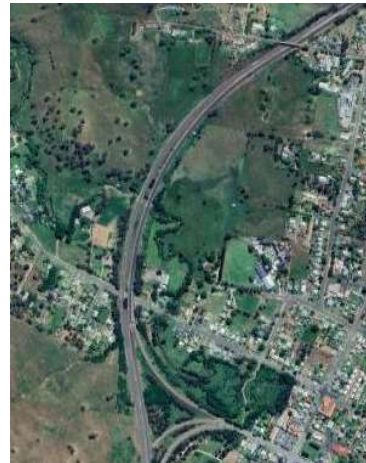
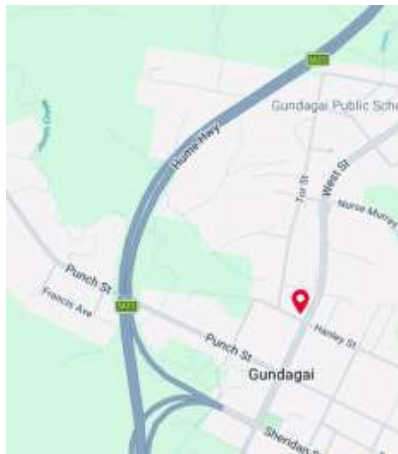
I would like to see a housing strategy that is about building homes *and* creating or keeping Gundagai a beautiful place to live and visit, while preserving the aesthetics and biodiversity.



A beautiful view across hills and flood plain from Mount Parnassus look out.

Filling any more space on these hills with residential housing will destroy the aesthetics of the view which is a very popular place for tourists. It is visited on a daily baasis. The trees seen in the picture are providing wildlife corridors and open areas hunting grounds and food sources for our local wildlife. We have many bird species (many becoming rare and sadly declining) in this area that have managed to survive and can continue to survive given the right Governance of our Council.





Wetland & waterways

This land behind Gundagai hospital zoned for residential is a water catchment area. The waterways run into the wetland of Jones creek and on to the Murumbidgee River.

Neither of the above areas should have been zoned residential. This is councils' responsibility to not only provide future housing and aged care homes but also to care for our local environment which is one of the most cleared lands in NSW. Better choices could and should have been decided.

██████████
██████████████████
██

Sent: Wednesday, 4 March 2026 11:10 AM
To: Mail
Cc:
Subject: Gundagai Housing and Employment Land Strategy
Categories: Orange Category

To whom this may concern,

I wanted to speak to the appropriate department regarding leasing opportunities of the retail component of the Gundagai Housing and Employment Land Strategy.

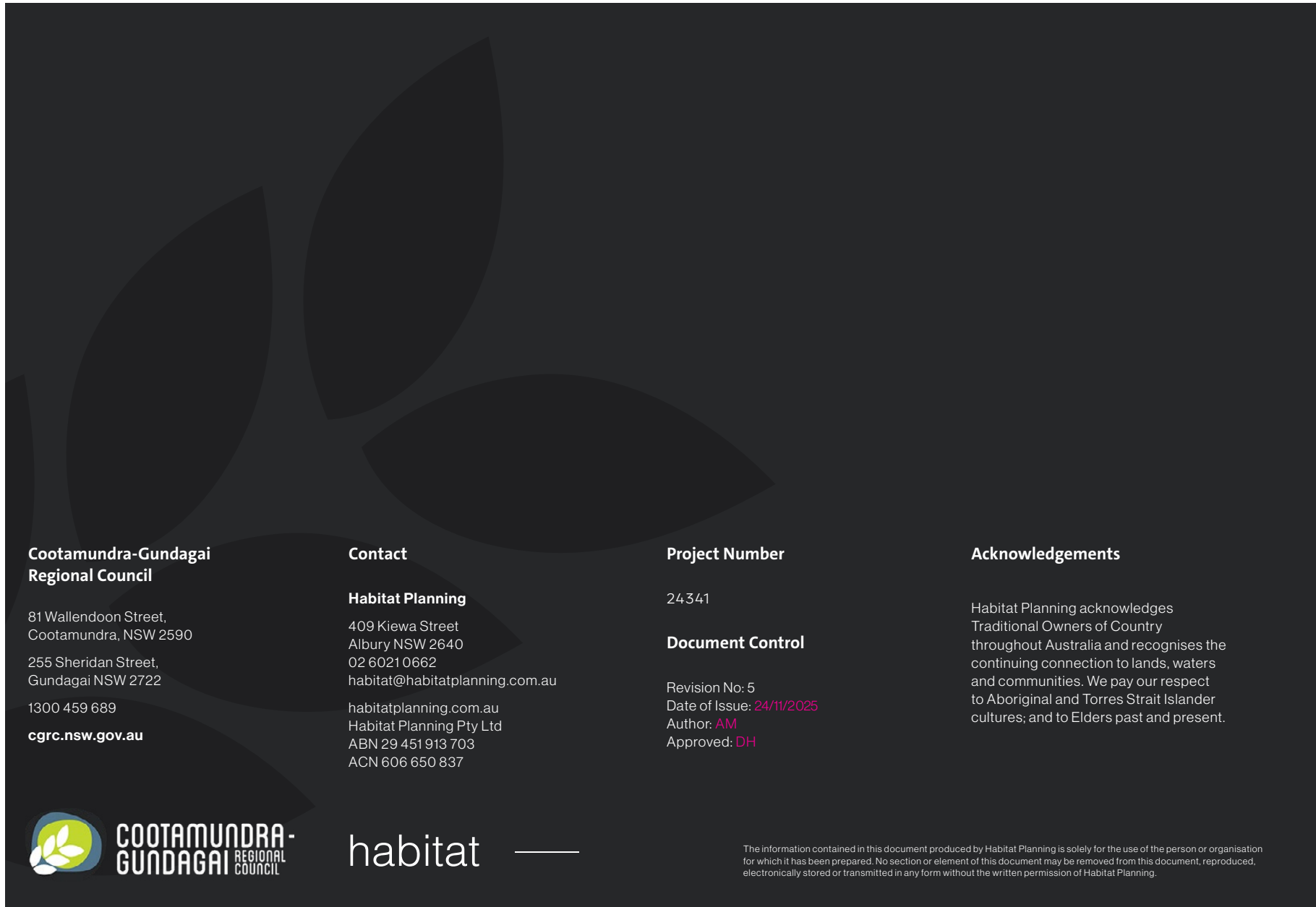
I have a relationship with one major retailer that I wanted to put forward to see if this would be a fit.

Kind Regards

GUNDAGAI HOUSING AND EMPLOYMENT LAND STRATEGY

November 2025





Cootamundra-Gundagai Regional Council

81 Wallendoon Street,
Cootamundra, NSW 2590

255 Sheridan Street,
Gundagai NSW 2722

1300 459 689

cgrc.nsw.gov.au

Contact

Habitat Planning

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Albury NSW 2640
02 6021 0662
habitat@habitatplanning.com.au

habitatplanning.com.au
Habitat Planning Pty Ltd
ABN 29 451 913 703
ACN 606 650 837

Project Number


24341

Document Control

Revision No: 5
Date of Issue: 24/11/2025
Author: AM
Approved: DH

Acknowledgements

Habitat Planning acknowledges Traditional Owners of Country throughout Australia and recognises the continuing connection to lands, waters and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders past and present.

 **COOTAMUNDRA - GUNDAGAI REGIONAL COUNCIL**

habitat —

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EXECUTIVE SUMMARY

The Gundagai Housing and Employment Land Strategy ("the Strategy") is a forward-looking document designed to guide land use planning in Gundagai over the next 20 years.

The strategy balances current community needs with future growth opportunities, addressing housing, employment, environmental risks, and socio-economic trends. It builds on extensive demographic research, community feedback, and statutory frameworks to create a sustainable and inclusive vision for Gundagai.

The strategy is anchored in three foundational themes:

1. Capacity and Preparedness: Identifying land use opportunities, building community readiness, and mitigating environmental risks
2. Simplification: Streamlining planning processes by removing barriers to development and introducing tools like a Development Control Plan (DCP) to ensure consistent and high-quality outcomes.
3. Diversity and Accessibility: Reflecting the community's changing demographics through diverse housing options and universal design principles to accommodate an aging population and smaller households.

Gundagai's population has remained stable at around 2,200 residents, but its composition is shifting toward older age cohorts and smaller households. Key challenges include:

- A mismatch between housing stock (predominantly large, 3+ bedroom homes) and household needs (rising lone-person and smaller families).
- Increasing housing affordability pressures, with median house prices rising nearly 100% over the past decade.
- A growing rental market, with limited availability and longer tenancies.

The strategy emphasises infill development to maximize existing infrastructure and avoid sprawl, alongside targeted LEP amendments to support diverse housing types and employment lands.

- Gundagai's land use framework is analysed and recommendations to enable community aspirations.
- Residential Zones: Proposed reductions in minimum lot sizes to encourage infill development and affordability.
- Employment Zones: Rezoning the MU1 Mixed Use Zone to E3 Productivity Support to foster light industrial growth near the Hume Highway.
- Environmental Risks are mapped, with recommendations to avoid high-risk zones and adopt resilient design standards.

Strategic Actions

1. Development Control Plan (DCP): Introduce a DCP to provide clear design guidelines, ensuring quality infill development and environmental sustainability.
2. Key Investigation Sites: Master plans for prioritized residential and industrial sites to guide future growth, including infrastructure planning.
3. Affordable Housing: Explore contribution schemes and pilot projects for social and affordable housing, addressing gaps for vulnerable groups.
4. Universal Design: Integrate accessibility features into housing to support aging residents and people with disabilities.

The strategy positions Gundagai to adapt to demographic changes, climate risks, and economic shifts while preserving its rural character. By focusing on infill development, diversified housing, and streamlined planning processes, it aims to create a resilient, inclusive, and sustainable community.

Implementation will require collaboration with state and federal agencies, developers, and residents to align funding, policies, and community aspirations.

This document serves as both a roadmap for Council and a catalyst for long-term investment, ensuring Gundagai remains a vibrant place to live and work.

1 | INTRODUCTION



1.1. OVERVIEW

This Strategy links Council's visions for housing and employment land within the Gundagai township and importantly responds to Council's Local Strategic Planning Statement (LSPS) 20 year vision for land use planning for Gundagai.

The Strategy has been developed in accordance with the 'Local Housing Strategy Guideline: A step-by-step process for producing a local housing strategy' (2018) and the 'Employment Land Strategy Guidelines Discussion Paper' 2021, both prepared by the Department of Planning and Environment.

Land Use strategies are forward looking documents that help to prioritise Council actions and funding as well as provide certainty for residents, tenants, business owners and workers alike.

From a policy perspective, The Cootamundra-Gundagai Council Local Strategic Planning Statement (LSPS), a foundational local government strategy written in 2020, outlined the need for an updated Gundagai Housing and Employment Land Strategy.

With an eye to the following twenty years, the Strategy is underpinned by the earlier completed background report, community and stakeholder consultation. The recommendations in it balance Gundagai as is now, the changes it has been undergoing, the challenges it faces and a vision for residential and employment land use in the future.

The vision for future housing and employment lands in Gundagai in this Strategy has been developed based on previous community consultation and strategic planning work undertaken by Council.

From a policy perspective, the Cootamundra-Gundagai Council Local Strategic Planning Statement (LSPS) is a foundational planning document for Council. The LSPS outlined the need for an updated Strategy specific to Gundagai.

The Strategy includes consideration of demographic factors, local housing supply and demand, and local land-use opportunities and constraints. The Strategy details where additional housing can be provided and how Council will ensure appropriate infrastructure provision.

The Strategy will also ensure that employment lands are provided in appropriate locations which are accessible, reflective of the needs for Gundagai and enable new business and employment to be established efficiently.

This Strategy aims is to be an enabling document. It seeks to provide the strategic foundations and practical pathways for legislative and policy improvements changes to implement the vision for Gundagai.



Gundagai Housing and Employment Land Strategy

1.2. OBJECTIVES

Land use planning is one of the structures that underpins a thriving community. It encompasses strategic, regulatory and spatial frameworks for the way we interact with our living and built environment.

The objective of the Strategy is to build upon the recommendations of the Cootamundra-Gundagai and implement the relevant vision and directions for Housing and Employment Zoned land within the Gundagai area.

The Strategy will:

- Analyse residential land and housing diversity demand and supply and make recommendations to enable future opportunities
- Analyse development constraints and opportunities including growth drivers, hazards and biodiversity
- Consider infrastructure and servicing availability and requirements for future development
- Analyse Employment Zone land demand and supply analysis including industrial development types, trends and opportunities

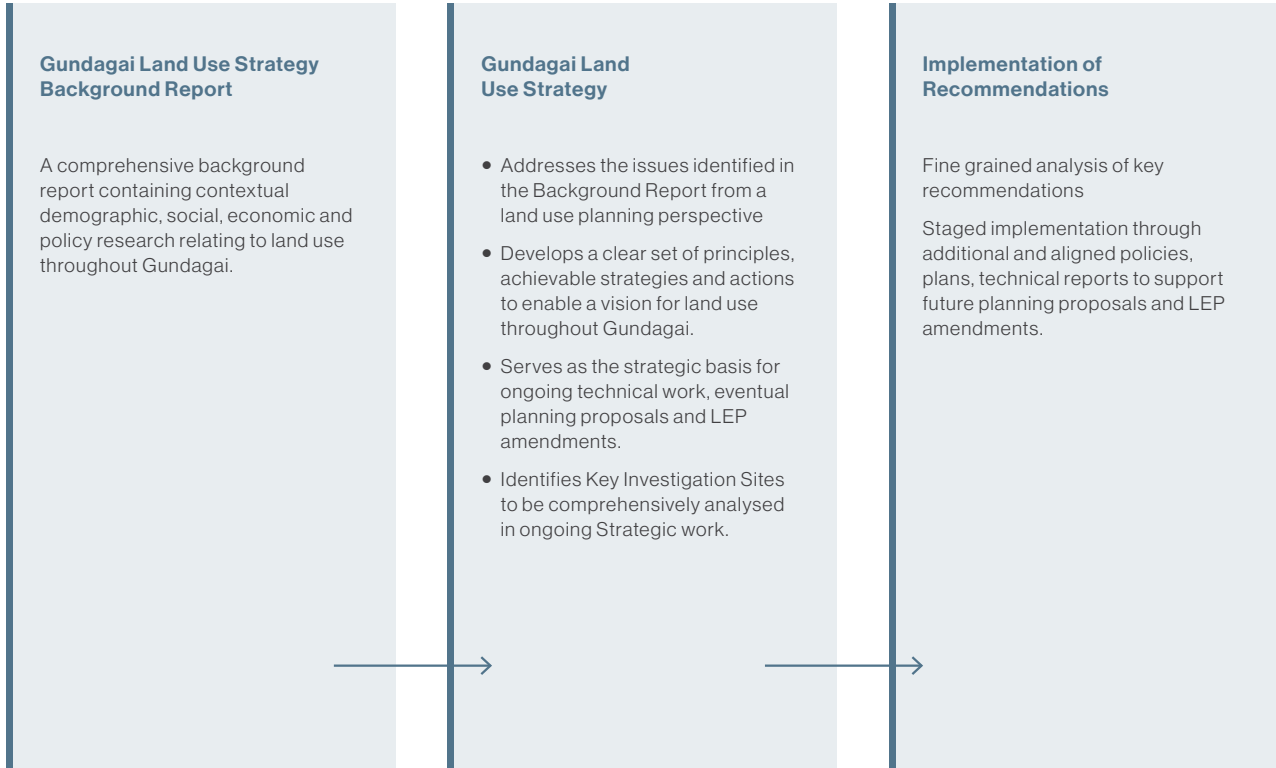
This will be achieved by:

- Understanding and analysing the context of Gundagai's current planning framework.
- Identifying the key demographic themes to address.
- Identifying opportunities for future innovation and growth.
- Establishing the principles to guide a land use strategy and any future planning proposals.

1.3. POSITIONING AND CONTEXT

The Gundagai Land Use Strategy sits within a series of documents prepared by Council and can be contextualised with a 'line of sight'.

The outcomes of this Strategy are supported by and can be read in conjunction with the background report. As a high level document, it provides pathways forward to more detailed, qualitative work with a fine grained approach.





2.1. ADMINISTRATIVE HISTORY

Formed in 2016, The Cootamundra-Gundagai Regional Council (CGRC) is the amalgamated local government area of Cootamundra Shire Council and Gundagai Shire Council. CGRC has an area of 3,981 square kilometres and is the northern gateway to the Riverina District of New South Wales. It is home to a diverse landscape of steep hills and forestry in the east, lush Murrumbidgee valleys in the south and renowned, highly productive croplands to the North West. Interspersed between the scenic landscapes and natural beauty you will find historical towns, villages and rural communities, each unique in their own way.

— Cootamundra-Gundagai Regional Council LSPS

Prior to the amalgamation, Gundagai Shire itself was a result of an amalgamation, with the adjacent Adjungbilly Shire, in 1924

At the time of publication, CGRC Council is applying to 'de-merge' Cootamundra and Gundagai LGAs into their respective earlier iterations geographically and administratively. This Strategy will remain agnostic to that process, which should not affect the outcomes or recommendations of this document, which is focused on the township of Gundagai.

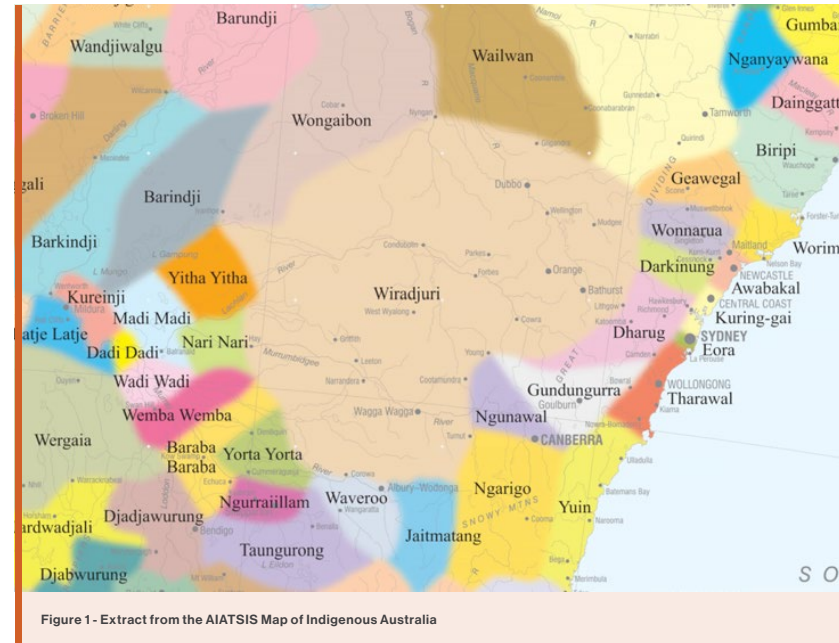
2.2. INDIGENOUS CONTEXT

Country that Gundagai sits on has a rich Aboriginal history, inhabited by the Wiradjuri people. The Wiradjuri is the largest Aboriginal nation in NSW, the "land of the three rivers", the Murrumbidgee, Gulari (Lachlan) and Womboy (Macquarie).

The Local Aboriginal Land Council is the Brungle Tumut Local Aboriginal Land Council (LALC).

As at the 2021 Census, 7.16% of the LGA identified as Aboriginal or Torres Strait Islander.

The floodplains of the Murrumbidgee were an important meeting place for the Wiradjuri, called Willeblumma (Possum Island), the area between the Murrumbidgee and Morley's Creek.



2.3. EUROPEAN SETTLEMENT

Gundagai was gazetted in 1838, around 14 years after colonial exploration began in the area. It was the location of the crossing of the Murrumbidgee for people travelling between Sydney and Melbourne, a route set out by Hume and Hovell, though the location had been utilised by Sturt some years earlier.

Against the advice of the local Wiradjuri, the town was constructed on the flood plain between Morley's Creek and the Murrumbidgee River (Figure 2). It flooded several times, and culminating in 1852 Australia's deadliest flood (The Great Flood) destroyed the town and 80-100 people perished.

The town was moved further up Mount Parnassus, away from flood risk, where it exists today.

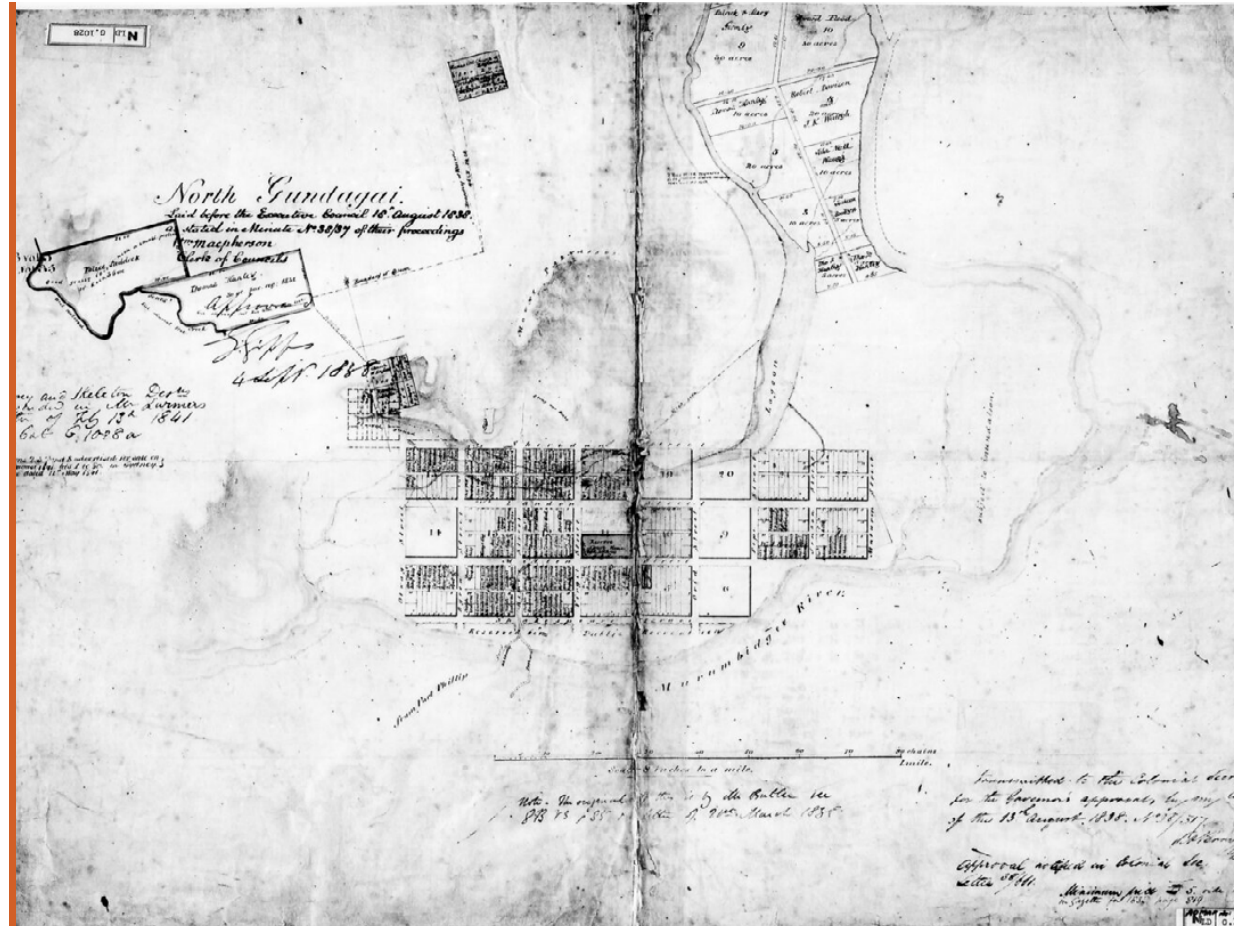


Figure 2 - Old Gundagai (original settlement)

2.4. KEY THEMES

The three foundational ideas upholding the Strategy encompass the results of the background research and community feedback process.

The themes will be comprehensively addressed in Section 6 of this document.

Strategic land use, encompassing where and how we live and work is complex topic and as such, an array of recommendations are made that each work towards the Strategy's themes and vision.



Capacity and Preparedness

- Identifying land use opportunities for diverse community aspirations
- Building community and infrastructure capacity, ensuring readiness for Gundagai future opportunities
- Understanding and mitigating environmental risk



Simplification

- Removing barriers to pave the way for preferred desired land use outcomes
- Enabling efficient land use and development outcomes, to take advantage of growth and investment opportunities



Diversity and Accessibility

- Reflect the diversity of the community in the types of housing and land uses available.
- Physical accessibility through universal design

2.5. STUDY AREA

The Strategy is focused on the main urban area of Gundagai, and surrounding rural interfaces. Gundagai is the southernmost town in the Cootamundra-Gundagai Regional Council Local Government Area.

The urban area is approximately 9 square kilometres in area, situated on either side of the Murrumbidgee River and surrounding Mount Parnassus, a large foothill to the north-east of the town and the Hume Highway.

Gundagai is located approximately 166 kilometres north west of Canberra, 374 kilometres south west of Sydney and 500 kilometres north of Melbourne.

The closest regional centre to Gundagai is Wagga Wagga, which is located 80 kilometres west. Gundagai also has a number of strategic links, notably with Tumut in the south and Cootamundra in the north.

It is strategically located on the major Hume Freeway Corridor, which is the most significant road transport corridor linking Sydney and Melbourne. The Hume Freeway is one of Australia's busiest freight routes, supporting over 37,000 vehicles daily, including approximately 6,000 heavy freight vehicles.



Figure 3 - Study Area

2.5.1 Riverina Murray Region

For the purposes of land use planning and administration, Regional NSW is split into nine planning regions. Cootamundra-Gundagai Regional Council is situated in the Riverina Murray region of NSW.

It includes the local government areas (LGAs) of Albury, Berrigan, Bland, Carrathool, Coolamon, Cootamundra-Gundagai, Edward River, Federation, Greater Hume, Griffith, Hay, Junee, Leeton, Lockhart, Murray River, Murrumbidgee, Narrandera, Snowy Valleys, Temora and Wagga Wagga.

The Riverina Murray comprises diverse natural environments, bioregions and is defined by the extensive waterways and river systems, including the Lachlan, Murrumbidgee and Murray Rivers.



A diversified economy founded on Australia's food bowl, iconic waterways and a network of vibrant connected communities.

The Riverina Murray's environment – including major rivers, waterways and wetlands – are protected and managed for the ongoing enjoyment of residents and visitors. Adaptation and resilience to a changing climate and natural hazards has made the region a renowned leader in sustainable and equitable water management for industries, communities and the environment.

The region is connected, attractive, healthy, safe and prosperous. Regional places have a strong sense of community identity, resilience and respect for Country. People can access a range of jobs, housing, events, festivals, education, health, recreational and other community services, all within beautiful natural and rural environments. The region is a major freight and transport distribution hub with investment in essential infrastructure generating more efficient and higher capacity freight routes, better access to air and sea ports, competitive freight costs and higher regional productivity.

— Murray Riverina Regional Plan 2041 – Vision



3.1. THE GOVERNMENT IN CONTEXT

Local Government works most closely with members of the community in land use Strategy throughout Australia. When planning and advocating from a local level, it is important to recognize the three interrelated levels of government and their shared roles.

As a Local land use strategy, some actions (such as zoning or lot size minimums) will be most directly achieved via amendments to the LEP. Other broader policies such as taxation and social welfare are addressed at state and federal levels and will require strong advocacy to promote good regional land use outcomes.



At a state level, legislation and policies that guide land use include:

3.1.1. Legislation

- The Environmental Planning and Assessment Act 1979 (EP&A Act)
- The Crown Land Management Act 2016 (NSW)
- The Biodiversity Conservation Act 2016 (the BC Act)
- The Local Land Services Act 2013 (LLS Act)
- Heritage Act 1977 (NSW)
- National Parks and Wildlife Act 1974 ("the NPW Act")
- Water Management Act 2000 ("the WMA Act")
- Fisheries Management Act 1994
- Protection of the Environment Operations Act 1997 (PEO Act)

3.1.2. Ministerial Directions

councils regarding the principles, aims, objectives or policies to be achieved or given effect to in the preparation of draft LEPs

Whilst it is not mandatory to address these directions during preparation of strategic documentation, it is considered appropriate to ensure that any recommendations made throughout the project have proper consideration for the directions.

Any relevant Ministerial Directions will be addressed in detail at the time of preparation of recommendations for land use changes in Leeton Shire.

3.1.3. NSW State Environmental Planning Policy

State Environmental Planning Policies (SEPPs) are guidelines and controls relating to specific issues significant to the State. Commencing in March 2022, the 45 existing SEPPs were consolidated into 11 new "thematic" SEPPs. The following are applicable to the Leeton Shire.

- State Environmental Planning Policy (Biodiversity and Conservation) 2021
- State Environmental Planning Policy (Exempt and Complying Development Codes) 2008
- State Environmental Planning Policy (Housing) 2021
- State Environmental Planning Policy (Industry and Employment) 2021
- State Environmental Planning Policy (Primary Production) 2021
- State Environmental Planning Policy (Resilience and Hazards) 2021
- State Environmental Planning Policy (Resources and Energy) 2021
- State Environmental Planning Policy (Transport and Infrastructure) 2021
- State Environmental Planning Policy (Planning Systems) 2021

3.1.4. State Plans

- NSW State Plan 2011-2021
- A 20 Year Economic Vision for Regional NSW (2018)
- The NSW Government has prepared the Future Transport 2056 Plan ("the Transport Plan")
- NSW Right To Farm Policy (2015)
- Better Placed
- The Urban Design Guide for Regional NSW
- Design Guide for Heritage
- Greener Places Guide
- Connecting With Country

3.1.5. Regional Plans

NSW is Cootamundra-Gundagai is covered by the Riverina-Murray Regional Plan 2041 ("the Regional Plan").

The Regional Plan is the overarching guide to land use planning in the area. Divided into three parts (Environment, Communities and Places, Economy), the Regional Plan contains 18 Objectives, related strategies and actions.

A breakdown of the Regional Plan's applicability is provided in the supporting background paper.



3.2. LOCAL STRATEGIC AND STATUTORY CONTEXT

Local land use planning in NSW is generally administered by Local Environmental Plans (LEPs) and supported by Development Control Plans (DCPs).



Gundagai Housing and Employment Land Strategy

3.3. COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL LOCAL STRATEGIC PLANNING STATEMENT

As of 2018, all LGAs throughout NSW must prepare and endorse a Local Strategic Planning Statement (LSPS). The LSPS is a unifying strategic document that brings together the planning priorities and planned actions for a particular LGA. Importantly, the priorities and actions outlined in the CGRC LSPS help to shape the Strategy.

The LSPS sets out a 20 year vision for land use planning throughout CGRC-LGA. It seeks to balance the principles and objectives of the higher order regional strategies with local plans and provide a contextual future-driven approach to planning within the LGA.

A full analysis of the themes and relevant actions can be found in the supporting Background Paper. Those actions have land use requirements which this Strategy seeks to address.

LSPS Vision:

Opportunities through choice

 <p>Liveability</p> <ul style="list-style-type: none"> • Opportunities for a variety of housing choices • Opportunities for to celebrate and protect heritage • Opportunities for to express and engage with arts and culture 	 <p>Sustainability</p> <ul style="list-style-type: none"> • Opportunities to protect and enhance agricultural land • Opportunities to adapt to the changing climate • Opportunities to be a leader in waste recover and contaminated land management 	 <p>Productivity</p> <ul style="list-style-type: none"> • Opportunities to grow agricultural industries • Opportunities to foster agritourism • Opportunities to support the freight network
 <p>Technology</p> <ul style="list-style-type: none"> • Opportunities for future technologies • Opportunities to be a centre of medical excellence • Opportunities for micro manufacturing 	 <p>Infrastructure and Planning</p> <ul style="list-style-type: none"> • Opportunities to promote active living • Opportunities to create a flexible planning system • Opportunities to provide access to quality water and sewer infrastructure 	

3.4. LOCAL ENVIRONMENTAL PLAN

A Local Environmental Plan is a type of Environmental planning instrument (EPI) and a statutory plan. It is one of primary planning tools for a Local Government Area (LGA) which sets out the planning regulations as well as the criteria to assess any proposed development. It is written in a standardised format, common to all LGAs across New South Wales.

The LEP is an instrument where strategic intent is applied and is informed by a range of planning strategies and seeks to provide quantifiable criteria the whole community can understand and apply to their individual circumstances.

Gundagai Local Environmental Plan 2011 ("the LEP") was gazetted on 23 September 2011 and has not been merged with the Cootamundra LEP.

The LEP is based on the Standard Instrument Order 2006 and contains provisions that reflect the local nature of Gundagai, including controls for land use zoning and lot size, environmental and heritage protections.



3.5. LAND USE ZONING

Land use zoning in New South Wales (NSW) is a regulatory framework that controls how land can be used and developed. It is primarily defined through the Gundagai LEP, which spatially organises land into different zones with specific permitted and prohibited uses, ensuring orderly development.

Zoning is crucial for sustainable urban growth, protecting community interests, and balancing economic, environmental, and social needs. It helps prevent land use conflicts, such as industrial activities near residential areas, and supports strategic planning goals, including housing supply, infrastructure provision, and environmental protection.

Effective zoning ensures efficient land use, safeguards heritage and environmental assets. It provides certainty for developers, businesses and residents. Additionally, it aligns local development with broader state and regional planning objectives, guiding future growth and seeking to improve community well-being.

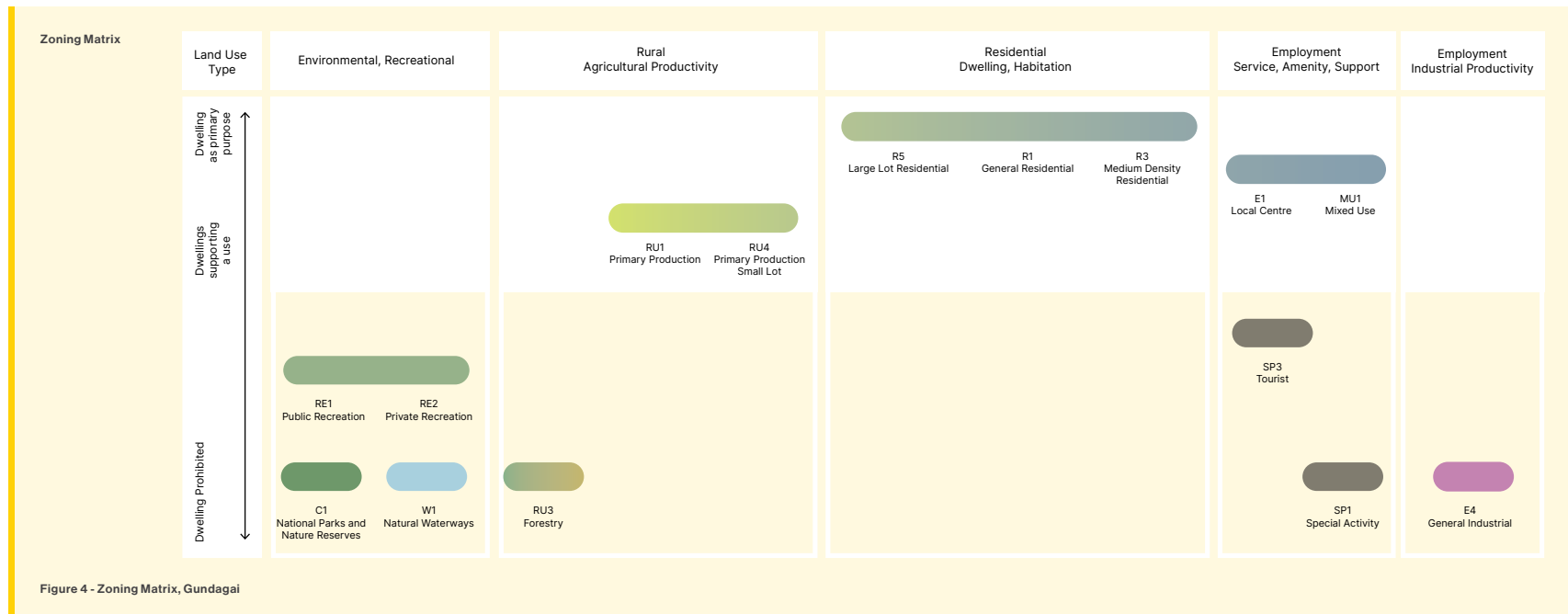
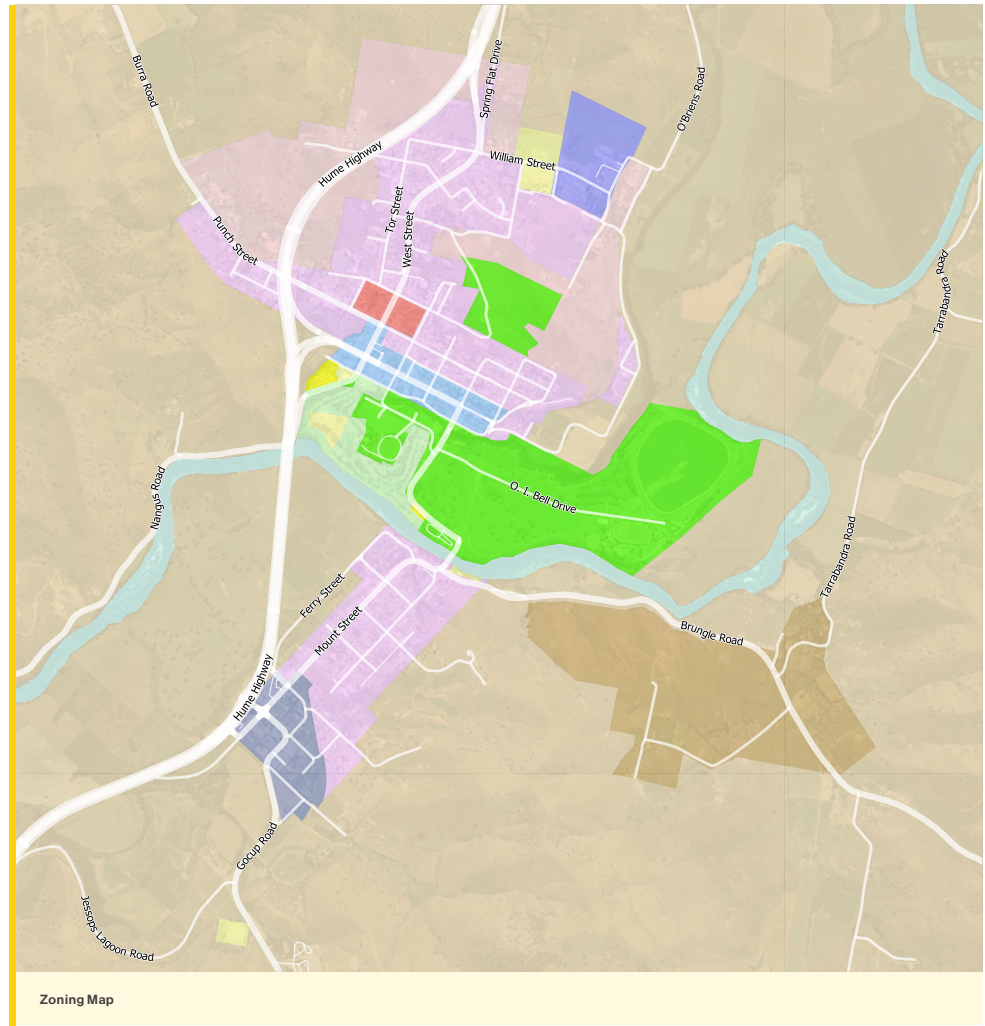


Figure 4 - Zoning Matrix, Gundagai



- Legend - Land Use Zone**
- E1 - Local Centre
 - MU1 - Mixed Use
 - E4 - General Industrial
 - R1 - General Residential
 - R3 - Medium Density Residential
 - R5 - Large Lot Residential
 - RE1 - Public Recreation
 - RE2 - Private Recreation
 - RU1 - Primary Production
 - RU4 - Primary Production Small Lots
 - SP1 - Special Activities
 - SP3 - Tourist
 - W1 - Natural Waterways

3.6. RESIDENTIAL ZONES

The residential areas throughout Gundagai are assigned a range of zones depending on the density and types of dwellings encouraged.

The three zones which are imposed in Gundagai at present, comprise the following:

- R1 General Residential Zone
- R3 Medium Density Residential Zone
- R5 Large Lot Residential Zone

The nature of residential zones in Gundagai typically reflect the intended density and housing form for a particular area. The R1 zone is applied to majority of the 'urban' township and is the default residential zone. The R3 zone is applied in locations where a greater density of housing or renewal is encouraged, being central areas of the township. The R5 zone is applied to peripheral urban areas where a larger lot size and character is encouraged. Unlike the R1 and R3 zone, the R5 zone represents areas where wastewater disposal and water supply infrastructure is provided on site.

One of the major attractions of regional and rural living is the desire to live on more spacious lots. That demand in Gundagai also needs to be balanced with the physical limitations of future growth caused by topography, flooding and alignment of road infrastructure. Likewise, it must also ensure that primary production areas are maintained and not further fragmented by urban use.



3.6.1. R1 General Residential Zone

Zone Objectives

- To provide for the housing needs of the community.
- To provide for a variety of housing types and densities.
- To enable other land uses that provide facilities or services to meet the day to day needs of residents.

3.6.2. R3 Medium Density Residential Zone

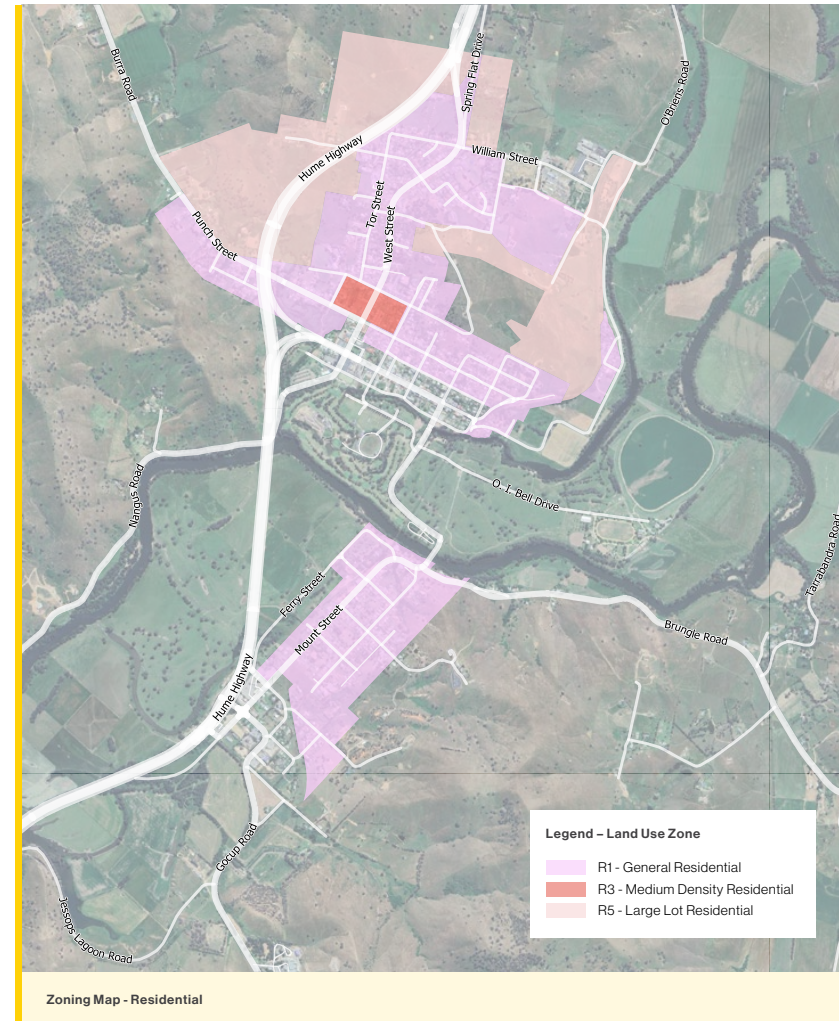
Zone Objectives

- To provide for the housing needs of the community within a medium density residential environment.
- To provide a variety of housing types within a medium density residential environment.
- To enable other land uses that provide facilities or services to meet the day to day needs of residents.

3.6.3. R5 Large Lot Residential Zone

Zone Objectives

- To provide residential housing in a rural setting while preserving, and minimising impacts on, environmentally sensitive locations and scenic quality.
- To ensure that large residential lots do not hinder the proper and orderly development of urban areas in the future.
- To ensure that development in the area does not unreasonably increase the demand for public services or public facilities.
- To minimise conflict between land uses within this zone and land uses within adjoining zones.
- To ensure development has appropriate access to water for domestic consumption and bushfire protection.
- To encourage development that enhances local visual amenity.
- To encourage the protection and management of remnant native vegetation.



3.7. EMPLOYMENT ZONES

Employment Zones in NSW are land use zones designed to support business, industry, and job creation. These zones promote economic growth, ensure jobs, amenity and services are strategically located relative to residential zones. Industrial and Business zones have gone through a recent recategorization in NSW to form a broad range of Employment Zones which cover business and industrial uses. Employment Zones in NSW are land use zones designed to support business, and industry, and job creation. These zones promote economic growth, ensure jobs, amenity and services are strategically located relative to residential zones.

Employment Zones are generally categorised by the intensity of land use and the types of uses permissible in them.

In Gundagai, there are three employment zones in operation, being:

- MU1 Mixed Use Zone
- E1 Local Centre Zone
- E4 General Industrial Zone

The E4 General Industrial Zone is generally intended to accommodate a wide range of industrial and warehouse uses and includes 'general industry,' 'high technology industries,' 'industrial training facilities' and 'depots.' This zone is suitable where a council wishes to have a range of industrial land uses and other compatible land uses generally catered for in an industrial zone.

Industrial land should be suitably separated from other uses to avoid adversely affecting amenity. Conversely, industrial zones need to be protected from encroachment by other uses, such as housing, that may be vulnerable to the noise or hazards that come with industrial land use.

The E1 Local Centre Zone is used for the 'town centre', and covers Sheridan Street. Uses are skewed towards services, retail and amenity, with low impact on surrounding uses. Some housing is allowed as well, though in support of the other activities, rather than a primary use. In Gundagai, this includes 'shop-top housing'.

The MU1 Mixed Use Zone is located at the edge of South Gundagai and intended to support the area's proximity to the Hume Highway. While it encourages a mix of uses like the E1 Zone, it is generally not as geared towards high value urban design, vibrancy or heritage protection.

Each of the Employment Zones' applicability will be reviewed as part of this Strategy.

3.7.1. E1 Local Centre Zone

Zone Objectives

- To provide a range of retail, business and community uses that serve the needs of people who live in, work in or visit the area.
- To encourage investment in local commercial development that generates employment opportunities and economic growth.
- To enable residential development that contributes to a vibrant and active local centre and is consistent with the Council's strategic planning for residential development in the area.
- To encourage business, retail, community and other non-residential land uses on the ground floor of buildings.
- To promote the enhancement and conservation of heritage items.
- To ensure new development occurs in a way that does not compromise the values of existing heritage items.
- To encourage high quality urban design.

3.7.2. MU1 Mixed Use Zone

Zone Objectives

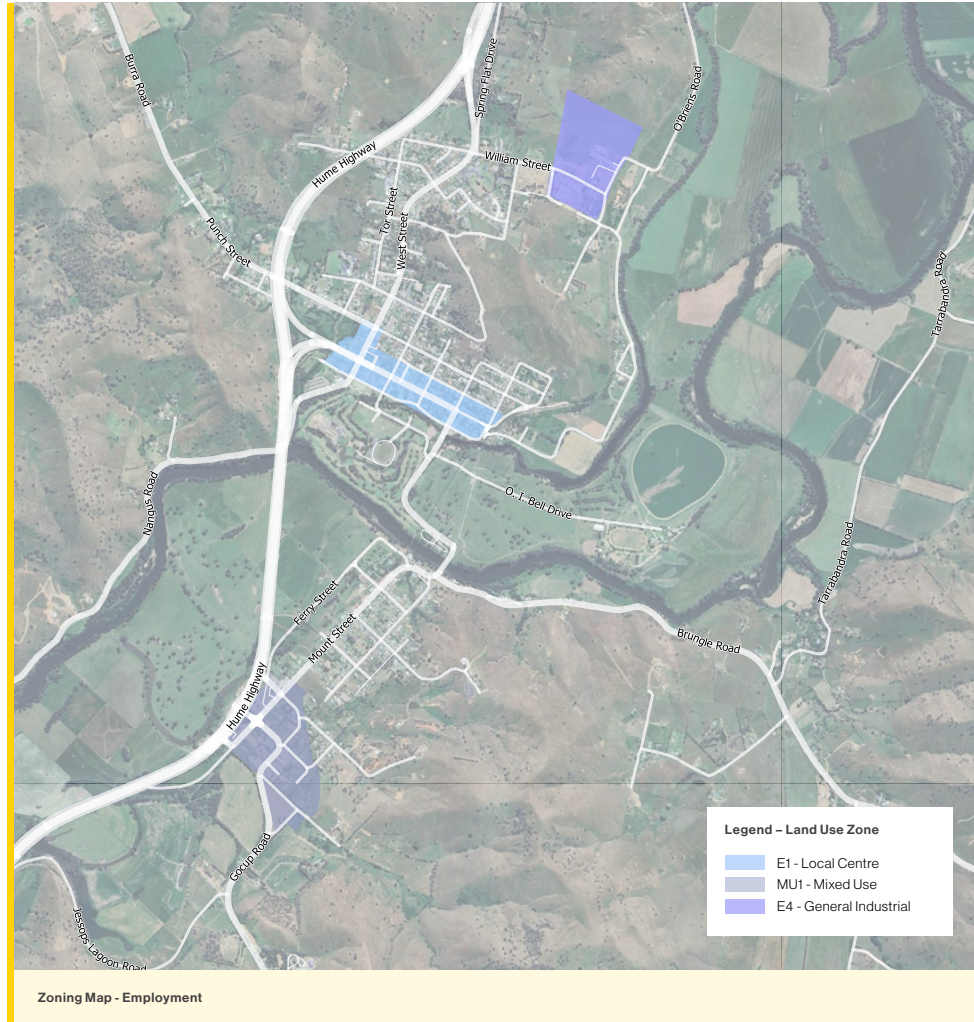
- To encourage a diversity of business, retail, office and light industrial land uses that generate employment opportunities.

- To ensure that new development provides diverse and active street frontages to attract pedestrian traffic and to contribute to vibrant, diverse and functional streets and public spaces.
- To minimise conflict between land uses within this zone and land uses within adjoining zones.
- To encourage business, retail, community and other non-residential land uses on the ground floor of buildings.
- To promote appropriate development at South Gundagai having regard to its strategic relationship to the Hume Highway.

3.7.3. E4 General Industrial Zone

Zone Objectives

- To provide a range of industrial, warehouse, logistics and related land uses.
- To ensure the efficient and viable use of land for industrial uses.
- To minimise any adverse effect of industry on other land uses.
- To encourage employment opportunities.
- To enable limited non-industrial land uses that provide facilities and services to meet the needs of businesses and workers.



3.8. RURAL ZONES

The Rural Zones area applied in areas where primary production is prioritised and protected. A number of rural zones allow flexibility in industry and employment that supports primary production. In limited circumstances, dwellings are permitted where it is essential for these to support primary production outcomes.

In Gundagai, there are two rural zones applied:

- RU1 Primary Production
- RU4 Primary Production Small Lots

The RU1 Primary Production zone represents the areas of the LGA which are intended for use as primary industry production, including extensive agriculture, intensive livestock and intensive plant agriculture, aquaculture, forestry, mining and extractive industries. The zone is aimed at utilising the natural resource base in a sustainable manner.

The RU1 zone is allocated to land where the principal function is primary production. The vast majority of this land is used for agriculture, which is also the largest economic driver in CGRC, underlining its importance for both land use and the local economy, employment.

The RU4 Primary Production Small Lot is generally intended to a productive zone where dwellings are allowed, though at a smaller scale than a RU1 Primary Production Zone. It is often used as a transitional zone between more urbanised areas and large scale agricultural production, hosting higher density and diversity of operations or hobby farm uses. Within Gundagai, the RU4 Zone is located at the eastern periphery of the town.

3.8.1. RU1 Primary Production Zone Zone Objectives

- To encourage sustainable primary industry production by maintaining and enhancing the natural resource base.
- To encourage diversity in primary industry enterprises and systems appropriate for the area.
- To minimise the fragmentation and alienation of resource lands.
- To minimise conflict between land uses within this zone and land uses within adjoining zones.
- To encourage the efficient use and conservation of water resources.
- To protect significant scenic landscapes.
- To encourage development that does not adversely impact nearby agricultural activities.

- To protect, enhance and conserve the natural environment, including native vegetation, wetlands and wildlife habitat.
- To ensure development prevents or mitigates land degradation.

3.8.2. RU4 Primary Production Small Lots

Zone Objectives

- To enable sustainable primary industry and other compatible land uses.
- To encourage and promote diversity and employment opportunities in relation to primary industry enterprises, particularly those that require smaller lots or that are more intensive in nature.
- To minimise conflict between land uses within this zone and land uses within adjoining zones.
- To encourage the protection and management of remnant native vegetation.



3.9. OTHER ZONES

The remaining zones used throughout Gundagai aren't as easily tied to residential or employment use and are categorised for supporting environmental, recreation, tourism and infrastructural purposes. The remaining zones applied throughout Gundagai are not as directly connected to residential or employment types and generally categorised for supporting environmental, recreation, tourism, and infrastructural purposes.

The remaining zones applied within Gundagai include:

- W1 Natural Waterways Zone
- SP1 Special Activities Zone
- SP3 Tourist Zone
- RE1 Public Recreation Zone
- RE2 Private Recreation Zone

The W1 waterway zone is applied throughout Gundagai is tied to the over the Murrumbidgee River alignment. It reflects the natural waterbody of the River and ensures it's ongoing protection.

The SP1 Special Activities Zone is reserved for special uses that are not otherwise provided for in any other zones, or where a site may have individual and natural characteristic or special purpose. Throughout Gundagai, the SP1 Zone covers water treatment and cemeteries.

The SP3 Tourist Zone covers the Gundagai Memorial Cairn (Site of Old Gundagai), Caravan and Tourist Park and the Dog on the Tuckerbox site, to the north of the township.

The RE1 Public Recreation zone covers much of Old Gundagai, which contains recreation areas, parks, showground and race course. This area typically does not contain dwellings or other habitable uses.

The RE2 Private Recreation zone is applied to areas which provide recreation functions and are owned or managed by private entities. In Gundagai, this zone covers the Gundagai Golf Course and Bowls Club.

3.9.1. W1 Natural Waterways Zone

Zone Objectives

- To protect the ecological and scenic values of natural waterways.
- To prevent development that would have an adverse effect on the natural values of waterways in this zone.
- To provide for sustainable fishing industries and recreational fishing.
- 3.9.2. SP1 Special Activities Zone
- Zone Objectives
- To provide for special land uses that are not provided for in other zones.
- To provide for sites with special natural characteristics that are not provided for in other zones.
- To facilitate development that is in keeping with the special characteristics of the site or its existing or intended special use, and that minimises any adverse impacts on surrounding land.

3.9.3. SP3 Tourist Zone

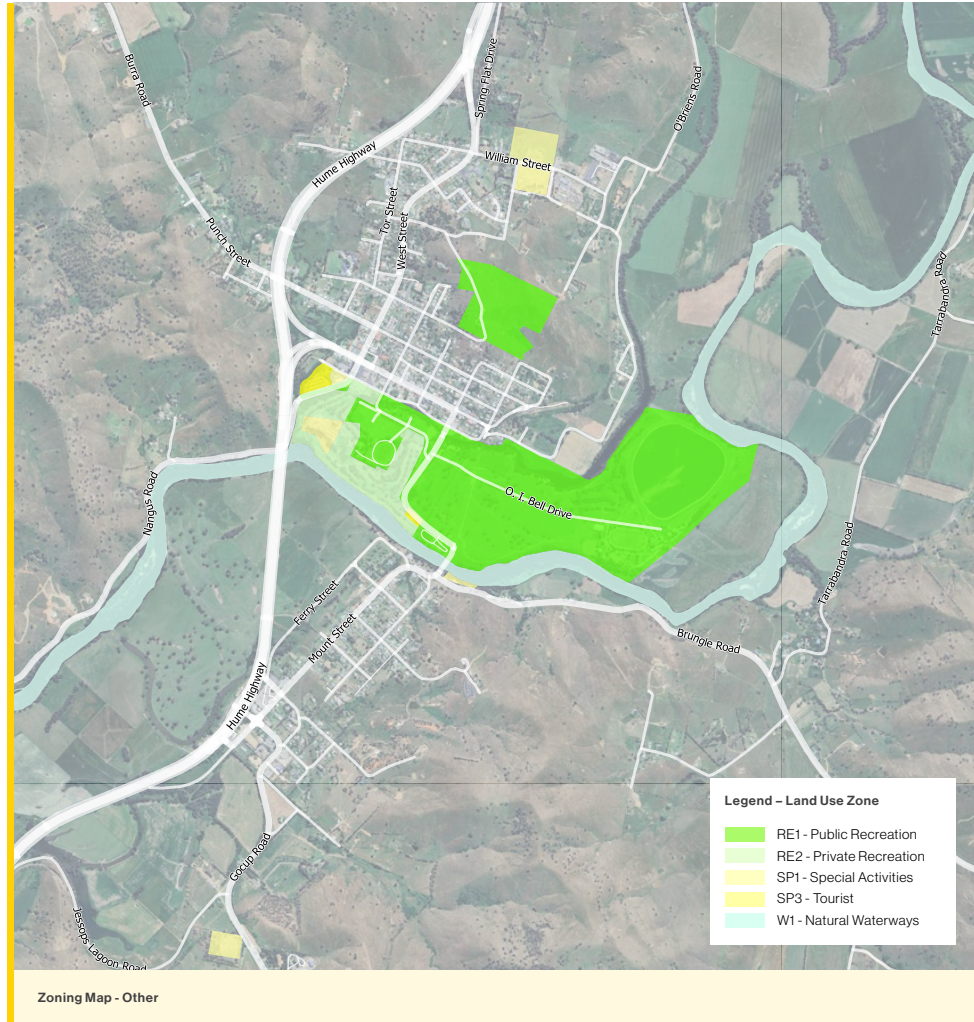
Zone Objectives

- To provide for a variety of tourist-oriented development and related uses.
- To recognise and promote the cultural significance of the "Dog on the Tuckerbox" installation at the Five Mile.
- 3.9.4. RE1 Public Recreation Zone
- Zone Objectives
- To enable land to be used for public open space or recreational purposes.
- To provide a range of recreational settings and activities and compatible land uses.
- To protect and enhance the natural environment for recreational purposes.

3.9.5. RE2 Private Recreation Zone

Zone Objectives

- To enable land to be used for private open space or recreational purposes.
- To provide a range of recreational settings and activities and compatible land uses.
- To protect and enhance the natural environment for recreational purposes.



3.10. MINIMUM LOT SIZE

The minimum lot size is an additional control that can affect the density, allowable development and resulting character of an area. Access to reticulated sewerage and water systems should be considered when determining appropriate minimum lot sizes. Lot sizes can be varied within the zone depending on the servicing availability and other factors such as topography, native vegetation characteristics and surrounding agricultural land uses.

Though with different outcomes and effects, it applies to RU1 Primary Production lots, where there is a 40 hectare minimum down to a 500m² minimum in the R3 Medium Density Residential Zone.

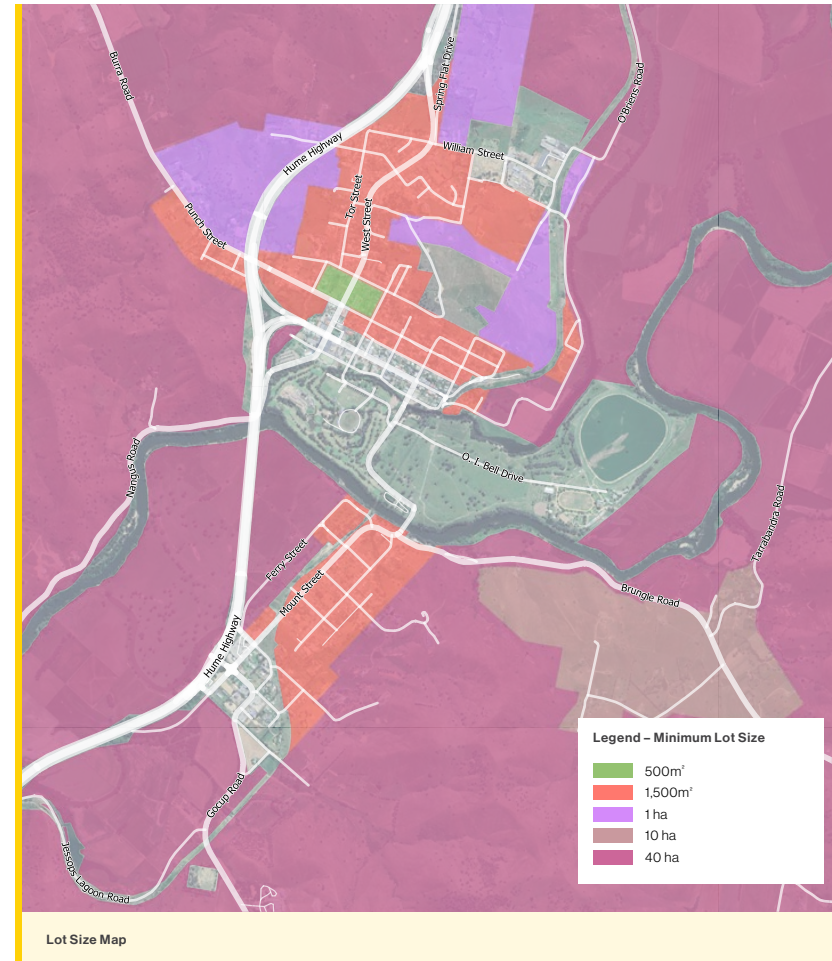
There is a 1,500m² lot size in the R1 General Residential Zone, which is relatively high even for a regional town, which can have the effect of sprawling development too far from centres of amenity and employment.

Consideration must be given to the “in-between” zones, which perform an important transitional purpose from the more urbanised town centres to productive, broadacre agricultural use.

The minimum lot size can effectively encourage or discourage development at a particular density and should be applied appropriately in conjunction with the particular land use zoning to facilitate the preferred outcome.

Where the zone permits, individual lot sizes can be effectively reduced through strata or community subdivisions.

To encourage infill development throughout Gundagai, a reduction or abolition of the minimum lot size in urban areas might be considered.



3.11. DEVELOPMENT CONTROL PLAN

The Development Control Plan (DCP) is a non-statutory document produced by each LGA that guides and facilitates development. The DCP contains local planning rules, developed by individual Councils, and assists in providing certainty on the aims and objectives set out in the EPLs.

It is a fundamental part of the suite of documents that inform land use planning in NSW at a local level, providing fine grained design and detailed guidance for built form and urban design.

Gundagai does not currently have a DCP in operation and therefore has no development control document that can be used in making planning decisions.

A small, separate DCP was prepared in 2007 for the 5 Mile precinct, including the Dog on the Tuckerbox site.

3.12. CONTRIBUTIONS PLANS

Local contributions plans levy new developments to contribute to infrastructure and planned community facilities. In Gundagai, this includes public toilet upgrades (Yarri Park), upgrades to the Old Gundagai Town Site and the continued implementation of the cycleway plan.

The GCRC Section 7.12 Development Consent Levy Contributions Plan 2018 applies to all development throughout the shire valued at over \$100,000. It was adopted by Council in 2018 with a projected ten year lifespan.

For future development, specific Contributions Plans can be tied to particular land use outcomes, including residential and industrial subdivisions and estates.



Gundagai Housing and Employment Land Strategy

3.13. HERITAGE

European and Indigenous heritage listings play a vital role in land use planning in Gundagai, ensuring the protection and recognition of historically and culturally significant sites. These listings, under the Heritage Act 1977 and Environmental Planning and Assessment Act 1979, help safeguard buildings, landscapes, and places with cultural, social, or architectural value.

For Indigenous heritage, listings preserve Aboriginal cultural sites, landscapes, and sacred places, maintaining connections to Country, identity, and traditions. Protecting these sites is crucial for cultural continuity and reconciliation.

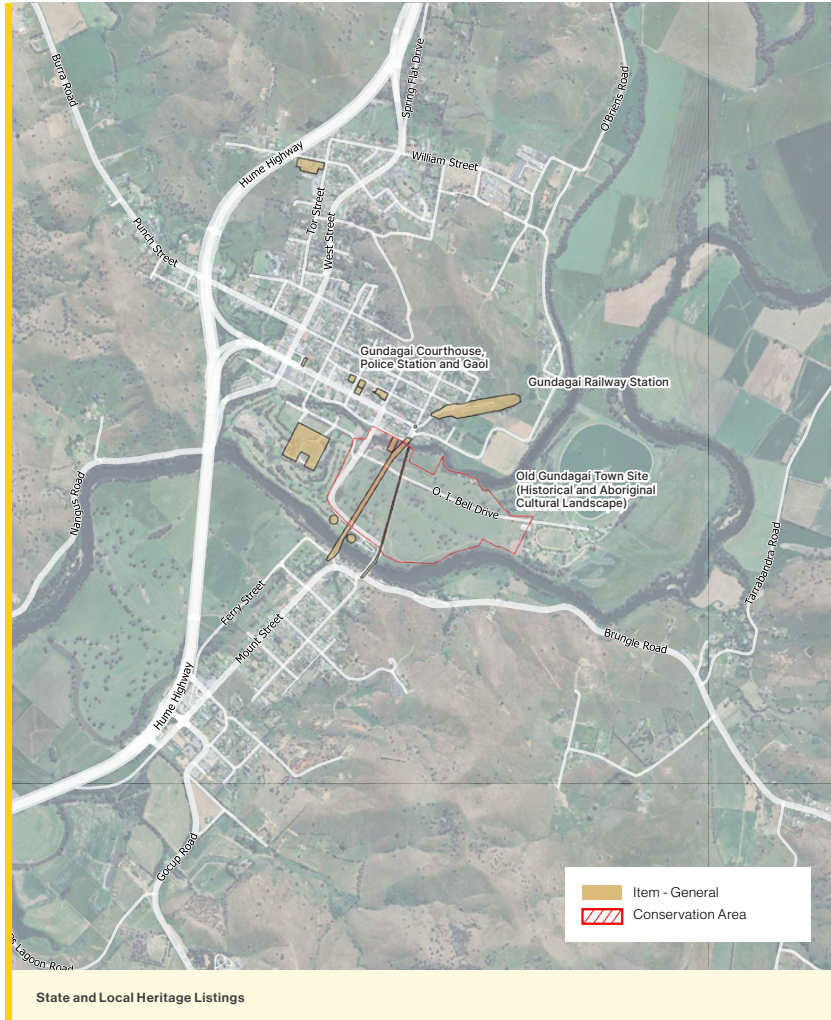
Listed sites of significant Aboriginal cultural importance within Gundagai include the Old Gundagai Town Site (Historical and Aboriginal Cultural Landscape).

An Aboriginal Cultural Heritage Study has not been completed for the area by Council, which may afford a less specific type of protection to the cultural landscapes, related artefacts and sites.

National Parks and Wildlife Act 1974 (“the NPW Act”) and managed jointly by Heritage NSW and the Department of Planning and Environment (DPE). Part 6 of the NPW Act provides specific protection for Aboriginal objects and declared Aboriginal places by establishing offences of harm, which includes destroying, defacing or damaging an Aboriginal object or place, or moving an Aboriginal object from the land.

For European heritage, listings retain historical buildings, precincts, and industrial sites, fostering a sense of place and supporting tourism.

Listed site and buildings within Gundagai include the Old Gundagai Town Site, Railway Station, Courthouse, Police Station and Gaol.





Gundagai Housing and Employment Land Strategy 33

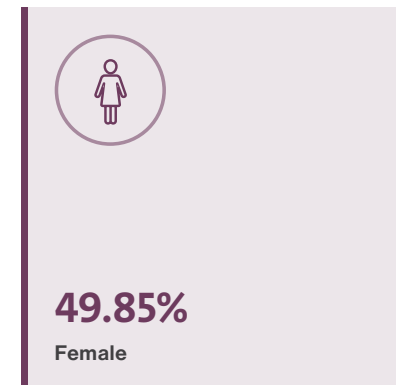
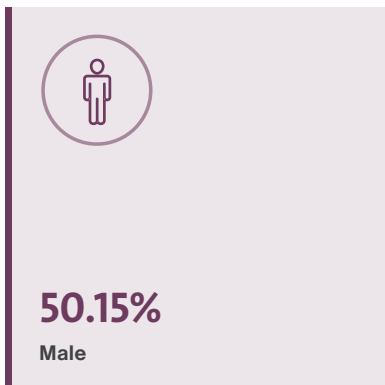
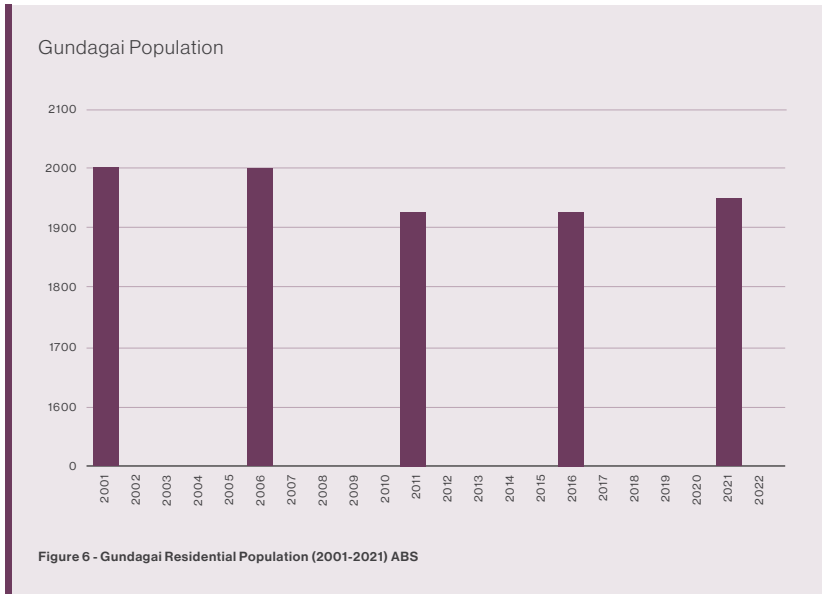
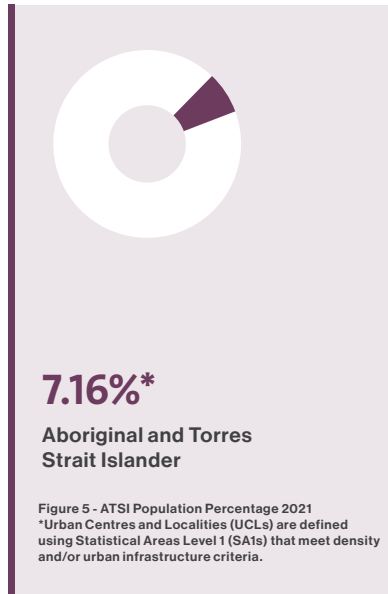
4.1 POPULATION

The Gundagai Urban Centre* supports an estimated residential population of 1970 persons (ABS, 2021) (based on usual place of residence), with an almost even split between males and females of 50.15% and 49.85% respectively. Of the total population, 7.16% of the LGA identified as Aboriginal and Torres Strait Islander.

The makeup and location of the population, their preferences and requirements will inform future land use and planning strategies.

While over the last twenty years, the population has been stable, its makeup and distribution has fluctuated.

Any future population change is not likely to be evenly distributed. Regionally, people are consolidating closer to urban centres for the lifestyle, employment, services, healthcare and amenity.



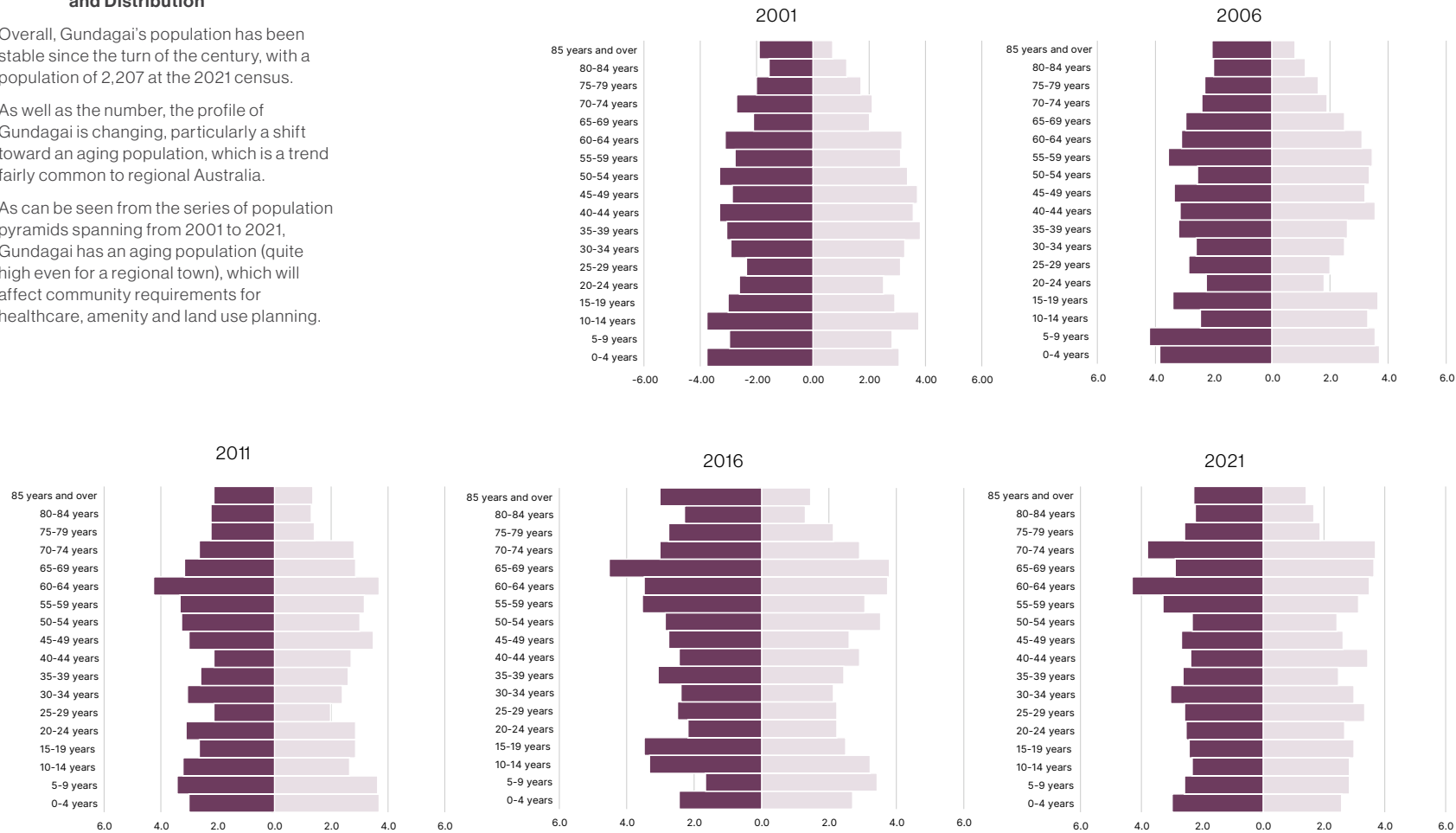
4.1.1. Population Changes and Distribution

Overall, Gundagai's population has been stable since the turn of the century, with a population of 2,207 at the 2021 census.

As well as the number, the profile of Gundagai is changing, particularly a shift toward an aging population, which is a trend fairly common to regional Australia.

As can be seen from the series of population pyramids spanning from 2001 to 2021, Gundagai has an aging population (quite high even for a regional town), which will affect community requirements for healthcare, amenity and land use planning.

● Female % ● Male %



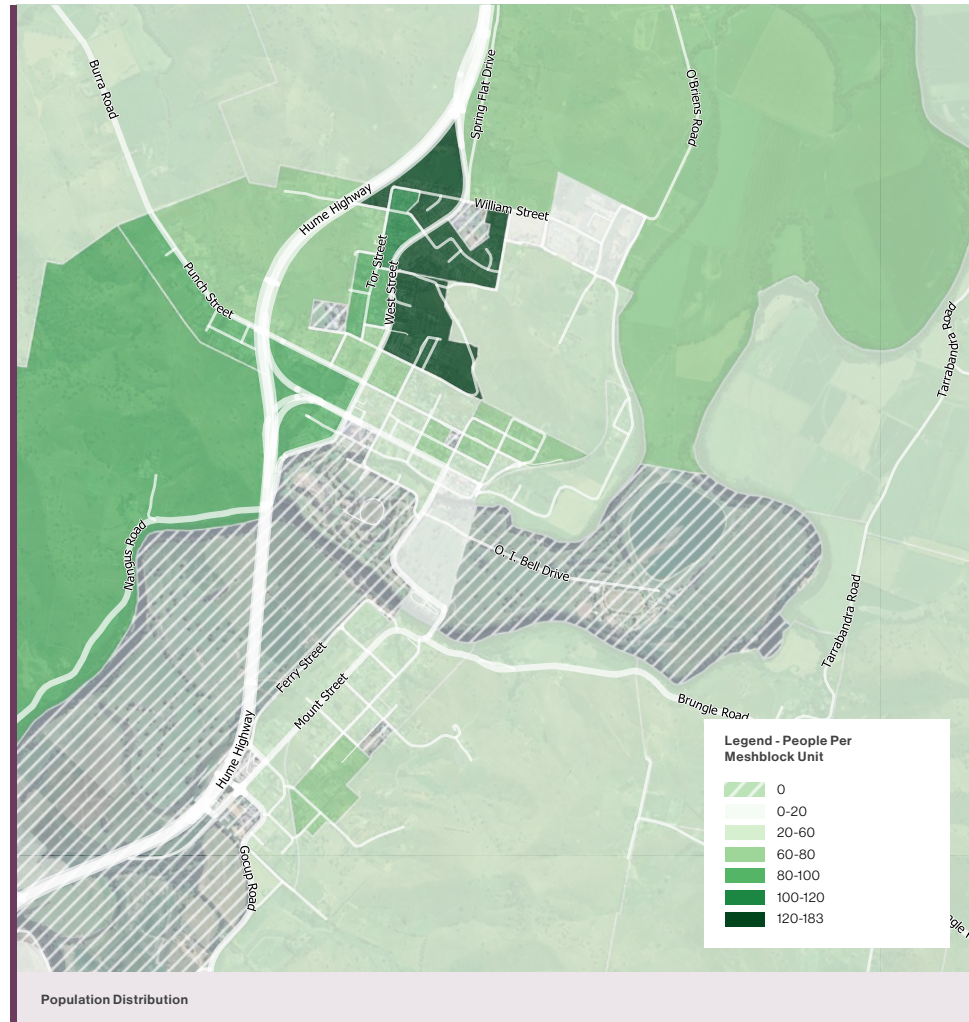
4.1.2. Population Distribution and Density

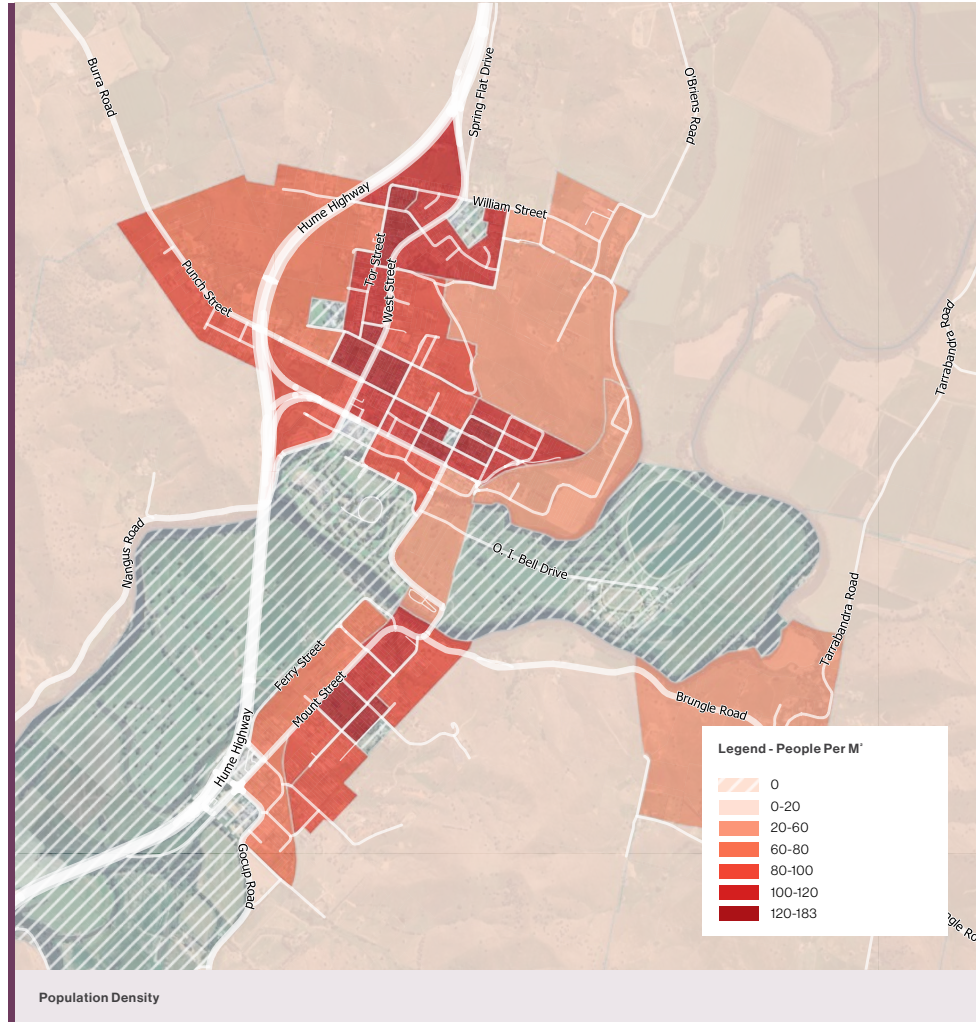
The population density for Cootamundra-Gundagai LGA varies between one to four people per square kilometre.

The average density for Regional NSW towns is 3.62 people per square kilometre, which puts Gundagai at the lower end of the spectrum. Gundagai's relative size and regional location also contribute to this.

While low density living is often part of the appeal of a regional lifestyle, and a reason for many who choose to live there, it is important to balance this with inefficient land uses, such as embedding car dependency due to long travel distances by maintaining that low density.

While the population density in and of itself may not prove insightful, understanding it in conjunction with other demographic categories such as age, migration or family groups can be useful.





4.1.3. Cultural Diversity

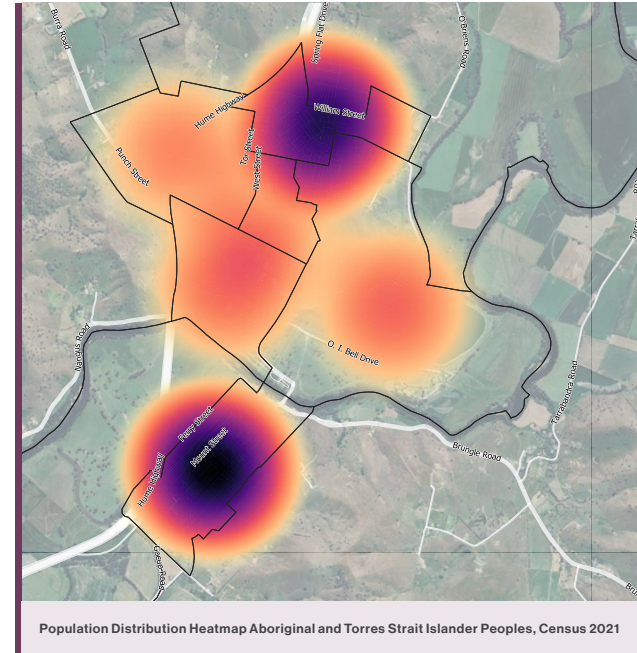
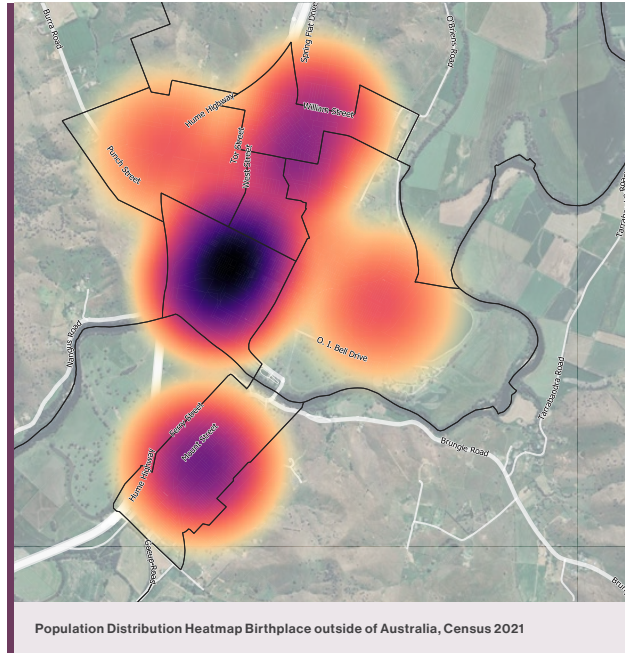
For a small regional LGA, Gundagai has a relatively small proportion of the population born outside of Australia (10.2%), less than the CGLGA (15.8%).

In the immediate region, LGAs with people of people born outside of Australia include Snowy Valleys (17.6%), Junee (15%), Wagga Wagga (17%) and Hilltops (15.8%).

ABS (Country of Birth by Person)

There is a concentration of migrants in Gundagai, a phenomenon that may be useful to unpack – the reasons for settlement, community, affordability and housing preferences can be investigated. (see following heatmap).

Likewise, there is a geographical spread of Aboriginal and Torres Strait Islander citizens throughout the Gundagai township. This data can be important for the provision of services, specific healthcare and preferred housing types.



4.1.4. Population Migration

The largest cohorts of internal in-migrants come from fairly close origins, which is largely true for their location one year ago and five years ago.

The proportion of overseas migrants is also notable, though importantly this statistic does not cover temporary, seasonal or those on working visas, who may comprise a substantial group of workers.

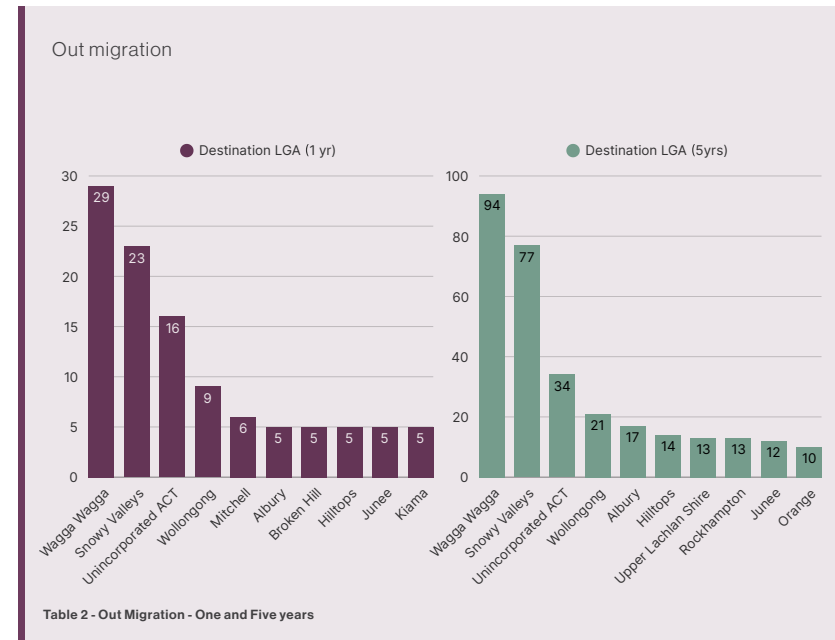
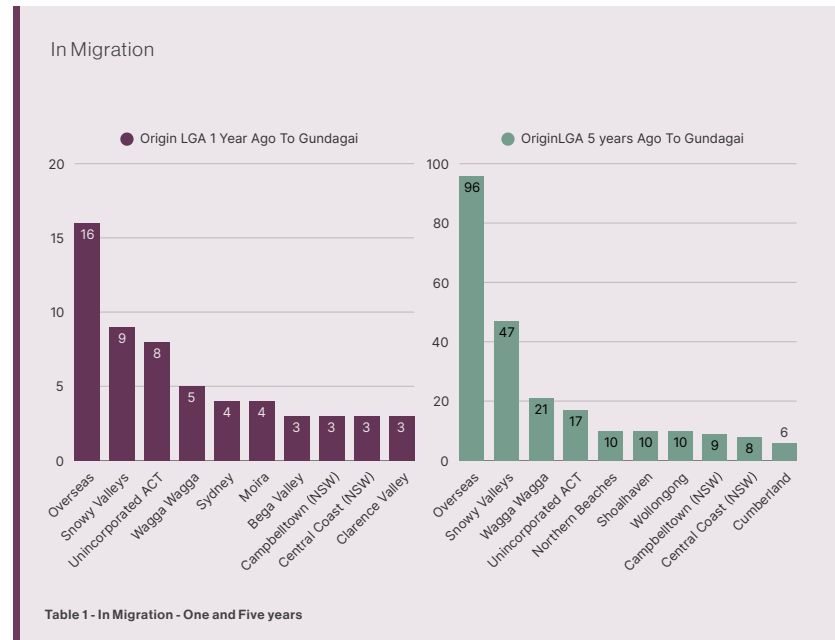
The largest cohorts of internal (within Australia) out-migrants are also moving to relatively close LGAs, though the size of the locations people are migrating to might indicate people may be moving for employment or greater opportunity.

Local Population Movement

Movement to and from the neighbouring LGAs of Wagga Wagga, Snowy Valleys and the ACT is highest, indicating people moving around the region.

Migration by Age group

A loss of young adults and young families (18-24, 25-34 and 35-44 year old cohorts) is the most significant outward migration trend, which may reflect a lack of opportunity, employment or education.



4.2. HOUSING

Housing is one of the most influential factors in determining how the planning instruments should be framed for the future.

Housing activity is not necessarily a result of historical planning or decisions made by Council though is more likely linked to larger scale migration flows locally, regionally and nationally.

The changes to the makeup of the population will place significant demands on housing stock in the future, particularly;

- The capability of the existing dwelling types to cater to changing household types
- The rise of lone person households
- Smaller family units and one parent families
- Housing stock suitable for an aging population
- Appetite for development

At the 2021 Census, there were 758 occupied private dwellings recorded in Gundagai: 88.0% were separate houses, 0.8% were semi-detached, row or terrace house, townhouse etc, 9.1% were flats, units or apartments and 1.3% were other dwellings.



4.2.1. Household composition

As at the 2021 census, there were 737 “households” throughout the LGA, comprised of groups outlined in Table 2.

Changes in household size (how many people occupy a dwelling) over the past fifteen years shows an increase of lone person households, and can be analysed in conjunction with the change in age groups (see Population pyramids).

For instance, it is a safe assumption to make that many of lone person households are older persons, who will have particular needs for housing.

The gradual decline in three and four person households usually indicate a decrease in family groups (also refer to change in household types, Figure 9)

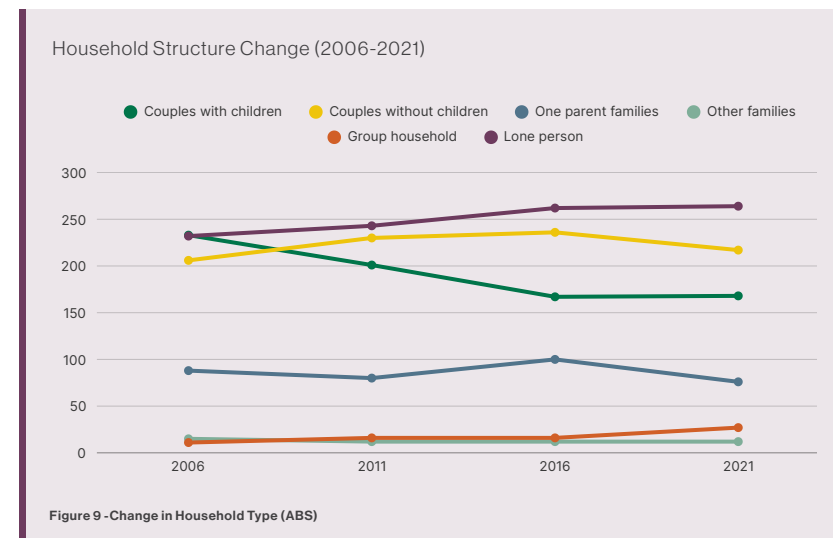
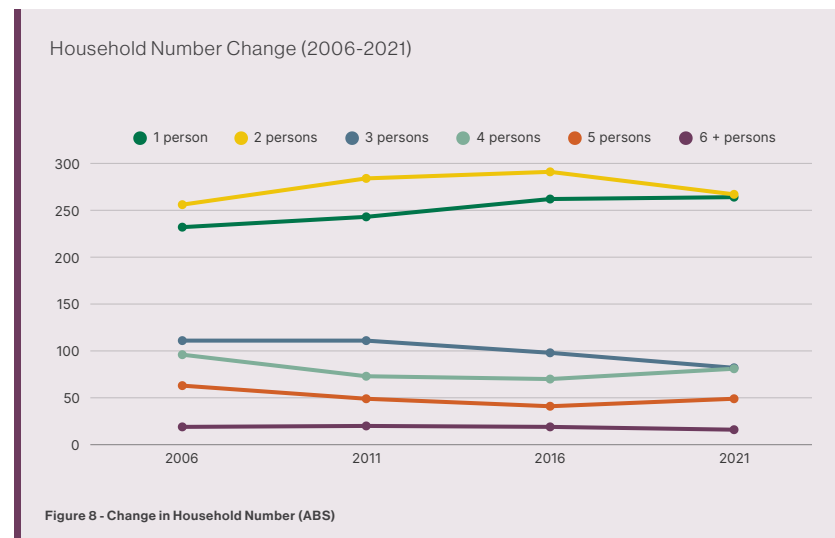
The change in household type broadly aligns with the change in household size. The rise in one and two person household are reflected in the growth of couples without children and lone person households.

The decrease in ‘Couples with children’, and three/four person households (likely the same cohorts) may indicate people moving for access to schooling, or other employment opportunities.

A small rise in group households (usually groups of unrelated people) might indicate people living together for financial and social benefits.

Table 3 - Households, persons usually resident, ABS

Number of persons usually resident	Households
1 person	264
2 persons	267
3 persons	82
4 persons	81
5 persons	49
6 or more persons	16



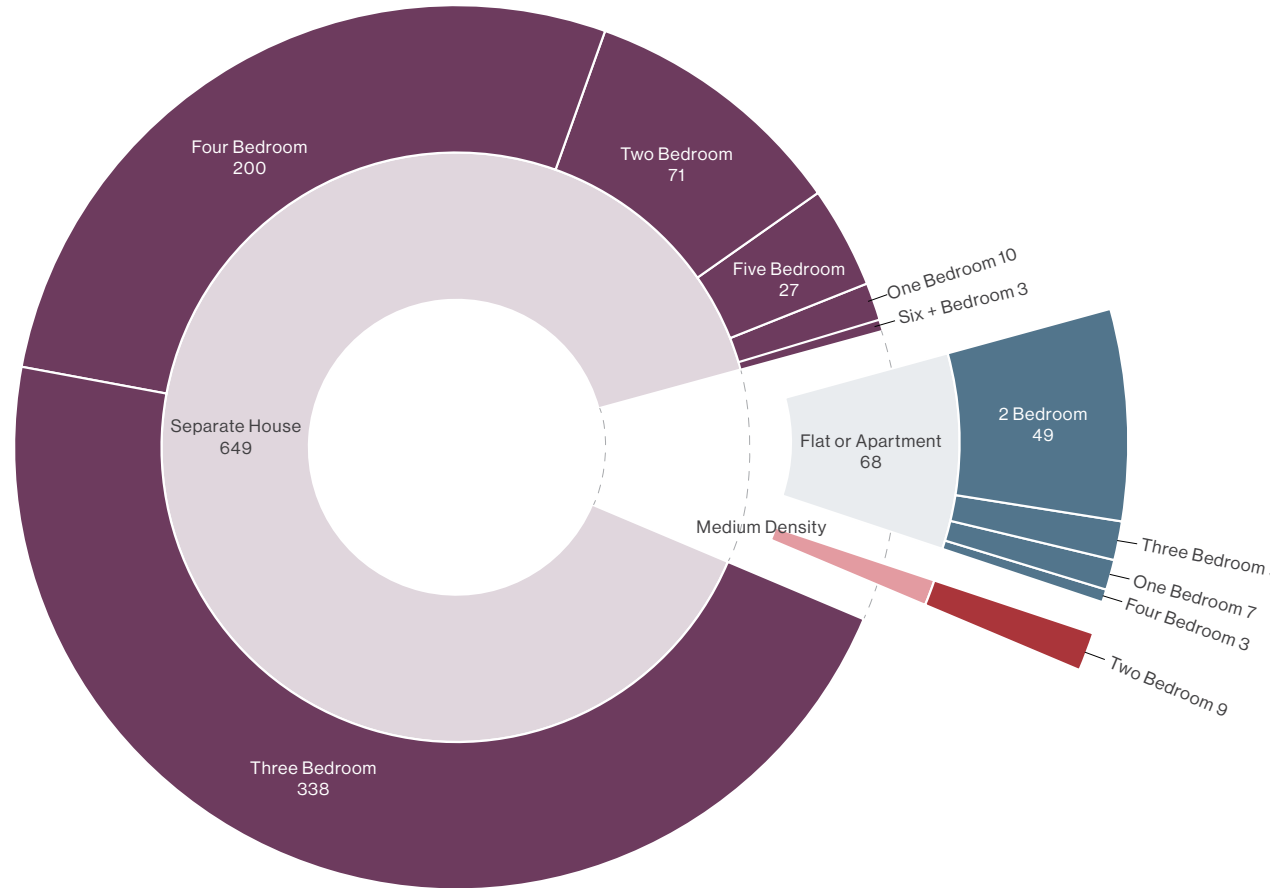
4.2.2. Dwelling Types

Throughout Gundagai, the dominant housing type is a detached three-bedroom dwelling. There is also a high proportion of four, five and over bedroom houses, and a small number of one and two bedroom dwellings, which is increasingly mismatching with the changing household compositions.

At the time of the 2021 census – there were 264 lone person households, 206 of whom are residing in separate dwellings.

The majority of dwellings containing three bedrooms and over indicate there is an increasing mismatch between the housing stock, and the changing household makeups.

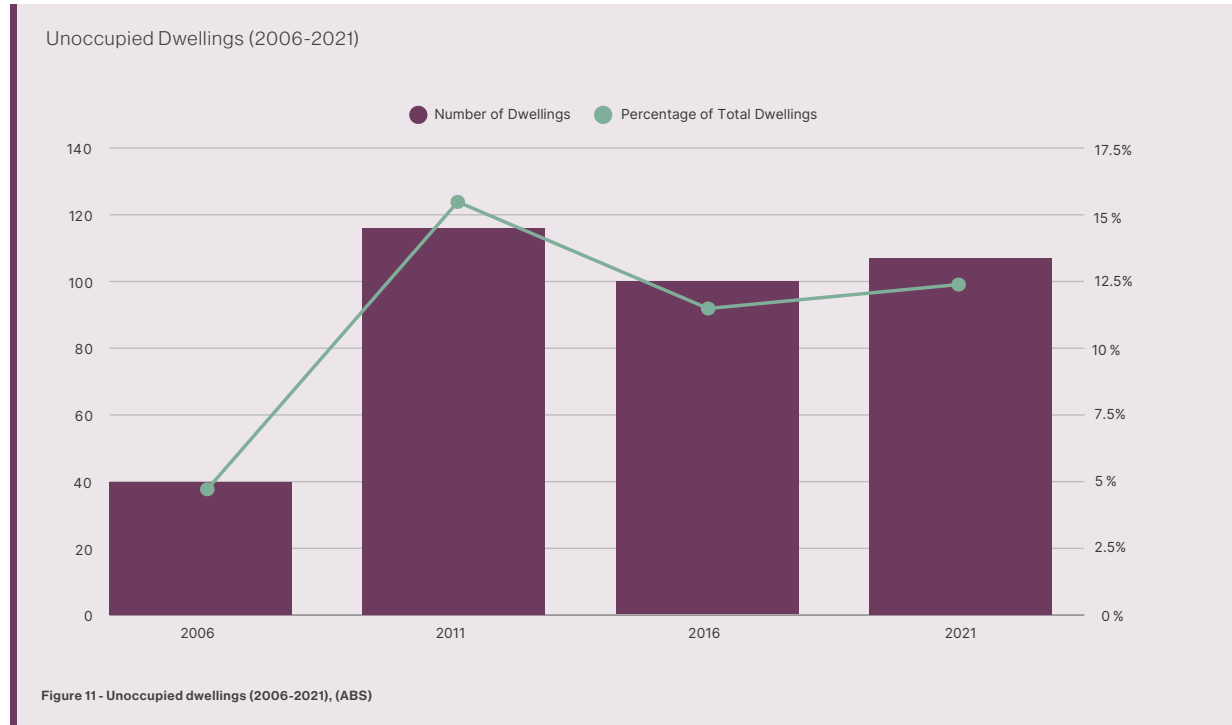
Gundagai Housing Stock



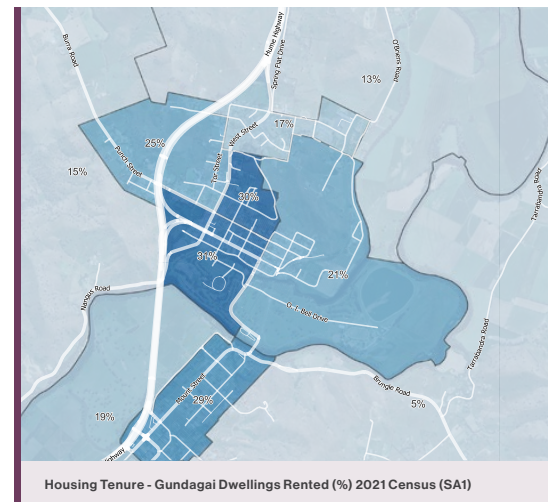
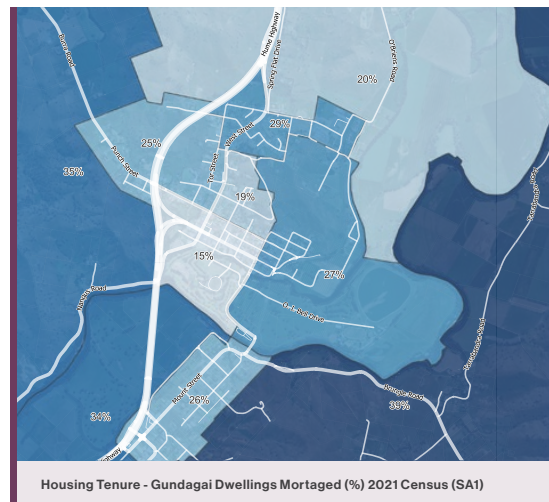
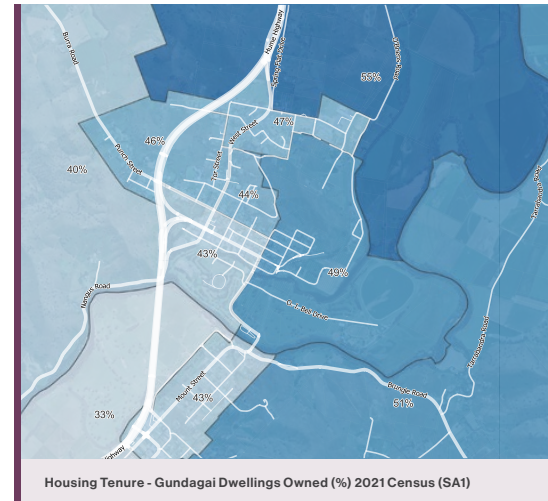
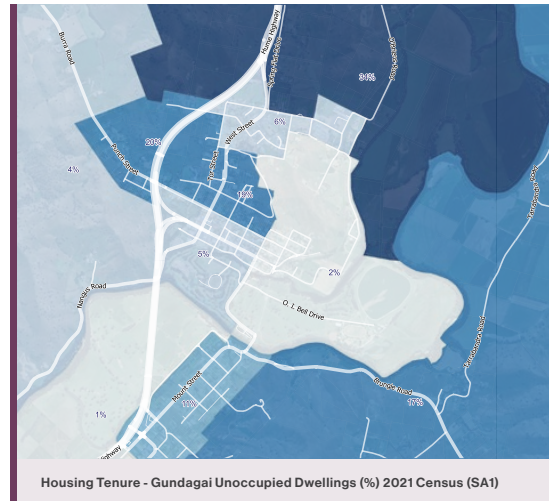
4.2.3. Unoccupied Dwellings

In 2021, of a total of 107 private dwellings were considered unoccupied – 12.4%, which represents around 130% of the Australian regional average.

This is a number that can be quite alarming during periods of scarce housing availability and rising costs of living, though is fairly consistent with national averages. Often this can be explained by people not being at home during a census, houses in the process of being sold or rented, or being used for short term rentals.



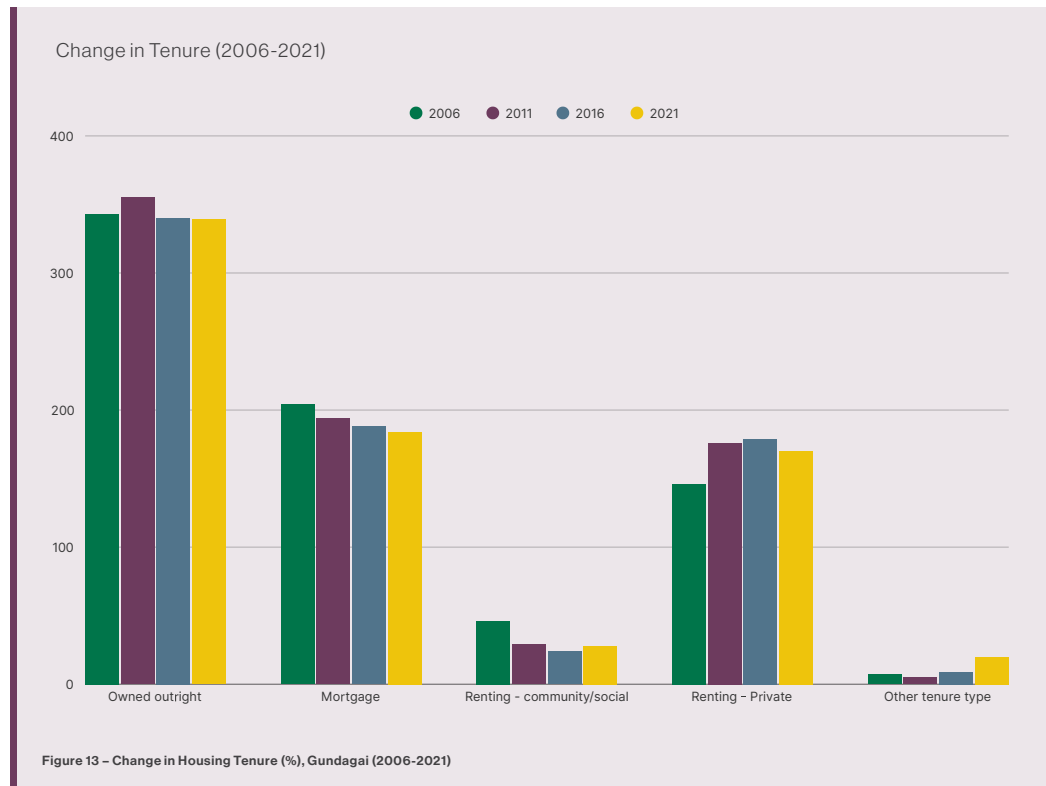
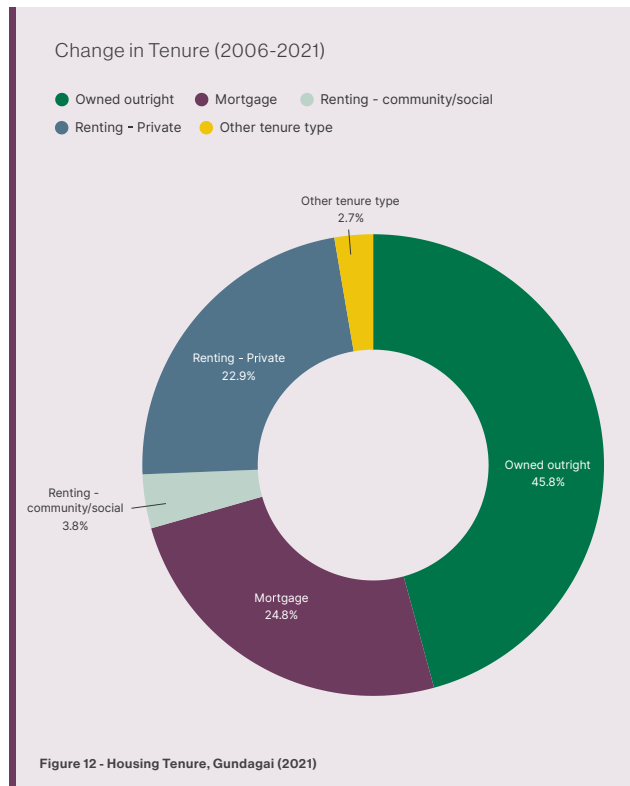
The following maps show the Housing Tenure Maps of unoccupied dwellings, which may be helpful in the context of Gundagai, particularly the above average numbers close to the centre of the town.



4.2.4. Housing Tenure

Due to the low population numbers, it can be hard to identify clear trends in housing tenure though it may be instructive to analyse them in conjunction with population dynamics.

Changes between 2006 and 2021 show the number of fully owned and mortgaged properties has decreased slightly and renting increased. Other tenure types, which often includes short term rentals and stays has increased slightly

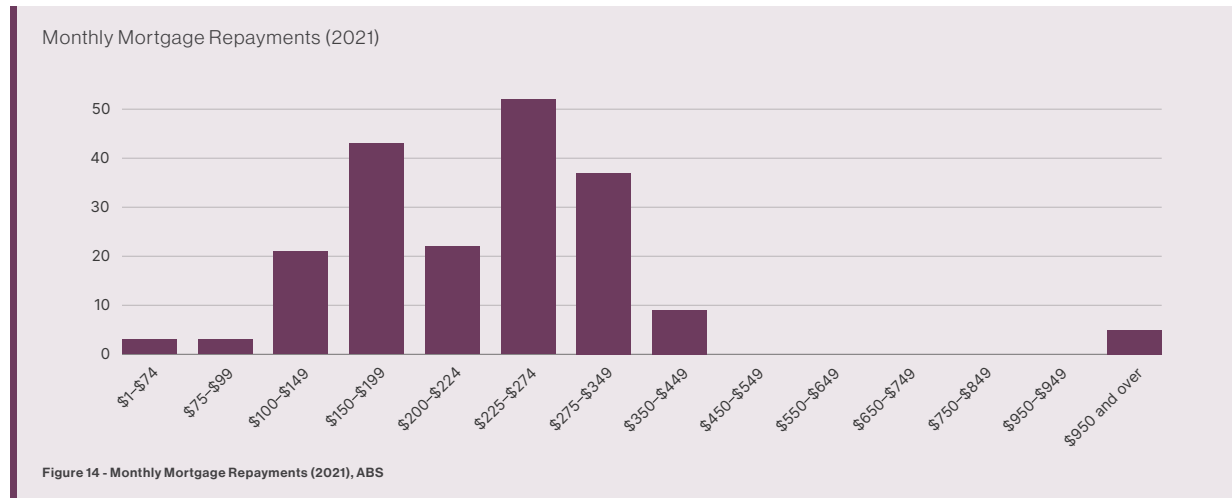
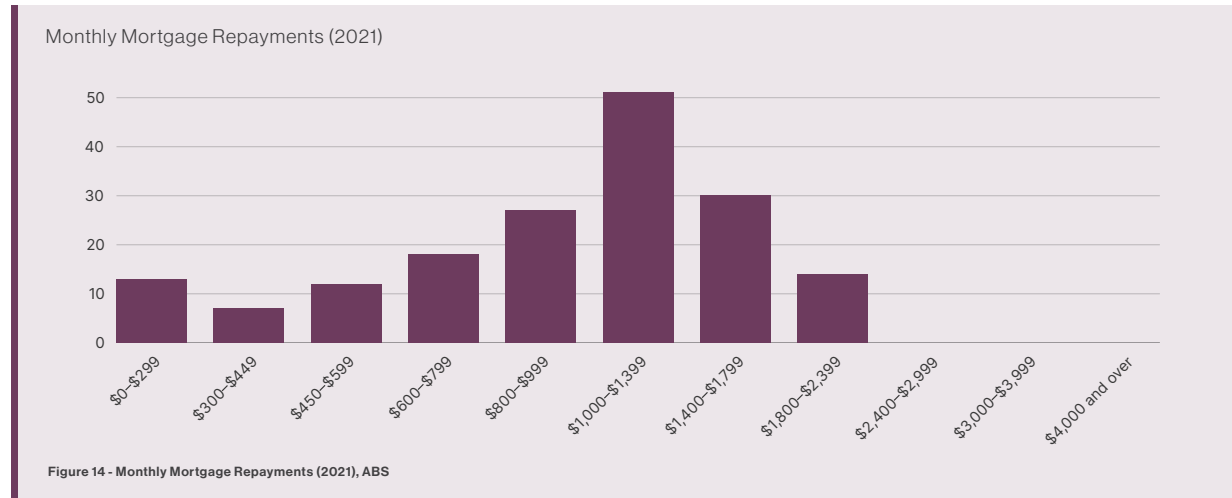


4.2.5. Housing Payments

Mortgage and Rental payments have been most recently reported at the 2021 census.

Of the 24.3% of households paying mortgages, the majority are paying between \$800 and \$1,800 per month. This has likely increased as interest rate rises have occurred since the census. There are also a notable number of households in the lowest bracket, which could indicate properties with very low mortgage balances, subsidised housing, or other unique financial arrangements.

While the Census figures may be slightly dated, data suggests that rental costs are still relatively low, with the majority of households paying less than \$350 per week, well below the NSW Regional median of \$540 for houses.



4.2.6. Housing and Land Sales

Access to affordable housing is perhaps as important culturally as it is economically, in Australian society. As a fundamental human right, housing is important for shelter as well as security. This often clashes with property's standing as asset class, due to its potential for capital gains.

Housing prices in regional Australia have increased quite dramatically following the COVID pandemic and Gundagai is no exception. Over the past ten years, recorded house prices have risen by almost 100%, and particularly since 2020.

Of interest is the increasing house sales within the E1 Local Centre Zone, rising from one dwelling in 2015, to nine in 2024. This may reflect a higher desire for residential properties closer to the town centre.

Table 4 - Average Residential Property Sales 2015-2025, CoreLogic

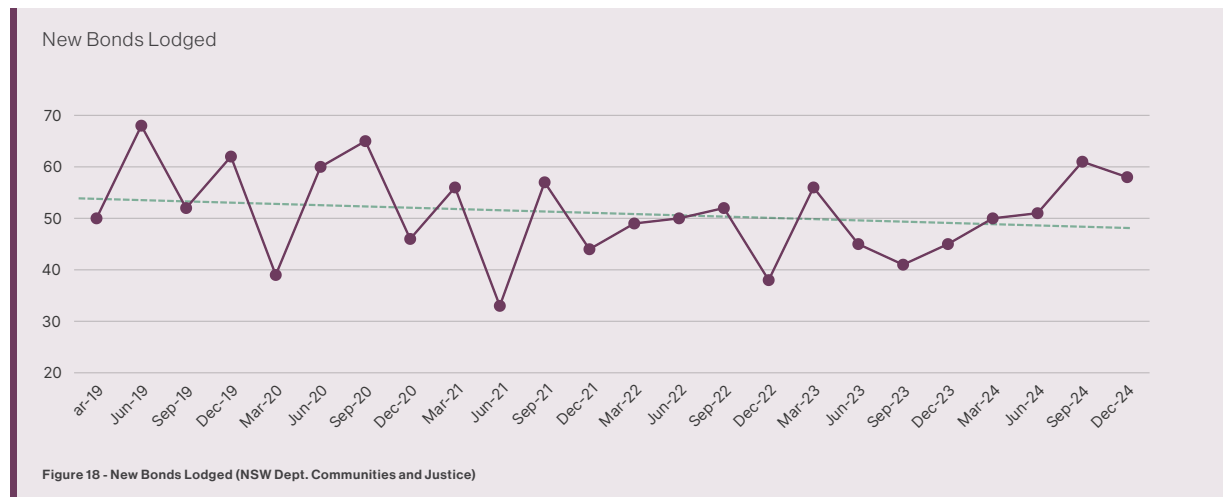
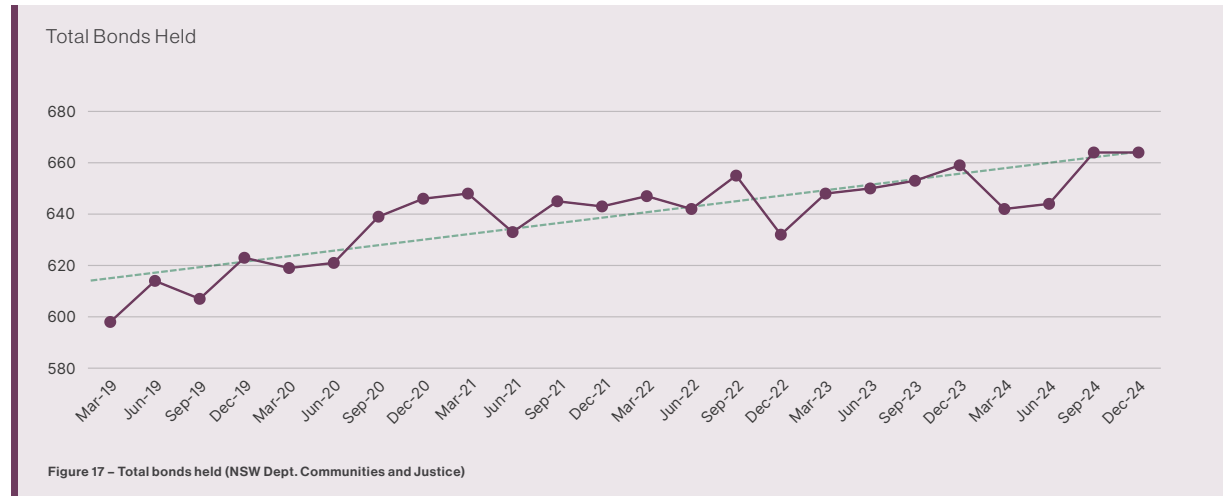
Year	Average Housing Sale Price	Average Land Sale Price
2024-25	\$426,021	\$155,375
2023	\$393,216	\$100,000
2022	\$320,836	\$169,200
2021	\$270,114	\$92,156
2020	\$221,779	\$141,800
2019	\$230,523	\$62,000
2018	\$241,788	\$147,100
2017	\$230,198	\$85,000
2016	\$224,760	\$82,500
2015	\$206,459	N/A



4.2.7. Rental Availability

Figures held by the NSW Dept of Communities and Justice show the number of bonds held are steadily increasing which indicates that people are staying in their rental properties longer and rental stock may be harder to source. This correlates with the increase in renting figures shown in the previous section as well as the decrease in new bonds lodged per quarter.

*Note the data shown in Figure 17 and Figure 18 are for the Cootamundra-Gundagai LGA



4.3. SOCIO-ECONOMIC PROFILE

4.3.1. Family Income

The relationship between income and housing costs is crucial because it directly impacts an individual's or household's financial stability, quality of life, and ability to meet other essential needs.

Figure 19 shows the most recent income figures by family type from the 2021 Census – Couples with and without children and one parent families.

As at the 2021 Census, most households in Gundagai are paying between \$800 and \$1,800 per month to service a mortgage, which is deemed manageable (up to 30% of income)

One-parent families are disproportionately represented in lower income brackets, which may indicate a need for targeted support to improve their financial stability and housing affordability.

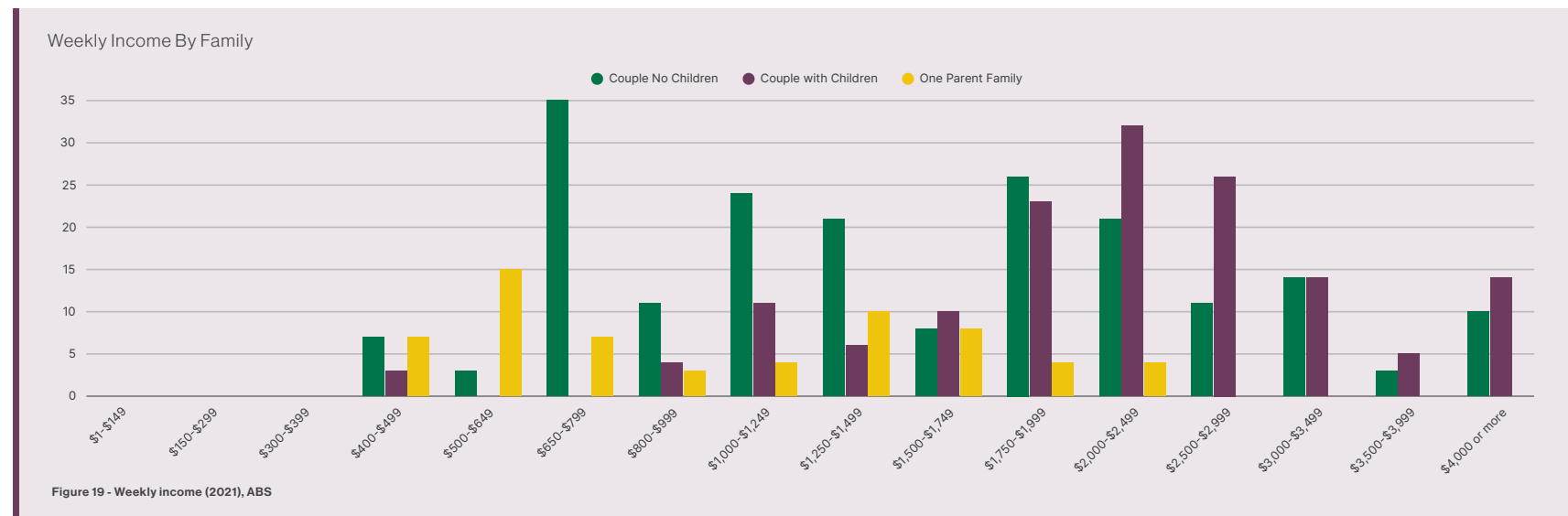
Couples with children have the highest representation in the **\$2,000 – \$2,499** weekly income bracket (32 households), indicating that many families with children fall into this middle-to-upper income range. They also have a significant presence in higher income brackets (e.g., **\$4,000 or more**), with 14 households earning this amount.

Couples without children are more evenly distributed across income brackets, with a notable concentration in the **\$650 – \$799** range (35 households).

They are also well-represented in higher income brackets, with 10 households earning **\$4,000 or more**.

One-parent families are concentrated in lower income brackets, with the highest number (11 households) in the **\$500 – \$649** range.

Very few one-parent families earn above **\$1,750 per week**, highlighting potential financial challenges for this cohort.

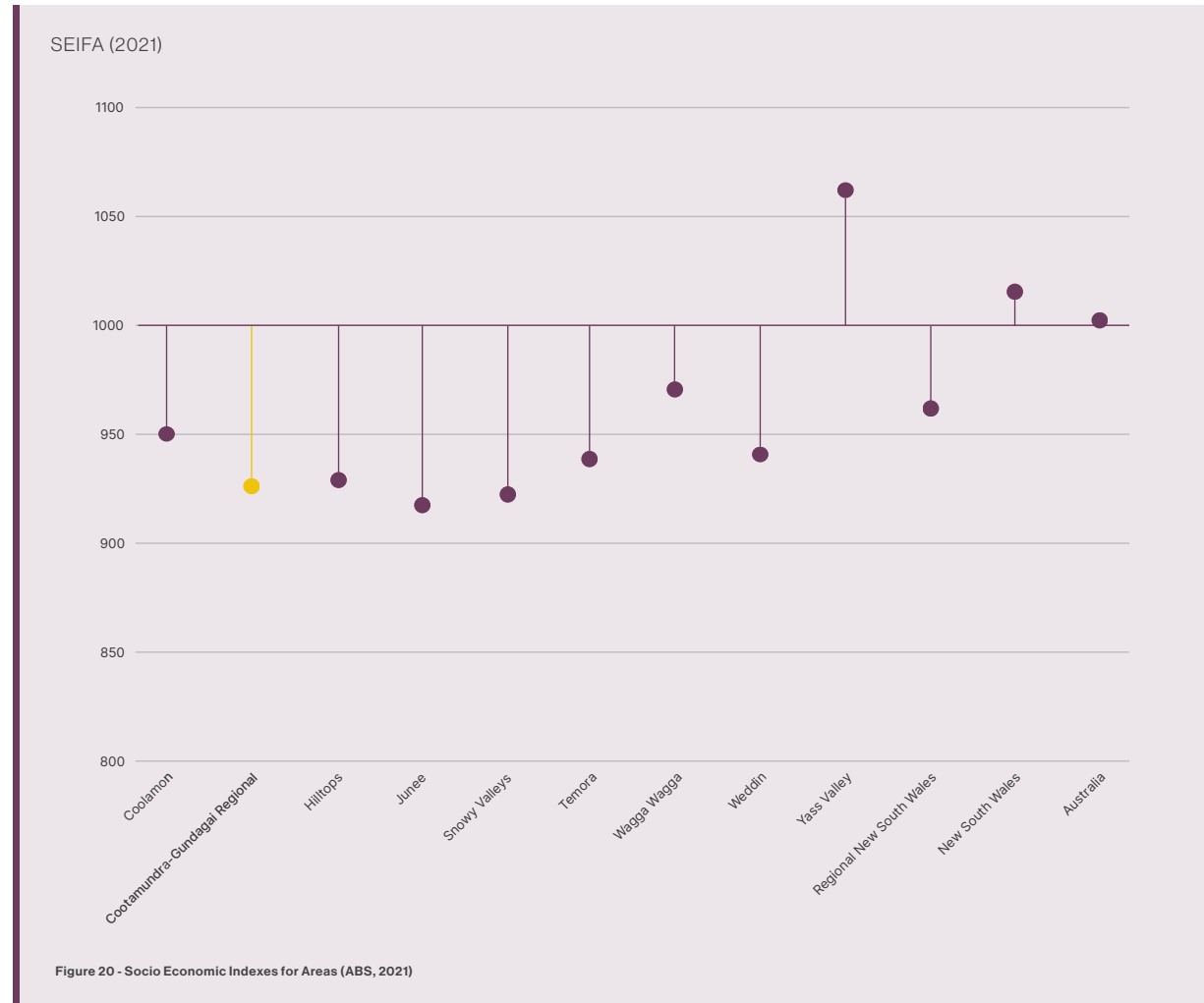


4.3.2. SEIFA

The Socio-Economic Indexes for Areas (SEIFA) is a measure of relative advantage and disadvantage. It's not an absolute figure and can be a good indicator of accessibility to employment, education, amenity, healthcare, higher order regional towns, or where funding might be required.

1000 is the national, median rating for the index where the further deviation from 1000 indicates the relative advantage or disadvantage.

Listed in the 30th percentile (where only 30% of the areas are considered more disadvantaged), Cootamundra-Gundagai Regional LGA's rating for the 2021 index is 926.



4.3.3. Social Assistance and Housing

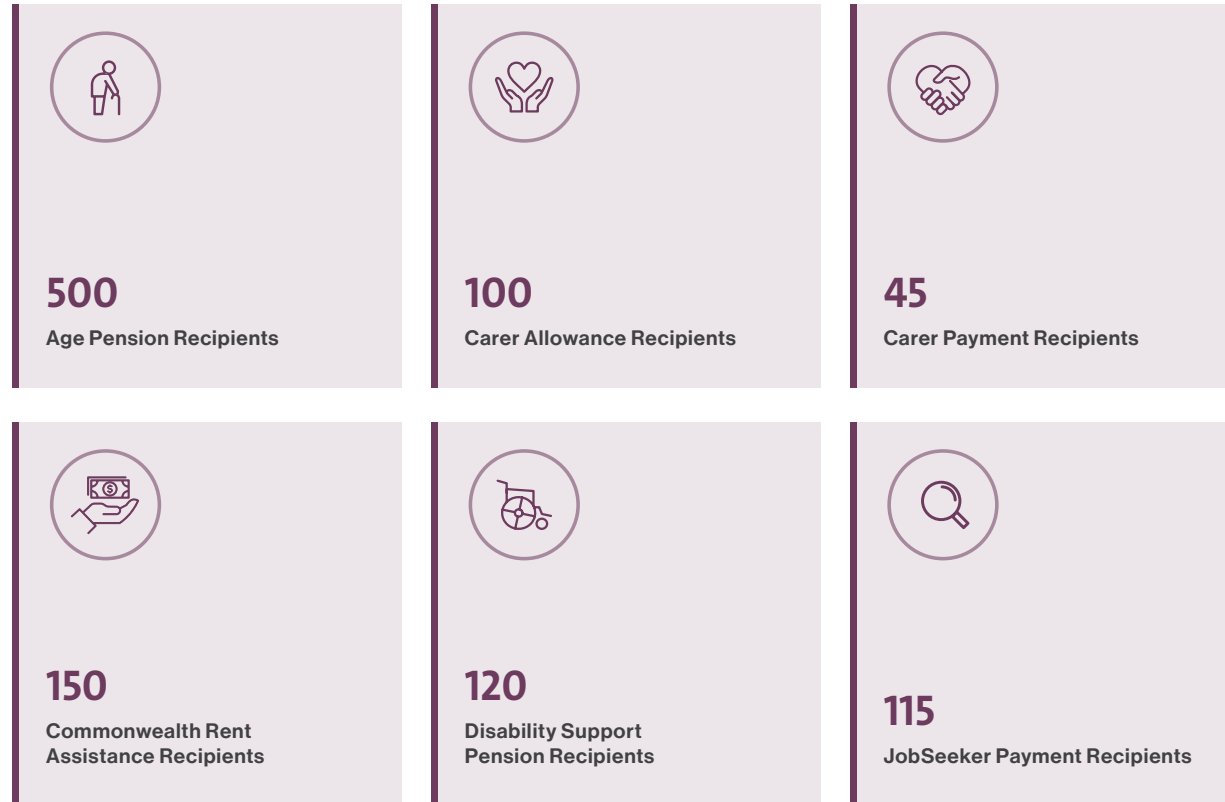
In Cootamundra-Gundagai LGA, there are 150 people receiving Commonwealth Rent Assistance (Australian Institute of Health and Welfare).

For social housing, there are less than five priority applicants and 17 general applicants in the Gundagai Allocation Zone in 2024. Though these numbers are relatively small, expected wait times are up to two years for properties with up to three bedrooms. (DCJ, 2024)

Much of the direct control for social housing sits outside of Council's remit, such as the rates of rent assistance and income support.

At a minimum, effective advocacy to all levels of government will be required from Council to support housing for vulnerable groups in the community.

Figure 21 - Assistance by LGA (Australian Dept. of Social Services)



4.3.5. Education

There are a number of public and private schools providing primary and options throughout Gundagai

Gundagai Preschool

Gundagai Public School

Gundagai South Public School

St Patrick's Catholic Primary School

Gundagai High School

Other secondary school locations particularly with boarding options are located in Wagga Wagga.

A Country Universities Centre is soon to be located in the nearby Tumut which provides a physical location for any enrolled tertiary student to access study spaces and internet. The CUC is government funded and provides an essential hub for students who may be studying externally, online and live in the area. In 2021, 64 students (12.2%) were undergoing tertiary education, and like secondary school students travel (locally) to Wagga Wagga for TAFE, Charles Sturt University and UNSW Rural Campus.



Gundagai Housing and Employment Land Strategy

4.3.6. Employment

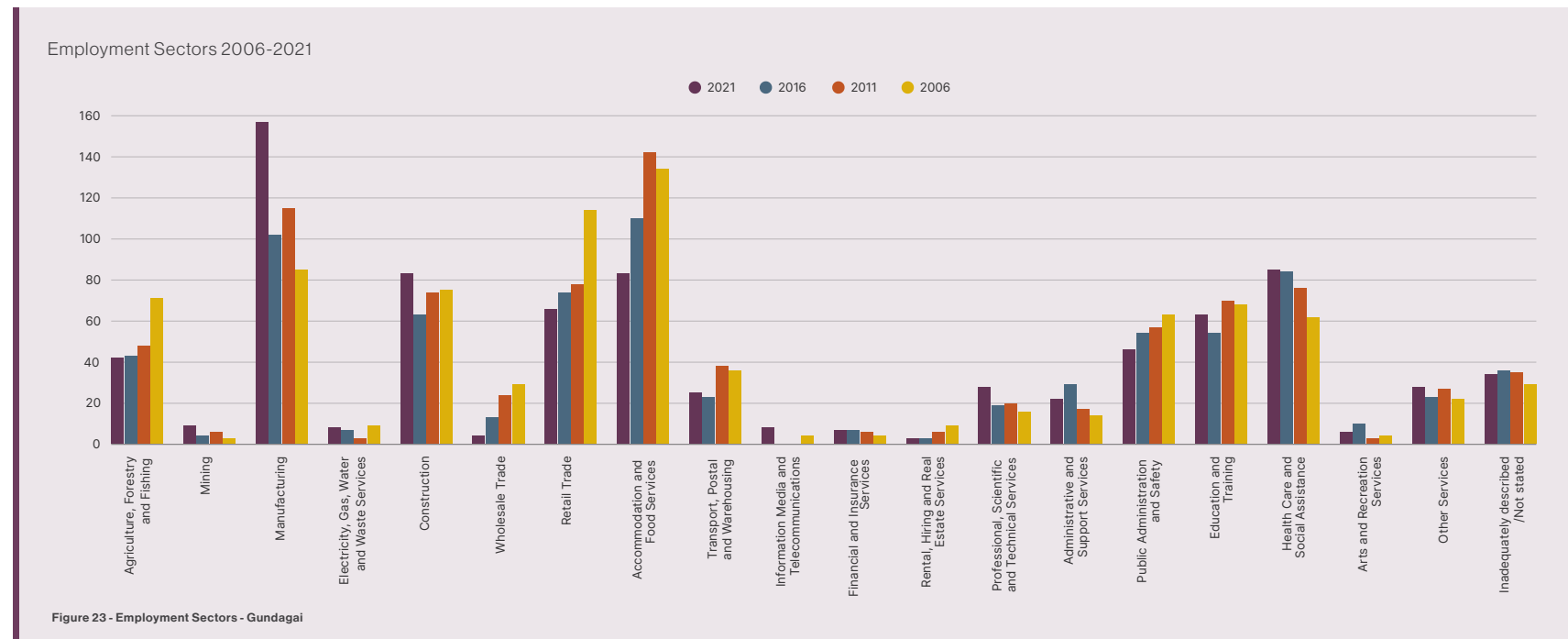
Over the past twenty years, the Manufacturing sector has been the most populous employers in Gundagai, and this number is increasing. The second largest cohort, and perhaps the one Gundagai is best known for is the Accommodation and Food Services sector. As a major stop on the Hume Highway for road travellers,

Gundagai's town centre is host to numerous motels. Accommodation availability is also under pressure as one hotel has been purchased by an employer for its workers, reducing the town's capacity.

There has been a small growth in other industry sectors, that aligns well to the aging population including Health Care and Social Services.

Where people are employed has an impact on land use planning. Emerging, service based industries benefit from co-location with other amenities and services in town centres, and within proximity to where the people are who require those services. Agriculture, however, is more dependent on the location of production and widespread.

There remains a level of uncertainty of the amount of workers in agriculture and horticulture throughout Australia and this may be contributing to some of the pressure felt for housing throughout Gundagai. Data around temporary and seasonal workforces, such as Pacific Australia Labour Mobility (PALM) is presented by the federal government at very broad levels.



4.3.7. Case Study – Gundagai Meat Processors

The Gundagai Meat Processors (GMP) was established in 1974; founders, the Barton family have worked in butchery in Gundagai since 1919. GMP processes a high volume of lamb each year and has invested significant capital in developing its capabilities and expanding meat export opportunities.

The company hires skilled and unskilled workers, training them for various roles throughout the facility.

GMP is the largest single site employer in Gundagai, choosing to remain in the area to leverage the location and access the strategic transport network of the Hume Highway. It is located at the southern periphery of Gundagai, 5km from the central Sheridan Street.

GMP hires a large number of migrant workers and understand the value in limiting employee turnover, working to be an employer of choice. Cohorts include lone persons, couples and family groups.

GMP assists workers with both housing and transport to and from the facility, where necessary.

In planning for the various cohorts of workers, it is worth considering migration pathways, which can be considered in a spectrum ranging from a single person, working a minimal 88 days in a regional centre to fulfil visa requirements through to a person worker who may come alone, to be joined by partners and families when secure employment, housing and residency/citizenship can be attained over a period of years.

To reflect that diversity, provision for a range of dwellings should be considered:

- Modular/Pre-fabricated dwellings, shared facilities
- Medium Density Dwellings
- Family Housing
- Multigenerational Family Housing

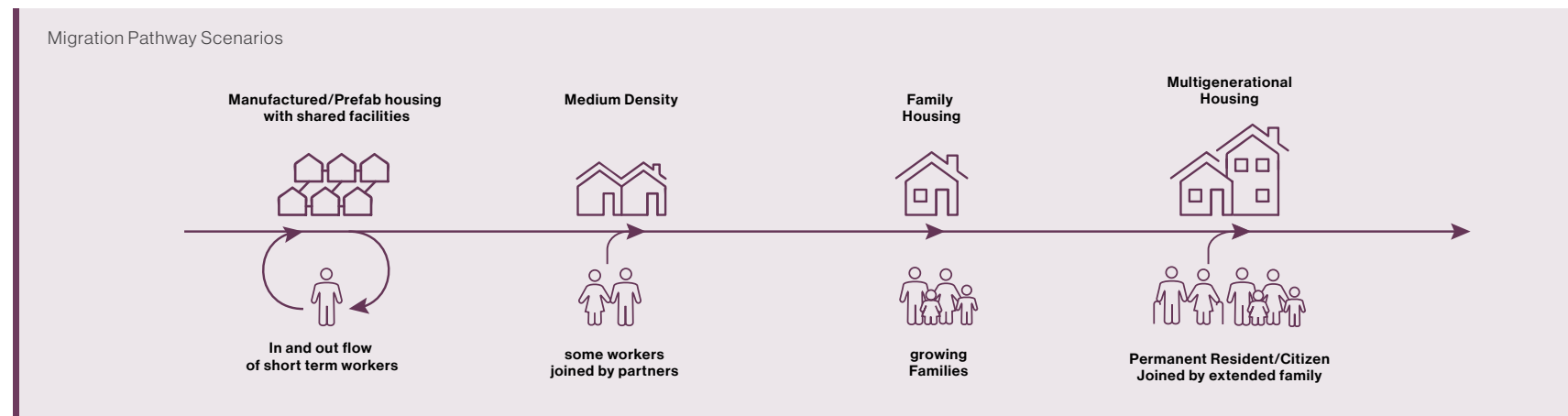
GMP has difficulties providing this range of housing options, including prohibited uses within Residential zones (Gundagai LEP, Housing SEPP), which restricts prefabricated, modular housing solutions, through to finding family size homes.

Worker accommodation

GMP has purchased an existing hotel in Gundagai and rent a number of dwellings on behalf of employees, guaranteeing rental income for owners.

As an accommodation shortage is prevalent throughout Gundagai, there is some resentment within the community (whether fairly characterised or not) as competition for housing is high.

Compounding issues include the cost of living, the rise in house and rental prices experienced since 2020 and COVID.



Opportunities:

There is a chance for Gundagai to embrace migration as an opportunity for renewal, rather than competition so there are mutually beneficial outcomes for employers and the community.

By working with the community, the largest employer and putting the right housing mechanisms in place, the town can:

- Ease accommodation pressures.
- Retain local spending power
- Boost local services and schools.
- Maintain its identity while evolving.

Success depends on leadership, clear messaging, and making sure the benefits are shared – by the people already here, and those who hope to join them.

See section 7.2.6 for relevant recommendations.

Recommendation

Ensure guidelines for Manufactured Home Estates are included in a Development Control Plan to ensure urban design outcomes, streetscape, landscape and amenity are enhanced

This recommendation will work in tandem with others throughout the Strategy which encourage an increase in density and capacity in residential zones.



Gundagai Housing and Employment Land Strategy

4.3.8. Unemployment

Cootamundra-Gundagai currently has a relatively low unemployment rate of 2.6%, well below the current national average of 4.1%, itself at twenty year lows.

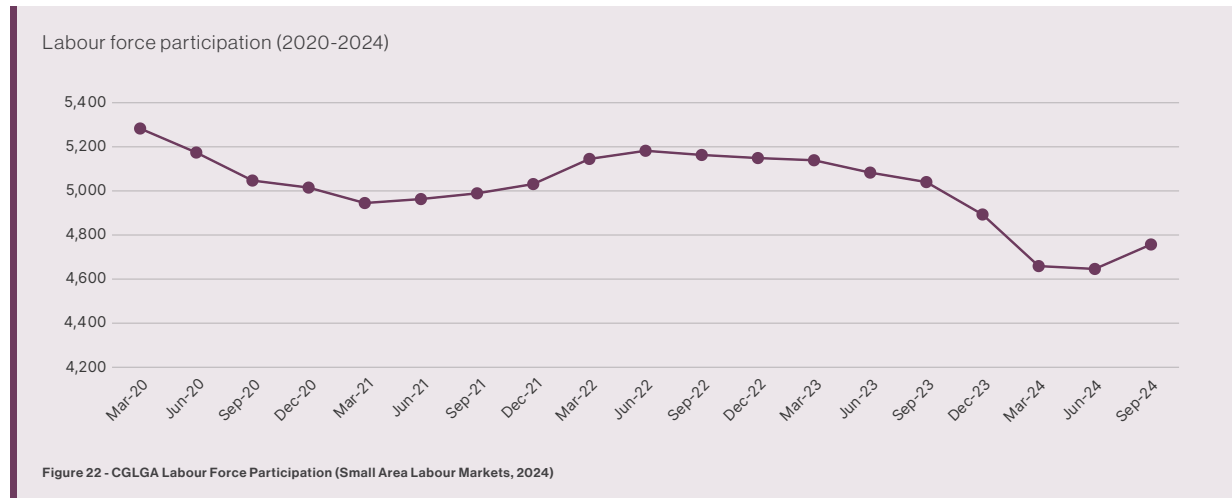
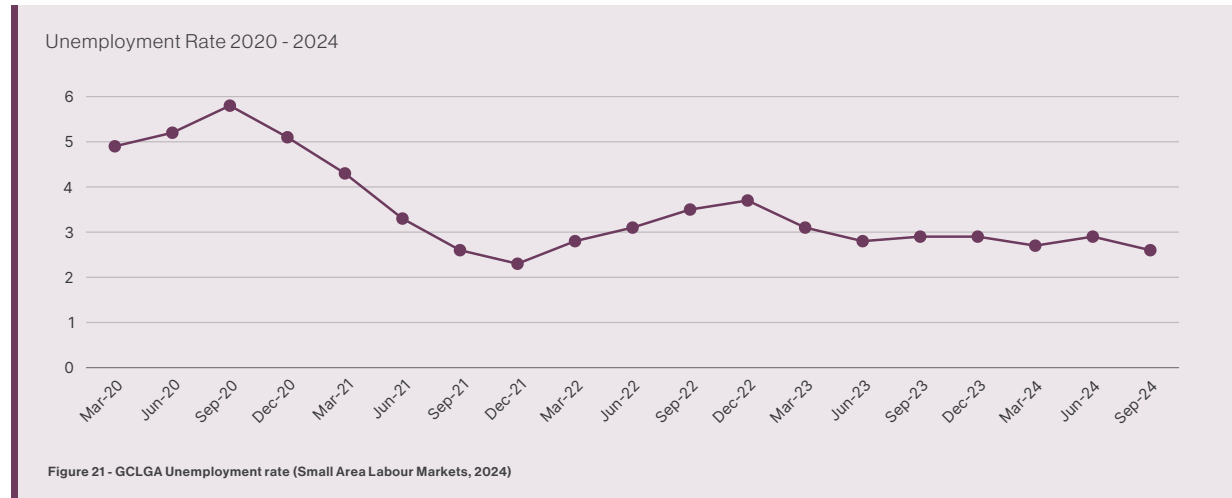
In Australia, **unemployment** is defined by the **Australian Bureau of Statistics (ABS)** as a situation where a person meets the following three criteria:

- 1. Not Employed:** The person did not work at all during the reference week (the week when the survey is conducted).
- 2. Actively Seeking Work:** The person actively looked for work during the previous four weeks, such as by applying for jobs, contacting employers, or attending job interviews.
- 3. Available to Work:** The person was available to start work during the reference week if a job had been offered.

The **Labour Force Participation Rate** is defined as the percentage of the working-age population (typically aged 15 and over) that is either employed or actively seeking work (unemployed). It is a key measure of the proportion of the population that is engaged in or available for the labour market.

A higher participation rate generally indicates a greater proportion of the population is contributing to or seeking to contribute to the economy.

The latest figure of 4757 people in the Cootamundra-Gundagai is a relatively high proportion of the working age population, though that number is declining.



4.3.9. Workforce and Economic Diversification

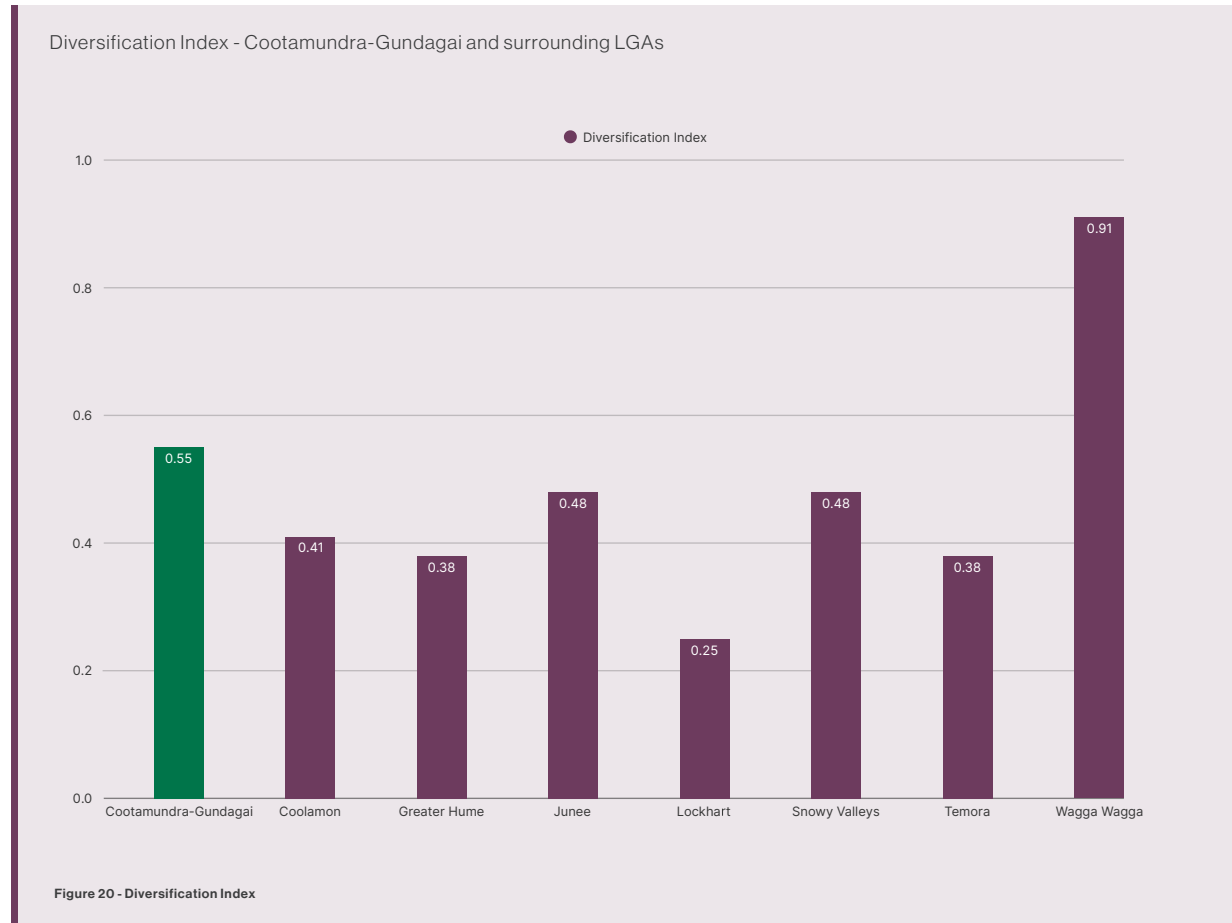
The Regional Australia Institute (RAI) classifies the diversification of Cootamundra-Gundagai Regional Council's economy as 0.55 (utilising the Hachman Index where zero indicates no diversity and one indicates a very diverse economy), relative to the rest of Australia.

As a small town, with a population under 5,000. RAI research generally encourages the pursuit of a diverse economic base which complements or supports main, service based industry – "related variety"

Related variety can benefit local economies that are dependent on service-based industries, such as tourism and education, that derive their demand from other sectors of the economy. Broadening the offer from these service industries can in turn enrich customer experiences and further broaden the customer base. (RAI)

Though a small town, Gundagai has leveraged its locational advantage to provide short stay and stopover type accommodation and related services for road travellers on the Hume Highway.

From a land use planning perspective – consideration of permitted uses, particularly within Employment, Local Centre and Tourism Zones should encourage this variety of supporting uses.



4.3.10. Journey to work

The spatial relationships between where people live and work are vital to land use planning structures. The geographic spread of both housing and employment lands, how far people travel and by what mode of transport all contribute to the urban and socio-economic structures.

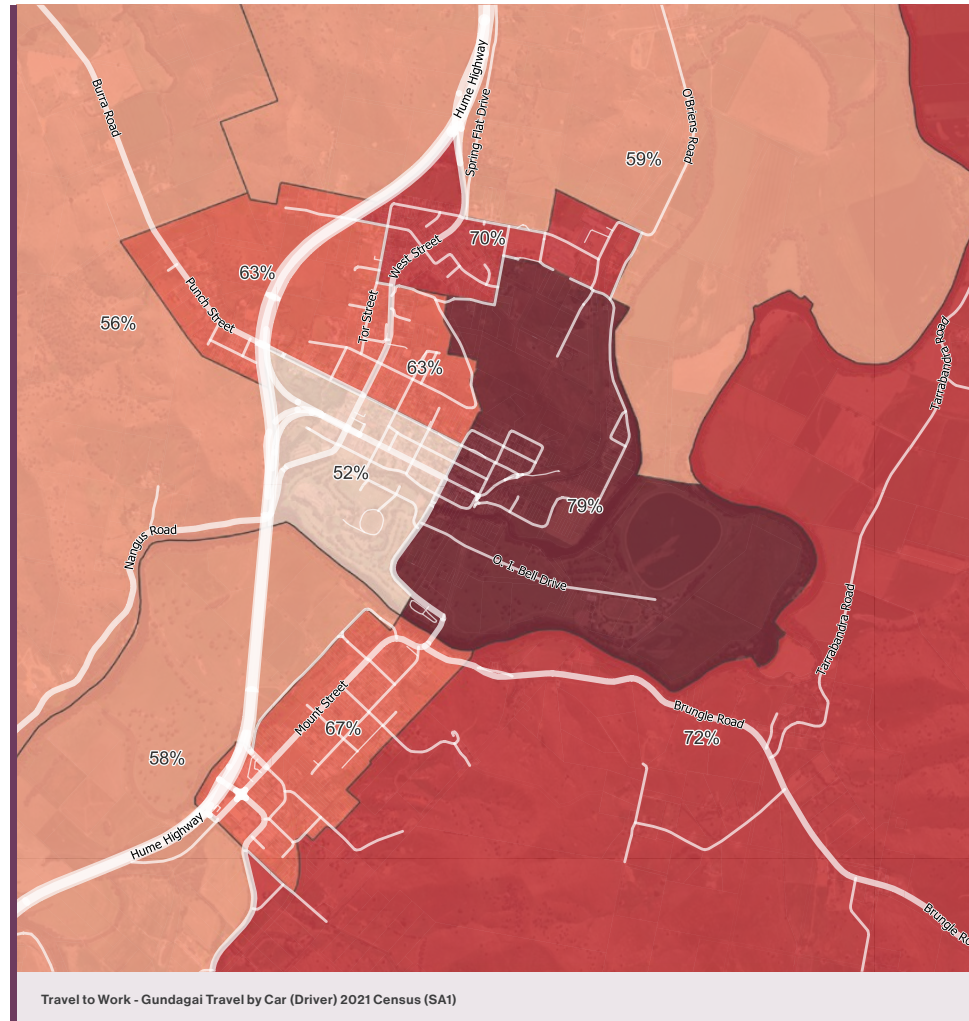
By far, the most dominant transport mode is the private car. Public transport is for all intents, non-existent and there is a small cohort of people who walk to work in Gundagai.

Post COVID, throughout regional Australia the prevalence of working from home has increased. This has implications for the spaces people live, as well as those they work in. As a consequence, people may seek extra bedrooms in a dwelling for office or work space. As there is currently the combination of 3+ bedroom homes with shrinking family units, this is unlikely to create a substantial problem for housing supply in the short term.










At the 2021 Census, 611 people from Gundagai worked within the Cootamundra-Gundagai Regional Council area.

Those workers who travelled outside of the Cootamundra-Gundagai Regional Council area commuted to the nearby Snowy Valleys and Wagga Wagga LGAs

During the Census period, only 56 people (6.9%) worked from home.



4.4. KEY CONSIDERATIONS FOR DEMOGRAPHY AND LAND USE

 <p>Lone person households in Gundagai are increasing</p>	 <p>The workforce population is declining and the population is ageing</p>	 <p>Dwelling types are overwhelmingly three bedrooms and over, meaning there is a disproportionate balance between household size and dwelling size</p>
 <p>Disproportionate typical lot size vs minimum lot size, which can impede gentle increases in density (for example, by subdividing a lot into two Torrens titled lots).</p>	 <p>Gundagai has traditionally been relatively affordable, though house and rental prices have increased markedly since COVID.</p>	 <p>The number of private renters is increasing.</p>
 <p>The cost of developing and releasing green field land is high in comparison to undertaking infill development due to the cost of the cost of servicing.</p>	 <p>There is limited availability of necessary services in Gundagai for the ageing population.</p>	 <p>There is a need to identify and encourage new industry and employment generating uses to establish in Gundagai to retain and increase population</p>

5

ENVIRONMENT



This section of the strategic review addresses the environmental aspects that will influence the preparation of a land use strategy.

Areas of analysis in this section include climate, vegetation, environmentally sensitive land, threatened species, flooding and bushfire hazards, air, noise, water, salinity, waste management, effluent disposal, land use conflict, heritage, local state of the environment reports as well as the implications and issues for planning.

The Cootamundra Gundagai Regional LSPS vision pays particular attention to the environment, climate drivers and mitigation. Sustainability is a cornerstone of the document.

The community values the inherent connection to the river systems, understanding its importance to Aboriginal and European cultural heritage values, connection to Country and an understanding of place.

Council understands the health of the environment is directly connected to the health of Gundagai.

Gundagai is within the Southwestern Slopes Bioregion, an extensive area of foothills and isolated ranges comprising the lower inland slopes of the Great Dividing Range extending from north of Cowra through southern NSW into western Victoria.

This bioregion is dominated by a sub-humid climate characterised by hot summers and no dry season. A temperate climate, with warm summers, occurs at higher elevations along the eastern boundary of the bioregion.

Southwestern Slopes Bioregion, NSW DPE

Gundagai is also sited on an area of naturally occurring asbestos, which can present health and environmental risk, if disturbed. Council has an Model Asbestos Policy (2023) for dealing with risks due to natural and manufactured asbestos.



Gundagai Housing and Employment Land Strategy

5.1. CLIMATE

Climate modelling for the Riverina Murray Region is important for the Gundagai, especially as it relates to agriculture, water availability, bushfire risk, human, flora and fauna health. Projections include:

- Maximum and minimum temperatures are projected to increase.
- Number of hot days will increase.
- Number of cold nights will decrease.
- Forest Fire Danger Index (FFDI) - Average fire weather as well as severe fire weather days to increase in Spring and Summer.
- “Temperature is the most robust indicator of climate change. In NSW, 6 of the 10 warmest years on record since 1910 have occurred since 2013.

Riverina Murray Climate Change Snapshot

Heat related stress is the biggest environmental cause of hospitalisations and death in Australia. As the population in Gundagai ages, and the number of hotter days increases, the risk also increase.

“People aged 65 years and over are at increased risk of heat-related illnesses and need special care in hot weather.

Risk factors include living alone, chronic medical problems and certain medications.”

Heat stress and older people – betterhealth.vic.gov.au



The NSW and Australian Regional Climate Modelling (NARCLiM) project summarises projections for severe weather changes and models high and low-emissions scenarios.

As of 2024, high emissions scenarios are more likely, the Intergovernmental Panel on Climate Change (IPCC) has reported the first twelve month period of 1.5°C over pre-industrial levels. NSW and the ACT have both already warmed by 1.4°C since national records began in 1910.

Gundagai's agricultural, and tourist economies, community health, will likely be more at risk in the coming decades.

This will have effects on dwelling patterns, how and where people choose to live, and their relationships to the built and living environment.



5.2. Flooding and Water

The impacts of climate change will result in more extreme weather events. Flooding has the potential to be more devastating than previously modelled or planned for.

As the average temperature increases, so too does the atmosphere’s capacity to hold water, and precipitate larger volumes.

Gundagai is downstream from the ungated Burrinjuck Dam and Blowering Dam (Tumut River), and is at risk from riverine flooding during major events.

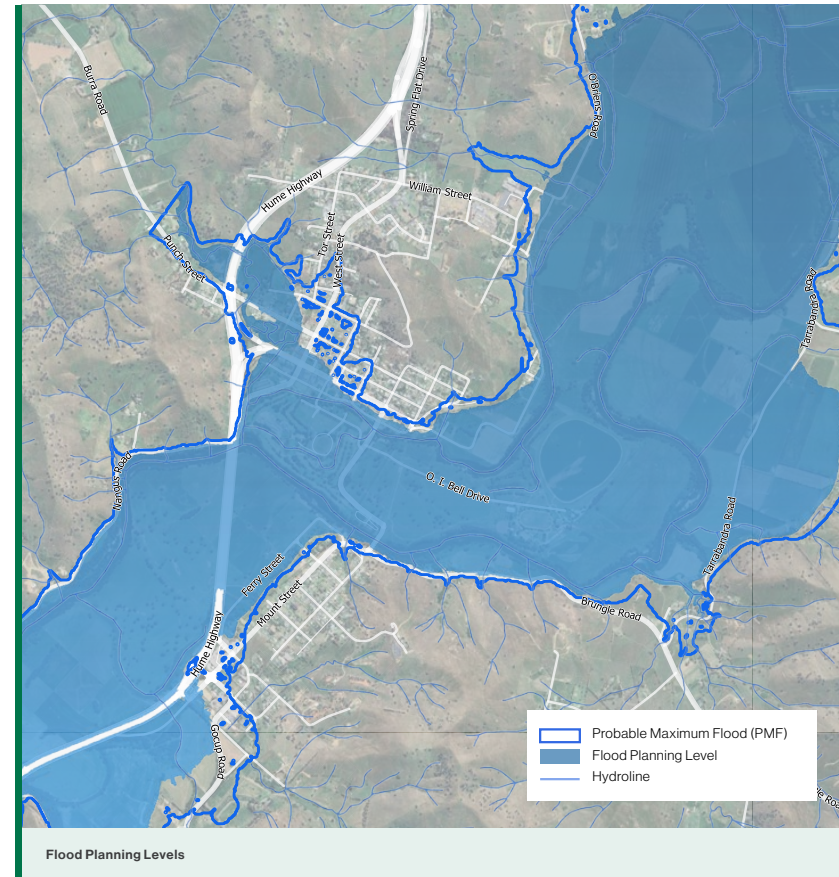
Flood risk is a key impact to consider when developing any land use strategy, when assessing land that may be suitable for development, or considering land that is becoming more flood prone as the effects of climate change are more readily felt.

In certain geographic areas, insurance premiums are already beginning to rise in accordance with the increased risk.

As of 2023, NSW Department of Planning, Housing and Infrastructure has amended the way it assesses flood risk, and considers not just the modelled 1% Annual Exceedance Probability (AEP) risk ,but the Probable Maximum Flood (PMF) levels when assessing suitable places for land use, inhabitation, dwelling and infrastructure.

The Gundagai Floodplain Risk Management Study and Plan was completed in 2018 and has set out the required flood planning area, probable maximum flood level and risk categories.

As part of that process a number of buildings have been identified for voluntary house raising and/or voluntary buyback due to the flood risk, deep, fast-flowing water and with a shorter warning and evacuation time. State government funding is available as part of the Resilient Homes Program.



5.3. Bushfire

Council is responsible for bushfire mapping, which is then reviewed by the Rural Fire Service before certification by the commissioner. Bushfire mapping is a key input into the development of a housing strategy, particularly when assessing land that may be suitable for development.

Bushfire prone vegetation maps are separated into three categories and a buffer zone, which currently apply to Cootamundra-Gundagai LGA.

Category 1

Vegetation Category 1 is considered to be the highest risk for bush fire. It is represented as red on the bush fire prone land map and will be given a 100m buffer. This vegetation category has the highest combustibility and likelihood of forming fully developed fires including heavy ember production. Vegetation Category 1 consists of:

- Areas of forest, woodlands, heaths (tall and short), forested wetlands and timber plantations

Category 2

Vegetation Category 2 is considered to be a lower bush fire risk than Category 1 and Category 3 but higher than any excluded areas.

It is represented as light orange on a bush fire prone land map and is given a 30 metre buffer.

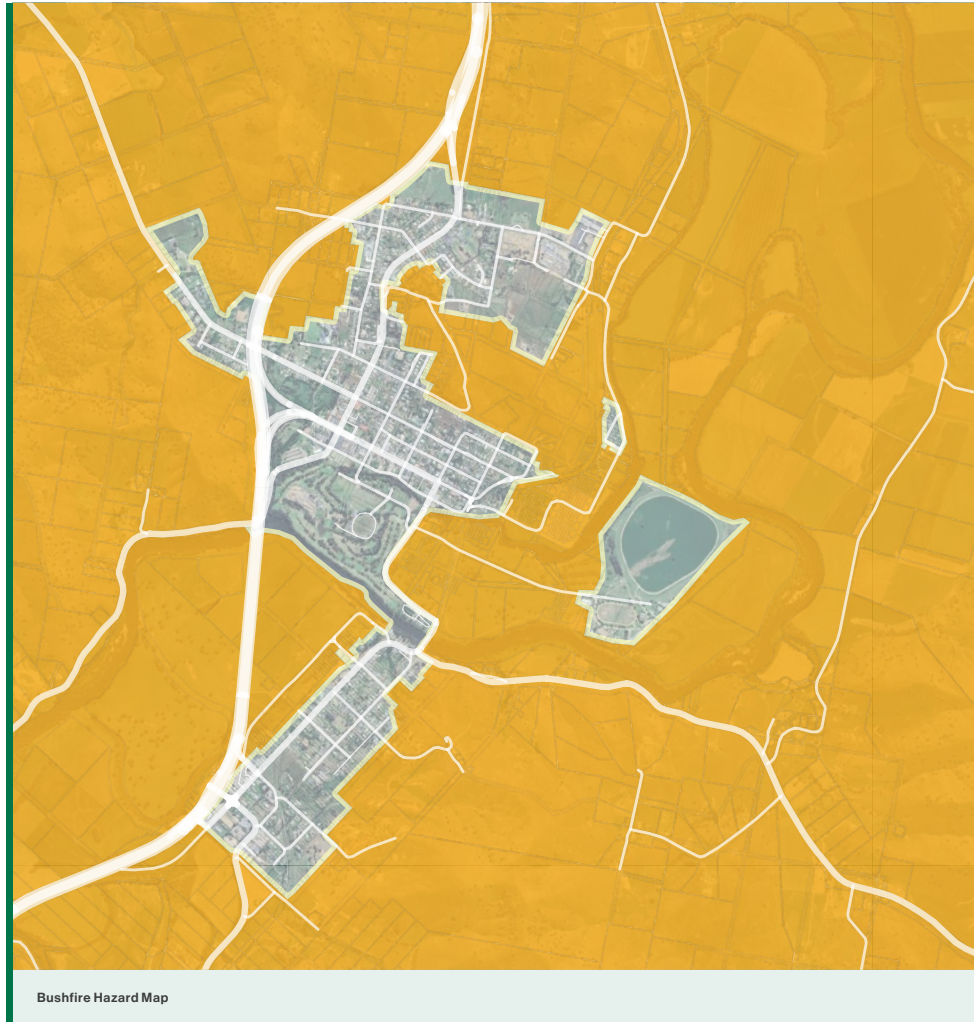
This vegetation category has lower combustibility and/or limited potential fire size due to the vegetation area shape and size, land geography and management practices. Vegetation Category 2 consists of:

- Rainforests.
- Lower risk vegetation parcels. These vegetation parcels represent a lower bush fire risk to surrounding development and consist of:
 - Remnant vegetation;
 - Land with ongoing land management practices that actively reduces bush fire risk. These areas must be subject to a plan of management or similar that demonstrates that the risk of bush fire is offset by strategies that reduce bush fire risk; AND include:
 - Discrete urban reserve/s;
 - Parcels that are isolated from larger uninterrupted tracts of vegetation and known fire paths;
 - Shapes and topographies which do not permit significant upslope fire runs towards development;
 - Suitable access and adequate infrastructure to support suppression by firefighters;
 - Vegetation that represents a lower likelihood of ignitions because the vegetation is surrounded by development in such a way that an ignition in any part of the vegetation has a higher likelihood of detection.

Category 3

The recently introduced Category 3 (grasslands, freshwater wetlands, semi-arid woodlands, alpine complex and arid shrublands) have a broadscale applicability at the perimeter of urban Gundagai, and are widely applied, reflecting the threat posed by grasslands and the undulating geography.

The Category 3 bush fire hazard partially affects the key investigation sites and can be taken into account at a development application stage, depending on the scale and type of development; and accommodating suitable Asset Protection Zones and Bushfire Attack Level ratings for new construction.



Legend - Bush Fire Hazard Category

- Buffer
- Category 1
- Category 2

6

CONSULTATION



A multi-faceted approach has been taken to consultation with the community and stakeholders in order to meet people where they were most comfortable contributing to the Strategy.

Councillor Workshop

Councillors were presented with the breadth of background analysis and community feedback up to that point in the development of the Strategy and given the opportunity to consider the project and seek clarification on important issues.

Community Sessions:

Attendees were presented with information gathered through the research and background phase and their experiences of that were sought through structured conversation as well as being encouraged to consider the future of land use throughout Gundagai.

Dotmocracy A participatory voting exercise for people to consider the balance of housing types.

Future planning exercise Attendees were presented questions asking them to:

- Consider a vision for Gundagai in 2045 and the types of decisions the community would need to make now, to achieve that.
- Consider the advantages and disadvantages of implementing different densities, maintaining character, and housing diversity

Targeted Interviews

Interviews with stakeholders sought to understand housing and employment land use throughout Gundagai. The varied perspectives of the participants, including employers, real estate and Council staff helped to consolidate the Strategy’s aims and offer specialised viewpoints to uncover unreported data and refine the approach.

Online survey

An online survey was conducted and sent out to the community. An encouraging 63 responses were received.

Respondents were asked about their relationship to Gundagai, living and employment statuses and what, if any, changes they would like to see in the future.



Gundagai Housing and Employment Land Strategy

6.1 Consultation outcomes


Throughout the consultation process, there were some consistent themes and trends that arose, around why people chose Gundagai and what they felt needed to be addressed through the Strategy.


“Gundagai offers a strong sense of community, a beautiful natural setting, and a relaxed pace of life — all while being located on a major transport route.”


People choose to live in Gundagai because of:


 **Family and Community**





 **Location**



 **Environment**



 **Affordability**



Key Themes



A need for housing diversity

“Ultimately, matching housing supply to the needs of workers at different life stages will ensure Gundagai remains a viable and appealing place to live and work.”



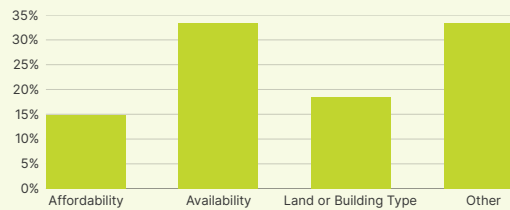
Housing options to support an ageing population

“Elderly are staying in their homes as there is nowhere for them to downsize to”



Affordability and availability of suitable business premises.

Barriers to securing the right premises for your business in Gundagai



Employees are hard to secure and retain due to a lack of housing availability

“More units for workers and other accommodation for singles.”

7 | THEMES, STRATEGIES AND ACTIONS



The Strategy is founded on three, interconnected themes, with supporting strategies and practical actions.

The three themes upholding the Strategy encompass the results of the background research and community feedback process.

Strategic land use, encompassing where and how we live and work is complex topic and as such, an array of recommendations are made that each work towards the Strategy's themes and vision.



Theme:
Capacity and Preparedness

- Strategies:**
- Identifying land use opportunities for diverse community aspirations
 - Building capacity within the community in readiness for future opportunities
 - Understanding and mitigating environmental risk



Theme:
Simplification

- Strategies:**
- Removing planning barriers to pave the way for desired land use outcomes
 - Identifying land suitable for desired uses and planning for its development



Theme:
Diversity and Accessibility

- Strategies:**
- Reflecting the diversity of the community in the types of housing, employment and land uses available.
 - Physical accessibility through universal design

7.1. CAPACITY AND PREPAREDNESS

7.1.1. Identifying land use opportunities for diverse community aspirations – Key Housing and Employment Investigation Sites

Key investigation sites have been nominated in this Strategy which can provide further land for brownfield and greenfield development opportunities within the already residentially zoned areas of Gundagai. Rezoning more land at the periphery or “spreading out” is not an efficient use of land nor is it cost effective for the community, despite its perceived expedience.

There are a number of factors to consider when determining the most appropriate land for future development. Gundagai’s environmental constraints and geography are key considerations:

- Flood risk – can come from different sources and intensify depending on the extend of development in an area. Impermeable surfaces (roads, infrastructure, dwellings) can alter flood behaviour and decrease the capacity for land to adequately drain during a flood event.
- Land gradient – some of the land throughout Gundagai is steep, which can present increase the expense to construct buildings, as well to service the lots with reticulated water and sewer.

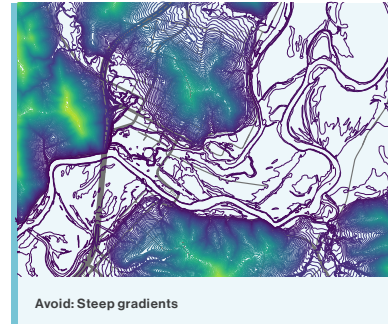
- Environmental Significance – land that may be host to ecologically important species or habitats to flora and fauna should also be avoided.

Other infrastructure considerations include proximity to existing services and transport networks, the cost to augment reticulated systems and to collect adequate contributions.

There is a plentiful supply of land within the key investigation sites, and a relatively slow rate of development, which will allow the time for Council to consider a well-designed outcome.

*Note: While accurate, diagrams are to communicate selection criteria, which are reflected in key investigation sites. Detailed analysis and relevant technical reports should be undertaken in the event of site master planning and development applications.

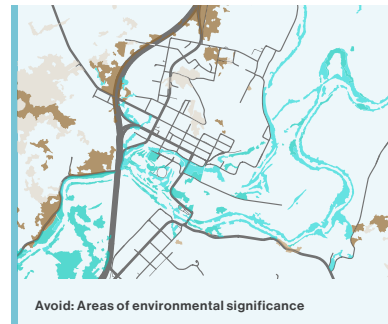
Criteria for Key Investigation Sites



Avoid: Steep gradients



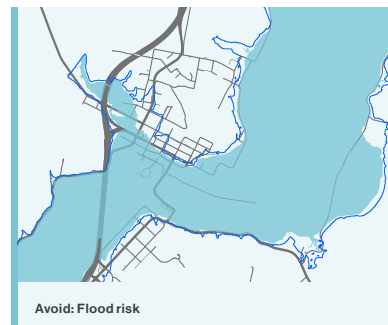
Prioritise: Proximity to amenity and services



Avoid: Areas of environmental significance



Prioritise: Serviced areas (infrastructure)



Avoid: Flood risk



Prioritise: Already zoned areas

7.1.2. Key Residential Investigation Site 1

Key Residential Investigation Site 1 is located at the north western edge of Gundagai in land currently zoned for General Residential and Large Lot Residential Use.

It has proximity to West Street, the major north-south collector road in Gundagai.

To the south, flood risk emanates from Jones creek. This has been modelled and mapped in the Flood Risk Management Study and Plan, a master plan can be considered for the site that avoids this risk.

The site sits at the edge of the current sewer catchment area and is serviced with water – investigation into network augmentation can be undertaken as part of any further planning.

Section 7.1.1 looked generally at the criteria for areas prioritise and to avoid. Within this investigation site, Section A represents the least constrained opportunity and should be considered first.

Section B, particularly the eastern and northern edges are adjacent to the Gundagai Hospital and Uralba Hostel – the provision of aged care services, retirement village style development may be suitable.

The land is bordered by the Hume Highway and noise may be a consideration in any future development.

	Section A	Section B
Site Area	49,972m ²	74,718m ²
Developable area	74,876m ²	
Preferred Land Use Zone	R1 General Residential	
Lot Size m²	450m ²	
Potential Lot Yield	166 lots	
Years' Supply (Common Growth Scenario)	33 years	
Years' Supply (High Growth Scenario)	20 years	
Timeframe	Medium	Long

*Note: Dwelling construction in Gundagai averages about five new dwellings per year, but annual activity varies widely, with some years seeing no new homes and others more than a dozen. This volatility makes it difficult to apply standard absorption rates or forecast years of supply with confidence. Lot yield estimates should therefore be considered indicative only.



Figure 21 - Key Residential Investigation Site 1

7.1.3. Key Residential Investigation Site 2

Key Residential Investigation Site 2 is on the northern side of Mount Parnassus. It represents the most unconstrained greenfield residential sites in Gundagai.

Travel to central Gundagai is slightly further, the road network encourages residents drive around Mount Parnassus.

It is at the edge of the current sewer catchment area and is well serviced with water supply. Due to its location, connection to the sewer network (and necessary pumping) may be cost prohibitive for some parts of the site which may dictate the lot size and yield, should sewage need to be treated on site.

It avoids flood risk, sited well above the Probable Maximum Flood level.

While it is further away from the Hume Highway, the land is steeper than in Site 1, which may increase construction costs for dwellings built there in the future.

While this land is already zoned for residential development, master planning and inclusion in the DCP (see section 7.2.2) will provide useful guidance.

In addition to the site selection criteria, landowner sentiment and willingness to develop (or not), will play a part in the sequencing.

	Section A	Section B	Section C	Section D
Site Area	11,578m ²	54,793m ²	119,077m ²	68,291m ²
Preferred Land Use Zone	General Residential	Large Lot Residential	General Residential/ Large Lot Residential	General Residential
Lot Size m²	450m ²	5,000m ²	450m ² / 5000m ²	450m ²
Potential Lot Yield	18 lots	9 lots	185 lots/23 lots	67 lots
Years' Supply (Common Growth Scenario)	4 years	2 years	37 years/ 4 years	20 years
Years' Supply (High Growth Scenario)	2 years	1 year	23 years/ 3 years	13 years
Timeframe	Short	Short	Medium	Short



Figure 22 - Key Residential Investigation Site 2

*Note: Dwelling construction in Gundagai averages about five new dwellings per year, but annual activity varies widely, with some years seeing no new homes and others more than a dozen. This volatility makes it difficult to apply standard absorption rates or forecast years of supply with confidence. Lot yield estimates should therefore be considered indicative only.

Section C has capacity for both general residential and large lot residential outcomes. This flexibility introduces greater variability in yield estimates and servicing assumptions, particularly where on-site wastewater treatment may be required.

7.1.4. Key General Industrial Investigation Site

The General Industrial Investigation Site represents an opportunity for larger scale industrial use.

Due to flood risk and gradient, the north-eastern third of the E4 General Industrial Zone is deemed unsuitable for further industrial development.

The northern portion of the subject site is currently occupied by the Saleyards and the southern portion by a Council depot.

While both sites represent a brownfield development, the location and proximity to a road network, zoned land, water network, the opportunity a larger scale industrial investment (within a short timeframe) might present to the local economy warrants an investigation into the possible relocation of either use.

As a matter of possible sequencing, the Saleyards are used infrequently enough to investigate initially, before considering consolidating Council functions.

Other than limited existing development, Gundagai does not have any large lot industrial land and it isn't developed regularly within the town. Working to make land available would represent an incremental approach designed to gauge demand. Assumptions about future supply and take-up cannot be reliably made, as there is insufficient local context to support evidence-based projections.

Site Area	Saleyards 49,916m ²
	Depot 36,214m ²
Developable area	Saleyards 34,941m ²
Preferred Land Use Zone	E4 General Industrial
Lot Size m²	5,000m ² +
Timeframe	Medium (pending investigation of alternative sites for current uses)



Figure 23 - Key General Industrial Site

7.1.5. Key Productivity Support Investigation Site

The Key Productivity Support Investigation Sites represent small scale opportunities in the current MU1 Mixed Use Zone in South Gundagai, which is also proposed to be rezoned to E3 Productivity Support Zone to better reflect the opportunities the site presents for what is essentially light industrial use.

While the available sites are more fragmented than the General Industrial opportunities at the north of Gundagai, they can better serve small commercial/ industrial uses that may not be suitable for the Sheridan St E1 Local Centre Zone, which has a retail/service/amenity/residential focus.

Strategy feedback has indicated there is a desire for developed, ready-to-go small industrial lots which this area has great potential for.

It enjoys access to reticulated water and sewerage networks, which ideally will lessen the upfront cost of developing these lots for this use.

Industrial and commercial development in Gundagai has been limited for many years, with very little recent activity to guide reliable forecasts. Because there is no consistent pattern of land release or take-up, it is not possible to make meaningful assumptions about future supply or growth. Estimates such as lot yield, absorption rates or years of available land would be highly speculative. At this stage, the main value in identifying available land is to create opportunities, planning and development pathways and observe real demand, rather than to project long-term supply figures.

Site Area	Variable – from 2,000m ² to 28,000m ²
Developable area	89,057m ²
Preferred Land Use Zone	E3 Productivity Support (refer section 7.2.1)
Lot Size m²	Variable
Potential Lot Yield	Variable
Timeframe	Short-Medium



Figure 24 - Key Productivity Support Investigation Site

7.1.6. Building community capacity – readiness for future opportunities

Unused building and land register

In the 2021 Census, 107 private dwellings were listed as unoccupied in Gundagai.

This may be for a range of reasons including absent owners, dwellings for sale, homes are rentals, but not occupied, or are newly completed and yet to be occupied. As these are privately owned, utilising the stock may present difficult negotiations.

Brownfield sites may present more readily available opportunities.

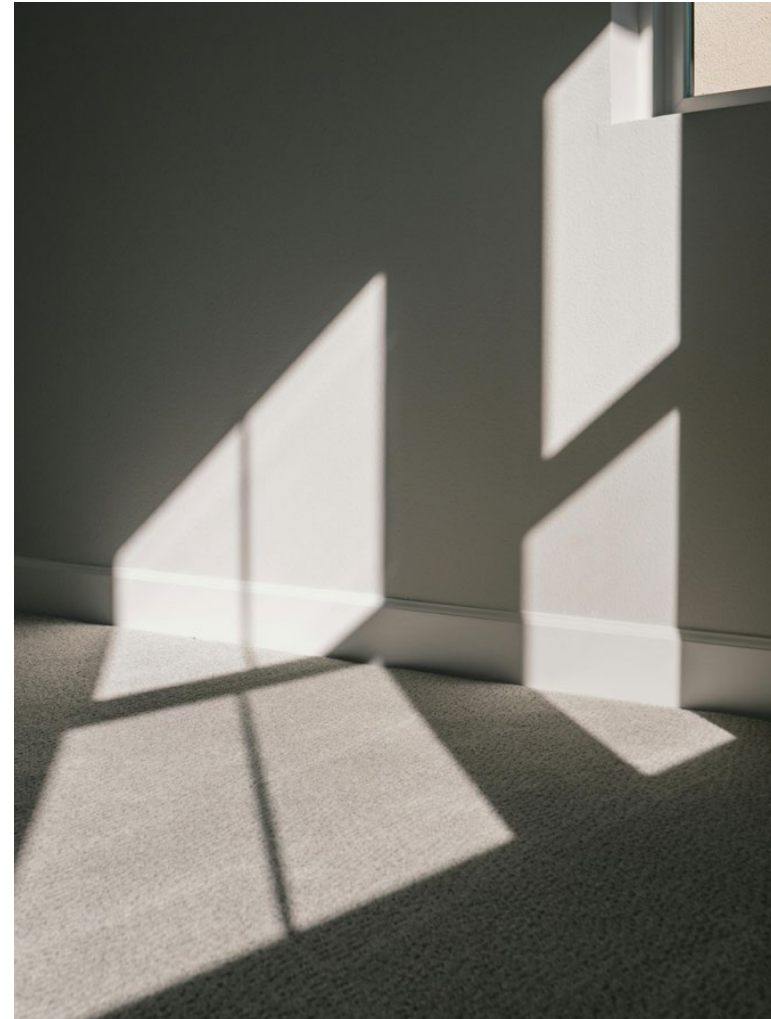
The Housing Australia Future Fund, and any other State or Federal housing grants, will prioritise projects that are ready to commence. Knowing sites that are potentially ready to develop will be an important first step towards that readiness.

Short Term Rentals operated through online platforms such as Airbnb are increasingly scarce as the private rental market tightens, which can be exacerbated by the increase of temporary and seasonal workers. Council could facilitate a short term rental register to audit and understand the extent of the perceived problem.

Within employment zones and key investigation sites, this Strategy recommends investigation of building and land use to identify opportunities for utilisation and development of infill sites.

Actions:

Undertake a comprehensive land and building audit.



7.1.7. Council as developer - an affordable housing portfolio.

The appetite for risk amongst developers within the region is understandably low, especially where it involves exploring new housing types.

Where Council acts as the developer, success can be measured in ways other than financial gain and the outcomes can be designed to be both flexible and specific e.g. medium density developments designed and constructed with universal design principles. Developments could be managed by community housing providers and made to approved residents or key workers.

It may benefit the community for Council to act as a developer for pilot projects, to explore, educate and promote new types of development for underserved members of the community.

Similarly, Council may wish to investigate the development of small infill sites within the new E3 Productivity Support Zone to build a portfolio of turnkey business properties and serviced lots.

The factors that define a community driven project, rather than a developer led project are vastly different.

- Increased control over development: Local governments can directly shape housing within their area, ensuring it aligns with community needs and planning objectives. This could include factors like housing type, affordability, and sustainability.
- Addressing specific housing needs: Local governments have a deep understanding of their community's housing needs, allowing them to tailor development projects to address specific gaps, like affordable housing for key workers or seniors.
- Potential for cost savings: By eliminating the profit margin of private developers, local governments could offer more affordable housing and industry options.
- Community engagement and ownership: Local government involvement can foster a sense of community ownership and participation in the development process, potentially leading to better outcomes.
- Innovation and experimentation: Local governments could experiment with innovative models and construction methods, potentially leading to better and more sustainable housing solutions.

- The specific risks and benefits would likely vary depending on the scale and scope of the local government's involvement, from smaller projects to large-scale developments. Council will need to consider potential for financial risk, conflict of interest and ensure strong public support and community engagement.

Actions:

Explore options for modest pilot projects to demonstrate alternative housing models required by the community.

Work with land and building audit to explore options for acquiring and developing small serviced lots within employment zones.

7.1.8. Understanding and Mitigating Environmental Risk

As part of completed the Flood Risk Management Study and Plan (2018), a number of buildings have been identified for voluntary house raising and/or voluntary buyback due to the flood risk, deep, fast-flowing water and with a shorter warning and evacuation time. State government funding is available as part of the Resilient Homes Program.

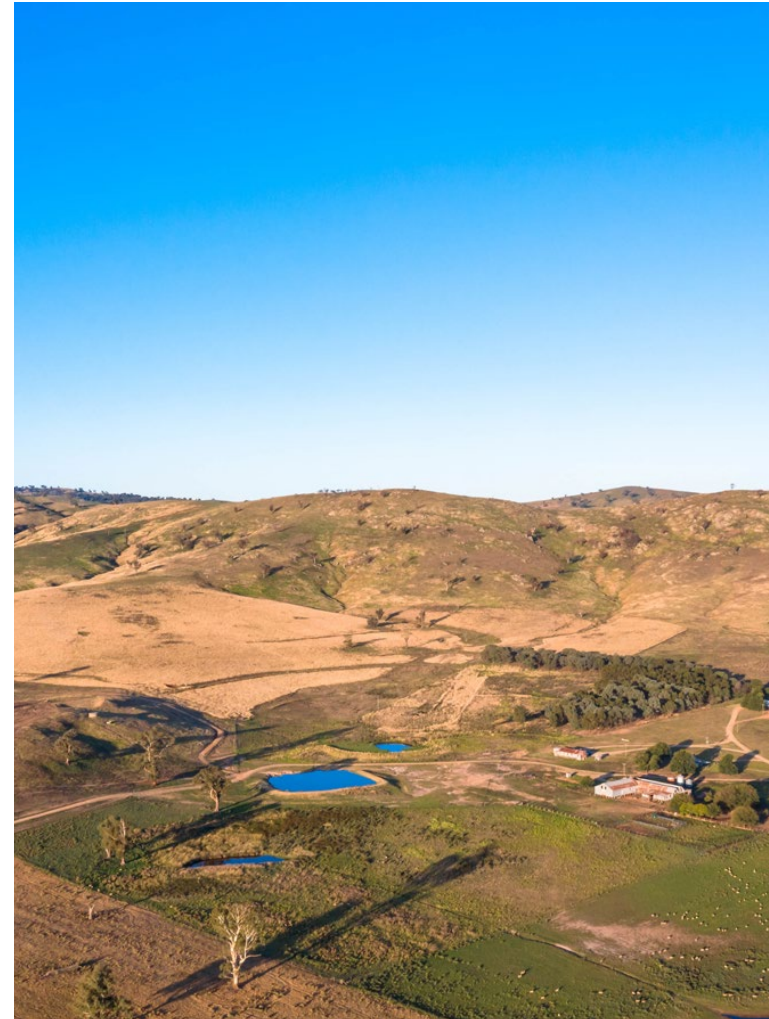
Bushfire hazard mapping has been updated and endorsed by Council in 2025.

More generally, flooding and bushfire can be considered symptomatic of broader climate change effects. While land use planning can consider these and seek to lessen those risks, it also has a role to play in effectively reducing that risk by addressing the drivers.

This Strategy has sought to implement its actions within the bounds of its current urban zones.

Actions:

- Implementation of local options for Resilient Homes Program through community consultation and engaging residents
- Implement appropriate development controls regarding hazards and risk to urban development within a DCP for Gundagai



Gundagai Housing and Employment Land Strategy

7.2. SIMPLIFYING PLANNING AND LAND USE

7.2.1. Land Use Zoning Amendments

Land Use Zoning throughout Gundagai is generally considered to appropriately reflect the general intention of developments across particular areas of the township and is suitable for the type of development Council.

The Strategy recommends rezoning the current MU1 Mixed Use Zone in South Gundagai to E3 Productivity Support to encourage a light industrial and business focussed outcome in this location. This amendment seeks to provide more certainty in the area for businesses, developers and the community seeking light industrial opportunities and take advantage of South Gundagai's proximity to the Hume Highway.

Feedback has indicated a desire within the community for small business and light industry use which isn't suited to the Sheridan Street precinct of retail, service and amenity. This change also aligns with actions set out in the LSPS.

The objectives of the E3 Productivity Support Zone include:

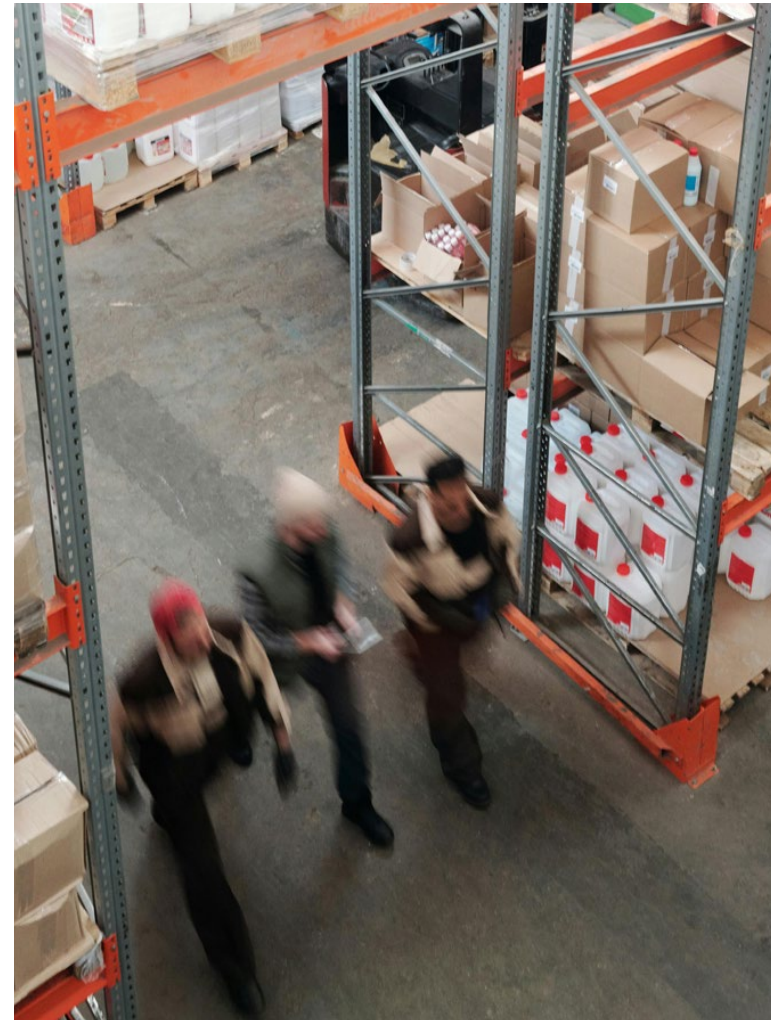
- To provide a range of facilities and services, light industries, warehouses and offices.
- To provide for land uses that are compatible with, but do not compete with, land uses in surrounding local and commercial centres.

- To maintain the economic viability of local and commercial centres by limiting certain retail and commercial activity.
- To provide for land uses that meet the needs of the community, businesses and industries but that are not suited to locations in other employment zones.
- To provide opportunities for new and emerging light industries.
- To enable other land uses that provide facilities and services to meet the day to day needs of workers, to sell goods of a large size, weight or quantity or to sell goods manufactured on-site.

Importantly, all property owners will retain existing use rights though the area will not be considered for further residential development

Action:

Rezone MU1 Mixed Use Zone to E3 Productivity Support Zone.



7.2.2. Master Planning and Contributions for Key Investigation Sites

Gundagai already has a supply of zoned urban land for both primary urban land (R1 and R3 zone) and lifestyle properties (R5 zone). It is largely recommended that these existing urban areas be prioritised for future housing outcomes to accommodate further growth.

In addition, the Strategy has identified key investigation sites which are considered capable of accommodating proposed for Gundagai within the Strategy and their inclusion within the DCP the long term growth of Gundagai and ensuring the town is able to efficiently take advantage of growth opportunities.

A key challenge for the efficient growth of Gundagai will be the release of urban land and provision of enabling infrastructure. it can be useful to consider areas that are planned for future growth and provide a clear vision for the community' housing plans The Strategy recommends that future master planning and supporting infrastructure planning be undertaken for the investigation sites to appropriately plan for their release.

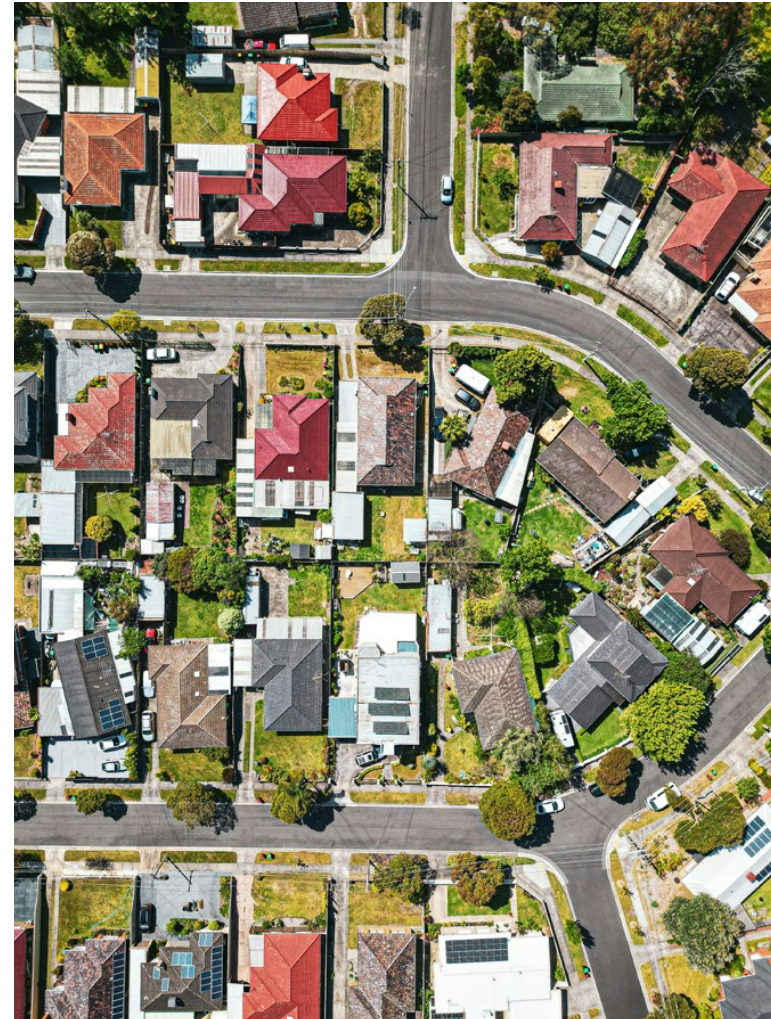
Master planning and consideration of the growth areas should consider:

- Understanding site context and existing uses
- Developing key planning goals for the area
- Land Use Mix
- Sequencing
- Infrastructure and contributions
- Open space and urban design
- Specific plans for lot layout, densities
- Sustainability initiatives

A fundamental component of future master planning work would be a contribution plan that enables equitable delivery of infrastructure and services for the new urban areas. This ensures that key infrastructure to service growth areas can be made available at the right time and in the right sequence.

Action:

Develop master plans for key investigation sites and include in DCP. Incorporate infrastructure and contributions for future developments.



Gundagai Housing and Employment Land Strategy

7.2.3. Incentivising Infill Housing

With traditionally larger lots and a restrictive lot size minimum, Gundagai has significant potential for infill development of existing urban land.

Infill development refers to the process of developing vacant or underutilised land within existing urban areas, as opposed to expanding outward into undeveloped or greenfield areas, which historically has been the accepted and preferred way to create housing opportunities in Gundagai.

Infill development maximises the use of existing urban infrastructure, services, and amenities. It allows for more efficient use of land within established communities, and leverages existing infrastructure, reducing the need for additional expansion and maintenance. It can also be used to enable growth in the township while infrastructure to develop greenfield areas are further planned, funded and developed.

Infill development is often located near existing transportation and road networks, reducing barriers to varied and more sustainable transport modes, such as public transport, cycling and walking.

It can contribute to the revitalisation of existing areas by bringing new life, attracting new residents, businesses, and investments. It also increases the catchment for businesses seeking to attract investment and a stable employment base.

Infill development helps to slow the spread of inefficient land use by utilising available space within existing residential zones. It can help to avoid the fragmentation and erosion of prime agricultural land, and environmentally significant spaces in the surrounding areas (such as the Murrumbidgee River).

Infill development allows for the creation of a variety of housing options, including multi-family dwellings, townhouses, and mixed-use developments. This diversity contributes to a more inclusive and resilient housing market that can meet the needs of different demographic groups, one of the changes occurring within the Gundagai community.

Actions:

- Consider removing subclause 3A from Clause 4.1 of the Gundagai LEP to simplify the development of primary urban land
- Consider removing the R3 Medium Density Zone and associated minimum lot size and zoning this land R1 General Residential
- Consider applying a standard minimum lot size across the R1 zoned land of 450m²
- Implement an 'Exceptions to minimum lot sizes for certain residential development' clause in the Gundagai LEP as per the Standard Instrument, which would enable concurrent subdivision and construction of 1 or 2 dwellings on lot sizes of 300m²

7.2.4. Infill Opportunities – Secondary Dwellings

Secondary dwelling, often known as Granny Flats, present an opportunity to provide extra accommodation throughout Gundagai.

As a default they're allowed within the R1 General Residential Zone and from a planning perspective, are enabled by the State Environmental Planning Policy (Housing) 2021 (Housing SEPP).

A secondary dwelling can be built with consent or as a complying development where it meets the requirements set in the Housing SEPP.

Privately constructed secondary dwellings may offer alternatives to addressing some accommodation shortages:

- Key worker housing
- Migrant working housing
- Tourist accommodation
- Ageing in place

Some advantages of secondary dwellings are that extra carparking provisions are not mandatory.

Secondary dwellings can also be considered in the rural zones. Clause 5.5 of LEP (an opt-in clause), can be adopted by Council to allow them within a certain distance of primary dwellings and limited to a certain floor area, whether that is a square metreage or a percentage of the primary dwelling.

Exceptions to Clause 5.5 are not allowed under via clause 4.6 (Exceptions to development standards), which can help to ensure consistent application and delivery of secondary dwellings.

Recommendation:

Introduce Clause 5.5 to the Gundagia LEP to provide certainty for secondary dwellings in the RU4 Primary Production Zone Small Lots Zone and RU1 Primary Production Zone.

Recommendation:

Include guidelines for Secondary Dwellings in the Development Control Plan



Gundagai Housing and Employment Land Strategy

7.2.5. Development Control Plan

The implementation of a Development Control Plan (DCP) is the most important recommendation of this Strategy. Gundagai does not have a DCP, the risks of which have been analysed earlier in the Strategy.

The DCP is a key planning tool, providing detailed design and planning guidelines to support the broader controls of the LEP, particularly

- Built form and urban design
- Environmental Sustainability
- Heritage and Local Character
- Access, Parking and Transport
- Subdivision and Lot Design
- Infrastructure provision
- Signage and Advertising

In the context of this Strategy, the DCP is also recommended to include master plans with controls outlining the above themes for key investigation sites. This provides certainty for landowners and developers as well as Council and the community when considering future development in preferred locations.

Action:

Council to prepare a comprehensive Development Control Plan for Gundagai.



7.2.6 Regional Accommodation and Housing

Regional employers (such as GMP, highlighted in the Strategy’s case study) can be reliant on migrant, seasonal or transitional workforces often require permanent buildings with flexible occupancy, rather than traditional caravan parks or short-stay tourist accommodation formats. These models can house cohorts ranging from single workers to families, and can be structured to support settlement pathways over multiple years.

Under the Housing SEPP, options such as co-living housing, multi-dwelling housing co-housing/boarding houses with shared facilities, and modular/prefabricated dwellings can provide an intermediate form of accommodation: permanent in construction, but suited to temporary or variable tenures.

These arrangements can offer private rooms or small units supported by shared amenities (kitchens, laundries, living spaces) and can be managed under a single tenancy or operator. They have been successfully adopted in other regional LGAs for seniors, lone workers, and key-worker groups, and may be appropriate for longer-term seasonal and migrant workers in Gundagai.

For Gundagai, these options can help address diverse housing needs across a migration spectrum from individuals completing short-stay employment requirements, through to workers settling locally with partners and families. However, current planning settings in Gundagai (LEP and Housing SEPP classifications) constrain delivery, particularly for modular and prefabricated housing in residential zones.

In compiling the planning options to support workers and broader workforce needs, a suite of contemporary housing mechanisms should be considered:

1. Co-Living Housing (Housing SEPP)

- Permanent build form; flexible tenure.
- Scales well for singles and couples.
- Avoids stigma associated with boarding houses.
- Does not rely on “caravan park” permissibility.

2. Multi-Unit Modular / Prefabricated Housing with Shared Facilities

- High-quality, permanent structures assembled offsite.
- Works on small land parcels and can scale to demand.
- Allows mix of private studios, 1–2 bedroom units, and shared amenities.

3. Manufactured Home Estate (MHE)-style Developments

- Can deliver stand-alone dwellings with good amenity.
- Should be guided through a DCP to ensure streetscape, landscape quality and integration with neighbourhood character.
- Should be clearly separated from “tourist caravan park” definitions.

Providing flexible, permanent worker accommodation reduces pressure on the existing rental market, mitigates community resentment, and supports local spending, school enrolments and long-term population renewal. A broader, more contemporary housing toolkit creates clear benefits for employers, residents and Council, while avoiding unintended consequences tied to outdated or overly narrow land-use definitions.

Noting Gundagai’s LEP Land Use Tables are generally classified as “open”, adding new definitions helps to signal Council’s intent for this type of housing to be developed.

Given impending changes to the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Amendment Regulation 2023, Council can prepare for a more refined set of definitions

Action:

Add co-living housing, boarding houses to R1 General Residential, R3 Medium Density Residential, and E1 Local Centre Zones.

Introducing DCP provisions for non-tourist manufactured housing, including design, landscape, servicing, and management standards.

7.3. DIVERSITY AND ACCESSIBILITY

7.3.1. Physical Accessibility through Universal Design

Universal design is a vital concept for buildings because it promotes the creation of spaces that are accessible, inclusive, and accommodating to people of all ages, abilities, and backgrounds. The concept of universal design goes beyond just meeting the needs of individuals with disabilities; it strives to create environments that enhance usability and comfort for everyone. In Gundagai, where there is an unusually large ageing population these concepts can be integrated into a Development Control Plan and incentives considered in a Contributions Plan.

1. Inclusivity: Universal design ensures that housing is inclusive, catering to individuals with diverse abilities and characteristics. This includes people with disabilities, elderly individuals, families with young children, and others. By designing with inclusivity in mind, housing becomes more welcoming to a broader range of residents.

2. Aging in Place: As the population ages, there is a growing desire for individuals to age in place—remain in their homes and communities as they get older. Universal design features, such as no-step entries, wider doorways, and accessible bathrooms, enable older adults to live independently and safely in their homes for a more extended period.

3. Flexibility: Universal design emphasizes flexibility in the layout and features of a home. This flexibility allows spaces to adapt to the changing needs of occupants over time. For example, a home designed with adjustable countertops and easily modifiable spaces can accommodate individuals with different mobility requirements.

4. Increased Safety: Universal design promotes safety by minimizing obstacles and hazards. Features such as slip-resistant flooring, well-lit pathways, and grab bars in bathrooms enhance the safety of the living environment for all residents, reducing the risk of accidents and injuries.

5. Market Appeal: Universally designed homes have broader market appeal, as they cater to a wide range of potential buyers or renters. This can be especially relevant in a diverse and aging population where the demand for accessible and adaptable housing options is increasing.

6. Cost-Effectiveness: Incorporating universal design principles during the initial construction or renovation phase can be cost-effective in the long run. It eliminates the need for costly retrofits or modifications later on, making housing more sustainable and accommodating over time.

7. Compliance with Regulations: Many regions have regulations and building codes that require certain accessibility standards in housing, especially in new constructions. Universal design ensures compliance with these standards, helping developers and homeowners meet legal requirements.

8. Enhanced Quality of Life: Universal design contributes to an improved quality of life for residents. By removing barriers and making spaces more functional for everyone, it fosters a sense of independence, dignity, and well-being among all occupants.

9. Social Integration: Accessible and inclusive housing fosters social integration by allowing people with different abilities to live in the same communities. This promotes diversity and strengthens social bonds within neighbourhoods.

Actions:

- Develop Universal design guidelines, integrate into Development Control Plan.
- Investigate potential for incentivising dwellings that incorporate Universal Design principles via contributions schemes.

8

CONCLUSION



8.1. SUMMARY OF KEY ACTIONS

Recommendation	Responsibility	Timeframe
Key Investigation Sites		
Residential Zones	Council	Short to Medium
General Industrial Zone	Council	Medium
Productivity Support Zone	Council	Short
Develop master plans for key investigation sites and incorporate into Development Control Plan	Council	Short-Medium
Undertake a comprehensive land and building audit	Council	Short-Medium
Explore options for modest pilot projects to demonstrate alternative housing models required by the community.	Council	Short-Medium
Work with land and building audit to explore options for acquiring and developing small serviced lots within employment zones.	Council	Medium-Long
Implementation of local options for Resilient Homes Program through community consultation and engaging residents	Council	Short-Medium
Rezone MU1 Mixed Use Zone to E3 Productivity Support Zone.	Council	Short
LEP Specific Recommendations		
Consider removing subclause 3A from Clause 4.1 of the Gundagai LEP to simplify the development of primary urban land	Council	Short
Consider removing the R3 Medium Density Zone and associated minimum lot size and zoning this land R1 General Residential OR abolishing minimum lot size.	Council	Short
Consider applying a standard minimum lot size across the R1 zoned land of 450m ²	Council	Short
Implement an 'Exceptions to minimum lot sizes for certain residential development' clause in the Gundagai LEP as per the Standard Instrument, which would enable concurrent subdivision and construction of 1 or 2 dwellings on lot sizes of 300m ²	Council	Short
Introduce Clause 5.5 to the Gundagai LEP to provide certainty for secondary dwellings in the RU4 Primary Production Zone Small Lots Zone and RU1 Primary Production Zone.		
Council to prepare a comprehensive Development Control Plan for Gundagai.	Council	Short
Develop Universal design guidelines- and integrate into Development Control Plan.		
Investigate potential for incentivising dwellings that incorporate Universal Design Principles via contributions schemes.	Council	Short
Implement appropriate development controls regarding hazards and risk to urban development within a DCP for Gundagai	Council	Concurrent with DCP
Recommendation: Include guidelines for Secondary Dwellings in the Development Control Plan	Council	Concurrent with DCP

8.2. MONITORING AND EVALUATION

Council will undertake regular monitoring and reporting of this Strategy as follows:

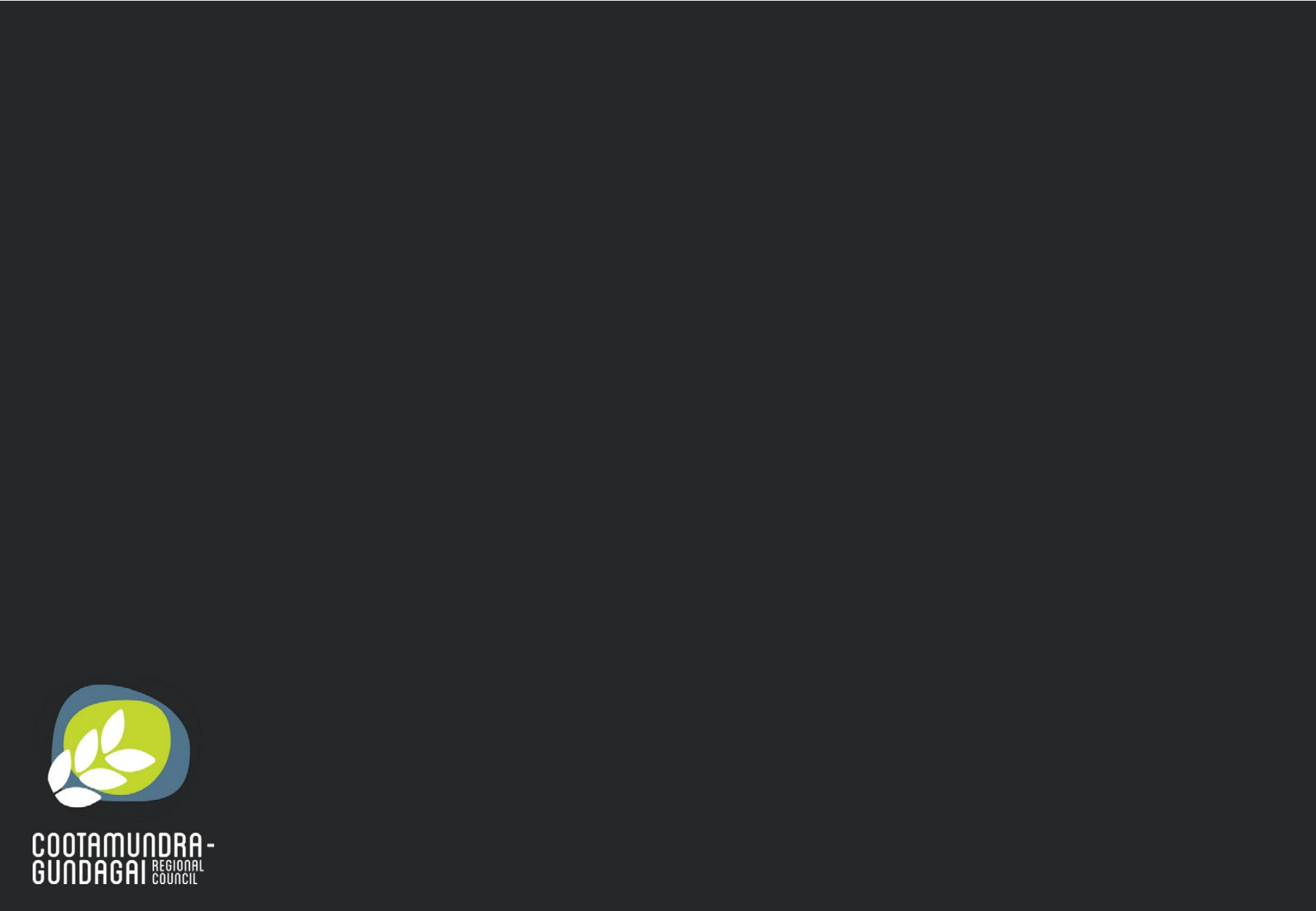
Annual reviews of housing delivery and supply against the implementation and delivery plan to ensure that the Strategy and the LEP are delivering the Strategy's objectives

Five-yearly reviews of the evidence base and housing stock against the broader aims of the policy environment to ensure that the Strategy is aligned with the housing needs; and

Ten-year review of the Strategy to ensure the, the evidence base and the strategic and planning contexts are aligned with the goals of the community, the broader aims of the policy environment, Strategy implementation and delivery plan.



Gundagai Housing and Employment Land Strategy



7.5 ENGINEERING COOTAMUNDRA

7.5.1 ROAD SAFETY ACTION PLAN 2026-2030

DOCUMENT NUMBER	466795
REPORTING OFFICER	Kylie Grybaitis, Road Safety Officer
AUTHORISING OFFICER	Trevor Dando, Acting Deputy General Manager Operations
RELEVANCE TO COMMUNITY STRATEGIC PLAN	5. Integrated and accessible region 5.1 Known for our good road network
FINANCIAL IMPLICATIONS	There are no Financial implications associated with this report.
LEGISLATIVE IMPLICATIONS	There are no Legislative implications associated with this report.
POLICY IMPLICATIONS	There are no Policy implications associated with this report.
ATTACHMENTS	1. Road Safety Action Plan 2026-2030 ↓

RECOMMENDATION

That the draft Cootamundra-Gundagai Regional Council Road Safety Action Plan 2026-2030, as attached to this report, be endorsed.

Introduction

The Cootamundra-Gundagai Regional Council Road Safety Action Plan 2026–2030 sets out Council’s strategic direction for improving road safety across the CGRC area over the next five years. The plan provides a coordinated framework for the delivery of targeted initiatives aimed at reducing road trauma, enhancing the safety of all road users, and minimising the social and economic impacts of crashes on the community. Through evidence-based actions and partnerships with key stakeholders, the plan seeks to create a safer, more resilient transport network for residents and visitors alike.

Discussion

At the Ordinary Meeting held on 24 February 2026, Council resolved to place the draft Cootamundra-Gundagai Regional Council Road Safety Action Plan 2026–2030 on public exhibition for a period of twenty-eight (28) days. The exhibition period concluded on 24 March 2026. No submissions were received during the exhibition period, and no further comments were provided for Council’s consideration.

Financial

There are no financial implications associated with this report.

OLG 23a Guideline consideration

The report purpose does not conflict with the OLG 23a guidelines.



COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL ROAD SAFETY ACTION PLAN

2026 - 2030

DRAFT



Approved by	Council resolution or GM
Responsible Officer	Road Safety Officer
Council Service Unit	Civil Works
Next Review Date	1 January 2030
RELEVANCE TO COMMUNITY STRATEGIC PLAN	5.1 Known for our good road network

Date	Description	Resolution Number
	Presented to the GM & Management for review	
	Presented to Council for Adoption	





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EXECUTIVE SUMMARY

The Cootamundra–Gundagai Regional Council (CGRC) Road Safety Action Plan 2026–2030 outlines a coordinated and forward-looking approach to improving safety across the region’s road network. It acknowledges the unique challenges of a predominantly rural area, including high-speed regional roads, significant heavy-vehicle movements, and the vulnerability of communities who rely on long-distance travel for work, education, and essential services. The plan is underpinned by a commitment to reducing fatalities and serious injuries through strengthened infrastructure, enhanced community awareness, and the promotion of safer behaviours among all road users.

Central to the plan is the use of evidence-based interventions that respond directly to local crash trends and identified risk factors. Key focus areas include treating high-risk locations, improving signage and line-marking, and supporting engineering solutions that make the road environment more forgiving of human error. The plan also highlights the importance of education and engagement, working with schools, community organisations, and local industries to promote safer driving behaviours—particularly in relation to speeding, fatigue, impaired driving, and seatbelt use.

This action plan reinforces CGRC’s commitment to the Safe System approach, recognising that road safety is a shared responsibility across government, industry, and the community. Through strengthened enforcement partnerships, targeted communication campaigns, and continuous monitoring of crash data, the plan aims to build a safer and more resilient transport network. Ultimately, it provides a clear and practical pathway for CGRC to reduce road trauma, support healthier and more connected communities, and ensure that residents and visitors can travel safely and confidently throughout the region.



**COOTAMUNDRA-
GUNDAGAI REGIONAL
COUNCIL**

The overarching aim of the Road Safety Action Plan is to improve safety for all users of Cootamundra- Gundagai Regional Council’s (CGRC) road network by reducing road trauma and its impacts on the community. This document supports and builds on the Community Strategic Plan, Operational Plan and Delivery Program to continue addressing key road safety challenges within the shire.



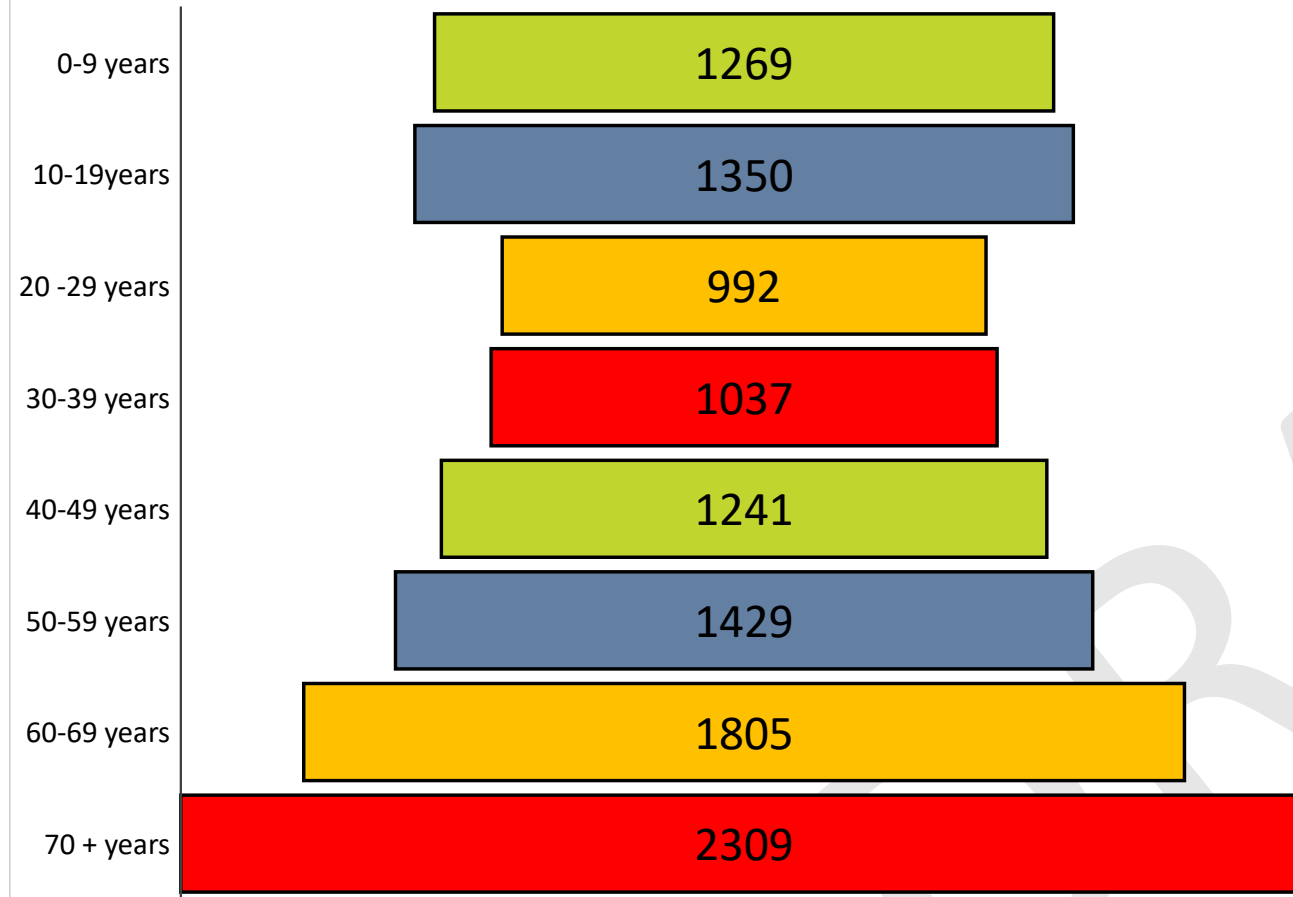
COMMUNITY PROFILE



CGRC local government area is located within the Southwest Slopes and Riverina regions of New South Wales, positioned approximately 390 kilometres south-west of the Sydney CBD and 95 kilometres north-west of the Canberra CBD. Covering 3,981 square kilometres, the area includes the major towns of Cootamundra and Gundagai and the surrounding villages of Coolac, Adjungbilly, Muttama, Wallendbeen, Stockinbingal, Nangus and Tumbalong.

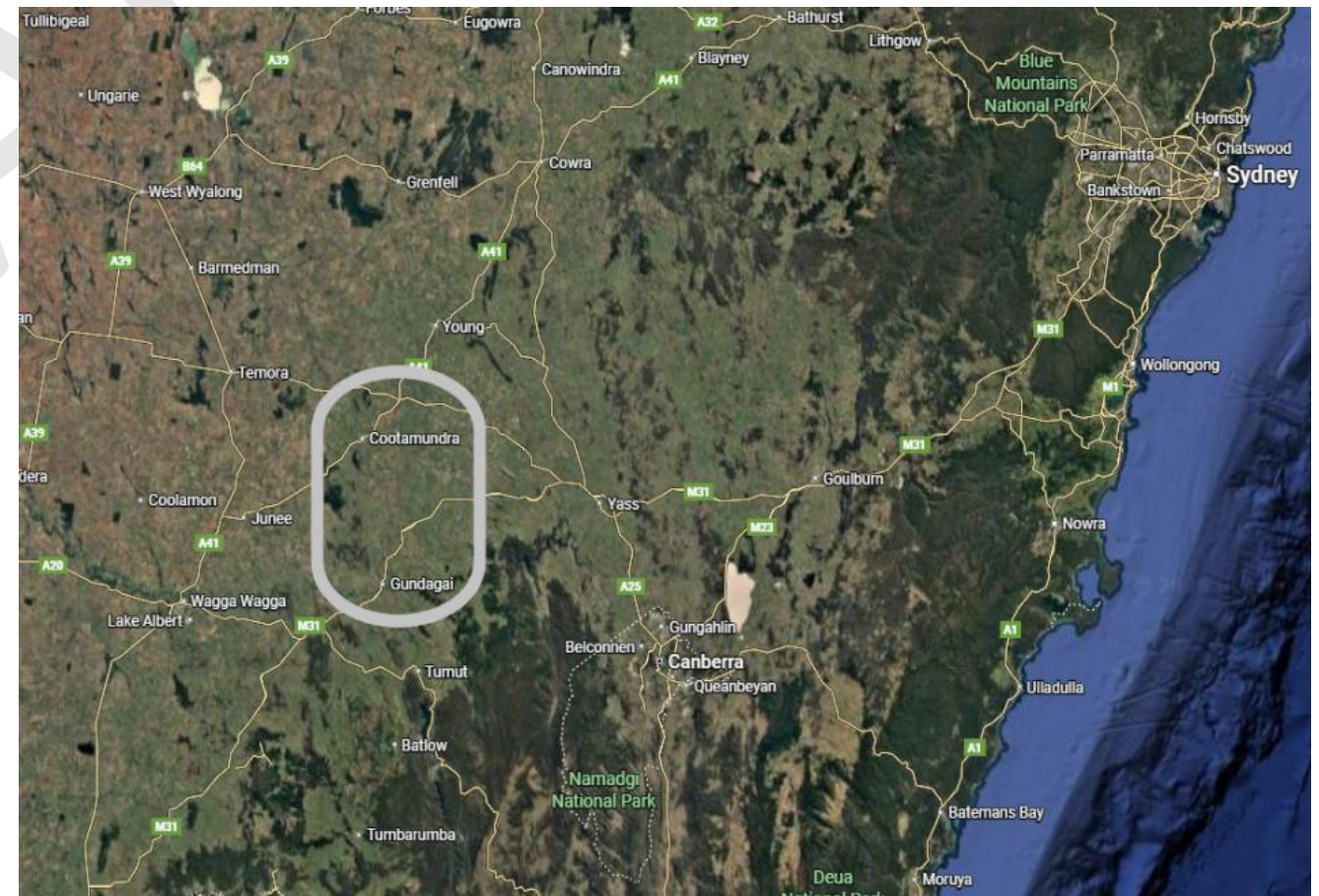
CGRC manages an extensive transport asset network that plays a critical role in supporting community access, economic activity and regional connectivity. Council maintains 34.8 kilometres of constructed footpaths, 131.9 kilometres of kerb and guttering, 710.4 kilometres of sealed roads, 606.5 kilometres of unsealed roads and 57 bridge structures. Maintaining these assets to a high standard is essential to ensuring the safety, reliability and resilience of the region’s transport network for residents, visitors and industry.

CGRC Population by Age Group

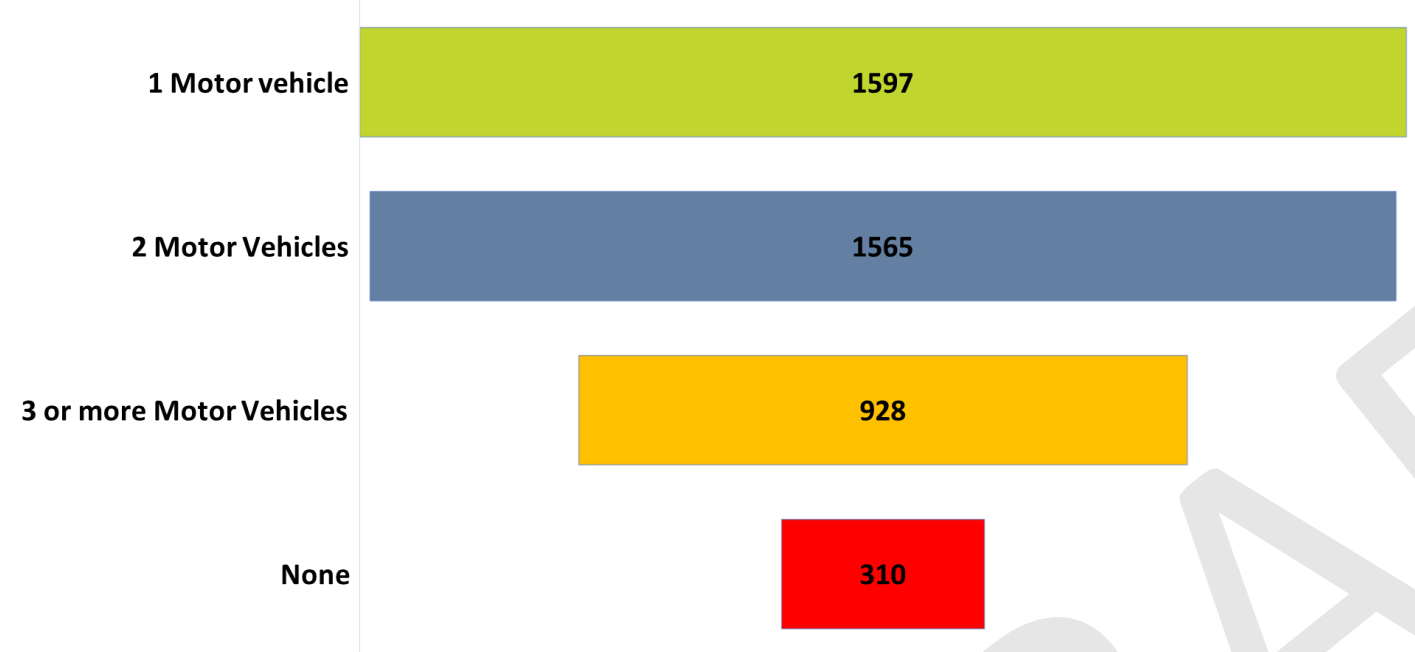


CGRC has an estimated resident population of 11,403 (ABS ERP 2021), with agriculture, manufacturing and health services forming the foundation of the local economy. In recent years, population growth is expected to have increased significantly following the reopening of the Cootamundra Abattoir, which has contributed to renewed employment opportunities and increased economic activity across the region.

CGRC benefits from its strategic location and strong transport connections to major centres including Wagga Wagga, Canberra, Sydney and Melbourne. The region is serviced by key highway corridors, twice-daily passenger rail services to Sydney and Melbourne, and regular coach services linking the community to regional destinations. This high level of connectivity supports community mobility, strengthens economic links and provides essential access to services, employment and freight routes across the wider region.



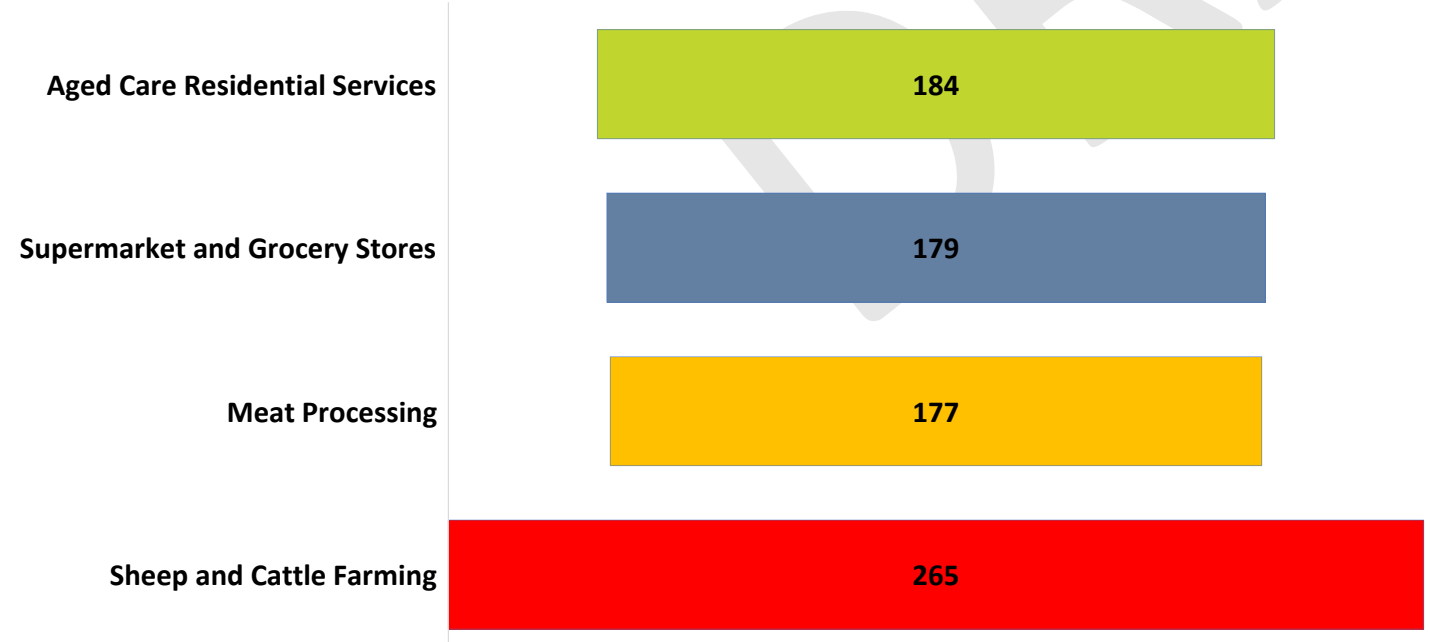
Number of Registered Motor Vehicles



Method of Travel to Work



Main Industries of Employment





CGRC ROAD SAFETY VISION

The Delivery Program plays a critical role in connecting the Community Strategic Plan (CSP) to Council’s on-the-ground actions, and its relevance to the Road Safety Action Plan is significant. As the key medium-term planning document, the Delivery Program outlines Council’s commitments for the four-year term and translates community priorities into practical, accountable activities. Embedding road safety initiatives within the Delivery Program ensures that the objectives of this Road Safety Action Plan are formally recognised, adequately resourced, and monitored through established performance frameworks. This alignment strengthens Council’s capacity to deliver evidence-based interventions, supports transparent reporting, and ensures that road safety remains an integrated and measurable component of Council’s broader strategic agenda.

CGRC Strategic Documents

Where do we want to be	How will we get there	Council's role	Partners	Outcomes	Measure	Source
5.1 Known for our good road network	5.1a Revising the asset management plan	Leader Partner Advocate	<ul style="list-style-type: none"> Telstra/telecommunications provider Road maintenance contractors Other contractors Community Service providers 	A safe, sustainable and efficient road and pathway network	<ul style="list-style-type: none"> Community satisfaction with the safety of the road network in their town or village and across the region Community satisfaction with the condition of the road network in their town or village and across the region 	<ul style="list-style-type: none"> Cootamundra-Gundagai Regional Council community survey
	5.1b Prioritising access road maintenance and future development to provide safe and efficient road and pathway network					
5.2 Easily accessible from major cities and other regional towns	5.1c Considering alternate/additional road maintenance partners	Leader Partner Advocate	<ul style="list-style-type: none"> NSW and Australian governments Murrumbidgee Local Area Health Cootamundra Airport Cootamundra Tourism Group Business Chambers Transport for NSW RMS Neighboring Rail Trails 	Better connectivity between towns villages, other regions, major cities and other states	<ul style="list-style-type: none"> Community satisfaction with connectivity Increased opportunity for Council 	<ul style="list-style-type: none"> NSW Government Cootamundra-Gundagai Regional Council Community survey Federal Government
	5.1d Work with partners to improve access to public and community transport					
	5.1e Improve passenger and freight transport connections in the region					
	5.1f Ensure consistent maintenance and upgrades to road network in Villages					
5.3 Secure Cootamundra as an Inland Port location serving to transfer rail freight between the Inland Rail and Sydney-Melbourne line	5.2a Feasibility study/masterplan for development of Cootamundra airport into a true regional airport facilitating visitors, business, health services, and managing emergencies	Leader Partner Advocate	<ul style="list-style-type: none"> NSW Government Freight and Logistic providers Transport Providers Local businesses and business partnerships 			
	5.2b Improve Road conditions across the region, and advocate to improve access to regional cities and connection out of the region					
	5.2c Establish linked network of pedestrian footpaths and cycle paths through continued extension and upgrade of pedestrian and cycle paths					
	5.2d Seek funding to further enable electric charging infrastructure					
5.3 Secure Cootamundra as an Inland Port location serving to transfer rail freight between the Inland Rail and Sydney-Melbourne line	5.3a Target opportunities for new freight and logistics facilities in the area that maximise the use of available industrial land, access to transport and specific labour market requirements	Leader Partner Advocate	<ul style="list-style-type: none"> NSW Government Freight and Logistic providers Transport Providers Local businesses and business partnerships 			
	5.3b Identify, coordinate and prioritise the delivery of local road projects that help support the regional freight network					
	5.3c Attend State agency and local government area roundtable meetings to achieve better regional planning outcomes, and to ensure a collaborative approach across the region					
	5.3d Implement actions from Villages Strategy which target industrial and freight development					

The Road Safety Action Plan aligns closely with CGRC's 2025-2035 Community Strategic Plan (CSP). The CSP sets out the community's long-term vision by balancing community expectations with the priorities and responsibilities Council must address. As the highest level of strategic planning undertaken by local government, the CSP provides the overarching direction for Council's actions over the next ten years, and this Road Safety Action Plan builds on that foundation by translating those broader aspirations into targeted, evidence-based initiatives that improve safety across the region.

CGRC

Delivery Program

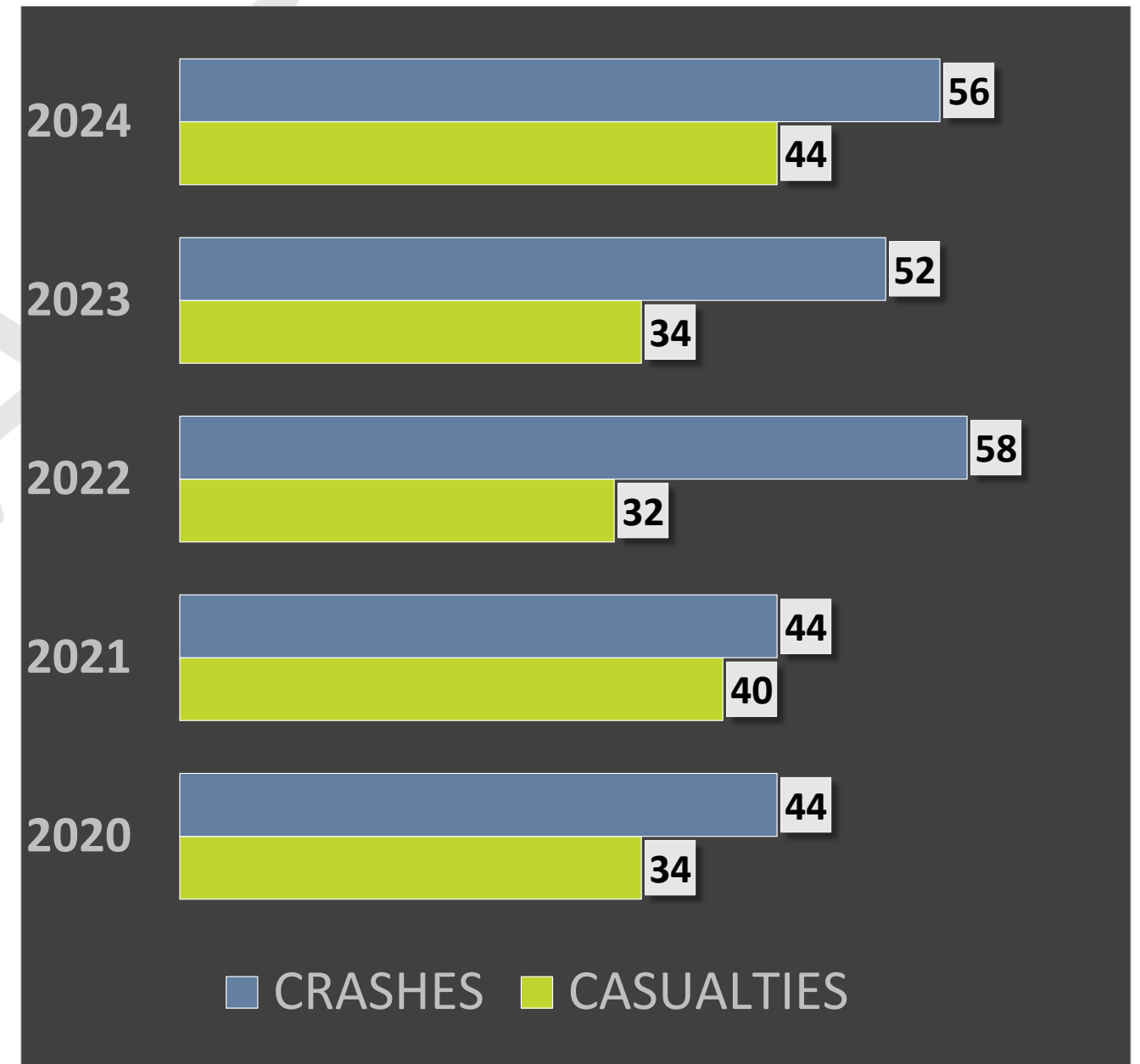
Objective 5.1: Known for our good road network					
No.	Strategy	No.	Delivery Program Activities	Measure of Success	Responsible Department
5.1a	Revising the asset management plan	5.1a(1)	Align Council's Assets and Civil Works Departments works programs	<ul style="list-style-type: none"> Consolidated asset maintenance schedule in place Assets upgraded based on condition and priority rating 	<ul style="list-style-type: none"> Engineering
5.1b	Prioritising access road maintenance and future development to provide safe and efficient road and pathway network	5.1b(1)	Deliver road safety awareness projects targeted at problems identified through crash data, police information, council staff, community groups, businesses, schools and wider community	<ul style="list-style-type: none"> High levels of engagement between Council's Road Safety Officer and key stakeholders Delivery of local road safety projects 	<ul style="list-style-type: none"> Engineering
		5.1b(2)	Deliver annual resealing program	<ul style="list-style-type: none"> Resealing program delivered and reported 	<ul style="list-style-type: none"> Engineering
		5.1b(3)	Ensure consistent maintenance and upgrades to road network in villages	<ul style="list-style-type: none"> Roads maintained 	<ul style="list-style-type: none"> Engineering
5.1c	Considering alternate / additional road maintenance partners	5.1c(1)	Council will review road maintenance contracts and consider opportunities to tender major works to ensure road maintenance is delivered efficiently	<ul style="list-style-type: none"> Community satisfaction with roads Roads constructed and upgraded to appropriate Australian Standards 	<ul style="list-style-type: none"> Engineering
5.1d	Improve passenger and freight transport connections in the region	5.1e(1)	Council will perform an advocacy role and liaise with government departments and private transport operators on a needs basis with updates to be provided on a yearly	<ul style="list-style-type: none"> Improved passenger and freight transport connections within the region 	<ul style="list-style-type: none"> Sustainable Development Engineering Cootamundra Gundagai
		5.1e(2)	Identify freight routes for heavier vehicles	<ul style="list-style-type: none"> Freight routes identified and implemented 	<ul style="list-style-type: none"> Sustainable Development Engineering

Objective 5.2: Easily accessible from major cities and other regional towns					
No.	Strategy	No.	Delivery Program Activities	Measure of Success	Responsible Department
5.2a	Feasibility study/ masterplan for development of Cootamundra airport into a true regional airport facilitating visitors, business, health services, and managing emergencies	5.2a(1)	Develop feasibility study/ masterplan for Cootamundra Aerodrome, with consideration to revenue generating opportunities, and long-term commercial activities	<ul style="list-style-type: none"> Feasibility study / master planning commenced 	<ul style="list-style-type: none"> Facilities Development, Building and Compliance
5.2b	Improve road conditions across the region, and advocate to improve access to regional cities and connection out of the region	5.2b(1)	Continue implementing the fixing local roads program	<ul style="list-style-type: none"> Local roads resealed Community satisfaction with road condition 	<ul style="list-style-type: none"> Engineering Cootamundra Gundagai
		5.2b(2)	Seek funding for upgrades to Stockinbingal and Muttama Roads	<ul style="list-style-type: none"> Funding sourced and secured for road upgrade 	<ul style="list-style-type: none"> Engineering Cootamundra Gundagai
		5.2b(3)	Deliver Bridge Replacement Program	<ul style="list-style-type: none"> Bridges replaced in line with program 	<ul style="list-style-type: none"> Engineering Cootamundra Gundagai
		5.2b(4)	Seek funding to build a bridge over low level causeway at Muttama	<ul style="list-style-type: none"> Seek sourced Plan developed 	<ul style="list-style-type: none"> Engineering Gundagai
		5.2b (4)	Work with partners to improve access to public and community transport	<ul style="list-style-type: none"> Improved and expanded public and community transport within the region 	<ul style="list-style-type: none"> Business
5.2c	Establish linked network of pedestrian footpaths and cycle paths through continued extension and upgrade of pedestrian and cycle paths	5.2c(1)	Develop program to identify and target curb and gutter upgrades	<ul style="list-style-type: none"> Program established and curb and gutter upgrades in process 	<ul style="list-style-type: none"> Engineering
		5.2c(2)	Continue to update cycleway and pedestrian access plan for the region	<ul style="list-style-type: none"> Plan reviewed Works commenced Seek funding opportunities for upgrades and works 	<ul style="list-style-type: none"> Engineering
		5.2c(3)	Deliver footpath extensions and safe footpath / disabled access	<ul style="list-style-type: none"> Footpaths extended Safe walking path established in Stockinbingal between school, recreational ground, King George Park and the Post Office Disabled access addressed across footpath replacement program with access to community facilities prioritised (i.e. Stockinbingal and Wallendbeen Halls) 	<ul style="list-style-type: none"> Engineering Cootamundra Gundagai
5.2d	Seek funding to enable electric charging infrastructure	5.2d(1)	Investigate funding opportunities for installation of electric car charging facilities in Gundagai	<ul style="list-style-type: none"> Funding secured Charging stations installed 	<ul style="list-style-type: none"> Regional Services Gundagai



CGRC CRASH DATA ANALYSIS 2020-2024

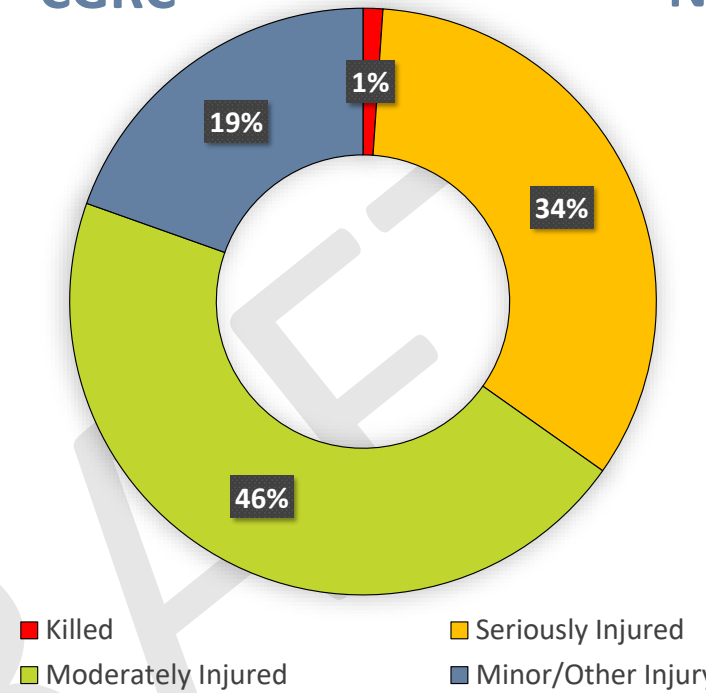
Transport for NSW provides Council with ratified crash statistics spanning a ten-year period, which Council then analyses over a focused five-year timeframe to identify emerging trends and areas of concern within the local government area. The current dataset, covering 1 January 2020 to 31 December 2024, offers a robust evidence base for assessing local risk patterns and informing the development of targeted community education and road safety campaigns. This detailed analysis enables Council to prioritise interventions that address the predominant crash factors and behaviours contributing to road trauma across the region. Importantly, the five-year trend shows that both the number of crashes and the number of casualties have increased across the CGRC area. This escalation indicates that not only are incidents becoming more frequent, but their severity is also intensifying. The rise in road trauma places increasing pressure on local emergency services, healthcare facilities, and community support networks, all of which face greater demand in a rural setting. The impacts extend beyond the immediate aftermath of a crash: long-term injuries, psychological trauma, economic disruption, and reduced community wellbeing all contribute to a broader social and financial burden. These trends reinforce the need for evidence-based, proactive interventions that improve safety outcomes and reduce the growing impacts of crashes on the community.



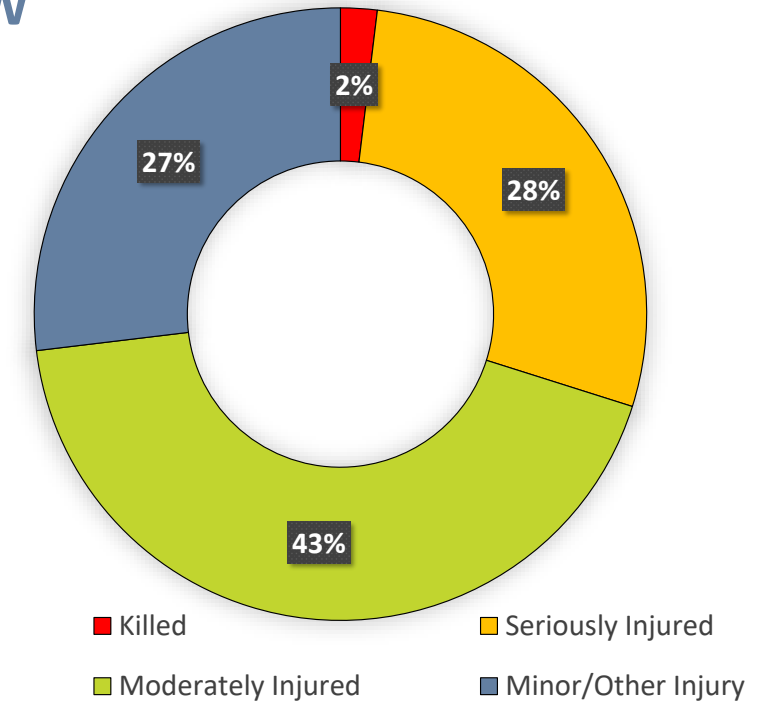
Crashes are categorised by type, the number of people involved, and the severity of injuries sustained. Injury severity is classified as fatal (death within 30 days as a direct result of the crash), seriously injured (hospital admission within two days without death within 30 days), moderately injured (presentation to an emergency department without subsequent admission or death within 30 days), and minor or other injury (no medical treatment required within 30 days).

Within the CGRC area, 254 crashes were recorded, resulting in 2 fatalities and 184 casualties. Of these casualties, 62 people were seriously injured and 84 sustained moderate injuries. Compared with NSW overall, CGRC reported a lower proportion of fatal crashes (1% vs 2% statewide) but a higher proportion of serious-injury outcomes (34% vs 28%). This profile indicates a comparatively lower fatality rate but a more severe injury mix, underscoring the need for strategies that reduce crash forces and improve survivability across the network.

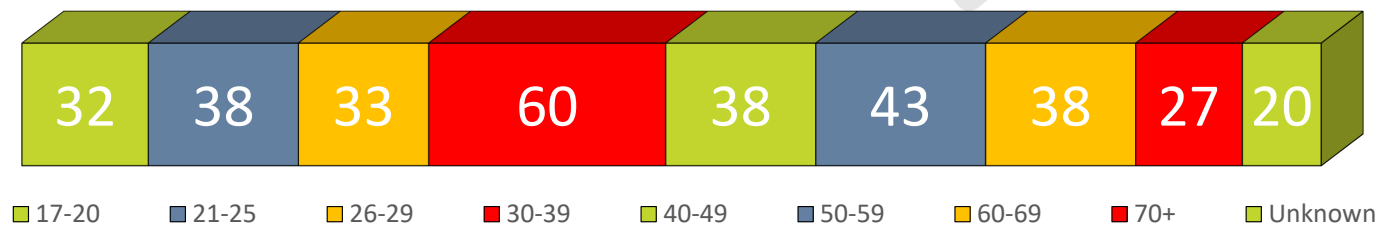
CGRC



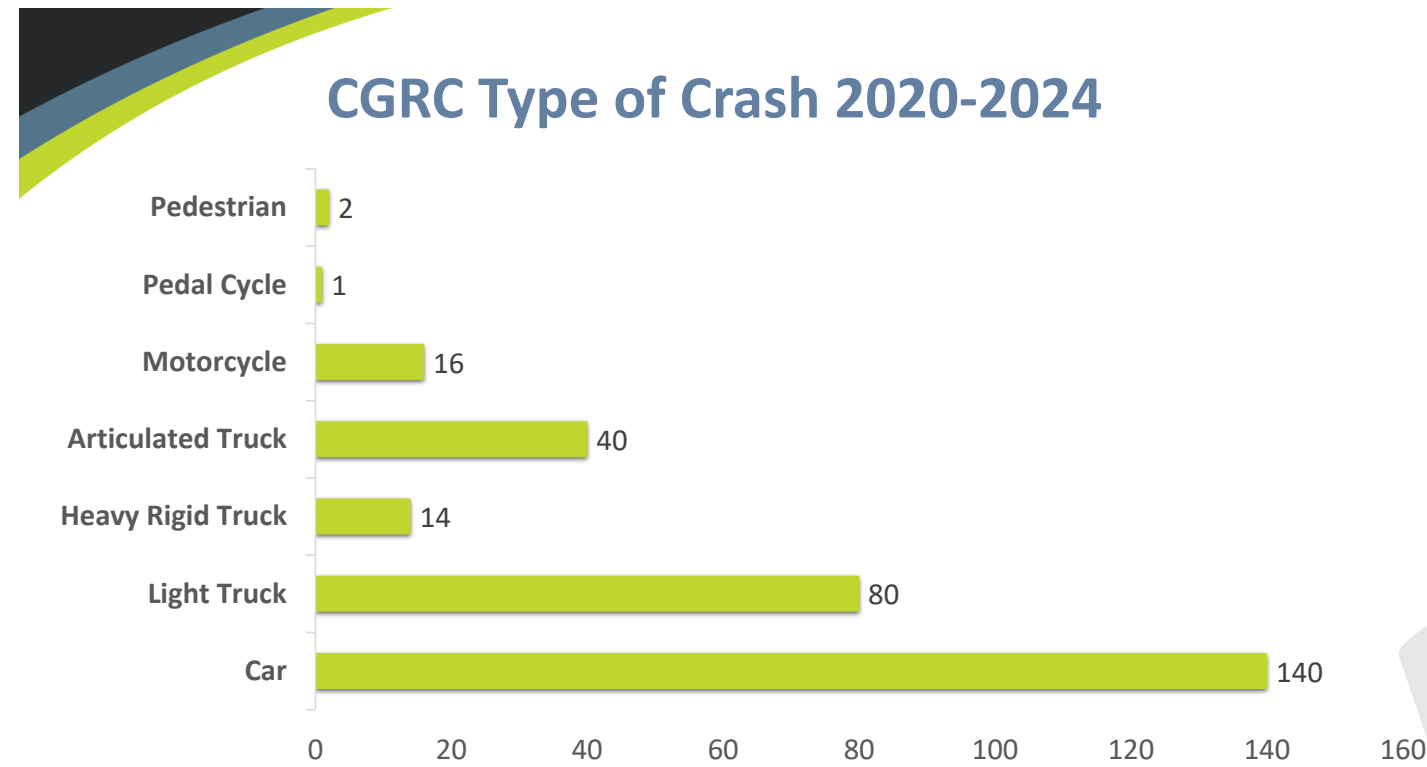
NSW



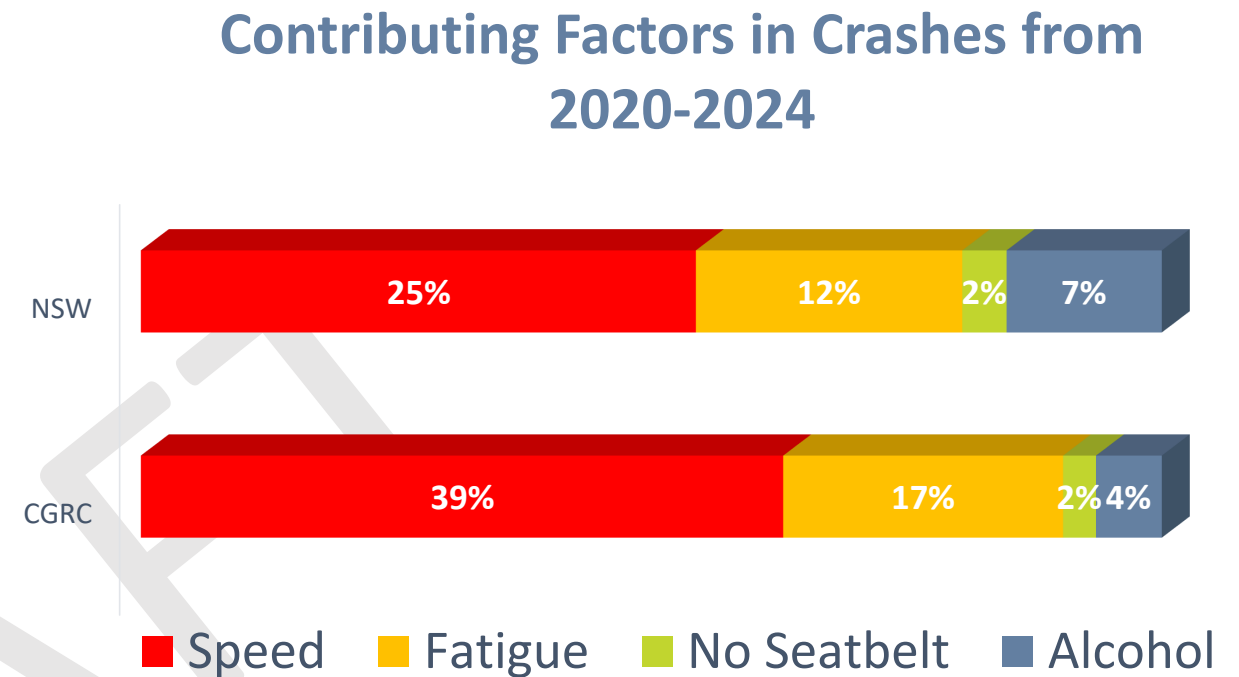
CGRC Motor Vehicle Controllers by Age 2020-2024



Analysis of motor-vehicle controller age data for the period 2020–2024 highlights several concerning trends. Young drivers remain an at-risk group, with 103 crashes involving people under the age of 29. A similarly significant number of crashes involved older drivers, with 65 crashes recorded among those aged 65 years and over, reflecting the vulnerability of drivers who may experience age-related declines in perception, reaction time, or mobility. Notably, drivers aged 30–39 years accounted for 60 crashes over the same period, identifying this cohort as another key risk group despite generally being considered more experienced drivers. Together, these patterns demonstrate that crash risk in the CGRC region spans multiple life stages, emphasising the importance of targeted education, ongoing driver engagement, and age-appropriate safety initiatives.

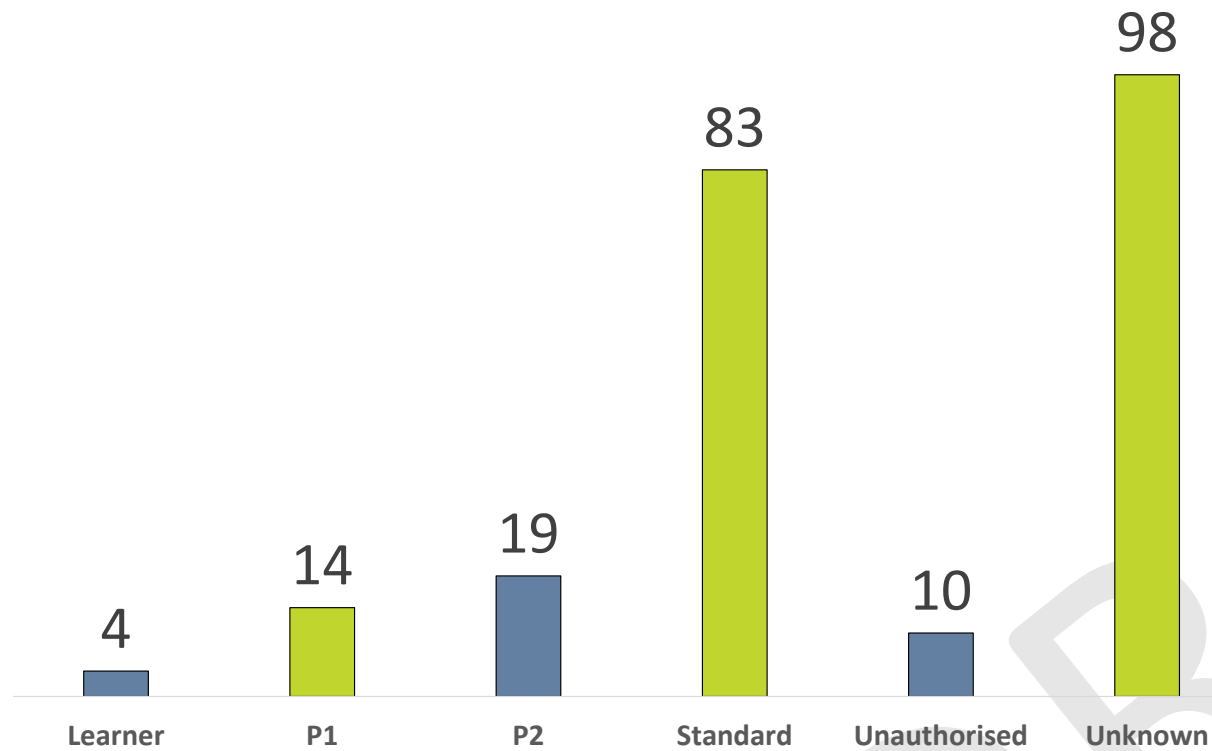


Type of Crash data indicates a notably high number of crashes involving both light trucks and articulated heavy vehicles across the CGRC area. While cars continue to represent the majority of vehicles involved in crashes, the proportion of incidents involving trucks is significant and presents its own set of risks. Crashes involving light and articulated trucks often result in more severe outcomes due to vehicle mass, stopping distances, and the operational challenges associated with heavy vehicle movements on regional road networks. This trend highlights the need for targeted road safety measures that address both the predominant issues involving passenger vehicles and the specific risks associated with increased heavy vehicle activity across the region.



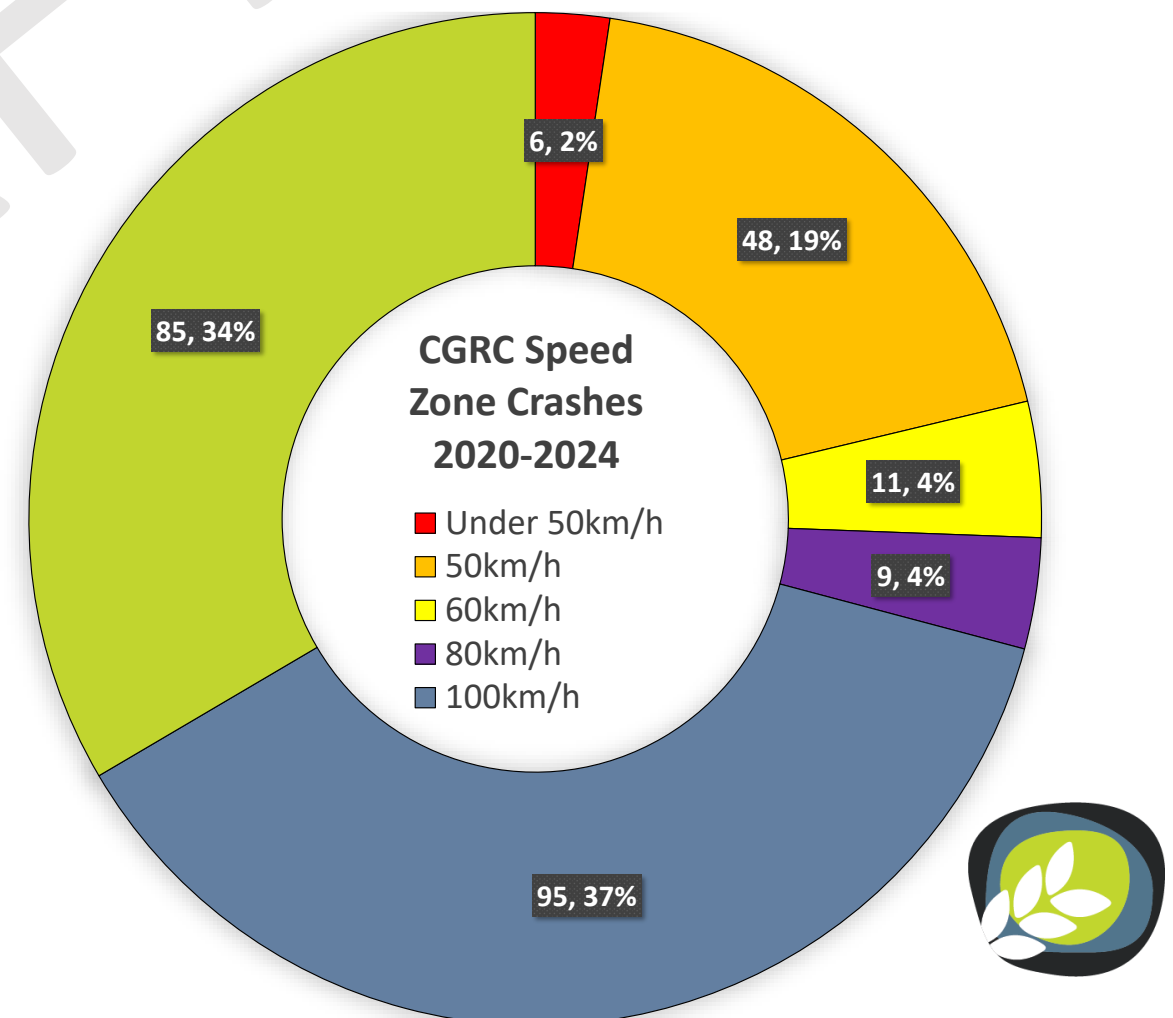
Data regarding contributing factors in crashes indicates a notably high number of crashes involving both light trucks and articulated heavy vehicles across the CGRC area. While cars continue to represent the majority of vehicles involved in crashes, the proportion of incidents involving trucks is significant and presents its own set of risks. Crashes involving light and articulated trucks often result in more severe outcomes due to vehicle mass, stopping distances, and the operational challenges associated with heavy vehicle movements on regional road networks. This trend highlights the need for targeted road safety measures that address both the predominant issues involving passenger vehicles and the specific risks associated with increased heavy vehicle activity across the region.

CGRC Licence Type Crashes 2020-2024



Licence-type data for CGRC shows a clear shift in crash involvement as young drivers progress through the licensing system. Crash numbers among learner drivers remain low, likely reflecting the safety benefits of having a supervising driver present. However, incidents increase once drivers obtain provisional licences, consistent with the elevated risk typically associated with independent driving and lower on-road experience. Of particular concern, the dataset also records 10 crashes involving unauthorised drivers and a further 98 where the licence status was listed as unknown. These figures highlight the need for continued education and enforcement initiatives targeting young and unlicensed drivers, as well as improved data accuracy to better inform future interventions.

Speed zone crash data for the Cootamundra–Gundagai Regional Council area shows that high-speed zones remain the most significant concern, with 71% of all reported crashes occurring in areas signposted at 100 km/h or above. In contrast, lower-speed environments present a far smaller proportion of incidents, with only 2% of crashes occurring in zones under 50 km/h. However, crashes in standard 50 km/h urban areas account for 19% of all incidents, indicating a clear difference between very low-speed environments—where crash frequency is minimal—and typical urban speed limits, where the risk remains more pronounced. This distribution highlights the need for targeted strategies across both high-speed rural roads and key 50 km/h town environments.



SAFE SYSTEMS – TOWARD ZERO

The Safe System approach is a fundamental framework for reducing fatalities and serious injuries on NSW roads. It is built on four key elements:

- Safer People
- Safer Roads
- Safer Speeds
- Safer Vehicles

A core concept of the Safe System approach is the recognition that the road transport system must be designed to expect and accommodate human error. This is based on three key principles:

- 1.People make mistakes
- 2.People are physically fragile
- 3.The road system must be forgiving

By strengthening each of the four Safe System elements and designing a network that minimises the consequences of inevitable human error, road trauma can be significantly reduced. Achieving these improvements requires strong collaboration with key stakeholders, including NSW Police, Transport for NSW (TfNSW), local industries, and the wider community. Through these partnerships, targeted strategies addressing road-user behaviour, enforcement, community engagement, and local risk factors can be effectively implemented.



Council is committed to delivering a safer transport network through improved road design, infrastructure upgrades, and ongoing enhancements to the built environment. Complementing this, education and behaviour-change initiatives play a vital role in promoting responsible and lawful road use. Council recognises that road safety is a shared responsibility, and that all road users have an obligation to comply with traffic laws and make safe decisions when travelling on the road network.

SAFE PEOPLE

The *Safe People* pillar of Towards Zero focuses on reducing high-risk behaviours and ensuring all road users make safe and responsible choices. In the CGRC area, several behavioural factors continue to contribute significantly to road trauma. Speed and fatigue remain the most prominent concerns locally, with CGRC recording higher rates than the NSW average—speed is a factor in 39% of crashes compared with 25% statewide, and fatigue contributes to 17% of crashes locally compared with 12% across NSW. Alcohol-related crashes occur at a lower rate (4% compared with 7% statewide) yet remain an ongoing concern due to their strong association with severe injury outcomes.

Other behavioural and user-group risks also contribute to the overall safety picture. Seatbelt non-compliance continues to be a recurring issue and remains a preventable cause of serious injury. Motorcyclists, heavy vehicle drivers, and bus operators require particular focus due to their increased exposure to risk or the potential severity of outcomes in crashes. Workplace-related road safety is also an important consideration in a region with high levels of agricultural, freight, and service-based vehicle use. In addition, protecting vulnerable road users—including pedestrians, cyclists, and mobility device users—remains essential, particularly in town centres, school zones, and high-activity areas.

Collectively, these trends highlight the need for targeted education, enforcement, and behavioural-change initiatives that support safer decision-making, protect vulnerable groups, and reduce the factors contributing most significantly to road trauma within the CGRC community.



Council Objectives - Safer People

Promote safer road-user behaviour by delivering targeted education campaigns that address the key behavioural factors contributing to crashes within the CGRC area.

Increase community awareness of high-risk behaviours, including speeding, fatigue, distraction, drink-driving, drug-driving, and seatbelt non-compliance, through coordinated communication and engagement activities.

Support behaviour-change initiatives in collaboration with Transport for NSW, NSW Police, schools, community groups, and local businesses to reinforce safe choices on both roads and footpaths.

Enhance safety for vulnerable road users, including pedestrians, cyclists, motorcyclists, mobility device users, and schoolchildren, through targeted education, visibility campaigns, and community outreach.

Promote workplace and fleet safety, encouraging local employers, transport operators, and agricultural businesses to adopt safe-driving policies and best-practice fatigue and risk-management procedures.

Strengthen heavy-vehicle and passenger transport safety awareness, including truck, bus, and machinery-related road safety, through specialised messaging and collaboration with industry partners.

Conduct research and monitor emerging safety issues to ensure local initiatives respond to current trends, behavioural patterns, and crash data insights.

Council Actions - Safer People


Council, through the Road Safety Officer (RSO), will deliver a targeted program of education, awareness, and behaviour-change initiatives aimed at improving the safety of all road and footpath users. These actions focus on reducing high-risk behaviours such as speeding, fatigue, distraction, and seatbelt non-compliance, while also addressing the needs of vulnerable groups including pedestrians, cyclists, motorcyclists, heavy-vehicle operators, school students, and mobility-device users.

The RSO will support safer behaviour by coordinating community education campaigns, working with Transport for NSW and NSW Police on locally relevant initiatives, and promoting key road-safety messages across media, social media, and community networks. Council will also engage with schools, local workplaces, and community organisations to strengthen safety culture and encourage responsible travel behaviours.

In addition, the RSO will monitor emerging issues, analyse crash trends, and use evidence to guide interventions that respond to local risk factors. Through this combined approach, Council aims to build a safer, more informed community and reduce the number and severity of crashes across the CGRC region.



1. Provide evidence-based road safety information to the community through tailored programs that address local needs and priority behaviours.


1.1 LGRSP	1.1.1 Continue to participate in the Local Government Road Safety Program partnership with Transport for NSW. 1.1.2 Seek funding annually from Transport for NSW to support the delivery of Road Safety education projects. 1.1.3 Develop and review a Road Safety Action Plan for actions delivering road safety community programs.	Road Safety Officer
1.2 Partnerships	1.2.1 Collaborate with other stakeholders such as police, business operators and neighbouring councils on road safety initiatives. 1.2.2 Seek external funding opportunities to deliver road safety education projects.	Road Safety Officer
1.3 Education priorities	1.3.1 Deliver targeted road safety education that supports vulnerable road users and addresses the key behavioural and environmental factors contributing to crashes	Road Safety Officer
i. Speeding	<ul style="list-style-type: none"> • Deliver an annual local roads speed education project that is aimed at reducing travel speeds on local roads. • Utilise traffic classifiers on local roads to assess compliance with speed limits. • Provide information from traffic classifiers to police for targeted enforcement activity on local roads. • Promote High Pedestrian Activity Area speed limits. • Support Transport for NSW Speed campaigns with use of approved imaging on existing roadside fixed message boards. 	Road Safety Officer
ii. Fatigue	<ul style="list-style-type: none"> • Support Transport for NSW holiday and long weekend messaging. • Work with Council staff on infrastructure planning to include audio tactile marking, roadside and centre barriers as appropriate. • Work with the Visitor Information Centre to promote driver reviver and rest areas. 	Road Safety Officer Communications Officer Visitor Information Centre
iii. Alcohol and Drugs	<ul style="list-style-type: none"> • Distribute and promote TfNSW campaign materials for drink/drug driving messaging. • Support police with education during drink/drug driving enforcement operations. • Encourage the provision and use of alternative transport options for major events. 	Road Safety Officer
iv. Distractions	<ul style="list-style-type: none"> • Provide education to the community on risks of driver distraction through community engagement. • Promote road rules for use of mobile phones at community engagements. • Work with police to support enforcement activities that target driver distraction. • Support Transport for NSW mobile phone camera detection enforcement. 	Road Safety Officer 



v. Motorcyclists	<ul style="list-style-type: none"> • Conduct engagements with motorcyclists during Motorcycle Awareness Month in October each year. • Partner with external providers to deliver road safety education for motorcyclists such as Survive the Ride. • Promote MOTOCAP for the safe wearing of protective gear. 	Road Safety Officer Communications Officer
vi. Young Drivers	<ul style="list-style-type: none"> • Deliver TfNSW 'Helping Learner Drivers become safe drivers' workshops. • Work with other providers to deliver road safety education programs to young people e.g. Rotary RYDA program. • Work with high schools on delivering road safety as part of curricula. • Promote road safety information available to young drivers at the Youth Hubs in Gundagai and Cootamundra. 	Road Safety Officer Youth and Inclusion Officer Communications officer
vii. Older Road Users	<ul style="list-style-type: none"> • Engage with seniors' groups to deliver the +65 Older Road Users presentations. • Distribute TfNSW information and publications to seniors' groups and retirement/over 55 housing areas. • Provide education to the community regarding safe motorised scooter use. 	Road Safety Officer
viii. Early Childhood	<ul style="list-style-type: none"> • Work with early childhood education providers to distribute TfNSW messaging and publications. • Work with Kids & Traffic Early Childhood Road Safety Education Program on delivering programs in the CGRC LGA. • Promote correct selection and use of child restraints 	Road Safety Officer
ix. Safety Around Schools	<ul style="list-style-type: none"> • Work with schools to promote safe pedestrian and cycling behaviour by encouraging participation in Walk Safely to School day, Ride2School day and Bike Week. • Engage with school bus drivers to discuss safety concerns and share relevant TfNSW resources that support safe behaviour and passenger wellbeing. • Engage with NSW Police to address road user behaviour in school zones and plan collaborative educational safety stops that reinforce safe and lawful practices. 	Road Safety Officer Youth and Inclusion Officer Communications Officer
x. Compliant Restraints	<ul style="list-style-type: none"> • Promote the correct use of seat belts and child restraints at all community engagements. • Work with early childhood education providers to distribute TfNSW messaging and publications on the selection and use of child restraints. • Work with Authorised Restraint Fitters to provide education to parents on the correct installation and use of child restraints. 	Road Safety Officer
xi. Pedestrians	<ul style="list-style-type: none"> • Provide education to the community on safe road use as a pedestrian, including rules around use of pedestrian crossings and pedestrian refuges. • Promote rules for High Pedestrian Activity Areas. • Pursue funding opportunities to enhance pedestrian infrastructure and support safer walking environments. 	Road Safety Officer





<p>xii. Heavy Vehicles</p>	<ul style="list-style-type: none"> • Work in partnership with the National Heavy Vehicle Regulator on managing freight and heavy vehicle movements the local road network. • Work with the heavy vehicle industry on education programs targeting seat belt usage, fatigue management and driving behaviour. 	<p>Road Safety Officer</p>
<p>xiii. Cyclists</p>	<ul style="list-style-type: none"> • Pursue funding opportunities to enhance shared path infrastructure and support cycling environments. • Work with bicycle retail operators to distribute information on safe cycling. • Promote bicycle safety during Bike Week each year. • Work collaboratively with local cycling groups to identify concerns and support programs that enhance cyclist safety across the region. • Host a helmet safety information session at a local community event, highlighting helmet star rating results and promoting informed choices. 	<p>Road Safety Officer</p>
<p>xiv. Workplace Road Safety</p>	<ul style="list-style-type: none"> • Work with business operators to encourage the development of Road Safety in the Workplace policies. • Deliver education workshops on the importance of prioritising road safety in the workplace. 	<p>Road Safety Ofcer</p>
<p>xv. Railway Crossing Safety</p>	<ul style="list-style-type: none"> • Promote rail level crossing safety through target messaging and community engagement during Rail Safety Week. • Work collaboratively with ARTC to identify rail safety priorities and address emerging concerns across the network. • Distribute TfNSW road rule resources at local community events to support awareness and safer road user behaviour. 	<p>Road Safety Officer Communications Officer</p>
<p>xvi. Road Rule Education</p>	<ul style="list-style-type: none"> • Distribute reminders for double demerit periods via social media platforms and organisation emails. • Support road safety education weeks such as; Bus Awareness Week, Road Rules Awareness Week, National Road Safety Week, Fatality Free Friday. • Distribute TfNSW road rule resources at local community events to support awareness and safer road user behaviour. 	<p>Road Safety Officer Communications Officer</p>
<p>xvii. Mobility Device Safety</p>	<ul style="list-style-type: none"> • Provide information on safe mobility device operation at local events • Distribute TfNSW resources through libraries, service centres, community groups and aged care facilities. • Promote helmet and protective equipment use. 	<p>Road Safety Officer Communications Officer</p> 

2. Strengthen community awareness by sustaining a clear and visible commitment to road safety.

2.1 Media	2.1.1. Conduct media releases on key road safety topics and activities to keep our community informed. 2.1.2. Utilise social media platforms to engage with the community on Local & State-wide road safety projects and campaigns. 2.1.3. Facilitate community access to road safety information by means of inclusion on the Council Website.	Road Safety Officer Communications Officer
2.2 Variable Message Boards	2.2.1 Install key road safety messages utilising TfNSW campaign creatives on roadside message boards.	Road Safety Officer
2.3 Resources	2.3.1 Make TfNSW printed resources available at Council administration offices, community venues, upon request and through community engagement activities.	Road Safety Officer



SAFE ROADS

The *Safe Roads* pillar focuses on designing, maintaining, and managing road environments that reduce the likelihood and severity of crashes. As the CGRC region continues to experience population growth and increased business activity, traffic volumes and freight movements have risen accordingly. This growth places additional pressure on the local and regional road network, particularly on routes used by heavy vehicles servicing agriculture, manufacturing, and freight-related industries.

Higher traffic and freight activity increases wear on road infrastructure, elevates crash risk on rural and town-based corridors, and intensifies interactions between heavy vehicles and light-vehicle or vulnerable road users. These changing conditions emphasise the importance of ongoing investment in road maintenance, safety treatments, intersection upgrades, signage, and speed-management measures to ensure the road network remains safe and resilient.

By focusing on infrastructure improvements, addressing emerging freight demands, and targeting high-risk locations, the Safe Roads pillar supports a safer, more reliable road environment for all users across the CGRC area.



Council Objectives – Safer Roads

Improve the safety and functionality of the local road network through ongoing maintenance, infrastructure upgrades, and evidence-based safety treatments.

Prioritise high-risk locations identified through crash data, community feedback, and traffic studies, ensuring resources are directed to areas with the greatest safety need.

Enhance safety for all road users, including pedestrians, cyclists, motorcyclists, heavy-vehicle operators, mobility-device users, and schoolchildren, through appropriate infrastructure, signage, crossings, and traffic-calming measures.

Support active transport by improving footpaths, shared paths, pram ramps, cycle connections, and pedestrian facilities to create safe and accessible travel options within towns.

Monitor the impacts of increasing traffic and freight movements, ensuring road design, maintenance schedules, and safety responses keep pace with population growth and expanding business activity.

Collaborate with neighbouring councils, Transport for NSW, NSW Police, and industry stakeholders to address cross-regional road issues, coordinate freight routes, and ensure consistent safety standards across boundaries.

Research and assess emerging safety initiatives, including new technologies, infrastructure treatments, and best-practice design principles, to continually improve the road environment.

Support speed-management efforts through engineering, signage improvements, and identification of locations requiring formal speed reviews in partnership with TfNSW.

Ensure road design supports a Safe System approach, recognising human error and reducing crash severity through forgiving roadsides, improved line-marking, lighting, barriers, and intersection improvements.

Council Actions – Safer Roads

Council, through the RSO, will support safer road environments by identifying high-risk and black-spot locations using crash data, traffic counts, and community feedback. The RSO will actively seek funding opportunities to deliver infrastructure improvements and safety treatments that address these risks. This includes advocating for projects under programs such as the Federal Black Spot Program, the Safer Roads Program, and Active Transport grants.

The RSO will research and assess emerging safety initiatives—particularly those that improve conditions for vulnerable road users such as pedestrians, cyclists, motorcyclists, and mobility-device users—and work with TfNSW, neighbouring councils, and key stakeholders to ensure consistent, evidence-based approaches across the region. Through these combined actions, Council aims to enhance the safety, accessibility, and resilience of the CGRC road network.



3. Monitor crash trends and identify areas of concern across the CGRC road transport network.

3.1 Analysis	3.1.1 Analyse annual crash data provided from Transport for NSW, Centre for Road Safety. 3.1.2 Identify crash trends to inform road safety planning and targeted education programs.	Road Safety Officer
3.2 Data	3.2.1 Utilise crash data to support Council staff in preparing robust, evidence-based applications for State and Federal funding opportunities.	Road Safety Officer

4. Provide safe and efficient management & maintenance of Council's road assets.

4.1 Construction & Maintenance	4.1.1. Set priorities for road construction and maintenance through Councils Delivery Program & Asset Management Plan. 4.1.2. Ensure Council's road infrastructure works comply with Austroads Design Guidelines, Australian Standards and TfNSW Technical Directions. 4.1.3. Conduct Road Safety Audits and Safe System Assessments as required.	Project Engineer Road Infrastructure Team Road Safety Officer
4.2 Funding	4.2.1. Make applications under State & Federal Government funding grant schemes for targeted road infrastructure works to improve roads and road safety.	Project Engineer Road Safety Officer
4.3 Worksites	4.3.1. Ensure road safety at worksites is maintained through compliance and assessment in accordance with the Manual of Uniform Traffic Control Devices & Traffic Control at Worksites technical manual and Austroads Guide to Temporary Traffic Management Practice	Civil Works Teams



5. Deliver safe, efficient and compliant road and transport infrastructure planning.

5.1 Active Transport	5.1.1 Work with stakeholders to develop plans and create infrastructure that supports active transport. 5.1.2 Maximise funding under Country Passenger Transport Infrastructure Grants Scheme to improve public transport sites. 5.1.3 Submit for funding under Walking & Cycling program to construct infrastructure supporting active transport.	Road Safety Officer
5.2 Assessment	5.2.1 Ensure compliant road design that delivers safe and efficient road and transport infrastructure that meets community demand. 5.2.2 Ensure event planning is assessed in accordance with the NSW Guide to Traffic and Transport Management for Special Events.	Project Engineer Road Safety Officer
5.3 Community	5.3.1 Review, assess and respond to road safety concerns brought to Council’s notice from members of the community.	Road Safety Officer



SAFE SPEEDS

Speed has been a contributing factor in 39% of crashes within the CGRC area according to ratified data from 2020 through to 2024 inclusive, significantly exceeding the NSW state average of 25%. This disparity demonstrates a clear and persistent issue with unsafe travel speeds across both local and state-managed roads within the LGA. The elevated proportion of speed-related crashes suggests that drivers are either choosing inappropriate speeds for the conditions or engaging in deliberate risk-taking behaviour, particularly on higher-speed rural roads. These patterns highlight the need for targeted interventions—including education, enforcement, and engineering treatments—to address speed as a primary contributor to road trauma in the region.

Council Objectives – Safer Speeds

Reduce the overall number and severity of speed-related crashes across the CGRC area by targeting high-risk locations and behaviours.

Promote safe and appropriate travel speeds on both local and state road networks through education, community engagement, and behaviour-change initiatives

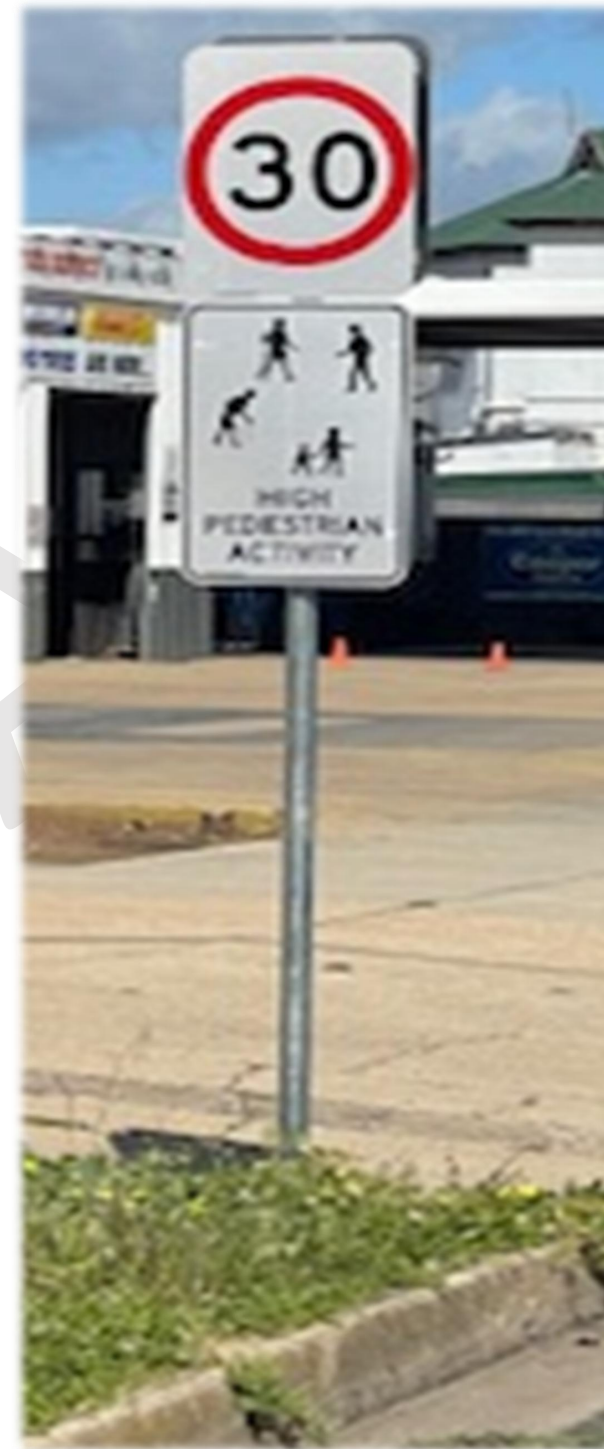
Support NSW Police and Transport for NSW enforcement efforts by identifying local speeding hotspots and providing data-driven insights to guide enforcement activities.

Implement engineering and traffic-calming treatments where appropriate to encourage lower travel speeds, particularly in residential areas, school zones, and high-pedestrian environments.

Improve community awareness of the risks associated with speeding, including rural road conditions, stopping distances, and the increased likelihood of severe injury at higher impact speeds.

Advocate for consistent speed-management measures across the region, ensuring speed limits are appropriate for road function, roadside hazards, and traffic volumes.

Monitor and evaluate the effectiveness of speed-related interventions, using ongoing crash data, community feedback, and enforcement reports to refine future actions.



Council Actions – Safer Speeds

Council, through the RSO, will implement a coordinated program of speed-management initiatives across the CGRC LGA. These actions will focus on locations and periods identified as high-risk, including school zones, rural high-speed environments, and double-demerit point periods. Campaigns will be guided by evidence obtained from traffic counts, police enforcement activity, and local crash data to ensure interventions directly address local speeding behaviours.

Council will also work closely with TfNSW to identify locations that may require formal speed reviews, ensuring that speed limits remain appropriate for road function, traffic volumes, and prevailing safety risks.

To maximise community reach, the RSO will support these initiatives with a comprehensive communication approach, utilising media releases, social media platforms, and a range of promotional materials such as brochures, banners, and mobile message boards. Council will continue partnering with TfNSW to deliver consistent messaging and ongoing community education on the dangers and consequences of speeding. These combined actions aim to reduce speed-related crashes and promote safer travel behaviour across the region.



6. Support TfNSW in their role to ensure speed limits and associated signage comply with the NSW Speed Zoning Guidelines.

6.1 Speed limits	6.1.1. Work with Transport for NSW to ensure that speed limits are set to balance road safety in line with the NSW Speed Zoning guidelines. 6.1.2. Support lower speed limits in high pedestrian activity and school zones. 6.1.3. Utilise new technologies such as vehicle activated signage when required.	Project Engineer Road Safety Officer
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7. Promote Adherence to speed limits through targeted messaging and community engagement.

7.1 Local road speed compliance	7.1.1. Utilise roadside variable message boards with approved TfNSW speed campaign messaging. 7.1.2. Work collaboratively with NSW Police to deliver public education campaigns in school zones and high-pedestrian activity areas.	Road Safety Officer
7.2 Worksites	7.2.1 Promote safe speeds through worksites with community education programs.	Road Safety Officer

8. Support enforcement activities.

8.1 Enforcement	8.1.1. Support police in conducting enforcement activities targeting non-compliance with road rules. 8.1.2. Support police in conducting enforcement activities targeting unsafe and defective vehicles. 8.1.3. Support Fixed and Mobile speed camera enforcement of speeding. 8.1.4. Council Rangers to continue with a program of enforcement targeting illegal and unsafe parking.	Road Safety Officer Regulatory Team
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SAFE VEHICLES

Safer vehicles are essential for improving survivability in a crash. High-rated vehicles absorb and distribute crash forces more effectively, maintaining survival space for occupants and reducing the risk of fatal or life-changing injuries. Safety technologies act as both *primary* safety measures (helping avoid the crash altogether) and *secondary* safety measures (reducing injury severity when a crash is unavoidable). As a result, vehicle choice directly influences the outcome of a crash, making safer vehicles one of the most powerful and immediate ways to save lives and reduce trauma across the network.

Council Actions – Safer Vehicles

Council will strengthen vehicle safety across the region by promoting the uptake and understanding of modern safety technologies, encouraging the community to make informed choices when purchasing or maintaining vehicles. This includes raising awareness of 5-star ANCAP ratings, highlighting the benefits of features such as AEB, ESC and lane-support systems, and supporting education around safe motorcycle and child restraint technologies.

Council will lead by example through responsible fleet procurement and maintenance practices, ensuring its own vehicles meet high safety standards. Partnerships with NSW Police, local mechanics, schools, heavy vehicle operators and community groups will support targeted campaigns on vehicle condition, safe equipment use, seasonal maintenance and the role of technology in reducing crash risk and injury severity.

These actions collectively help reduce the likelihood and consequences of crashes by improving the safety of vehicles operating within the Cootamundra–Gundagai region.



Council Objectives – Safer Vehicles

- Promote the uptake of 5-star ANCAP-rated vehicles** across the community, with targeted messaging for high-risk groups such as young drivers, older drivers, and frequent fleet users.
- Lead by example through Council fleet management**, ensuring all new light and heavy vehicles meet contemporary safety standards, including AEB, ESC, lane-support systems, reversing cameras, and side-impact protection.
- Encourage local businesses and community organisations** to adopt safer vehicles through education campaigns, workplace presentations, and promotion of safety-focused procurement policies.
- Support safe heavy vehicle operations** by promoting technologies such as blind-spot monitoring, fatigue detection systems, and improved visibility features, particularly for operators using local freight routes.
- Increase community awareness of the importance of vehicle maintenance**, including tyres, brakes, lighting, and child restraint checks, through workshops, targeted campaigns, and partnership programs with local mechanics and NSW Police.
- Promote safer motorcycle technologies**, such as ABS and enhanced protective equipment, in collaboration with local riding groups and community stakeholders.



9. Promote consumer awareness of improvement in the safety performance of newer vehicles.

9.1 Council Fleet	9.1.1. Work with management to encourage the purchase of ANCAP 5 Star rated vehicles for Council’s fleet.	Road Safety Officer
9.2 Buying the safest car	9.2.1. Provide information to the community about the importance of buying the safest car. 9.2.2. Promote Australasian New Car Assessment Program (ANCAP) website and distribute printed documents. 9.2.3. Promote Used Car Safety Rating (UCSR) website and distribute printed documents.	Road Safety Officer
9.3 Roadworthiness	9.3.1. Support campaigns and promote the importance of maintaining motor vehicles in a safe and roadworthy condition and compliance with vehicle registration requirements.	Road Safety Officer
9.4 Emerging technology	9.4.1. Research and promote emerging technologies in vehicle safety	Road Safety Officer
9.5 Breakdown safety	9.5.1. Include education regarding breakdown safety and what to do in the event of a road crash or breakdown at all community talks & workshops.	Road Safety Officer



ROAD SAFETY OFFICER OBJECTIVES

The Road Safety Officer (RSO) plays a critical role in driving Council’s strategic approach to reducing road trauma. The position is responsible for leading the development, implementation, and evaluation of TfNSW funded Road Safety Projects in alignment with the Local Government Road Safety Program (LGRSP). This includes ensuring each initiative is evidence-based, financially accountable, and directly targeted toward the priority risks identified across the Council area.

A core responsibility of the RSO is to interpret and apply ratified crash data supplied by TfNSW to ensure that resources are directed to the most significant and emerging road safety challenges. For the 2026–2030 program year, the data identifies several key behavioural and demographic risk areas that require targeted, strategic interventions:

- Speeding
- Fatigue
- Seatbelt and restraint non-compliance
- Drink driving
- Learner driver safety
- Heavy vehicle and truck awareness

To maintain program transparency and support continual improvement, the RSO must provide Transport for NSW with monthly progress reports outlining achievements, issues, and project status. At the completion of each initiative, the RSO is required to deliver a comprehensive Final Evaluation Report demonstrating the outcomes achieved, the effectiveness of the interventions, and any recommendations for future program development.

Additional RSO responsibilities include assessing and responding to day-to-day road safety and traffic complaints received from the community, the coordination of the Local Transport Forum (LTF), establishing, developing and supporting ongoing partnerships with community safety working groups and organisations, the delivery of road safety presentations to various road user groups, and rural school bus stop and route applications. The RSO also actively investigates and supports submissions for funding under both Federal and State funding streams that include the Black Spot Program, Safer Roads Program, and the Active Transport Program (PAMP and Cycleway Program). This includes ongoing collaboration with the local community, Police and TfNSW to assist in addressing issues and ensure a unified approach to Road Safety.





MONITORING THE ROAD SAFETY PLAN

Council is committed to delivering a safe, resilient, and forward-looking road network that supports the wellbeing of all residents and visitors. This Road Safety Action Plan establishes a clear framework for reducing road trauma through evidence-based interventions, strong partnerships, and continual performance monitoring. As part of this commitment, Council will remain up to date with emerging research, innovations, technologies, new trends, and advances in road safety, and will apply these insights to ongoing reviews and updates of the Plan. By maintaining a proactive and adaptive approach, Council will ensure that local road safety strategies remain responsive to changing conditions, aligned with best practice, and effective in addressing current and future risks across the region.

Related CGRC Plans and Policies

- Community Strategic Plan 2025-2035
- Operational Plan 2025-2026
- Delivery Program 2025-2029
- Pedestrian Access and Mobility Plan 2023-2033
- Access and Inclusion Policy

External Related Plans

- National Road Safety Strategy 2021-2030
- NSW 2026 Road Safety Action Plan
- Future Transport Strategy 2056
- Local Government Road Safety Program
- NSW Speed Zoning Guidelines





COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL

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7.5.2 COOTAMUNDRA ENGINEERING REPORT - MARCH 2026

DOCUMENT NUMBER	467201
REPORTING OFFICER	David Brodie, Acting Manager Engineering Cootamundra
AUTHORISING OFFICER	Trevor Dando, Acting Deputy General Manager Operations
RELEVANCE TO COMMUNITY STRATEGIC PLAN	5. Integrated and accessible region 5.2 Easily accessible from major cities and other regional towns
FINANCIAL IMPLICATIONS	There are no Financial implications associated with this report.
LEGISLATIVE IMPLICATIONS	There are no Legislative implications associated with this report.
POLICY IMPLICATIONS	There are no Policy implications associated with this report.
ATTACHMENTS	Nil

RECOMMENDATION

That the Cootamundra Engineering Report for the month of March 2026 be noted.

Introduction

The Cootamundra Engineering Report for the month of March 2026 is submitted for the information of Council and the community.

Discussion

State Roads

Burley Griffin Way & Olympic Highway

Heavy Patching (Olympic Highway & Burley Griffin Way) final seal was completed on 1 April with the line marking scheduled to be undertaken in mid-April. Vegetation works on the Olympic Highway are scheduled to commence in early April. Dirnaseer Road asphalt works are planned for the end of April.

Local Roads

Patching Works

The grading crew has been working with the RMCC team on the heavy patching program for Burley Griffin Way and Olympic Highway. The second grading team were maintenance grading in the Yannawah area in preparation for shoulder works on Yeo Yeo Hampstead.

The patching crew undertook minor patching on various roads to complete our flood damage works, whilst the Jetpatcher worked through the town lane network.

General Maintenance

The concrete crew are working through kerb replacements and driveway works within the town limits. During March works have been carried out in Parker Street, Olney Street and Margaret Street.

The Town Attendant has been busy fixing potholes and signs around town and is also finalising the last round of RFS slashing.

Road Safety

Road Safety Projects

The CGRC Road Safety Action Plan has now completed the 28-day public exhibition period and received nil submissions from the community. A report has been included in the April Council meeting agenda for final endorsement.

A query was raised at the March Ordinary Council meeting regarding the updated Cootamundra & Villages PAMPs. Council is currently awaiting the outcome of the proposed removal of a low-priority path in Wallendbeen.

Traffic Counters

Two traffic counters have been programmed for deployment:

- One was installed on Sutton Street to monitor vehicle speeds as they enter the 50 km/h zone.
- One was positioned on Stockinbingal Road near the Burley Griffin intersection and railway crossing to collect data on heavy-vehicle movements.

Event Management

Council has received additional aerodrome bookings from Pro Street Challenge for 1–2 August 2026 and 5–6 March 2027. The Cootamundra RSL has submitted its Event Management Plan and current Public Liability Insurance for the Cootamundra ANZAC Day Parade. A supporting Traffic Guidance Scheme has been completed, notification sent to NSW Police and Transport for NSW, and an approval letter has been issued for the Cootamundra ANZAC Day Parade.

Council has received Event Management Plans for multiple car events proposed for the Cootamundra Aerodrome. Updated public liability documentation is still required to finalise an event scheduled for April.

Community Awareness

Double Demerits over Easter reminders were promoted across four VMS boards positioned at high-traffic locations around Cootamundra, supported by messaging through Council's media channels.

The Road safety Officer attended Harmony Day Celebrations at Cootamundra TAFE as well as attending the Road Safety Action Plan Forum in Wagga which was held on 30 March 2026.

Councillor Les Cooper and competition artist Di Berkrey judged the Bus Safety Colouring in competition and selected 6 winners across three age groups for both Cootamundra and Gundagai. Winning students to receive a certificate and prizes paid for by the Youth Club.

Grant Applications

The 2026–2027 Transport for NSW project applications have been completed and submitted for approval, with seven projects lodged totalling \$21,740 in grant funding, including \$14,040 allocated for VMS board hire payable to Council, Christmas Plan B – Win a Swag, Motorcycle Awareness,

Christmas Fatigue, Slow Down Over Easter, Mobility Scooter Rules, and Helmet Safety. Towards Zero Conference attendance funding is to be included in this year’s funding applications.

The *Safer Cities: Her Way 2* grant application has been submitted. Council was notified of a few additional requirements and was given the opportunity to resubmit an updated application. The formal acquittal has been submitted for the 23/24 Country Passenger Infrastructure Grant.

Water & Sewer

Capital

Following last months Council decision, a contract for the Water and Sewer replacement program was executed. A pre-works commencement meeting was held on 20 March where a program was submitted showing that the commencement of works will occur in late April.

A Request for Quote for the Cootamundra Sewer Vent Shaft Replacement was issued and the closing date for the quotes is 17 April 2026.

Cootamundra Sewer Treatment Plant Renewal Options Assessment in conjunction with Department of Climate Change, Energy, the Environment and Water (DCCEEW), Department of Planning, Industry and Environment (DPIE) and NSW Public Works Advisory (PWA) was completed and work has now commenced for detailed design stage.

Operational

Staff responded to repair requests for sewer chokes, leaking services and burst water mains. Backfilling of excavation on completion of repairs was carried out by water and sewer staff. Refurbishing of road services are required due to most bursts occurring in services under roads.

Daily water testing of water reservoirs and sewer treatment plant and ponds. Daily checks of sewer pumping stations have been carried out, along with mowing and general grounds maintenance of all service sites.

Cootamundra Standpipe Income – March 2026

2025/2026		Income	Number of Transactions
2025	August	\$1,066.02	62
2025	September	\$1,538.89	102
2025	October	\$3,733.97	154
2025	November	\$2,945.37	93
2025	December	\$3,257.99	120
2026	January	\$1,457.59	77
2026	February	\$0.00	0
2026	March	\$0.00	0
2025/2026	Totals	\$13,999.83	608

The Cootamundra Standpipe is currently out of order following mechanical and electrical circuit board failures due to the age of the infrastructure. The new facility has been delivered, with commissioning and services expected to be available by the end of April.

Workshop

The Workshop has been busy carrying out general services, as well finishing up the last of Request for Quote’s for plant replacement before the end of financial year.

Financial

Projects funded from various funding sources, as noted above.

Maintenance works funded from General Fund and aligns with the adopted 2025/2026 budget.

OLG 23a Guideline consideration

The work outlined in this report does not conflict with the guidelines.

7.6 ENGINEERING GUNDAGAI

7.6.1 GUNDAGAI ENGINEERING REPORT - MARCH 2026

DOCUMENT NUMBER	467206
REPORTING OFFICER	Thomas Hogg, Acting Manager Engineering Gundagai
AUTHORISING OFFICER	Trevor Dando, Acting Deputy General Manager Operations
RELEVANCE TO COMMUNITY STRATEGIC PLAN	5. Integrated and accessible region 5.2 Easily accessible from major cities and other regional towns
FINANCIAL IMPLICATIONS	There are no Financial implications associated with this report.
LEGISLATIVE IMPLICATIONS	There are no Legislative implications associated with this report.
POLICY IMPLICATIONS	There are no Policy implications associated with this report.
ATTACHMENTS	Nil

RECOMMENDATION

That the Gundagai Engineering Report for the month of March 2026 be noted.

Introduction

The Gundagai Engineering Report for the month of March 2026 is submitted for the information of Council and the community.

Discussion

Road Maintenance

Council staff have been undertaking culvert inspection and repairs and replacement of damaged guideposts throughout the LGA. Pothole patching has also been undertaken on Nangus Road, Tarrabandra Road and Crowes Road.

Maintenance grading has occurred along roads in the Tumblong, including:-

- Lewins Lane
- Yabtree Road
- Kincora Lane

Gravel resheeting has been carried out on the following roads:-

- Mantons Road
- Crowes Road

Council's patching truck has undertaken private works and repaired the edges of bitumen seal on various roads within the LGA. Staff have also undertaken sign replacement across the LGA where faded signs have been identified and are being replaced.

Fire mitigation works have been completed throughout Nangus and Nangus Western Fire Break, Muttama and Coolac.

Footpath defects identified during recent inspections have been rectified. Concrete repairs works have been completed where trenches have been cut into footpaths whilst maintenance was carried out on other assets adjacent to the footpaths.

Staff assisted emergency services personnel following a fatal road accident at Gobarralong. The road was blocked for seven hours whilst Major Crash Unit conducted an investigation on the road. Traffic control was provided by Council staff until the road was reopened at 7.40pm.

Water and Sewer

NSW Environment Protection Authority (EPA) conducted their three-yearly inspection of the Gundagai Sewer Treatment Plant. The inspection found the plant to be in working in good order with no areas of improvement identified. During the inspection Council staff had the opportunity to seek clarification about changes within the EPA reporting requirements, including changes to how annual reporting is undertaken.

Gundagai Water Treatment Plant saw a site visit by the Advanced Operational Support Program. Industry experts took a close look at the plant to identify any areas for improvement. The feedback received was that the plant is operating very well. Assistance was provided to Council staff to optimise the operation of the new sand filters and provided some additional testing of flocculants to ensure that Council is using the best flocculant possible.

Level 2 Water Restrictions remain in place for Gundagai. Council staff are closely monitoring the levels of Burrinjuck Dam and Blowering Dam. If both dams fall below 20% capacity, Level 3 water restrictions will be imposed as per Council’s water restrictions procedure. Blowering Dam has already reached this point (currently at 19%), however, Burrinjuck Dam is at 37%. Based on previous trends it is highly unlikely that we will see a drop below 20% in Burrinjuck Dam until next Summer at the earliest, and potentially not occur at all if the catchment area receives ample rainfall.

Capital Works

Council staff have completed pouring the main slab of the causeway for the Deltroit Road Causeway Replacement project.

National Heavy Vehicle Regulator

Heavy vehicle applications continue to be received for vehicle movements related to major projects currently underway throughout the LGA. Council staff are assessing these in accordance with the approved Vehicle Movement Plans in addition to Council’s direction from the report to Council in October. Of note, Council is continuing to receive Over Size Over Mass (OSOM) applications which are inconsistent with previously approved routes leading to the applications are being rejected.

Council has received 50 applications and reviewed a total of 49 Access Permit Applications for the LGA during March 2026.

Applications Received	Pre-Approvals	Approved (no conditions)	Approved with Conditions	Refusals	Closed
50	2	4	35	5	3

Refusals were issued for Access Permit Applications where vehicles were at a weight, width or length deemed unsafe for requested roads, and vehicle movements would be incompatible with existing infrastructure (bridges etc). Applications are assessed in accordance with Council resolution.

The three closed assessments were for applications where an alternative route was adopted which didn’t include Council local roads. An example of this included a 160.5ton, 4.5m wide 30m long

vehicle which wanted to travel along Edwardstown Road rather than utilising the State Highway network. The route was updated to only use State Highway network and the application was closed from Councils perspective.

Road Safety

During the month of March, changes to the speed limit surrounding Adjungbilly was being considered following traffic data recorded in the area. Transport for NSW (TfNSW) reviewed submissions, (there being no submissions) received following closure of the 28-day consultation period and notified Council of their decision. At the time of writing this report, Council staff are currently installing the signage to implement the temporary speed zoning.

Financial

Projects funded from various funding sources are as noted above and align with the adopted 2025/2026 budget.

OLG 23a Guideline consideration

OLG 23a Guidelines have been reviewed and the work outlined in this report does not conflict with the guidelines.

7.7 REGIONAL SERVICES GUNDAGAI

7.7.1 GUNDAGAI REGIONAL SERVICES REPORT - MARCH 2026

DOCUMENT NUMBER	467378
REPORTING OFFICER	Greg Ewings, Acting Manager Regional Services Gundagai
AUTHORISING OFFICER	Trevor Dando, Acting Deputy General Manager Operations
RELEVANCE TO COMMUNITY STRATEGIC PLAN	2. A region for the future 2.1 Recognised as a must-visit tourist destination
FINANCIAL IMPLICATIONS	There are no financial implications associated with this report.
LEGISLATIVE IMPLICATIONS	There are no Legislative implications associated with this report.
POLICY IMPLICATIONS	There are no Policy implications associated with this report.
ATTACHMENTS	Nil

RECOMMENDATION

That the Gundagai Regional Services report for the month of March 2026 be noted.

Introduction

This report provides an overview of the key projects, works, and operational activities delivered by the Regional Services Division during March 2026. The period has seen continued progress across a range of services, with a strong focus on maintaining public infrastructure, enhancing community spaces, and ensuring reliable delivery of essential services throughout the Gundagai region.

The following sections highlight completed works, ongoing initiatives, and routine maintenance activities that contribute to the safety, accessibility, and presentation of community assets.

1. Regional Services – Parks, Reserves, Sporting Fields, Playgrounds and Projects

Key Achievements for the Month

Council staff continued to deliver a high standard of maintenance and improvement works across parks, reserves, and recreational facilities. Key activities included:

- Ongoing general maintenance of parks, reserves, sporting fields, and playgrounds to ensure safe and welcoming community spaces.
- Watering and routine upkeep of sporting fields, supporting their quality and usability.
- Proactive fire mitigation works undertaken in designated areas to enhance community safety.
- Cleaning and maintenance of transfer stations to support efficient waste management services.

- Completion of maintenance works at the Saleyards, contributing to operational functionality.
- Weeding and replanting within landscaped areas to improve visual amenity.
- Irrigation system maintenance and repairs to support sustainable water use.

2. Gundagai Memorial Swimming Pool

Contractors are currently undertaking repairs and maintenance works to the 50 metre pool superstructure. The repairs include the removal and replacement of damaged portions of expansion joints and the removal of the old surface tiling on the pool hob and face and preplacement of these tiles with anti-slip pool tiling.

3. Cemeteries

Council continues to maintain a respectful, well-presented, and accessible environment across all cemetery sites. Activities during the reporting period included:

- Ongoing general maintenance, including pathway upkeep, infrastructure inspections, and site monitoring.
- Two interments conducted in accordance with Council procedures, ensuring professional and respectful service delivery.
- Continued community engagement, with two Pre-Need contracts accepted, supporting forward planning for burial arrangements.
- Routine lawn care, weeding, and grounds maintenance undertaken to uphold presentation standards across all locations.

4. Biosecurity

Biosecurity efforts during March focused on strengthening compliance, collaboration, and community awareness in relation to weed management:

Active education and awareness of the transfer and spread of prohibited matter by vehicles has been shared with the community.

Come Clean. Go Clean.

Dirty vehicles, machinery and equipment
carry diseases, pests and weeds.



5. Gundagai Public & Council Facilities income

Gundagai RV Park Income March 2026

- 01/03/26 – 31/03/26 - Total Income \$387.65

Gundagai Landfill Income March 2026

- 01/03/26 – 31/03/26 - General Income \$6819.99

Gundagai Standpipe Income March 2026

2025/2026		Income GST Incl.	Number of Transactions	Previous Year Income
2025	July	\$3,013.61	13	\$2,454.08
2025	August	\$1,202.81	11	\$1,424.58
2025	September	\$2,543.68	12	\$2,245.89
2025	October	\$1,827.94	11	\$3,235.13
2025	November	\$5,232.65	16	\$2,352.76
2025	December	\$6,384.75	17	\$3,083.95
2026	January	\$11,743.19	17	\$1,914.33
2026	February	\$26,650.59	17	\$2794.07
2026	March	\$25,746.73	20	\$6768.10
25/26	Totals	\$84,345.95	134	

Gundagai Saleyards Truck Wash March 2026

2025/2026		Income GST Incl.	Number of Transactions	Previous Year Income
2025	July	\$3,518.05	34	\$3,945.32
2025	August	\$3,254.40	32	\$2,968.02
2025	September	\$4,022.16	24	\$2,943.21
2025	October	\$5,094.67	32	\$2,731.61
2025	November	\$3,976.71	32	\$3,710.83
2025	December	\$3,170.29	26	\$3,645.21
2026	January	\$3,908.68	28	\$3,260.07
2026	February	\$2,455.41	28	\$3486.04
2026	March	\$3,442.91	26	\$3571.64
25/26	Totals	\$32,843.28	262	

6. Compliance

Council continues to ensure compliance with the Companion Animals Act 1998 and the Local Government (General) Regulation 2021 – Reg 217(1)(f). Activities focus on monitoring, enforcement, and community education to promote responsible pet ownership and public safety.

Companion Animals – Key Activities

Council's Companion Animals program continues to focus on community safety, responsible pet ownership, and proactive animal management across the region.

Council responded promptly to two separate reports of dogs entering private properties. Investigations were completed efficiently, with appropriate notices issued and constructive guidance provided to assist owners in meeting their responsibilities. These actions reinforce community safety and support ongoing responsible animal management across the region.

This report highlights the wide range of Regional Services activities delivered throughout March 2026, reflecting Council's continued commitment to maintaining high-quality public amenities, supporting community safety, and delivering reliable and effective services to the Gundagai region.

Financial

There are no further financial implications as all work has been carried out as per the approved 25/26 budget allocations.

OLG 23a Guideline consideration

There are no implications to the guidelines.

7.8 REGIONAL SERVICES COOTAMUNDRA

7.8.1 COOTAMUNDRA REGIONAL SERVICES REPORT - MARCH 2026

DOCUMENT NUMBER	467205
REPORTING OFFICER	Steven Lowe, Acting Manager Regional Services Cootamundra
AUTHORISING OFFICER	Trevor Dando, Acting Deputy General Manager Operations
RELEVANCE TO COMMUNITY STRATEGIC PLAN	2. A region for the future 2.2 A thriving region that attracts people to live, work and visit
FINANCIAL IMPLICATIONS	There are no Financial implications associated with this report.
LEGISLATIVE IMPLICATIONS	There are no Legislative implications associated with this report.
POLICY IMPLICATIONS	There are no Policy implications associated with this report.
ATTACHMENTS	Nil

RECOMMENDATION

The Cootamundra Regional Services Report for the month of February 2026 be noted.

Introduction

This report has been prepared to inform Council of the activities undertaken by the Regional Services – Cootamundra department over the month of March 2026.

Discussion

Parks & Gardens

Parks and Gardens staff have been undertaking general seasonal duties as the summer sporting season comes to a close. The added rainfall has produced plenty of mowing, whipper snipping/edging, spraying and pruning of all parks and gardens areas.

General customer requests have been attended to amongst the large workload of the parks staff. Small tree requests and line of sight pruning are being completed as workflow allows. As there is a backlog of tree requests local contractors have been engaged to carry out some major tree works that are deemed dangerous or require specialist skills or equipment to undertake safely.

Staff have carried out small maintenance jobs on public toilets in order to keep them at a standard that will prolong life of the facilities. Most of this comes about due to old age and vandalism which is starting to arise again.

Parks staff are continuing to line mark and maintain sports surfaces for the upcoming winter sports, erection of goal posts, along with general turf care, troubleshooting and irrigation repairs as required.

Work has halted on the Peace Pavillion footpath due to the pavers not arriving on time. This work is due to resume early April and is being undertaken by a local contractor.

Saleyards / Truck Wash

The truck wash recorded 154 transactions for the month, generating a total of \$10,527.99 in income.

Cemeteries

There were six burials at the Cootamundra Lawn Cemetery and one at Stockinbingal during March. One plaque was removed for refurbishment.

Council staff held an onsite inception meeting with the consultant undertaking the Cootamundra Cemetery Masterplan. The community consultation process has commenced in addition to arranging individual meetings with key stakeholders.

Regulatory Services

The total Companion Animal fees collect for March was \$710.

There was one cat and five dogs in the shelter at the beginning of March. Four cats & eight dogs were also impounded.

Two cats were returned to their owner, one cat went to rescue, one cat was euthanised due to behavioural issues and one cat remains at the facility and is still in its holding period.

Four dogs have been relocated to rescue organisations, and one was rehomed locally.

Five dogs were returned to their owners. Of the three remaining, one is still in its holding period, and one is available for adoption.

Biosecurity

Inspections for March

- 12 high risk roadsides were inspected
- 4 council owned and managed lands
- Jindalee National Park

Spraying for March

- 4 local roads
- Cootamundra Showground
- Muttama Creek
- 14 Cooper Street – Elm Tree

Scheduled Spraying Works

- Olympic Highway, Burley Griffing Way, Jugiong Road, Old Gundagai Road.
- Cootamundra Cemetery, Cowcumbra Tank Reserve.

Waste Services

The secondhand tip shop processed 111 transactions for January with a total of \$987.68 in income. During this time staff have diverted 980kg of waste from the landfill into the shop to be repurposed.

A total of 9.76 tonnes of recycled crushed concrete was sold this month and a total of 75.14 tonnes of compost soil. The crushed concrete pile has now been depleted, a contractor has commenced the crushing process for the current 6,460 tonnes of stockpiled concrete, bricks and pavers.







Ramps have been installed at compactor to raise the height of the trailer to reduce the gap where rubbish could fall out onto the ground. Previously the compactor trailers were around 6 inches too low for the compactor slug, leaving a gap where rubbish would spill out as the ram compacted the rubbish.

Facilities

Further repairs were made to the men’s bathroom at the Cootamundra caravan park. Several wall tiles had to be replaced to make the area safe and functional. The male toilet cistern was also repaired due to constantly leaking.

The library front sliding doors needed to be repaired as they would not open correctly to allow patrons into the building.

The Cootamundra EV charging stations’ data for March is shown below:-

	Chargers installed		Charging sessions
	0		27
	kWh charged		Revenue
	566.192		\$507.07
	Petrol offset (L)		Carbon offset (kg)
	303.11		134.0

Capital Works Projects

Work has commenced on the Fisher Park Changerooms project. The old infrastructure and slab have been removed with the intention to have the plumbing and slab installed mid-April. This project is funded the SCCF Round 5 and will provide two female changerrooms, a kitchen, bar and public amenities.

Council has been contacted by multiple companies who are interested in providing fast charging stations located in the Cootamundra RSL car park. Due to the limited power available in this area, the companies are offering the use of battery installations to assist with storing enough power to charge vehicles without having any effect on the club’s existing electricity requirements. The next step requires Council to decide which company we would prefer to partner with, provide a letter of support for the company to apply to the funding body. If the application is successful, the chargers will be installed within 24 months of signing the funding agreement with the NSW Government.

Financial

All areas of expenditure relating to operations within the Regional Services – Cootamundra department are within budget allocations.

OLG 23a Guideline consideration

No impacts associated with this report.

8 MOTION OF WHICH NOTICE HAS BEEN GIVEN

Nil

9 QUESTIONS WITH NOTICE

9.1 QUESTION WITH NOTICE - CR WIGHT - COOTAMUNDRA SALEYARDS

DOCUMENT NUMBER	468865
REPORTING OFFICER	Roger Bailey, Interim General Manager
AUTHORISING OFFICER	Roger Bailey, Interim General Manager

RECOMMENDATION

The response to the Question with Notice on the Cootamundra Saleyards report be noted.

QUESTIONS WITH NOTICE

The following ‘question with notice’ from Councillor Wight has been received with the response from a Council officer provided respectively:

Cr Ros Wight – Could I have a report on the future of the Cootamundra Saleyards?

Response from Council Officer – Council staff continue to have open dialogue with Crown Lands regarding the Cootamundra Saleyards. The last discussion was on 16 April 2026 after the responsible officer from Crown Lands had been on leave for an extended period. The next step in the process if Council want to continue the perpetual lease, is for Council to determine a specific change of use i.e. what it will be used for in the future.

9.2 QUESTION WITH NOTICE - CR WIGHT - STANDPIPE IN COWCUMBLA STREET COOTAMUNDRA
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DOCUMENT NUMBER	468874
REPORTING OFFICER	Roger Bailey, Interim General Manager
AUTHORISING OFFICER	Roger Bailey, Interim General Manager

RECOMMENDATION

The response to the Question with Notice on the standpipe in Cowcumbra Street Cootamundra be noted.

QUESTIONS WITH NOTICE

The following 'question with notice' from Councillor Wight has been received with the response from a Council officer provided respectively:

Cr Ros Wight – Could I have a full report on the standpipe in Cowcumbra Street Cootamundra. I understand this facility is still not in operation?

Response from Council Officer – Councils Standpipe on Cowcumbra Street experienced a critical mechanical failure on 22 January 2026. At the time of failure, Council staff identified three potential alternative sources depending on customers location, being Gundagai, Stockinbingal and Harden.

This information was provided to front counter staff to advise any customers calling the Council office and was published in council snippets and social media on the 27 January 2026. As a result of the standpipe being unable to be repaired, Council staff then commenced to source a replacement unit that would be compatible with the current payment system. Unfortunately, all previous suppliers no longer made a similar model of the standpipe, as the unit is approximately 14 years old.

All enquiries into a new unit resulted in a new supplier that was not compatible with the current third-party payment system. Council began the onboarding and procurement process with the new supplier on the 4 February 2026. Quotes for the new unit were confirmed on 12 March 2026 and Councils new supplier process was completed and the supplier was set up in Council's system on 7 April 2026. The physical unit was delivered on 10 March 2026. During this process Council staff have been negotiating a new payment contract with a compatible third-party payment system. This contract was signed and returned Friday 17 March 2026. This contract was required to be complete so the standpipe supplier could test the payment system prior to installation. The unit with all its components tested will be delivered by 24 April 2026 with installation and unit functioning by 1 May 2026.

9.3 QUESTION WITH NOTICE - CR WIGHT - COOTAMUNDRA CEMETERY

DOCUMENT NUMBER	468877
REPORTING OFFICER	Roger Bailey, Interim General Manager
AUTHORISING OFFICER	Roger Bailey, Interim General Manager

RECOMMENDATION

The response to the Question with Notice regarding maintenance on old section of the Cootamundra Cemetery, be noted.

QUESTIONS WITH NOTICE

The following ‘question with notice’ from Councillor Wight has been received with the response from a Council officer provided respectively:

Cr Ros Wight – A resident sent me an email regarding the state of a section of the cemetery in Cootamundra. The cemetery has always been kept in pristine order; however the older original parts of the cemetery have been neglected over the years due to staff shortages, which is understandable. Is there any way we can bring this section up to standard or even carry out some essential maintenance?

Response from Council Officer – Contact has been made with the customer on 9 April 2026 advising that a maintenance plan has been developed. As a result, over the last two weeks, staff have prioritised the clean-up of all non-lawn sections of the cemetery, including the removal of pine needles, sticks, and other debris and are working on the repairing areas affected by recent rainfall, with new gravel to be installed to restore and level surfaces. In addition, staff have arranged for an arborist to inspect all trees within the cemetery, with findings and recommendations to be provided to staff. Council’s cemetery attendant is also the relief ranger and as we have not had a ranger for nearly 12 months this has impacted on workloads. In addition to these works, Council is currently collaborating with consultants to develop a Master Plan for the cemetery. As part of this process, we are seeking community feedback to help guide improvements over the next 20 years.

9.4 QUESTION WITH NOTICE - CR WIGHT - COOTAMUNDRA STAFFING, VEHICLE ENTITLEMENTS AND FUEL COSTS FROM 1 JULY 2027

DOCUMENT NUMBER	468880
REPORTING OFFICER	Roger Bailey, Interim General Manager
AUTHORISING OFFICER	Roger Bailey, Interim General Manager

RECOMMENDATION

The response to the Question with Notice regarding Cootamundra Staffing, Vehicle Entitlements and Fuel Costs from 1 July 2027, be noted.

QUESTIONS WITH NOTICE

The following 'question with notice' from Councillor Wight has been received with the response from a Council officer provided respectively:

Cr Ros Wight – Could I have information regarding the number of staff we expect to employ in Cootamundra from the 1st of July 2027? How many of these staff are entitled to a car reflecting their workplace agreement and does the Council pay for the fuel? If so, what is the budget projection for this expenditure? bearing in mind the continuing fuel price rise. These are all very relevant concerns for the new council and as the Demerger Transition Manager has pointed out, these are issues we had better understand sooner rather than later.

Response from Council Officer – This issue will need to be determined by the Council over the coming months as part of the demerger transition process. At this stage, the future organisational structure, staffing establishment and associated employment conditions for the reinstated councils, including any provisions relating to vehicle entitlements and fuel, have not yet been finalised.

As this work progresses and greater clarity is obtained regarding anticipated service levels and workforce requirements for both of the reinstated councils from 1 July 2027, further information, including any associated budget implications, will be provided to Council.

9.5 QUESTION WITH NOTICE - CR WIGHT - GUNDAGAI WASTE FACILITY

DOCUMENT NUMBER	468881
REPORTING OFFICER	Roger Bailey, Interim General Manager
AUTHORISING OFFICER	Roger Bailey, Interim General Manager

RECOMMENDATION

The response to the Question with Notice regarding the Gundagai Waste Facility, be noted.

QUESTIONS WITH NOTICE

The following ‘question with notice’ from Councillor Wight has been received with the response from a Council officer provided respectively:

Cr Ros Wight – The Gundagai Waste Facility upgrade has been in the budget for Three Years. The facility currently is non-compliant. The rental on the Crib room has now exceeded \$150,000 over a period of about four years. When will this rent be cancelled and when will the Gundagai Waste Facility see the upgrade commence?

Response from Council Officer – Council’s last resolution with regard to the Gundagai Waste Facility was to put the Capital improvement program on hold pending the merger / de- merger announcement and a business plan be compiled and reported back to Council. Resolution 056/2025.

As a result of the site being recently audited under the ARIC audit program for its operations, the report came back with some recommended improvements. It should be noted that the facility is currently compliant. The review and report details address the crib hut expenditure and replacement which was referenced to the 2020 – 2030 waste strategy plans. The replacement of the crib trailer hut would be considered capital improvement and to do this prior to the presentation of the report, and council resolving to undertake capital work such as its replacement would be going against Council's current resolution.

9.6 QUESTION WITH NOTICE - CR WIGHT - COUNCILLOR EXPENDITURE ON FUEL

DOCUMENT NUMBER	468883
REPORTING OFFICER	Roger Bailey, Interim General Manager
AUTHORISING OFFICER	Roger Bailey, Interim General Manager

RECOMMENDATION

The response to the Question with Notice regarding Councillor Expenditure on Fuel, be noted.

QUESTIONS WITH NOTICE

The following ‘question with notice’ from Councillor Wight has been received with the response from a Council officer provided respectively:

Cr Ros Wight – The impost on Councillors regarding expenditure on fuel, in their own cars should urgently be looked at. Our remuneration as Councillors is an eye watering \$1.50 an hour and the reimbursement for the use of your own car is laughable.

Having just lost my only mode of transport due to an accident last week, I’m quite shocked there is no help to remedy this situation, from the Council. Of course, there are rules that we don’t make regarding insurance regarding this matter, but it is a clarion call to me and should be to all Councillors, the Council does not have your back. At the rate I’m going it doesn’t even have my front.

I feel that we are not valued by Council, at least I see no evidence that we are. We are not even kept up to date with information, e.g. Dongas why are they still there, the Standpipe delay, etc.

Response from Council Officer – The concerns raised regarding the cost of fuel and the financial impact on Councillors when using their private vehicles to undertake Council duties is acknowledged.

The reimbursement of expenses, including mileage for the use of private vehicles, is governed by Council’s adopted Payment of Expenses and Provision of Facilities for Mayor and Councillors Policy. This policy is prepared in accordance with the Local Government Act 1993 (NSW), the Local Government (General) Regulation 2021 (NSW), and the NSW Office of Local Government Guidelines.

The policy sets maximum reimbursement limits, and any costs incurred above those limits are considered a personal expense of the Councillor. Council is required to apply the policy as adopted.

The policy was last adopted on 28 October 2025 and is scheduled for review within 12 months of the next ordinary Council election in September 2028. However, Council may resolve to review the policy at any time. Any amendment would need to comply with the requirements of section 253 of the Act, including public exhibition for a minimum of 28 days and consideration of submissions received.

Should Council wish to reconsider the current reimbursement arrangements, this can be achieved by resolution to commence a policy review.

10 CONFIDENTIAL ITEMS

10.1 CLOSED COUNCIL REPORT

DOCUMENT NUMBER	462710
REPORTING OFFICER	Teresa Breslin, Executive Assistant to Mayor and General Manager
AUTHORISING OFFICER	Roger Bailey, Interim General Manager
RELEVANCE TO COMMUNITY STRATEGIC PLAN	4. Collaborative and progressive leadership 4.1 A clear strategic direction that is delivered upon
FINANCIAL IMPLICATIONS	There are no Financial implications associated with this report.
LEGISLATIVE IMPLICATIONS	To facilitate compliance with sections 10 and 11 of the Local Government Act 1993.
POLICY IMPLICATIONS	There are no Policy implications associated with this report.
ATTACHMENTS	Nil

Note

Council’s Code of Meeting Practice allows members of the public present to indicate whether they wish to make representations to the meeting, before it is closed to the public, as to whether that part of the meeting dealing with any or all of the matters listed should be closed.

RECOMMENDATION

1. **Items 10.1, 10.2 and 10.3 be considered in closed Council at which the press and public are excluded in accordance with the applicable provisions of the Local Government Act, 1993 and related public interest reasons detailed.**
2. **In accordance with section 11 (2) and (3) of the Local Government Act, 1993, the reports, correspondence and other documentation relating to Items 10.1, 10.2 and 10.3 be withheld from the press and public.**

10.2 HUMAN RESOURCES REPORT

Provisions for Confidentiality

Section 10A (2) (a) – The Confidential Report contains personnel matters concerning particular individuals (other than councillors).

Public Interest

N/A.

10.3 HARSHIP APPLICATION - ASSESSMENT 11017340

Provisions for Confidentiality

Section 10A (2) (b) – The Confidential Report contains discussion in relation to the personal hardship of a resident or ratepayer.

Public Interest

N/A.

10.4 HARSHIP APPLICATION - ASSESSMENT 11027471

Provisions for Confidentiality

Section 10A (2) (b) – The Confidential Report contains discussion in relation to the personal hardship of a resident or ratepayer.

Public Interest

N/A.