

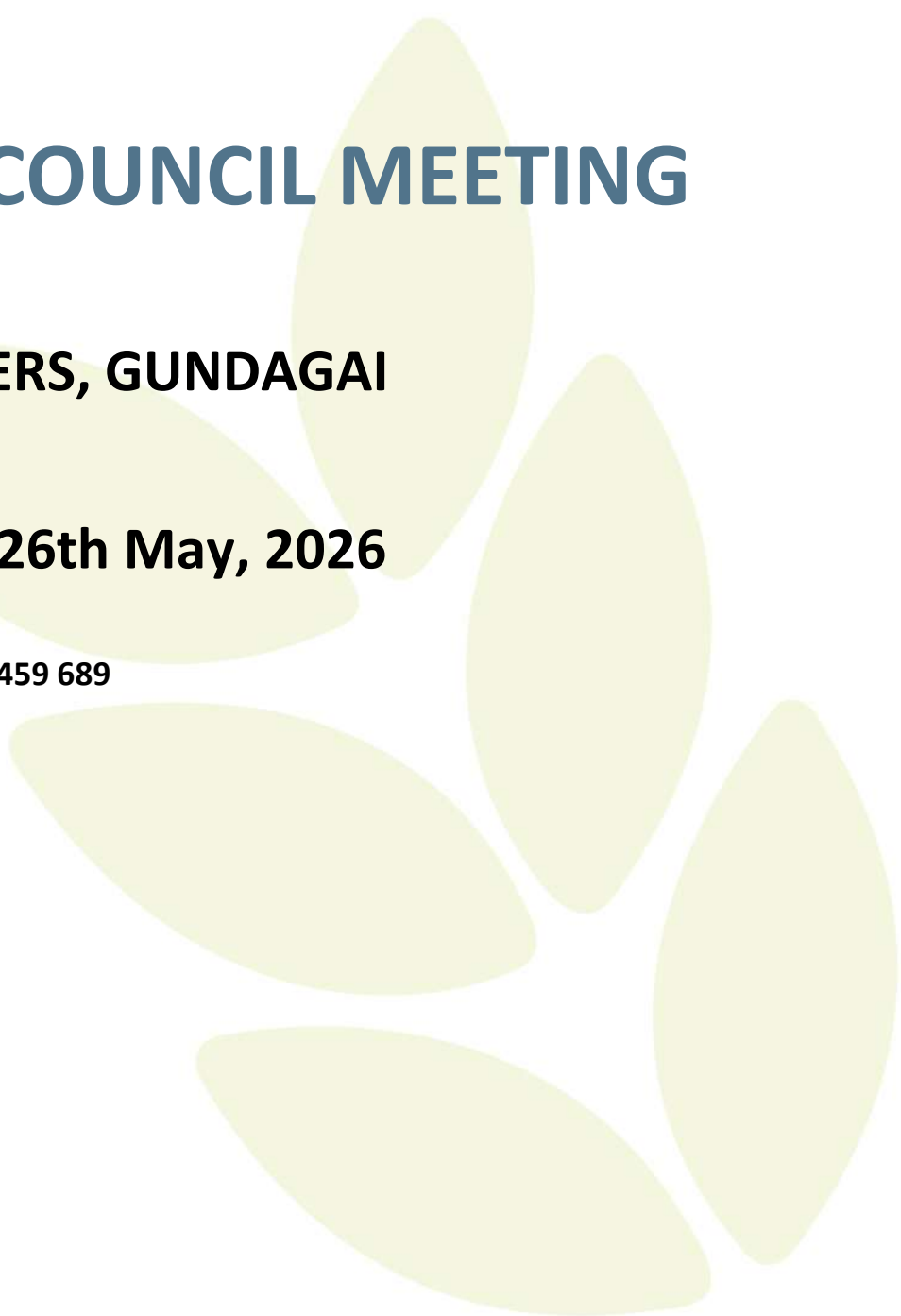
Business Paper

ORDINARY COUNCIL MEETING

COUNCIL CHAMBERS, GUNDAGAI

6:00PM, Tuesday 26th May, 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 Council Chambers, Gundagai on:

Tuesday, 26th May, 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.

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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 28 APRIL 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 28 April 2026

RECOMMENDATION

That the Minutes of the Ordinary Meeting of Council held on Tuesday 28 April 2026 be confirmed as a true and correct record of the meeting.

Minutes

ORDINARY COUNCIL MEETING

ALBY SCHULTZ MEETING CENTRE, COOTAMUNDRA

6:00PM, TUESDAY 28th April, 2026

Administration Centres: 1300 459 689

**MINUTES OF COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE ALBY SCHULTZ MEETING CENTRE, COOTAMUNDRA
ON TUESDAY, 28 APRIL 2026 AT 6:00PM**

PRESENT: Cr Abb McAlister (Mayor), Cr Rosalind Wight (Deputy Mayor), Cr Logan Collins, Cr Les Cooper, Cr Gil Kelly, Cr Penny Nicholson, Cr Ethan Ryan, 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), Luke Izzard (Acting Manager Sustainable Development), Craig Perrin, (Town Planner), 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

RESOLUTION 096/2026

Moved: Cr Logan Collins

Seconded: Cr Danyal Syed

Apologies from Cr David Graham be received and leave of absence granted.

CARRIED

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 MARCH 2026

RESOLUTION 097/2026

Moved: Cr Penny Nicholson

Seconded: Cr Les Cooper

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.

CARRIED

5 MAYORAL MINUTES

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

RESOLUTION 098/2026

Moved: Cr Les Cooper

Seconded: Cr Gil Kelly

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

CARRIED

6 REPORTS FROM COMMITTEES

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

RESOLUTION 099/2026

Moved: Cr Ethan Ryan

Seconded: Cr Rosalind Wight

- 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 Wednesday 15 April 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 B 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 2.6.3 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.**

CARRIED

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

RESOLUTION 100/2026

Moved: Cr Danyal Syed

Seconded: Cr Logan Collins

- 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.**

CARRIED

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

RESOLUTION 101/2026

Moved: Cr Penny Nicholson

Seconded: Cr Les Cooper

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

CARRIED

7.2.3 SECTION 355 COMMITTEE MEETING MINUTES**RESOLUTION 102/2026**

Moved: Cr Rosalind Wight

Seconded: Cr Logan Collins

That Council:

- 1. Receive and note the following s.355 Committee Minutes:**
 - 1.1. Muttama Creek Regeneration Group s.355 Committee Meeting – 9 February 2026**
 - 1.2. Stockinbingal Ellwood’s Hall s.355 Committee Meeting – 26 February 2026 and 23 March 2026**
 - 1.3. Cootamundra Heritage Centre Management Committee s.355 Committee Meeting – 4 March 2026**
 - 1.4. Muttama Hall Management Committee s.355 Committee Meeting – 15 March 2026**
- 2. Sends a letter of thanks and appreciation to Yvonne Forsyth for her contribution to the Cootamundra Heritage Centre s.355 Committee and the Cootamundra Community.**

CARRIED

7.2.4 WALLENDBEEN MEMORIAL HALL S.355 COMMITTEE MEETING MINUTES, MEMBERSHIP AND FEES**RESOLUTION 103/2026**

Moved: Cr Ethan Ryan

Seconded: Cr Gil Kelly

- 1. The Minutes and supporting documentation of the Wallendbeen Memorial Hall s.355 Committee Annual General Meeting (AGM) and Ordinary Meeting Minutes, held on 19 March 2026, attached to the report, be received and noted.**
- 2. The office bearers and membership of the Wallendbeen Memorial Hall s.355 Committee as listed below, be endorsed:**
 - President: Alex Baldry**
 - Vice President: Phillip McGeoch**
 - Secretary/Treasurer: Marcia Thorburn**
 - Other Members: Margaret McGeoch, Helen Worland, Toby Bassingthwaighte, Ken Thorburn, Michael Baldry, Ken Clark, Wayne Trenning, Darrell Ceeney.**

CARRIED

7.2.5 DRAFT RECORDS MANAGEMENT POLICY**RESOLUTION 104/2026**

Moved: Cr Gil Kelly

Seconded: Cr Ethan Ryan

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

CARRIED

7.2.6 DRAFT CIVIC EVENTS AND CEREMONIAL FUNCTIONS POLICY**RESOLUTION 105/2026**

Moved: Cr Les Cooper
Seconded: Cr Danyal Syed

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

CARRIED

7.3 FINANCE**7.3.1 LOAN FOR EXTENSION OF WATER SUPPLY TO DOG ON THE TUCKER BOX SITE****RESOLUTION 106/2026**

Moved: Cr Penny Nicholson
Seconded: Cr Rosalind Wight

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.

CARRIED

7.3.2 FINANCE UPDATE - MARCH 2026**RESOLUTION 107/2026**

Moved: Cr Danyal Syed
Seconded: Cr Les Cooper

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

CARRIED

7.3.3 RESTRICTED CASH RECONCILIATION - MARCH 2026**RESOLUTION 108/2026**

Moved: Cr Ethan Ryan
Seconded: Cr Logan Collins

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

CARRIED

7.3.4 INVESTMENT REPORT - MARCH 2026**RESOLUTION 109/2026**

Moved: Cr Rosalind Wight

Seconded: Cr Logan Collins

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

CARRIED

7.4 SUSTAINABLE DEVELOPMENT

7.4.1 GUNDAGAI HOUSING & EMPLOYMENT LAND STRATEGY

RESOLUTION 110/2026

Moved: Cr Ethan Ryan

Seconded: Cr Penny Nicholson

- 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.**

CARRIED

7.5 ENGINEERING COOTAMUNDRA

7.5.1 ROAD SAFETY ACTION PLAN 2026-2030

RESOLUTION 111/2026

Moved: Cr Logan Collins

Seconded: Cr Les Cooper

That the draft Cootamundra-Gundagai Regional Council Road Safety Action Plan 2026-2030, as attached to this report, be endorsed.

CARRIED

7.5.2 COOTAMUNDRA ENGINEERING REPORT - MARCH 2026

RESOLUTION 112/2026

Moved: Cr Les Cooper

Seconded: Cr Ethan Ryan

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

CARRIED

7.6 ENGINEERING GUNDAGAI

7.6.1 GUNDAGAI ENGINEERING REPORT - MARCH 2026

RESOLUTION 113/2026

Moved: Cr Logan Collins

Seconded: Cr Penny Nicholson

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

CARRIED

7.7 REGIONAL SERVICES GUNDAGAI

7.7.1 GUNDAGAI REGIONAL SERVICES REPORT - MARCH 2026

RESOLUTION 114/2026

Moved: Cr Penny Nicholson

Seconded: Cr Gil Kelly

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

CARRIED

7.8 REGIONAL SERVICES COOTAMUNDRA

7.8.1 COOTAMUNDRA REGIONAL SERVICES REPORT - MARCH 2026

RESOLUTION 115/2026

Moved: Cr Ethan Ryan

Seconded: Cr Les Cooper

That the Cootamundra Regional Services Report for the month of February 2026, be noted.

CARRIED

8 MOTION OF WHICH NOTICE HAS BEEN GIVEN

Nil

9 QUESTIONS WITH NOTICE

9.1 QUESTION WITH NOTICE - CR WIGHT - COOTAMUNDRA SALEYARDS

RESOLUTION 116/2026

Moved: Cr Danyal Syed

Seconded: Cr Les Cooper

That:

- 1. The response to the Question with Notice on the Cootamundra Saleyards report be noted.**
- 2. Council seeks a Workshop with Crown Lands to discuss options for the use of the Cootamundra Saleyards.**

CARRIED

9.2 QUESTION WITH NOTICE - CR WIGHT - STANDPIPE IN COWCUMBLA STREET COOTAMUNDRA

RESOLUTION 117/2026

Moved: Cr Logan Collins

Seconded: Cr Ethan Ryan

That the response to the Question with Notice on the standpipe in Cowcumbra Street Cootamundra be noted.

CARRIED

9.3 QUESTION WITH NOTICE - CR WIGHT - COOTAMUNDRA CEMETERY

RESOLUTION 118/2026

Moved: Cr Rosalind Wight

Seconded: Cr Gil Kelly

That the response to the Question with Notice regarding maintenance on old section of the Cootamundra Cemetery, be noted.

CARRIED

9.4 QUESTION WITH NOTICE - CR WIGHT - COOTAMUNDRA STAFFING, VEHICLE ENTITLEMENTS AND FUEL COSTS FROM 1 JULY 2027

RESOLUTION 119/2026

Moved: Cr Rosalind Wight

Seconded: Cr Les Cooper

That the response to the Question with Notice regarding Cootamundra Staffing, Vehicle Entitlements and Fuel Costs from 1 July 2027, be noted.

CARRIED

9.5 QUESTION WITH NOTICE - CR WIGHT - GUNDAGAI WASTE FACILITY

RESOLUTION 120/2026

Moved: Cr Rosalind Wight
Seconded: Cr Penny Nicholson

That:

- 1. The response to the Question with Notice regarding the Gundagai Waste Facility, be noted.**
- 2. Council schedules a site visit to the Gundagai Waste Facility and a presentation on points during the next Council Workshop.**

CARRIED

9.6 QUESTION WITH NOTICE - CR WIGHT - COUNCILLOR EXPENDITURE ON FUEL

RESOLUTION 121/2026

Moved: Cr Rosalind Wight
Seconded: Cr Logan Collins

That the response to the Question with Notice regarding Councillor Expenditure on Fuel, be noted.

CARRIED

MOTION

RESOLUTION 122/2026

Moved: Cr Logan Collins
Seconded: Cr Gil Kelly

That Councillor Wight be given provision to attend further Council Meetings and Workshops by way of audio visual link until the car issue at hand has been resolved.

CARRIED

10 CONFIDENTIAL ITEMS

10.1 CLOSED COUNCIL REPORT

RESOLUTION 123/2026

Moved: Cr Ethan Ryan
Seconded: Cr Gil Kelly

- 1. Council entered Closed Council at 7.25pm.**
- 2. Items 10.2, 10.3 and 10.4 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 and 10.4 be withheld from the press and public.**

CARRIED

Note: Due to technical difficulties, the livestreaming and recording of the meeting was not able to continue after the confidential session.

10.2 HUMAN RESOURCES REPORT

RESOLUTION 124/2026

Moved: Cr Les Cooper

Seconded: Cr Logan Collins

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

CARRIED

10.3 HARDSHIP APPLICATION - ASSESSMENT 11017340

RESOLUTION 125/2026

Moved: Cr Gil Kelly

Seconded: Cr Les Cooper

That Council not approve hardship assistance for the owner of the property identified as assessment number 11017340.

CARRIED

10.4 HARDSHIP APPLICATION - ASSESSMENT 11027471

RESOLUTION 126/2026

Moved: Cr Logan Collins

Seconded: Cr Penny Nicholson

That Council:

- 1. Approves the hardship application for Assessment No. 11027471, subject to the ratepayer entering into and maintaining a payment arrangement approved by the Interim General Manager.**
- 2. Authorises the Interim General Manager to:**
 - (a) determine and enter into the payment arrangement with the ratepayer; and**
 - (b) write off any interest accrued for the period 1 May 2026 to 31 October 2026, provided the ratepayer complies with that payment arrangement for the duration of that period.**

CARRIED

RESUMPTION OF OPEN COUNCIL MEETING

RESOLUTION 127/2026

Moved: Cr Danyal Syed

Seconded: Cr Penny Nicholson

That the Open Council meeting resume at 7.28pm.

CARRIED

ANNOUNCEMENT OF CLOSED COUNCIL RESOLUTIONS

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

The Meeting closed at 7.35pm.

CHAIRPERSON

GENERAL MANAGER

5 MAYORAL MINUTES

5.1 MAYORAL MINUTE - COUNCILLOR ENGAGEMENTS - 17 APRIL 2026 - 17 MAY 2026

DOCUMENT NUMBER	471673
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.

21 April 2026

Cr Cooper and Kelly attended the Cootamundra Sports Foundation presentation in Cootamundra.

22 April 2026

Cr McAlister (Mayor) attended the Riverina Eastern Regional Organisation of Council (REROC) Build a Bridge...& Get Over It! Engineering Camp presentation in Wagga Wagga.

24 April 2026

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

25 April 2026

Crs McAlister (Mayor) and Nicholson attended the Gundagai Anzac Day services on behalf of Council.

Crs Wight (Deputy Mayor) and Kelly attended the Cootamundra Anzac Day services on behalf of Council.

Cr Collins attended the Stockinbingal and Wallendbeen Anzac Day Services on behalf of Council.

28 April 2026

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

29 April 2026

Cr McAlister (Mayor) attended a Dog on the Tuckerbox development update briefing.

6 May 2026

Cr McAlister (Mayor) attended a Riverina Eastern Regional Organisation of Council (REROC) Eaton Gorge Theatre Company Primary School Show at Gundagai South.

Cr McAlister (Mayor) attended a briefing with the Gundagai RSL.

7 May 2026

Cr McAlister (Mayor) attended the Rural and Regional Summit in Sydney.

Cr McAlister (Mayor) attended the Country Mayors Association reception dinner at NSW Parliament House in Sydney.

11 May 2026

Cr McAlister (Mayor) attended an online Dog on the Tuckerbox development update briefing.

Cr McAlister (Mayor) attended an Inland Rail Route online meeting with Senator Bridget McKenzie.

12 May 2026

Crs McAlister (Mayor), Cooper, Graham and Nicholson attended a Council Workshop in Gundagai.

13 May 2026

Cr McAlister (Mayor) and the Interim General Manager attended a Demerger related meeting with Minister for Local Government in Sydney.

14 May 2026

Crs McAlister (Mayor), Cooper and Nicholson attended the opening of the Richard Norden Memorial in Gundagai.

Cr McAlister (Mayor) attended a Dog on the Tuckerbox development update briefing.

5.2 MAYORAL MINUTE - SUPPORT FOR THE COMMUNITY SERVICE OBLIGATION ON BANKS TO FUND FACE-TO-FACE BANKING IN REGIONAL AUSTRALIA – REGIONAL BANKING INVESTMENT ALLIANCE

DOCUMENT NUMBER	471677
AUTHORISING OFFICER	Abb McAlister, Mayor
REPORTING OFFICER	Abb McAlister, Mayor
ATTACHMENTS	Nil

RECOMMENDATION

That Council:

- 1. Formally endorse the obligation on banks to fund face-to-face banking in regional Australia campaign led by the Regional Banking Investment Alliance and include council logo on RBIA materials.**
- 2. Advocate to the Commonwealth Government to legislate a cost sharing model for banks to fund regional face-to-face banking services.**
- 3. Continue to leverage Council’s existing advocacy platforms to amplify the campaign.**

Purpose

To formally endorse the Community Service *Obligation on banks to fund face-to-face banking in regional Australia* campaign led by the Regional Banking Investment Alliance and advocate for a cost-sharing model to keep face-to-face branch services open in regional, rural and remote communities.

Background

Since 2017, over 870 bank branches have closed in regional and remote Australia. Despite numerous inquiries and recommendations, including the appointment of a Regional Banking Taskforce, there is currently no support to help regional banks provide essential services to people in regional, rural and remote communities.

Small regional banks are increasingly being used as de facto branches for the majors in a process known as “pass-through banking”, where small banks carry the costs of providing face-to-face banking services but receive none of the commercial benefits with home loans and deposits being held by larger or digital banks. Regional banks are also subject to higher costs for cash-in-transit services due to their location.

A moratorium on regional bank closures was announced in 2025 by the Treasurer and the Big 4 banks, which is set to expire in 2027. The moratorium does not affect any other banks, nor does it apply to opening hours. Bank@Post offers very limited services compared to a bank branch with properly trained staff.

In 2024, Treasury began proposing the concept of a community service obligation on banks.

The Regional Banking Investment is made up of 24 regional banks and a number of supporter organisations. They have taken Treasury’s proposal and developed it into a community service obligation cost sharing model for banks.

The model would be used to provide a direct contribution to any bank which maintains or expands regional bank branches. It would ensure ongoing support to preserve the financial viability of existing branches and incentivise banks to invest in new ones.

The model is 100% funded by banks with no taxpayer funds required.

Mechanics of the model

The model would be used to help fund trained staff in work in face-to-face banking roles in regional and remote Australia.

It would apply only to banks that provide trained face-to-face core retail banking services, including cash management.

The CSO would cover about 32% of the average cost of running a regional bank branch, equivalent to three FTE staff. Across the industry this would amount to around \$153 million, or 0.17% of the total operating income of the major banks.

The advantage of an FTE base for a subsidy is that it scales according to the level of service provided. If a bank branch is open for five days of the week, then it is providing a better service than one opening just three days – all else being equal. FTE numbers will reflect this longer opening time.

It is also proposed that the base FTE costs is adjusted annually by a suitable wage price index.

Similar schemes

Other essential services in Australia are legislated in a similar way to the Community Service Obligation proposed by the Regional Banking Investment Alliance.

- A Universal Service Obligation already exists in telecommunications to ensure that Standard Telephone Services and public payphones are made reasonably accessible to all Australians on an equitable basis, requiring the primary universal service provider.
- A Community Service Obligation funding pool was established by the Federal Government in 2006 to ensure that arrangements are in place to provide all Australians with ongoing and timely access to all PBS medicines, through community pharmacies.
- The Risk Equalisation (RE) Scheme is a financial transfer mechanism administered by the Australian Prudential Regulation Authority (APRA) under the Private Health Insurance Act 2007. It operates as a zero-sum pool, redistributing money among private health insurers (PHIs) to support the sustainability and fairness of Australia's private health insurance system.

Importance to regional/remote communities

Keeping business local - When a local bank branch closes, customers are compelled to travel elsewhere for their banking needs, reducing foot traffic and transactions at other local shops and businesses. While this shift may benefit larger regional centres, it negatively impacts smaller ones.

Security - Another significant issue arising from increased travel distances and reduced access to banking services is the heightened financial and physical risk associated with individuals and businesses needing to retain larger cash holdings for extended periods. Given there is a cash mandate on grocery and fuel retailers, security risks become even greater for these business types when local branches are closed.

Community support – Many community groups rely on their local banks for sponsorships and support for local events, sporting groups and community projects. Local banks are part of their local communities and want to contribute to the prosperity of the community in which they live.

Employment – Local bank branches provide flexible, skilled jobs in regional and remote communities encouraging young people to stay in their local community and attracting new families to regional towns.

Local context – Local bank branches understand their community, its economics and the people in it. This understanding is added to metrics to help inform and work with members of their community. This can also aid in detecting financial abuse, scams and fraud.

Digital disadvantage, outages and natural disasters – Rates of digital exclusion are higher in regional areas, as are outages and spotty network coverage. Regional areas also suffer from more natural disasters. Face-to-face cash services are a necessity for these communities.

Conclusion

The banking system provides essential services that underpin a market-based economy, and these services must be universally accessible.

Regional communities contribute to Australia's prosperity, and the highly profitable banks who owe their success to regional communities should be obligated to service them.

Supporting the *Obligation on banks to fund face-to-face banking in regional Australia* acknowledges the importance of face-to-face banking services as part of the main street businesses in towns throughout the country.

If regional Australia is expected to grow, produce and sustain, then face-to-face banking services need to be maintained and supporting this campaign puts that expectation where it belongs, on the banks themselves.

6 REPORTS FROM COMMITTEES

Nil

7 GENERAL MANAGER'S REPORT

7.1 GENERAL MANAGER OFFICE

7.1.1 2026 NSW LOCAL ROADS CONGRESS - 1 JUNE 2026

DOCUMENT NUMBER	471048
REPORTING OFFICER	Teresa Breslin, Executive Assistant to Mayor and General Manager
AUTHORISING OFFICER	Roger Bailey, Interim General Manager
RELEVANCE TO COMMUNITY STRATEGIC PLAN	3. Protected and enhanced environment 3.4 Greater efficiency in the use of resources
FINANCIAL IMPLICATIONS	Financial implication is \$566.87.
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 Council note the attendance of Councillor Collins to the 2026 NSW Local Roads Congress on 1 June 2026.

Introduction

The 2026 Local Roads Congress is an annual event for local government to join together to discuss policy changes, challenges and constraints within the NSW local roads network. The congress provides a forum for NSW council executive staff and elected officials to discuss policy issues with NSW state Ministers in order to optimise road and transport outcomes across the state.

Discussion

This year’s Local Roads Congress will be held on Monday 1st June 2026 at the NSW Parliament House, Sydney and will run from 9:00am until 5:00pm.

The 2026 theme “Shaping Policies for Stronger Communities”, encourages local government leaders to reflect on past experiences, embrace innovation, and implement practical, forward-thinking solutions. By examining challenges, reimagining traditional approaches, and committing to smarter, more resilient infrastructure, councils can actively shape the future of NSW’s local roads and transport networks—building stronger, more connected communities for all.

The 2026 Congress will cover key topics including:

- Automated Asset Assessment
- Sustainable Council Procurement
- Roads Recategorisation
- Local Road Liability
- Asset AI Benefits Realisation
- Asset Management Maturity

Attendees will have the opportunity to engage with NSW Ministers and Shadow Ministers and hear from a range of technical experts. These sessions will offer valuable insights into both the political and operational aspects of road and infrastructure management across New South Wales.

Financial

Registrations closed on 23 May 2026, the Deputy General Manager of Operations has been registered to attend, this registration also included a complimentary registration for the Mayor or a Councillor. Cr Collins is to attend the event with the DGM.

Two (2) nights' accommodation for the Councillor will cost \$566.87.

The DGM and Councillor are to travel together in a Council vehicle to save on mileage costs.

OLG 23a Guideline consideration

Does not conflict with the 23a Guidelines.

7.1.2 ALGA 2026 NATIONAL LOCAL ROADS AND TRANSPORT CONGRESS - 25-26 AUGUST 2026

DOCUMENT NUMBER	468513
REPORTING OFFICER	Teresa Breslin, Executive Assistant to Mayor and General Manager
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	Total estimated cost \$6,000, split between Operating Budget and applicable Councillor Training Budget.
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 attendance of one (1) councillor and one (1) appropriate staff member, at the Australian Local Government Association 2026 National Local Roads and Transport Congress from 25-26 August 2026, be endorsed.

Introduction

The Australian Local Government Association (ALGA) represents Local Government to advocate for funding to help build and upgrade the facilities our communities want and need.

The 2026 ALGA National Local Roads and Transport Congress is to be held in Cairns, Queensland, from 25–26 August 2026.

Early bird registrations for the conference close on 24 July 2026.

Discussion

The Congress focuses on issues affecting local government roads and infrastructure, including:

- Local roads funding
- Transport infrastructure
- Freight and logistics
- Road safety
- Community infrastructure
- Regional connectivity
- Federal advocacy priorities

The event brings together councils, Federal Government representatives, industry leaders and infrastructure specialists to discuss national transport and infrastructure challenges facing local government.

The Congress is also a valuable opportunity to expand professional networks and connect with other Councillors, suppliers and partners who support councils in delivering for their communities.

Financial

Return flights x 2 = \$800

Accommodation x 7 Nights = \$2450

Conference fees x 2 = \$2290

Disbursements / Incidentals = \$460

Total estimated cost \$6000

To be funded from the training allocation within the operating budget and Councillor budget.

7.1.3 2026-27 DETERMINATION OF THE LOCAL GOVERNMENT REMUNERATION TRIBUNAL - COUNCILLOR FEES AND ADDITIONAL MAYORAL FEE

DOCUMENT NUMBER	472482
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 4.2 Proactive, practical Council leaders who are aligned with community needs and values
FINANCIAL IMPLICATIONS	Potential increase of between \$15,860 - \$72,640 from Mayor and Councillors expenses budget.
LEGISLATIVE IMPLICATIONS	In accordance with s.248 and 249 of the Local Government Act 1993.
POLICY IMPLICATIONS	There are no Policy implications associated with this report.
ATTACHMENTS	1. LGRT 2026 Annual Determination ↓

RECOMMENDATION

- 1. Council determine the Councillors annual fee effective 1st July, 2026 to be \$14,450.**
- 2. Council determine the Mayors annual fee effective 1st July, 2026 to be \$31,150.**
- 3. Consistent with resolution 173/2022 Council continue to support superannuation contribution payments for Councillors, subject to individual Councillors nominating an eligible superannuation account, thus enabling superannuation payments to commence.**

Introduction

Division 5 of the Local Government Act, 1993 (the Act), describes what fees, expenses and facilities may be paid or provided to Councillors.

Every year Council must adopt fees as described by the Local Government Remuneration Tribunal (the Tribunal) for the coming financial year. Each Council is categorised by the Tribunal and fees are set for each category for their consideration.

Additionally, under Section 254B of the Local Government Act, 1993 Councils may resolve to make superannuation contributions to Councillors.

Discussion

The Tribunal annually determines a range of fees for the remuneration of Councillors and Mayors. Each year, councils must consider the reviewed fees and make a resolution prior to the 1st July. The full Annual Determination report is attached to this report.

3 years ago, Cootamundra-Gundagai Regional Council (CGRC) was placed into a new category called 'Rural Large'. Prior to this Cootamundra and Gundagai was in the 'Rural' Category.

The fees for 'Rural Large' and 'Rural' councils are detailed in the tables below:

Councillor Annual Fee (\$) effective 1 July 2026

Category	Minimum	Maximum
Rural Large	10,920	19,590
Rural	10,920	14,450

Mayor Additional Fee* (\$) effective 1 July 2026

Category	Minimum	Maximum
Rural Large	17,440	42,030
Rural	11,620	31,510

Financial

In 2025, Council once again adopted to remain at the 23/24 maximum ‘Rural’ amount payable of \$13,030 (Councillor annual fee) and \$28,430 (Mayors additional annual fee) for 2025/26.

Council is required to consider the annual fee between the minimum and maximum amounts determined by the Local Government Remuneration Tribunal, applicable to the category that council is allocated into.

Hence the fee to be paid for 2026-27 must be in the range:

	Minimum	Maximum
Councillor	10,920	19,590
Mayor (additional)	17,440	42,030

OLG 23a Guideline consideration

Does not conflict with guidelines.

Local Government Remuneration Tribunal

Annual Determination

Report and determination
under sections 239 and 241 of the
Local Government Act 1993

23 April 2026



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Executive Summary

Functions of the Tribunal

1. Section 241 of the *Local Government Act 1993* (**the Act**) requires the Local Government Remuneration Tribunal (**the Tribunal**), by 1 May each year, to determine for each of the categories of Councils determined under s 239, the maximum and minimum fees to be paid to Mayors and Councillors in the following year. As well as those of Chairpersons and members of County Councils: s 400. The Tribunal may also amend a determination it has made for fees to be paid to the appointed Chairperson and appointed Councillors of a council designated as a Rural and Remote Council: c 12(c), sch 11.
2. Section 239(1) of the Act requires the Tribunal to determine the categories of Councils and mayoral offices at least once every three years. It must then also place each Council and mayoral office into one of those categories. There are presently 135 Councils in the State, including County Councils, which are allocated into 15 different categories, with Central Darling Council being the subject of a 2025 Special Determination.
3. The Tribunal must also report its determination to the Minister within seven days: s 244. The Tribunal's Annual Determination takes effect from 1 July each year.
4. All of the Tribunal's functions must be undertaken in accordance with the purposes of the Act, specified in s 7 to be:
 - (a) *to provide the legal framework for the system of local government for New South Wales,*
 - (b) *to set out the responsibilities and powers of Councils, Councillors and other persons and bodies that constitute the system of local government,*
 - (c) *to provide for governing bodies of Councils that are democratically elected, or for certain rural and remote Councils, part elected and part appointed,*

Executive Summary

(d) to facilitate engagement with the local community by Councils, Councillors and other persons and bodies that constitute the system of local government,

(e) to provide for a system of local government that is accountable to the community and that is sustainable, flexible and effective.

Fees

5. For reasons explained below, the Tribunal has determined that from 1 July 2026 there must be a **3.7%** increase in the current minimum and maximum fees applicable to each category of Council, as well in the fees of the appointed Chairperson and appointed Councillors of Central Darling Shire Council. That reflecting increases in the cost of living. Relevant indicators since the 2025 adjustment, including:

- Consumer Price Index for the 12 months to February 2026 of 3.7%;
- Wage Price Index for the 12 months to December 2025 of 3.4%;
- Full-time average weekly ordinary time earnings for the 12 months to November 2025;
- NSW Public Sector Salaries increases for FY 2025/26 of 3%;
- Local Government State Award increases for FY 2025/26 of 3%;
- IPART Rate Peg Base Cost Change for FY 2025/26 of 3.6%;
- The 2025 Public Service Senior Executive remuneration determinations of the Statutory and Other Offices Remuneration Tribunal; and
- The 2025 State Members of Parliament Basic Salary remuneration determination of the Parliamentary Remuneration Tribunal.

6. The Tribunal has also taken note of the current war in the Middle East, which is likely having an adverse impact on the cost of living. But takes the view that its effects and their potential impact on fee adjustment, cannot reliably be determined at this point.

Executive Summary

7. What was advanced in submissions included that not only should there be a cost of living increase in 2026. But that there should be a much more significant increase in fees, to reflect that current fees no longer adequately reflect the challenging work which Mayors and Councillors must undertake in their important elected offices. With the result that fees should be increased to reflect those determined by the Tribunal for the Chairperson and appointed Councillors of the Central Darling Council in its 2025 Special Determination. As well as the remuneration and allowances paid to Mayors and Councillors in Queensland and Victoria.
8. The Tribunal accepts that it has the discretion to determine that fees should justly be increased, by more than a cost of living adjustment, as was urged. That permitting its consideration of the adequacy of current fees, given the work which Mayors and Councillors are elected to perform and how that has changed over time.
9. That is because while s 242A of the Act requires the Tribunal to give effect to the same policies on increases in remuneration as those that the Industrial Relations Commission is required to give effect to under s 146C of the *Industrial Relations Act 1996* (NSW) when making or varying awards or orders relating to the conditions of employment of public sector employees. That section has now been repealed, that removing the prior fetter on the Tribunal's discretion to adjust fees in the way urged on this review.
10. The Tribunal also accepts that a greater increase than that which it has determined, may be warranted. But has concluded that the amount of any such increase requires further consideration in light of changes which have taken place over time. Not merely in the amount of the fees fixed by past Determinations, but also in the work Mayors and Councillors have to perform in their elected offices.
11. Understandably, some submissions sought to draw comparisons with the fees fixed by the 2025 Special Determination for the appointed Councillors and Chairperson for the Central Darling Shire Council and those fixed for other Mayors, as well as with payments made to Councillors and Mayors in other States.

Executive Summary

12. When such comparisons are drawn, consideration can not only be given to the amount of such fees and remuneration. It must also be given to matters such as the nature of the appointments, the work required and the hours and nature of the work performed as a result. As well as to how that compares to what is required of Mayors and Councillors of Local and County Councils in this State and the fees which they receive, as a result. That also requiring an understanding of the applicable statutory schemes and the reasons for the past fixation of the fees and remuneration relied on.
13. The Tribunal was provided with little information or submissions about such matters and so is unable to come to conclusions about whether increases based on the comparisons sought to be drawn, can be entertained.
14. Other submissions about desirable fee adjustment depend on the NSW Parliament amending the Act, to provide for Mayors and Councillors to receive remuneration or salary, rather than a fee for office.
15. Even if such comparisons are presently available to be made, the differences in the statutory regimes, which were not addressed, as well as similarities and differences in the work being compared, would have to be considered. Conclusions about such matters cannot rest merely on opinions advanced in submissions.

Categories

16. In its 2026 Annual Review, as it has done in past three yearly reviews, the Tribunal undertook a s 239 determination, having invited and received submissions about proposed changes. As a result, it has concluded that it is necessary to rectify a criteria anomaly identified in the Regional Strategic category established by the 2023 Annual Determination, as well as adjusting the population criteria for the Major Strategic Area category, from 300,000 to 200,000.

Executive Summary

- 17. The Tribunal also identified that Dungog Shire Council has met the population threshold and Councillor to population ratio criteria for Rural Large and will, as a result, be placed in the Rural Large category.
- 18. The Tribunal also concluded that in 2026 there should be no other change to the present categories, which will thus continue to be:

Metropolitan	Non-Metropolitan	County Councils
Principal CBD	Major Regional City	Water
Major CBD	Major Strategic Area	Other
Metropolitan Major	Regional Strategic Area	
Metropolitan Large	Regional Centre	
Metropolitan Medium	Regional Rural	
Metropolitan Small	Rural Large	
	Rural	

2027 Annual Review

- 19. For reasons explained further below, in the 2027 Annual Review the Tribunal will invite further submissions from every Council, Local Government NSW and the Minister, about the current categories, criteria and fee structure and whether they remain fit for their statutory purpose. That will provide an opportunity for reliable information and submissions to be provided about claimed changes and available comparisons.
- 20. The Tribunal will then give further consideration to the current structure of the categories by reference to which it must fix minimum and maximum fees. That consideration may also have an impact on further fee adjustment in 2027, given that the submissions advanced on this review have raised the question of whether the current system of categories and the criteria by which Councils are allocated to them, remain fit for their purpose.

Executive Summary

21. The new structure and criteria will reflect the requirements of the Act, as will the new criteria adopted and Councils' allocation to the revised categories. The Tribunal will also determine which criteria individual Councils satisfy, which they will have an opportunity to address, having been invited to provide the Tribunal with the relevant, reliable information.

Section 1 – Introduction

Methodology

22. The Tribunal's inquiries are regulated by s 243 of the Act, which permit it to make such inquiry as it thinks necessary, before making a determination.
23. Section 248 requires Councils to pay Councillors fees which are fixed by reference to the minimum and maximum fees determined by the Tribunal. Section 239 also requires the Tribunal, at least once every 3 years, to determine categories for Councils and mayoral office and to place Councils into those categories.
24. The Tribunal's 2026 Annual Review commenced in October 2025 with the assistance of its Secretariat, when all Councils and the Association were invited to provide submissions about fees and categorisation. Its invitation asked that submissions be endorsed by Councils. All submissions received from Councils were endorsed. The Tribunal also received a submission from some individual Councillors and the Association.
25. Some twenty-five submissions were received from Councils, only some of which addressed fee increases. In its submissions the Association addressed proposed fee increases, as well as problems with the Determination flowing from the operation of the Act, proposed alterations to Council categories and the criteria by which they are allocated.
26. The Tribunal later met with representatives of 19 Councils, seven Councillors and the Association, who addressed written submissions and, in some cases, provided further data to support the submissions advanced. Not all of that provided was sourced from publicly available sources such as the Australian Bureau of Statistics and its reliability was thus not able to be assessed.
27. The Tribunal also had regard to the other information referred to in this report.

Section 1 – Introduction

Summary of submissions

28. Most of the submissions received focused on the inadequacies of the fees and the statutory system which requires them to be fixed as they are. Issues raised including that:
- The remuneration which the fees generate being grossly inadequate, not adequately compensating for the skills, knowledge and responsibilities the Act requires Councillors and Mayors in urban, regional and rural contexts to have and exercise;
 - There has been significant, increasing complexity in the work which has to be undertaken, as well as an increase in the time it requires, without a change in remuneration to compensate for these changes;
 - That including as the result of changes to the Code of Meeting Practice which Councils have to observe, which has resulted in increased expenses having to be born, for which there is no compensation;
 - There is a need for a Deputy Mayor fee to be implemented, to reflect what this role now requires;
 - That the current fee structure and meeting requirements act as a barrier to desirable skilled representation in local government, as well as to desirable diversity in that representation;
 - It has also driven the loss of able and experienced representatives;
 - The existing differences in fees received by Councillors and Mayors in Metropolitan Councils, by comparison to those received by those in Regional and Rural Councils, did not reflect the similarities in their roles and responsibilities. Nor the additional responsibilities which have to be undertaken in Regional and Rural Councils;
 - The Determination drives politicisation of Councils, by requiring them to set their own fees within the minimum and maximum set by the Tribunal, which also put them into an undesirable position of conflict: ss 239 and 248; and

Section 1 – Introduction

- Fees were out of step with those which are paid to Board members and those who accept appointments to advisory committees, with which comparisons were also sought to be drawn, but no concrete information was provided about.
29. On this review the Tribunal was urged to undertake a similar assessment of fees to that undertaken in 1995 and not to limit its consideration of what fee increase a cost of living adjustment would warrant. It was also urged to also consider the range of factors it has taken into account in the past, in determining what a cost of living adjustment should be.
30. Various submissions also urged the desirability of various other proposed legislative changes. For example:
- Introducing a new model of remuneration for Mayors and Councillors to replace the current fee based structure;
 - Removing the Tribunal’s obligations to fix maximum and minimum fees for Mayors and Councillors;
 - Introducing a separate fixed fee for the Deputy Mayor position;
 - Deputy Mayors receiving mayoral fees while acting as Mayor, but Mayors still continuing to be paid their Mayoral fees;
 - Indexed pro rata remuneration; and
 - Recognition that the work of Mayors and Councillors involves a full time job. As to which, it must be noted, no information provided to the Tribunal established this to be the case.
31. These matters are not within the Tribunal’s control, but they will be drawn to the attention of the Minister.
32. The Tribunal accepting the importance of the various views raised by Councils, Councillors and the Association and as a result, will draw them to the attention of the Minister. But that

Section 1 – Introduction

it has power to act on some of them on this review, has not been established, given the current statutory scheme.

33. The Tribunal also notes that consideration of future expected developments when Councils are categorised was also urged by some submissions. While others expressed satisfaction with the Council's current categorisation, as the basis for fixing its fees, while not addressing whether it still satisfied the applicable criteria. This will have to be revisited in the 2027 Annual Review.
34. If further submissions are then advanced, which provide a basis for different conclusions being arrived at about any of the above matters, they will of course be considered by the Tribunal. And if the Act is amended in response to what has been urged, the Tribunal will then undertake whatever statutory tasks it is given.

Section 2 – 2025 Determinations

2025 Annual Determination

35. In 2025, the Tribunal received sixteen written submissions, which included two requests for re-categorisation. As a result, it reviewed population and other data relating to those Councils, to ensure categorisation was consistent with the applicable criteria.
36. The Tribunal found that the then current allocation of the Councils remained appropriate, with the exception of Mid Coast Council. As a result of it meeting the population benchmark, it was re-categorised from Regional Centre to Regional Strategic Area: 2025 Annual Determination report at [58]-[59].
37. The Tribunal also determined that the minimum and maximum fees applicable to each category would increase by 3% from 1 July 2025.

2025 Special Determination

38. The Tribunal also made a Special Determination in 2025, following the introduction of the *Local Government Amendment (Rural and Remote Councils) Act 2024* and the *Local Government (General) Amendment (Rural and Remote Councils) Regulation 2025*. Having on 6 June 2025 received a direction from the Minister for Local Government under s 242 of the Act, to determine the maximum and minimum fees for Appointed Councillors and the Chairperson for Central Darling Shire Council.
39. The effect of the legislation was to insert Schedule 11 into the Act, cl 3 permitting a Council to be designated as a Rural and Remote Council by regulation, as the Central Darling Shire Council was, when the Minister recommended that it met criteria specified by the regulation: cl 3(2). The Regulations now provide that a Council may be designated as a Rural and Remote Council if, at the time of designation, its area has a population of 5,000 persons or fewer as recorded in data series 1410.0–Data by Region published by the Australian Bureau of Statistics: r 413F.

Section 2 – 2025 Determinations

40. Central Darling Shire Council is designated as a Rural and Remote Council for 10 years: r 413G. With the result that it must have six Councillors, one elected from each ward, as well as three appointed by the Minister r 413G(3).
41. The Minister must also appoint an appointed Councillor as chairperson of the Council: cl 10(1) sch 11. The Tribunal's determinations under s 241 do not apply to appointed Councillors: cl 12(2)(a) sch 11. But it must determine their maximum and minimum fees and may at any time amend such a determination: cl 12(2)(b) and (c) sch 11.
42. In its Special Determination the Tribunal determined a minimum fee of \$13,830 and a maximum of \$13,930 for appointed Councillors and a minimum of \$72,080 and a maximum of \$72,180 for the appointed Chairperson.
43. This Determination was relied on in this review to advance the Association's submissions that the functions of the appointed chairperson of Central Darling Shire Council are substantially the same as those of Mayors of other Rural Councils. With the result that their fees should be increased to similar amounts. That was supported by submissions advanced by some Councils.

Section 3 – 2026 Review

The relevant history

44. The submissions advanced require not only a consideration of the current fees and what the statutory scheme provides for, but also of the history by which they have been arrived at. As well as the impact of changes which have occurred.
45. The history was not addressed by the submissions advanced.
46. Relevantly, it includes that in 1994 the Tribunal undertook wide ranging consultations to establish what was then involved in the roles and functions of elected representatives of local government, conducting public hearings to obtain a representative cross section across the State.
47. It then examined matters such as Councillors' backgrounds and experience; community activities engaged in before and after election; time spent on meetings as well as preparation time; Council's functions and the issues and problems they had to deal with. As well as remuneration levels and ratios between Councillors and Mayors. The Tribunal having received submissions from 66 Councils, 7 County Councils, associations and the public: at page 3 – 5 of the 1994 Determination.
48. The functions of Councils and the roles of their elected officials under the Act were explained, with contrasts drawn with the predecessor 1919 legislation. Under which members of Councils "*were regarded in effect, as performing honorary community roles, with some provision for recompense for prescribed incurred expenses*": at 11 of the 1995 Determination.
49. Existing fees were then found not to adequately recompense those elected for the performance of their duties at regular Council meetings, special community and committee meetings, communication with the community and representing Council at functions: at 11

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of the 1995 Determination. That requiring lengthy periods to be spent on Council business and associated interviewing, reading and preparation: at 12 of the 1995 Determination.

50. The Tribunal had regard to all such activities in setting fees under the 1993 Act, at a time when they were performed in addition to Mayors and Councillor's normal occupations: at 12 of the 1995 Determination. It then being the common experience that the substantial majority of Councillors and Mayors were involved in some other employment or engagement, either full-time or part-time.
51. The fees then fixed were based on an assumption that Councillors would also be recompensed for expenditure reasonably incurred in relation to their Council duties. That being a matter of discretion for each Council, according to the particular circumstances of that Council. That allowing them to determine the extent of any absorption of expenses in fees: at 16 of the 1995 Determination.
52. The minimum fees were determined on the basis that Councillors and Mayors were *"performing a community service in addition to their normal occupations"*: at 16 of the 1995 Determination. The usual practice being *"to programme the attendance of councillors and mayors outside normal business hours for meetings and other activities to accommodate their other time commitments. Their duties not requiring continuous attendance during the course of each working day."*: at 16 – 17 of the 1995 Determination.
53. And that *"The duties performed as mayor attract an additional fee for extra delegated duties and functions actually performed"*: at 17 of the 1995 Determination. It was further explained at 19 of the 1995 Determination:

"The minimum fees determined provide the statutory minimum payment for councillors and mayors. They are based on an assessment of the average council in each category. As - with any averaging, the fees may be generous for some councils but modest for others. The maximum fees provide the necessary ambit of discretion to enable each council to assess its performance compared with other councils in its category. Such discretion

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enables each council to determine whether its performance as a whole compared with the other councils justifies a payment in excess of the minimum to its councillors and/or mayor. It is conceivable that because of significant delegations by a council to the mayor, this situation may warrant a fee greater than the minimum for the mayor, but not for councillors. The reverse situation could also apply.”

54. What was then being evaluated by the Tribunal being “*the knowledge, skills and community interests of councillors and mayors*”: at 19 of the 1995 Annual Determination.
55. This Determination also explained, in detail, how the categories were then arrived at. With various distinctions drawn between Metropolitan and Non-metropolitan Councils, with consideration of matters such as their size, population, assets and expenditure, amongst other factors. Consideration also then being given to the unique position of the Council of the City of Sydney.
56. It also explained how this related to the fees determined, given the relevant history. Which included a change from the original position under the 1919 Act, that Local Government elected officials had traditionally been seen as civic minded citizens providing a voluntary service to the community, being born in mind. As well as what had been recognised when the *Local Government (Payment of Fees) Amendment Act 1993 (NSW)* was introduced. It recognising payment of a fee for attending to Council business, i.e., meetings, inspections, etc, which did not involve the payment of salaries: at 64-66 of the 1995 Annual Determination.
57. Consideration was also given to the statutory roles and responsibilities of Councils in other States and overseas, as well as of comparisons then sought to be drawn with members of Parliament.
58. It was not then accepted that local government representation had progressed to the status of an independent career. Even though some elected officers chose to spend their time, full time, on Council duties: at 69-70 of the 1995 Determination.

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59. It was also explained that the minimum and maximum fee range fixed required Councils to each evaluate the functions and responsibilities which were actually performed by their Councillors: at 76 of the 1995 Determination.
60. After 1995, over time the fees fixed by the Determination have been increased by the Tribunal, to reflect changes it made to the categories of Councils which the Act required it to review regularly, in order to fix appropriate maximum and minimum fees.
61. In 2017 the Tribunal noted that what the Act required was “a categorisation model in which Councils with the largest number of features in common can be grouped together for remuneration purposes. This is not straightforward, as each Council has challenges and issues which are unique”: at [16].
62. It then found that while the then existing criteria continued to provide an equitable and transparent model by which to differentiate Councils for the purposes of determining remuneration, there was some scope to refine the criteria to address a number of anomalies and to better reflect the composition of Councils after amalgamations: at [18] – [19] 2017 Annual Report.
63. It also sought to improve consistency and transparency in the allocation of Councils into categories, with the result that a number were either recategorised into an existing category, or a new category: at [19].
64. Fees were determined for the new categories, having regard to relativities between the existing groups: [54].
65. Fees were later increased to reflect not only cost of living increases, but also changes which the Tribunal made to Council categories and the applicable criteria. But for a time, the Tribunal’s powers to increase fees were frozen and at other times available fee increases were capped, as the result of steps taken by Governments.

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66. These changes to its discretions were explained in the Tribunal's various Annual Determinations. They help explain the complaints received on this review about the current fees, which it must be accepted, as a result, do not reflect all increases in the cost of living over time.
67. On the Association's approach, this has resulted in fees which no longer accurately reflect what the Tribunal first assessed, independently, in 1995.
68. In 2020 the Tribunal considered recategorisation proposals it received in 2019, about which it sought and received submissions: at [13]-[19] 2020 Annual Report. Then creating the new category of Regional Centre; renaming Regional City to Major Regional City and also adopting some changed criteria. As well as reordering the Regional Strategic Area criteria, considering that it warranted further differentiation.
69. It also altered the criteria for Metropolitan Medium and Metropolitan Large categories, with resulting changes for other categories: at [23]-[30]. In some cases, additional criteria being significant enough to warrant some Councils' categorisation into a group with a higher population: at [30]. Fees were set to reflect resulting activities: at [69].
70. In 2023 the Tribunal sought to improve consistency of the criteria and also adopted non-resident population criteria for some categories, with resulting reclassification of some Councils: at [23]-[25] 2023 Annual Report. As well as creating two new categories, Rural Large and Metropolitan Major, to bridge identified gaps: [26]-[36].

2026 Annual Review process - Fees

71. As explained, this year's submissions pursued various concerns about the current fees. They not being considered to adequately compensate for the skills and knowledge Councillors and Mayors are required to exercise, or the time they have to spend in performing the duties of their offices, given considerable changes over time. In

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considerable part this having been driven by population increases and changes introduced by Governments.

72. The view repeatedly urged being that current fees result in a considerable barrier to desirable diversity in representation in local government, as well as problems in attracting and retaining suitably qualified people to stand for and remain in office, when elected.
73. The Tribunal accepts that there are such problems, given the information and submissions it has received.
74. There were various submissions that an increase was necessary, given the increased cost of living. But few submissions addressed the quantum of the increase. Narrabri Council urging a 10% increase and Lake Macquarie a 3-4% increase. Another that fees should be doubled. Other submissions urging that Mayoral fees be increased substantially to reflect the 2025 Special Determination. The Association and some Councils also seeking increases which resulted in fees similar to the remuneration paid in Queensland and Victoria.
75. The City of Sydney Council did not seek such increase in the fees payable to the Lord Mayor, but urged very substantial increases for Councillors. Some Councillors also providing, late, further information which the Tribunal did not have the opportunity to give adequate consideration to, given all they have raised and the time frame in which this review must be completed.
76. Some submissions also urged an increase in fees of rural and regional Councillors and Mayors, to assist in addressing low candidature numbers.
77. The Association also urged that a significant increase in fees was needed to:

“1. Ensure that Councillors and Mayors in New South Wales do not continue to experience fee erosion flowing from the former NSW Public Sector Wages Policy;

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2. Reflect the current economic climate in New South Wales and adjust fees according to recent and relevant economic data; and

3. Recognise the increasing demands and time commitment required of elected local government representatives.”

78. The Association noting that the repeal of s 146C of the *Industrial Relations Act 1996* (NSW) had the result that the Tribunal is no longer constrained by a cap when awarding fee increases. And urging that the Tribunal accept that current fees were manifestly inadequate, not properly reflecting as they needed to, the current responsibilities and role of elected Council officials. That preventing Councils' financial stability and also deterring quality candidates, of all backgrounds, pursuing civic office, which was not in the public interest.
79. It also submitting that fees should now be assessed on the basis that the work of elected officials was valued at more than 8 hours per week, at the rate of the national minimum wage. It also advanced economic and wage data to support these arguments
80. The submissions thus drew comparisons with:
- The salary paid to members of parliament under the *Parliamentary Remuneration Act 1989* (NSW);
 - Remuneration which Mayors and Councillors of Queensland Councils are paid under the *Local Government Act 2009* (QLD) and the *Local Government Regulation 2012* (QLD); and
 - Allowances which Victorian Mayors and Councillors receive, fixed by the Victorian Independent Remuneration Tribunal under s 39 of the *Local Government Act 2020* (VIC).

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81. Specific examples were also relied on. Including, for example, that Councillors in Townsville are paid a maximum remuneration of \$135,123, while those in Liverpool are paid a maximum fee of only \$34,820. While in the case of Mayors the comparison was \$225,206 to \$136,290.
82. The difficulty with such comparisons is that the other legislative schemes relied on, do not provide for a fee based structure of the kind for which the Act provides for NSW Mayors and Councillors.
83. Parliamentarians in this State, for example, receive a basic salary and an electoral allowance payable as compensation in respect of all incidents of the performance of their parliamentary duties (other than those compensated or reimbursed by other additional entitlements): s 4 and 10(2B) of the *Parliamentary Remuneration Act 1989* (NSW).
84. Still, some submissions relied on an observation in the 2024 Parliamentary Remuneration Tribunal Annual Report, where I, in my capacity as Parliamentary Remuneration Tribunal, said at [28] that:

“Not only should Members of Parliament be fairly remunerated for their important and challenging work, within the State’s means, but it must also be remembered that such remuneration and the other conditions and entitlements provided by the Determination play a real role in attracting people of high intellect, integrity and vigour to stand for election to the Parliament. People who have the necessary skills to perform such work well and who are prepared to devote their time to serving the public interest, rather than only their own interests. Appropriate salary and conditions also help to ensure that such people are also prepared to continue seeking re-election in order to continue performing the important work of their offices.”
85. The view urged being that those observations also apply to NSW Councillors and Mayors, given the valuable, time consuming and challenging work which their roles now require them to perform.

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86. While the Tribunal was not provided with information which would provide a basis for the acceptance of these opinions, support for them can be found in s 232 of the Act, which explains the important roles which Councillors play. As well as in s 233A, which specifies the oath of office which they must take after election. By which they promise to undertake the duties of their office in the best interests of the people of their Council area and that they will faithfully and impartially carry out their functions, powers, authorities and discretions.
87. Despite this and no matter how earnestly held, it is not presently apparent how these views can be acted on by the Tribunal, given the current legislative scheme. All of them seeming to depend on the Parliament amending this State's Act, to provide for Mayors and Councillors to receive remuneration or salary, rather than a fee for office.
88. As has been explained in past Annual Determinations, that is not a matter within the Tribunal's control.
89. The 20 May 1993 Second Reading speech to the Act explains how its terms were arrived at. As the result of a lengthy bipartisan reform process, following enquiry into changes required to be made to the then frequently amended predecessor 1919 legislation: Hansard p 2414. The Tribunal's 1994 Determination explains the process by which it initially fixed fees and the subsequent Annual Determinations, how they have been increased over time.
90. Tribunal Determinations have thus explained that Mayors and Councillors are paid a fee for the services which they volunteer to provide when they are elected, not a salary. Section 241 still obliges the Tribunal to fix such a fee. It follows that it does not have the power to determine that they should be paid a salary, or remuneration.
91. Little Information was provided on this review to support the submissions which urged the view that the current statutory fee model is no longer appropriate. The significantly increased and more responsible work which it is widely considered now falls to Councils

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to perform and what that requires of its Mayor and Councillors, helps explain why it is also widely considered that legislative change is now desirable.

92. Such information is relevant to the determination of an increase in fees. But the Tribunal has no power to act on the view that the current statutory fee based model no longer remains appropriate. Nor to determine that a remuneration based model such as that contained in the Queensland and Victorian legislation should be adopted in this State. Nor what such remuneration should be.

Conclusions about general fee increase in 2026

93. The Tribunal has considered all it has received, together with the other matters referred to in this report, having been assisted by its two assessors: s 236. Meeting with them to consider their views about the submissions the Tribunal received and the exercise of its functions on this review.
94. The result is the Tribunal's conclusions that:
- All fees should be adjusted from 1 July 2026 by **3.7%** to reflect changes in the cost of living, in the expectation that there will be further increases in those costs, driven by the consequences of the war in the Middle East, which is already having adverse impacts on the entire Australian community;
 - To make no other adjustments to fees on this review, but to invite the submissions further explained below, in the 2027 Annual Review. The Tribunal accepting that changes have occurred which ought to be reflected in the fees fixed by the Determination. But also considering that further information and consideration is required, before conclusions can be arrived at about how those changes can be fairly reflected by a further fee adjustment.

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95. The Tribunal thus accepts that it is time to undertake a review of the kind the Association proposed, but has concluded that it cannot be undertaken in this review. That explaining the process which the Tribunal proposes to undertake in 2027, explained in section 4.

The same fee structure for all Mayors and Councillors

96. Remuneration for a Mayor or Councillor not being based on geographical location was also urged by submissions advanced. A number contending that the role of a Mayor and Councillor was fundamentally the same, requiring the same skills, knowledge, experience and responsibilities regardless of location. With the result that the fees of Regional and Rural Mayors should be increased to that of their Metropolitan colleagues.
97. These submissions cannot be accepted. The Act requiring the Tribunal to fix appropriate categories of Council, having regard to specified criteria. The Determination's history and criteria helping to explain differences recognised by the categories. Which the Tribunal must reflect in the minimum and maximum fees fixed for each category.
98. These submissions did not pay necessary regard to these statutory requirements, which are not for the Tribunal to ignore or abandon.
99. The Act does not permit the Tribunal to fix the same fees for all Mayors and Councillors, irrespective of their category. If it were to be found that the fees for Mayors and Councillors of different categories ought to be completely the same, that would necessarily reflect that those Councils ought to fall within the same category.

Fees for Deputy Mayors

100. The Act also does not permit the Tribunal to fix a separate fee for Deputy Mayors. Despite which the issue of a distinct fee within the Determination for the role of Deputy Mayor was once again pressed, as it has been on past reviews. That being supported on this review

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by reports of Mayors being unable to perform the functions of their offices, which had to be taken on by Deputy Mayors, without receiving any resulting additional fees.

101. One submission was that Deputy Mayors undertake significant responsibilities, which the Act fails to adequately recognise or remunerate. Another that a Deputy Mayor must also step in to represent the Mayor when unavailable, chairs committees and plays a pivotal role in decision making and advocacy.
102. The submissions thus urged that the fee structure recognise the additional workload and responsibility that comes with the role of Deputy Mayor.
103. The issue of fees for the role of Deputy Mayor was explained in the 2024 Annual Determination at [53]-[55] and in the 2025 Annual Determination at [62]- [65]. What was there explained was not addressed in the submissions.
104. Section 249 (5) still permits a Council to “pay the Deputy Mayor (if there is one) a fee determined by the Council for such time as the Deputy Mayor acts in the office of the Mayor. The amount of the fee so paid must be deducted from the Mayor’s annual fee.” That requires a decision of Council and cannot be dictated by either the Mayor or a Deputy.
105. The submissions advanced reveal that some Councils have chosen not to exercise this power. With the result that the Deputy Mayor who took on functions the Mayor was unable to perform for a period, received no additional fees to reflect the increased duties taken on. That is an available outcome under the Act and remains a matter for each Council to determine. It is not within the control of Mayors.
106. Still, there having been no change to the Act which would permit the Tribunal to determine a distinct fee for the position of Deputy Mayor, must result in the submissions advanced being rejected. It will, however, draw the issues raised to the Minister’s attention.

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Setting of Fees by Councils

107. Concerns regarding the setting of minimum and maximum fees by Councils, still required by s 241, was also again raised by some submissions. A number calling on the Tribunal to set only one mandatory fee for each category. Another suggesting that the Tribunal could increase the minimum fees to the same amount as the maximum fee level. Another, advocating repeal of s 241 of the Act.
108. Such change was urged because it was considered that this would result in desirable equality of fees and remove the potential for politicisation of fee setting, and potential conflicts of interest. That also enhancing relationships with the community.
109. In the same way as the Court of Appeal recently explained in *Director of Public Prosecutions (NSW) v President of the Legislative Council of New South Wales* [2026] NSWCA 20 [57], the Tribunal is satisfied that it cannot do indirectly, what the Act does not permit it to do directly.
110. It follows that these submissions must also be rejected. But this issue will also be drawn to the Minister's attention.
111. In the 2027 Annual Review, submissions will be invited about the appropriate range between the minimum and maximum fees for the categories then determined.

2026 Annual Review process – category review

112. In determining Council categories, the Tribunal is required to have regard to the matters specified in s 240 of the Act, namely:
- The size of areas;
 - The physical terrain of areas;

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- The population of areas and the distribution of the population;
 - The nature and volume of business dealt with by each Council;
 - The nature and extent of the development of areas;
 - The diversity of communities served;
 - The regional, national and international significance of the Council;
 - Such matters as the Remuneration Tribunal considers relevant to the provision of efficient and effective local government; and
 - Such other matters as may be prescribed by the regulations.
113. The categories of County Councils also require regard be paid to the functions of County Councils: s 240(2). They are specified in s 394 of the Act to be any one or more of the functions of a Council under the Act or any other Act, in accordance with a proclamation made for the purpose of Part 5 of the Act.
114. The Tribunal last reviewed the categories of Councils and mayoral offices in 2023. The current categories in 2026 attracting the increased minimum and maximum fees earlier explained. With the result that some of them continue to overlap considerably, others being but little different and some not readily able to be reconciled.
115. This helps explain why the Tribunal has concluded that limited change is warranted on this review, without the more extensive review of categories, criteria and resulting appropriate fees which will be undertaken in 2027. In order to ensure that the statutory intent is achieved by the Determination. On that review all Councils will be asked to provide reliable, comparable and publicly available data, on which the Tribunal's decisions can then fairly be made.
116. The purpose of the categories and the specified criteria is to enable the Tribunal to annually determine the maximum and minimum amounts of fees to be paid to Mayors and Councillors in each of the categories it determines: s 239.

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117. They having no other statutory purpose, it is difficult to see the reason for a number of current categories attracting overlapping fees; there being limited differences between the fees attracted by other categories, while fees for the Chairperson of the Darling Shire Council are very substantially higher than those paid to very many Mayors.
118. This and the submissions advanced also raise the question of whether the categories and criteria provided by the 2023 Annual Determination, adjusted in the limited way explained by this Determination, adequately reflect the requirements of the Act. As well as whether they continue to remain appropriate and fit for purpose or require further review.
119. The matters specified in s 240(1) driving the need to take into account relevant statistical and demographical data, such as that sourced from the Australian Bureau of Statistics and the Office of the Local Government and Planning NSW, to which regard has been paid in the past. As well as to data provided by Councils about their particular areas and operations, which also have to be taken into account.
120. One of the difficulties on this review was that the Tribunal had no up to date data about the position of the majority of Councils, which would enable it to determine whether the current category and criteria continue to be fit for purpose, given the requirements of s 240. As well as whether the categories into which Councils are currently placed, remain appropriate.
121. The history of the categories established by past Determinations began in 1994, when there were more Councils in existence and fees were fixed having regard to past history. In 1995, 5 categories were established, with three special categories then also continuing, S1 – Sydney City Council, S2 Newcastle and Wollongong City Councils and S3 – County Councils.
122. In the Tribunal's ongoing 3 yearly reviews since then, categories have been altered, merged and increased for various reasons, including to reflect Council mergers. A new model being adopted in 2017 when the number of Councils was reduced to 128. That

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having established 5 Metropolitan categories and 4 Non Metropolitan categories. In 2020 criteria for some categories were altered, two new categories created and one renamed.

123. In 2023 a further two new categories were created, three Councils which met the criteria thresholds for existing categories were reclassified and criteria consistency improved by the inclusion of the non-resident population, for a number of categories. A consideration permitted by s 240(1), which enables the Tribunal to have regard to such matters as it considers relevant to the provision of efficient and effective local government. The County Council categories remaining unchanged.
124. Submissions advanced in 2026:
- Sought the creation of 2 new categories;
 - Proposed recategorisation of 7 Councils - Parramatta, Lake Macquarie, Murray River, Port Macquarie-Hastings, Randwick, Shellharbour and Willoughby Councils;
 - Sought that one category revert to a previous name;
 - questioned the suitability of current criteria; and
 - Urged the Tribunal to take into account other matters which Council now consider to be relevant to the determination of categories and their categorisation. Visitor numbers, being the best example.
125. If accepted, these submissions require consideration of how these aims could properly be reflected in the category criteria, which the submissions did not address.
126. It also appears that there may, in 2026, be further Council demergers, which will also necessitate consideration of the categories and Council allocations, in order that appropriate fees are fixed for their Councillors and Mayors in 2027.

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127. This all helped drive the Tribunal's conclusion that further change is required to current categories and criteria. But that the submissions and information it has received on this review, did not enable final views to be formed about what those changes should justly be. That will be revisited in the 2027 Annual Review.

Correction of an identified anomaly

128. The current category allocations and criteria appear in the 2025 Annual Determination at Section 5 and Appendix 1 respectively.
129. One required change which has been identified results from an anomaly. The criteria for the category Regional Strategic contains the following sentence:

Currently, only Lake Macquarie Council meets the criteria to be categorised as a Regional Strategic Area. Its population and overall scale of Council operations will be greater than Regional Centre Councils.

130. This is incorrect. There currently being 5 Councils classified as Regional Strategic: Lake Macquarie, Maitland, Mid-Coast, Shoalhaven, and Tweed. As a result, this erroneous statement has been removed from Appendix 1 of the 2026 Annual Determination.

Proposed renaming of “Principal CBD” as the “Principal City”

131. This change in name was urged in order to revert to a prior category name, the Council submitting that this would properly recognise its regional, national and international significance, which extended beyond the Sydney CBD. As well as reflecting significant increases in the roles and responsibilities of its Councillors, in Australia's only global city and to ensure that fees they receive appropriately reflect their responsibilities.
132. The submission explained alterations, over time, to the area which the Council covers. It now having eight distinct economic precincts, as the result of the area added to the City in

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2004: the Harbour, City North, Pyrmont, City South, Eastern Creative, Tech Centre West, Entertainment and Recreation and Southern Enterprise. That having had an impact on representation and other matters relied on to advance a proposed significant increase in Councillors' fees.

133. It was in 2017 that the name change from Principal City to Principal CBD was introduced as part of a restructure which reflected the evolving shape of local government in the State. That retaining the Council of the City of Sydney in its own category, while recognising the emergence of the second CBD in Sydney at Parramatta.
134. The Tribunal can see no disadvantage from the proposed name change. But is still not persuaded that it should now be adopted, without consideration being given to such a change within the wider review proposed for 2027.
135. No change having been proposed to either the criteria which apply to this category, or to the Major CBD category into which only the Council of the City of Parramatta falls. It recognising Parramatta to be the secondary CBD, which some submissions urged was no longer appropriate.

Proposed reclassification of City of Parramatta Council from Major CBD to Principal CBD

136. Council sought to be recategorised from the Major CBD to Principal CBD category, to better reflect its size, rate of growth, economic influence, operational budget and strategic and geographical importance.
137. Council also submitting that it plays a leading role in Greater Sydney's advancement. With factors relied on including:
 - 30% of Australia's top 500 companies have offices located in Paramatta;

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- The city is accessible to 2.3 million people within 45 minutes, by car or public transport;
- Creative and cultural institutions such as Riverside Theatre, Olympic Park and the upcoming Powerhouse Paramatta museum are located there;
- As is a large Health and research precinct which includes six (6) universities and Westmead Hospital;
- The Engineering and Innovation Hub, as well as Western Sydney Startup Hub also being located within the LGA; and
- It having the second largest economy, which generates a gross regional product of \$32.88 billion, and 33,000 businesses with over 202,000 jobs.

138. What was advanced did not accord with submissions advanced by some other Councils.

139. The Tribunal is not persuaded that the City of Parramatta Council is incorrectly categorised or satisfies the criteria of Principal CBD, which reflect the unique position of the Council of the City of Sydney. Nor did it advance any changed criteria which would fairly capture both its position and that of the Council of the City of Sydney. That the two can fairly be equated, has also not been established.

140. The Determination has long recognised the distinct role which the Council of the City of Sydney plays, with the result the higher fees its Mayor and Councillors receive, which is reflected in the current criteria:

The Council of the City of Sydney (the City of Sydney) is the principal central business district (CBD) in the Sydney Metropolitan area. The City of Sydney is home to Sydney's primary commercial office district with the largest concentration of businesses and retailers in Sydney. The City of Sydney's sphere of economic influence is the greatest of any local government area in Australia.

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The CBD is also host to some of the city's most significant transport infrastructure including Central Station, Circular Quay and International Overseas Passenger Terminal. Sydney is recognised globally with its iconic harbour setting and the City of Sydney is host to the city's historical, cultural and ceremonial precincts. The City of Sydney attracts significant visitor numbers and is home to 60 per cent of Metropolitan Sydney's hotels.

The role of Lord Mayor of the City of Sydney has significant prominence reflecting the CBD's importance as home to the country's major business centres and public facilities of state and national importance. The Lord Mayor's responsibilities in developing and maintaining relationships with stakeholders, including other Councils, state and federal governments, community and business groups, and the media are considered greater than other mayoral roles in NSW.

141. The submission and data advanced did not establish that Parramatta satisfies these criteria. Nor a basis for the conclusion that its Mayor and Councillors should receive the same fees as those received by the Mayor and Councillors of the City of Sydney.
142. The criteria which apply to its category, Major CBD, being:

The Council of the City of Parramatta (City of Parramatta) is the economic capital of Greater Western Sydney and the geographic and demographic centre of Greater Sydney. Parramatta is the second largest economy in NSW (after Sydney CBD) and the sixth largest in Australia.

As a secondary CBD to Metropolitan Sydney the Parramatta local government area is a major provider of business and government services with a significant number of organisations relocating their head offices to Parramatta. Public administration and safety have been a growth sector for Parramatta as the State Government has promoted a policy of moving government agencies westward to support economic development beyond the Sydney CBD.

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The City of Parramatta provides a broad range of regional services across the Sydney Metropolitan area with a significant transport hub and hospital and educational facilities. The City of Parramatta is home to the Westmead Health and Medical Research precinct which represents the largest concentration of hospital and health services in Australia, servicing Western Sydney and providing other specialised services for the rest of NSW.

The City of Parramatta is also home to a significant number of cultural and sporting facilities (including Sydney Olympic Park) which draw significant domestic and international visitors to the region.

143. The assumptions reflected in these criteria were challenged by other Councils as no longer being correct. Blacktown Council relying, for example, on data which showed that its residential population in 2024 was considerably greater than that of Parramatta, 274,956 to 438, 843. As was its total population, including workers not residing within its area.
144. The data received helped drive the conclusion that the current criteria may no longer be fit for purpose. And that further consideration needs to be given to what appropriate categories now are and what criteria should apply to them.
145. But the reclassification proposed on this review, cannot be accepted.

Proposed new Metropolitan Major – High Growth Category

146. Blacktown City Council sought the creation of a new category, Metropolitan Major – High Growth, for which it did not advance either criteria, or proposed fees.
147. It is now classified as a Metropolitan Major Council, together with Canterbury Bankstown. They having both last been assessed as falling below the Major CBD category, into which only the City of Parramatta falls. The current criteria for the Metropolitan Major category are:

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Councils categorised Metropolitan Major will typically have a minimum residential population of 400,000.

Councils may also be categorised Metropolitan Major if their residential population combined with their non-resident working population exceeds 400,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$300M per annum*
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities*
- significant industrial, commercial and residential centres and development corridors*
- high population growth.*

Councils categorised as Metropolitan Major will have a sphere of economic influence and provide regional services considered to be greater than those of other Metropolitan Councils.

148. Blacktown contended that the proposed new category would recognise larger, more complex Councils which exceed the criteria of Metropolitan Major. It being relevant that it would continue to outstrip Parramatta in various respects, given its current and expected ongoing growth. This new category thus facilitating fair and appropriate adjustments to the remuneration payable to Mayors and Councillors.

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149. The Council relying on data such as population, budget and asset growth, as well as ‘transformational’ projects and ongoing developments which had driven further change and challenges for it and its officers, reflective of its strategic planning and economic sphere of influence. It claiming now to be the fourth largest economy in NSW, with significant plans for further growth to 2041.
150. It also relied on comparisons which it sought to draw with Canterbury-Bankstown, from which it said it is now differentiated by a range of factors, which it is not necessary to explain.
151. What was not advanced was either proposed criteria for the new category sought, nor fees which might fairly attach to it. The Council placing reliance on what parliamentarians are paid in NSW, a reliance which I have explained is not available under the current statutory scheme.
152. The difficulty with what was proposed is also revealed by the limited difference between the maximum and minimum fees for the existing categories, which reflects an assessment that the work involved cannot be significantly differentiated.
153. Nor can it be accepted that it is appropriate for criteria to be based on anticipated growth in population, infrastructure, assets or budgets, as this and some other submissions urged. That is not embraced by s 240 of the Act. Nor can anticipated developments be accepted to be a reliable basis on which decisions can fairly be made about categories or criteria, depending as they do on assumptions.
154. The basis of what is anticipated at a particular point in time being unlikely to be able to be established by independent, reliable and publicly available data, which will allow relevant comparisons to be drawn. And the adoption of such criteria giving rise to the difficulties which will result, if what is anticipated, does not come to pass.

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155. It may also not be overlooked that when the submissions were received, Major CBD Mayoral fees ranged from \$44,840 to \$126,320, while those in Metropolitan Major Councils ranged from \$44,840 to \$114,300. This helps explain why the view has to be taken that there is little purpose to be served by the adoption of the proposed new category, which would sit between the existing categories.
156. Particularly without identification of criteria which reflect its true differentiation from the existing categories. That such differentiation does not exist, is reflected in the current small differences in fees for the existing categories.
157. The result is that the Tribunal has not been persuaded that the proposed new category can be established.
158. If in the 2027 review the establishment of new categories is pursued, the Tribunal should be provided with a proposal which addresses not only the name of the proposed category, but also appropriate criteria, together with the maximum and minimum fees which are proposed. They will have to have appropriate relationships with other categories, which will also have to be explained by the submission.
159. As will the consequences of their adoption for other Councils which may be affected. Such Councils will also have to be given an opportunity to be heard, before the Tribunal comes to any conclusions about proposed new categories. That will be achieved by service of the proposed change on other affected Councils.

Metropolitan Major

160. No Council sought any alteration to the criteria or recategorisation to this category.

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Metropolitan Large

161. Both Randwick and Willoughby Councils sought to be recategorised as Metropolitan Large Councils, currently being categorised as Metropolitan Medium. Despite neither satisfying the population threshold, although Randwick does satisfy the revenue criteria. Their total populations as at 1 July 2025 being, 176,656 and 133,052 respectively, including non-resident workers.
162. Randwick City Council sought to be reclassified from Metropolitan Medium to Metropolitan relying on:
- Population estimates as at 1 July of 201,000, comprising of 156,000 residents and 45,000 non- resident working population;
 - A high population growth that regularly exceeds the Sydney average;
 - An operating revenue of \$221 million;
 - A Gross Regional Product of \$10.55 billion for the year ending June 2024;
 - The provision of regional services, including major education, health, sporting, recreation and cultural facilities; and
 - Significant industrial, commercial and residential centres and development corridors.
163. Willoughby City Council contending that it exceeded the functions of a typical Metropolitan Medium Council, relying on:
- A population as at 30 June 2024 of 79,634 with a growth rate of 5.47% between 2022 and 2024;
 - A forecast for continued population growth due to the planned construction of additional dwellings, the likely impact being an increase of 15,000 to 20,000 people in coming years;

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- A high daily visitation rate driven by the employment and commercial hub of Chatswood with opal data showing in excess of 50,000 entries and exits per day at Chatswood station;
- Total revenue of \$187.9 million for the 2025/2026 financial year;
- A Gross Regional Product of \$13.11 billion for the year ending June 2024; and
- The provision of regional services in health, education, culture, transport and two (2) large retail precincts.

164. The current criteria are:

Councils categorised as Metropolitan Large will typically have a minimum residential population of 200,000.

Councils may also be categorised as Metropolitan Large if their residential population combined with their non-resident working population exceeds 200,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- *total operating revenue exceeding \$200M per annum*
- *the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities*
- *significant industrial, commercial and residential centres and development corridors*
- *high population growth.*

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Councils categorised as Metropolitan Large will have a sphere of economic influence and provide regional services considered to be greater than those of other Metropolitan Councils.

165. It follows that the recategorisation sought by Randwick and Willoughby Councils cannot be accepted, given the current population requirements.
166. The data also suggested that the Inner West Council may no longer satisfy the applicable criteria, it having been reclassified in 2020 from Metropolitan Medium, but having in 2024 non-resident workers of only 43,100 and a residential population of 193,125. In the 2027 review this Council will thus be invited to establish which criteria it then satisfies.
167. The data also shows that Campbelltown Council has a total population over the threshold for the Metropolitan Large category, but that it does not satisfy the non-resident working population criteria and so it also cannot be reclassified.

Metropolitan Medium

168. No changes were sought to the criteria, which are:

Councils categorised as Metropolitan Medium will typically have a minimum residential population of 100,000.

Councils may also be categorised as Metropolitan Medium if their residential population combined with their non-resident working population exceeds 100,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$100M per annum*

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- *services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities*

- *industrial, commercial and residential centres and development corridors • high population growth.*

The sphere of economic influence, the scale of Council operations and the extent of regional servicing would be below that of Metropolitan Large Councils.

169. Canada Bay, a Metropolitan Small Council, does satisfy the revenue criteria and has a total population of over 100,000, but it does not satisfy the non-resident working population criteria and so also cannot be recategorised.

Proposed new Metropolitan Small – Fast Growing category

170. Burwood Council, categorised as a Metropolitan Small Council, proposed the creation of this new category, in which it sought to be included. It proposing that it be 'aligned' to the Metropolitan Medium category, to recognise its scope, scale and strategic importance, given the challenges of rapid population growth and increasing service demands it faced.

171. The criteria for the Metropolitan Small Council are:

Councils categorised as Metropolitan Small will typically have a residential population less than 100,000.

Other features which distinguish them from other Metropolitan Councils include:

- *total operating revenue less than \$150M per annum.*

While these Councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium Councils the overall sphere of economic

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influence, the scale of Council operations and the extent of regional servicing would be below that of Metropolitan Medium Councils.

172. Burwood Council pointed to the criteria for Metropolitan Major, Large and Medium categories, which were considered to have regard to population growth, economic influence and impact of services, as well as considerations such as strategic importance. While Metropolitan Small criteria were confined to population size and operating revenue. It contending that its inclusion in the proposed new category was warranted due to:

- Its recognition by the NSW Government as a designated strategic centre;
- Increased complexity in planning, service delivery, and intergovernmental coordination;
- A population that is expected to double in the next 10 years due to major developments in the town centre and in close proximity to the new metro station; and
- Its economic growth and influence across Greater Sydney, specifically its night time economic initiatives.

173. The Tribunal has not concluded that the creation of this proposed new category is warranted, given the existing criteria and the resulting fees which the current categories attract.

174. Given the existing overlap in the fees of the Metropolitan Small and Medium categories and how their criteria are structured, the Tribunal is not persuaded that an intervening category is needed.

175. These submissions did help shed light on the inherent difficulties of the existing fee structures. Which has to be considered in light of the overlaps and small differences in the fee ranges between the differing categories. But that still precludes the adoption of this proposed new category.

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Metropolitan Small

176. No change to the criteria was proposed. They are:

Councils categorised as Metropolitan Small will typically have a residential population less than 100,000.

Other features which distinguish them from other Metropolitan Councils include:

- *total operating revenue less than \$150M per annum.*

While these Councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium Councils the overall sphere of economic influence, the scale of Council operations and the extent of regional servicing would be below that of Metropolitan Medium Councils.

Major Regional City

177. This category applies to Newcastle and Wollongong, and no change was sought to the criteria, which are:

Newcastle City Council and Wollongong City Councils are categorised as Major Regional City. These Councils:

- *are metropolitan in nature with major residential, commercial and industrial areas*
- *typically host government departments, major tertiary education and health facilities and incorporate high density commercial and residential development.*

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- *provide a full range of higher order services and activities along with arts, culture, recreation, sporting and entertainment facilities to service the wider community and broader region*
- *have significant transport and freight infrastructure servicing international markets, the capital city and regional areas*
- *have significant natural and man-made assets to support diverse economic activity, trade and future investment*
- *typically contain ventures which have a broader State and national focus which impact upon the operations of the Council.*

The proposed change to the Major Strategic Area criteria

178. Lake Macquarie Council proposed a change to the criteria of this category, which would result in its reclassification from Regional Strategic Area to the Major Strategic Area category. By reducing the population threshold from 300,000 to 200,000. That proposal not impacting any other Council.
179. The submissions it advanced were one of the few which directed required attention to matters which have to be considered by the Tribunal, when considering change to categories and criteria. Including the relevant history, the consequences of changes earlier made, relevant comparisons between positions of Councils in the affected category and the consequences of the proposed further change.
180. The current criteria for the two categories are:

Major Strategic Area

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Councils categorised as Major Strategic Area will have a minimum population of 300,000. To satisfy this criteria the non-resident working population can be included. Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community*
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres*
- total operating revenue exceeding \$250M per annum*
- significant visitor numbers to established tourism ventures and major events that attract state and national attention*
- a proximity to Sydney which generates economic opportunities.*

Currently, only Central Coast Council meets the criteria to be categorised as a Major Strategic Area. Its population, predicted population growth, and scale of the Council's operations warrant that it be differentiated from other Non-metropolitan Councils. Central Coast Council is also a significant contributor to the regional economy associated with proximity to and connections with Sydney and the Hunter Region.

Regional Strategic Area

Councils categorised as Regional Strategic Area are differentiated from Councils in the Regional Centre category on the basis of their significant population and will typically have a residential population above 100,000. To satisfy this criteria the non-resident working population can be included. Other features may include:

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- *health services, tertiary education services and major regional airports which service the surrounding and wider regional community*
- *a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres*
- *total operating revenue exceeding \$250M per annum*
- *significant visitor numbers to established tourism ventures and major events that attract state and national attention*
- *a proximity to Sydney which generates economic opportunities.*

Currently, only Lake Macquarie Council meets the criteria to be categorised as a Regional Strategic Area. Its population and overall scale of Council operations will be greater than Regional Centre Councils.

181. In 2023 the Tribunal determined that the population criteria threshold for the Regional Strategic Area had to be adjusted from 200,000 down to 100,000, that resulting in Lake Macquarie Council no longer being the only Council in this category. Council reiterated its views, urged in 2024 and 2025, that this change had distorted the distinction between the Major Strategic Area and Regional Strategic Area categories, given the other Councils which now also fell into the Regional Strategic category.
182. The Council's population statistics in 2024 were of 221,859 residents, plus a non-resident working population of 23,769, totalling 246,095. It drew a comparison with that of the Central Coast Council, which has 354,803 residents, plus a non-resident working population of 11,043, totalling 365,846. While of the four other Councils categorised as Regional Strategic Areas, the greatest total population was Shoalhaven, which has 115,435.

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183. The Council also relied on it having similar gross regional product to Wollongong Council, a Major Regional City. As well as more than double that of the other Councils now in the Regional Strategic category. Its case that the population threshold for Major Strategic Area should be revised from 300,000 down to 200,000 also being supported by:
- Its population, now making it the second largest Non-metropolitan Council after Central Coast with proximity to Sydney and tourist numbers similar to that Council;
 - Its density of some 338/sqm, being considerably more than Maitland at 245, Tweed and 76 and Shoalhaven only 24, while Central Coast was 211 and even Wollongong 324;
 - Its predicted population growth to 2046, with resulting ongoing building demand;
 - The impact of major NSW Government projects within its LGA, including the Low and Mid-rise Housing reform announced in February 2025;
 - The Renewable energy zone and Transport Oriented Development Program;
 - An annual economic output of \$30.03 billion, (approximately 20% of the Hunter economy);
 - 14,768 active businesses;
 - A Gross Regional Product of \$17.39 billion;
 - A tourism industry that sees 1.65 million tourists per year; and
 - University, shopping, airport and art facilities, as well as Australia's largest power station.
184. The Council thus urged acceptance that its output and scale of operations were now significantly greater than that of other Councils in its category and more akin to Central Coast Council, with the result that the population threshold for the Major Strategic Area category should be reviewed.

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185. The Tribunal has concluded that the Council's submissions should be accepted. The 2023 changes having had unintended consequences, which ought now to be addressed, rather than awaiting the 2027 further review.
186. The submissions which this Council and some others made, also drew attention to the considerable impact of significant daily visitor numbers, not taken into account by the criteria. This is a matter which should be addressed in the 2027 Annual Review, so that the Tribunal can consider whether and how that might sensibly be reflected in category criteria.

Regional Strategic Area

187. No change to the criteria was proposed.
188. Port Macquarie-Hastings and Shellharbour sought to be recategorised as Regional Strategic Areas, but neither satisfy the population criteria. Having populations in 2024 respectively of only 92,772 and 89,967 respectively, including non-resident workers. They both still satisfying the criteria for their current category, Regional Centre, which are:

Councils categorised as Regional Centre will typically have a minimum residential population of 40,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- a large city or town providing a significant proportion of the region's housing and employment*
- health services, tertiary education services and major regional airports which service the surrounding and wider regional community*

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- *a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres*
- *total operating revenue exceeding \$100M per annum • the highest rates of population growth in regional NSW*
- *significant visitor numbers to established tourism ventures and major events that attract state and national attention*
- *a proximity to Sydney which generates economic opportunities.*

Councils in the category of Regional Centre are often considered the geographic centre of the region providing services to their immediate and wider catchment communities.

189. Port Macquarie-Hastings Council contended that it met the criteria for Regional Strategic Area, relying on:

- An expectation that Council did exceed the population threshold when non-resident working population was included;
- A projected total operating revenue of \$276 million in 2025/26;
- Gross Regional Product of \$13.287 million;
- An economic output this is underpinned by healthcare, retail, construction, education and training, tourism, professional and technical services;
- Tier 1 regional health services that services a catchment area beyond their LGA boundary;
- Four (4) tertiary education institutions;
- The Council operated Port Macquarie regional airport that services Sydney, Brisbane and Lord Howe Island and a total of 5,013 flights annually;

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- A tourism industry that attracts over 1.7 million visitors per annum and contributing \$540 million to the economy; and
- Regional commercial and cultural services that include a performing arts theatre, an art gallery, courthouse and major hospitality, entertainment and conference venues.

190. Shellharbour City Council's proposal relied on:

- A residential and non-residential working population in 2024 of approximately 90,000, with expectations that the residential population will hit 100,000 by 2035;
- An annual population growth rate in excess of 1.8%;
- An expected operating revenue of \$262 million in 2025/26;
- A Council owned and operated regional airport;
- A Council owned marina;
- A Tertiary training campus; and
- Construction of the new Shellharbour Hospital which will deliver improved health facilities for the Illawarra Shoalhaven Local Health District.

191. The criteria do not encompass categories being allocated on the basis of anticipated growth in population and revenues and so the recategorisations sought must be refused.

192. It also appears that Armidale Council does not meet the population threshold, but in earlier reviews the Tribunal concluded that it should remain in this category, for specified reasons. In the 2027 Annual Review it will be invited to make a submission about its appropriate categorisation, given the criteria which it then satisfies.

Regional Centre

193. No change to the criteria was proposed. They are:

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Councils categorised as Regional Centre will typically have a minimum residential population of 40,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- a large city or town providing a significant proportion of the region's housing and employment*
- health services, tertiary education services and major regional airports which service the surrounding and wider regional community*
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres*
- total operating revenue exceeding \$100M per annum*
- the highest rates of population growth in regional NSW*
- significant visitor numbers to established tourism ventures and major events that attract state and national attention*
- a proximity to Sydney which generates economic opportunities.*

Councils in the category of Regional Centre are often considered the geographic centre of the region providing services to their immediate and wider catchment communities.

Regional Rural

194. Broken Hill Council also no longer satisfies the criteria of this category, which it submitted it should maintain, its population in 2024 only being 17,839. In the 2027 Annual Review it

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will be invited to address its appropriate categorisation, to ensure that it is then placed into the appropriate category, given the criteria which it then satisfies.

195. The applicable criteria for this category being:

Councils categorised as Regional Rural will typically have a minimum residential population of 20,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- a large urban population existing alongside a traditional farming sector, and are surrounded by smaller towns and villages*
- health services, tertiary education services and regional airports which service a regional community*
- a broad range of industries including agricultural, educational, health, professional, government and retail services*
- large visitor numbers to established tourism ventures and events.*

196. Murray River Council sought to be recategorised as Regional Rural, it being currently classified as Rural Large, despite not satisfying the population criteria, its population in 2025 still only totalling 16,042. It relied on large visitor numbers to support its submissions, which had increased over time, as well as other changes. Referring to matters such as:

- An annual population growth rate of 8-11% in the main centre of Moama, with predicted population numbers reaching over 18,000 by 2046;
- A growing tourism, accommodation and food industry that supports 14.1% of the employment figures in their LGA;

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- Tourist visitation growing on average by 10% per annum, with the average number of visitors in 2023 and 2024 of 481,595; and
- Significant growth in education, training, health and retail service employment categories.

197. Despite this, the Tribunal has concluded that this submission cannot be accepted. Population is an important aspect of the categorisation system which cannot routinely be overlooked when Councils are categorised. The Act not contemplating subjective categorisation.

Rural Large

198. No changes were proposed to the criteria, which are:

Councils categorised as Rural Large will have a residential population greater than 10,000, and a Councillor to resident ratio of at least 1 to 1200.

Other features may include:

- *one or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre*
- *a limited range of services, facilities and employment opportunities compared to Regional Rural Councils*
- *local economies based on agricultural/resource industries.*

199. The Tribunal has identified that Dungog Shire Council now has a residential population greater than 10,000 and a Councillor to resident ratio greater than 1 to 1,200. As a result,

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Dungog Shire Council will be classified as a Rural Large Council in the 2026 Annual Determination.

Rural

200. No changes were proposed to these criteria, which are limited to “Councils categorised as Rural will typically have a residential population less than 10,000”.
201. Although Glenn Innes Severn Council observed that this review provided an opportunity to “recalibrate the remuneration and categorisation system to ensure its contemporary, fair, capable of supporting the expectation and responsibilities placed on elected representatives.”

County Councils

202. A summary of County Council functions produced by the Tribunal Secretariat is:

Castlereagh Macquarie County Council

A local government authority for weed management control in the Walgett, Coonamble, Waren, Gilgandra and Warrumbungle Shire Council areas.

Central Tablelands Water

Central Tablelands Water is the trading name adopted by Central Tablelands County Council, a water supply authority constituted under NSW Local Government Legislation.

Central Tablelands County Council was first proclaimed in 1944. The county area embraces the Shires of Blayney, Cabonne and Weddin. Bulk water is also supplied to Cowra Shire Council to service rural consumers and the villages of Woodstock and Gooloogong.

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Goldenfields Water

It is responsible for water supply functions within the local government areas of Bland, Coolamon, Junee, Temora, and parts of Cootamundra-Gundagai, Hilltops and Narrandera.

It also supplies water in bulk to Hilltops and Cootamundra-Gundagai Councils, which distribute the water directly to residents in parts of their local government area.

Approximately 11, 974 properties are connected directly to its drinking water supply network in Bland, Coolamon, Junee, Temora and parts of Cootamundra-Gundagai and Narrandera.

The facilities it owns and operate include:

- 34 water pumping stations (including river extraction and Jugiong Water Treatment Plant Pumping Station)*
- 72 water supply reservoir sites with approximately 115 reservoirs*
- Eight bores*
- Six re-chlorination stations*
- 2100 km of water mains*

Western Sydney Weeds Authority (formerly Hawkesbury River County Council)

Western Sydney Weeds Authority (formally Hawkesbury River County Council) is a special purpose Council, its goal being to administer the Biosecurity Act 2015 (NSW) throughout our Council areas of Blacktown, Hawkesbury, Penrith and the Hills Shire. That involving

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weed management, detection of new incursions and containment of high-risk plant species that impact on biodiversity, agriculture, and property.

Riverina Water County Council

It is responsible for the provision of safe, reliable water at the lowest sustainable cost. over an area of approximately 15,400 square kilometres with a population of more than 77,000 people.

Rous County Council

Its experts and advisors supply the Northern Rivers with water, weed biosecurity, and rural flood mitigation. It sources, stores, treats and supplies water to the Ballina, Byron, Lismore and Richmond Valley Councils, which on-sell water to their communities.

Protecting the region's biodiversity by managing and eradicating high-risk weed species. Working closely with communities and Councils in Ballina, Byron, Lismore, Richmond Valley, Kyogle and Tweed Shire regions.

And also managing the rural flood mitigation for the Richmond River floodplain. Including monitoring and managing an 80km network of levees, 750 floodgates, and 180km of drains to reduce inundation and divert flood waters.

Upper Hunter County Council

It is the registered trading name of Upper Hunter County Council a single purpose Council which is a Local Control Authority for invasive plants under the NSW Biosecurity Act, 2015 (NSW).

Its present area of operation is the local government areas of Upper Hunter, Muswellbrook and Singleton located at the northern end of the Hunter Valley, New South Wales.

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It provides weed management systems utilizing technology to prevent, contain or reduce the biosecurity risk of invasive plants to the environment, economy and community within the area of operation of the County Council.

Upper Macquarie County Council

It is a local control authority for the Biosecurity Act 2015. Two Councillors are delegated from each of four constituent Councils to form an eight Member Central Tablelands Weeds Authority Council. Its core function being to detect priority weeds and actively encourage landholders to correctly manage the identified priority weed in accordance with the Central Tablelands Local Lands Services Strategic Weed Management Plan.

It carries out its functions across Bathurst Regional Council, City of Lithgow Council, Blayney Shire Council and Oberon Council.

County Councils – Water

203. No change was proposed for the criteria, which are “County Councils that provide water and/or sewerage functions with a joint approach in planning and installing large water reticulation and sewerage systems.”
204. The current list of these Councils is accurate.

County Councils – Other

205. No change was proposed for the criteria which are “*County Councils that administer, control and eradicate declared noxious weeds as a specified Local Control Authority under the Biosecurity Act 2015 (NSW).*”
206. Two County Councils – Other have been removed from the 2026 Annual Determination, being the Central Murray and the New England Tableland County Councils. The New

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England Tableland County Council was dissolved on 16 June 2025, by the *Local Government (Dissolution of New England County Council) Proclamation 2025*. The Central Murray County Council was dissolved on 1 July 2019, by a proclamation made under s 397 of the *Local Government Act*, as noted in NSW Government Gazette No 65-2205 of 27 June 2019.

207. The result is that only four Councils now fall into this classification.

Section 4 – The 2027 Annual Review

Structure and fee considerations

208. In the 2026 Annual Review, it has come to light that:

- There has been considerable change which has affected the work of those elected or appointed to Council offices, in part driven by Government decisions which have affected Councils over time. Including in the case of Metropolitan Councils those explained in the Governments draft 2026 Sydney Plan and in the case of Non-metropolitan Councils, by various regional plans;
- They and submissions advanced raise for consideration whether the current number of categories remain necessary. Reliance having been placed on Victoria, for example, where there are only 4 categories;
- The current criteria, first fixed in 2017 and amended since then in various Annual Determinations, do not accord entirely with the requirements of s 240, which specifies the matters by which the Tribunal **must** determine the categories of Councils and Mayors;
- Some of the current criteria could better assist transparent classification of Councils into categories;
- There has not for some time been an overall assessment of whether Councils continue to satisfy the criteria of the categories into which they have been placed over time;
- Changes in the fee structure, over time, have resulted in a considerable overlap between the maximum and minimum fees payable in various categories, which may no longer be appropriate, given submissions advanced;
- Some light on which was also shed by the conclusions arrived at in the 2025 Special Determination, in relation to the Central Darling Shire Council, on which reliance has been placed.

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209. The results are best explained by the following snapshot of the current categories, fees, overlaps and ratios. It having to be understood that Mayors and Chairpersons are paid both the Councillor fee, as well as the separate fee fixed for their offices. This also helps explain the Tribunal’s decision to undertake the further review in 2027.

Table 1 – Table of Councillor and Mayoral fees, by Council categories

Category	Mayoral/Chairperson Additional Fees (Effective 1 July 2025)		Councillor Fees (Effective 1 July 2025)		Ratio (Mayor: Councillor)	
	Min	Max	Min	Max	Min	Max
Principal CBD	\$193,650	\$254,810	\$31,640	\$46,420	6.1:1	5.5:1
Central Darling Shire Council - Appointed Chairperson	\$72,080	\$72,180	\$13,830	\$13,930	5.2:1	5.2:1
Major CBD	\$44,840	\$126,320	\$21,120	\$39,100	2.1:1	3.2:1
Metropolitan Major	\$44,840	\$114,300	\$21,120	\$36,970	2.1:1	3.1:1
Major Regional City	\$44,840	\$114,300	\$21,120	\$36,690	2.1:1	3.1:1
Major Strategic Area	\$44,840	\$114,300	\$21,120	\$36,690	2.1:1	3.1:1
Metropolitan Large	\$44,840	\$101,470	\$21,120	\$34,820	2.1:1	2.9:1

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	Mayoral/Chairperson Additional Fees (Effective 1 July 2025)		Councillor Fees (Effective 1 July 2025)		Ratio (Mayor: Councillor)	
Regional Strategic Area	\$44,840	\$101,470	\$21,120	\$34,820	2.1:1	2.9:1
Metropolitan Medium	\$33,630	\$78,480	\$15,830	\$29,550	2.1:1	2.7:1
Regional Centre	\$32,940	\$68,800	\$15,830	\$27,860	2.1:1	2.5:1
Regional Rural	\$22,420	\$50,680	\$10,530	\$23,220	2.1:1	2.2:1
Metropolitan Small	\$22,420	\$50,650	\$10,530	\$23,220	2.1:1	2.2:1
Rural Large	\$16,820	\$40,530	\$10,530	\$18,890	1.6:1	2.1:1
Rural	\$11,210	\$30,390	\$10,530	\$13,930	1.1:1	2.2:1
Water	\$4,490	\$19,080	\$2,090	\$11,620	2.1:1	1.6:1
Other	\$4,490	\$12,670	\$2,090	\$6,930	2.1:1	1.8:1

Section 4 – The 2027 Annual Review

The conduct of the 2027 Annual Review

210. In 2027, the Tribunal intends to commence its review earlier than usual, in order to accommodate the detailed review of the Determination's categories which it has concluded it is necessary to pursue. Together with a consideration of appropriate criteria which reflect the requirements of s 240 of the Act. In order to facilitate the adoption of fees appropriate for the revised structure, also having regard to demonstrated change over time, as well as current responsibilities of Mayors and Councillors.
211. That will also require a review of the category into which each Council should then be placed, which s 239 of the Act requires must be undertaken at least once every three years.
212. Submissions will thus be invited in a two stage process.
213. The first, to determine how the Determination should be amended to achieve the category and criteria structure which the Act envisages, as well as the appropriate maximum and minimum fees. That, it must be observed, will not necessarily result in the current number of categories being retained.
214. In the second stage submissions about Councils' placement into the new structure will be sought.
215. The Tribunal will then ask Councils to provide reliable data to support their submissions about which category they fall into. Addressing each of the applicable criteria adopted, as well as relevant comparisons which they seek to draw with other Councils.
216. Categorisation having to be as transparent and fair as possible, the Tribunal intends to rest its decisions on reliable data such as that available from ABS statistics and budgets which Councils adopt year to year. The Tribunal will thus invite those who make submissions to provide reliable data and information, on which its decisions can be made. Not merely the expression of unsupported opinions.

Section 4 – The 2027 Annual Review

217. As it has in the past, the Tribunal will thus also ask Councils, when inviting submissions, to confirm that the information and submissions advanced have been endorsed by a Council vote.
218. It will thus invite submissions and information which will enable it to examine and determine whether the current categories and criteria remain fit for purpose. Given the requirements of the Act, the data on which the Tribunal's decisions must be based and the problems to which this report has drawn attention, which it will seek to address.
219. If it is considered that categories require adjustment, submissions should address what form the new categories and criteria should take, to reflect the statutory purpose of the categories of Councils and mayoral offices and their role in the fair determination of fees. As well as addressing proposed criteria which adhere to the requirements of s 240(1) of the Act, which will help the Tribunal to determine the maximum and minimum fees appropriate for the new structure, which should thus also be addressed.
220. At the first stage of this process, Councils will be asked to serve proposals which will affect other Councils, on all affected Councils, so that they may have a fair opportunity to address such proposals in their submissions.
221. What is proposed in order to adjust fees to reflect cost of living increases should also be identified at the first stage. As well as the final fees proposed. The submissions should also address changes relied on to warrant their adoption. With reliable information which supports the claimed changes, also being provided.
222. An example of potential revised criteria for the current Metropolitan Major category, which has regard to all of the requirements of s 240 of the Act, as well as to matters which the Tribunal has in the past identified to be relevant to the determination of the category into which Councils follows.

Section 4 – The 2027 Annual Review

223. What the Tribunal envisages in the 2027 review including the adoption of a structure which, if dollar figures are specified, may have to be adjusted over time, in order to reflect changes over time. As may specified population sizes.

224. A revised category for Metropolitan Major Councils, if it is retained, which has regard to the s 240 requirements, could thus provide:

Metropolitan Major

Councils categorised Metropolitan Major;

(1) must have a minimum residential population, or a combined residential and non-resident working population (of at least 50,000), which exceeds 400,000.

(2) will typically serve:

(a) a dense population occupying a built up physical terrain;

(b) a widely diverse community

(c) an area at least as large as those of Metropolitan Large Councils of ?,

(d) industrial, commercial and residential development which is both at least as significant and as extensive as that of Metropolitan Large Councils, with established development corridors;

(3) will also have:

(a) to manage a significant volume of business, consistent with its assets and budgets, which is at least as significant and varied as that of Metropolitan Large Councils;

Section 4 – The 2027 Annual Review

(b) operating revenue exceeding, for example, \$394,617,030 per annum, that being \$300 million adjusted by December CPI since December 2016;

(c) a sphere of economic influence and significance beyond the Council area, nationally as well as regionally, reflective of their service of:

(i) natural and/or developed attractions within the Council area, including sport, recreational and cultural facilities, which daily attracts significant tourism and/or visitors from outside the Council area; and

(ii) major health, education and other facilities which support the greater Sydney population; and

(d) a continuing high rate of population growth and development for which the Council is planning, evidenced by ?.

225. After submissions have been received in the second stage, the Tribunal will make its 2027 Annual Determination, which will include the new categories, criteria and increased fees the Tribunal has determined will take effect from 1 July 2027. As well as identifying the category into which each Council will then be placed.

Local Government Remuneration Tribunal



The Hon Acting Justice M Schmidt

Dated: 23 April 2026

Section 5 – Determinations

Determination No. 1 – Allocation of Councils into each of the categories as per section 239 of the Act effective 1 July 2026

General Purpose Councils – Metropolitan

Principal City (1)

- Sydney

Major CBD (1)

- Parramatta

Metropolitan Major (2)

- Blacktown
- Canterbury-Bankstown

Metropolitan Large (10)

- Bayside
- Cumberland
- Fairfield
- Inner West
- Liverpool
- Northern Beaches
- Penrith
- Ryde
- Sutherland
- The Hills

Metropolitan Medium (8)

- Campbelltown
- Camden
- Georges River
- Hornsby
- Ku-ring-gai
- North Sydney
- Randwick
- Willoughby

Metropolitan Small (8)

- Burwood
- Canada Bay
- Hunters Hill
- Lane Cove
- Mosman
- Strathfield
- Waverley
- Woollahra

Section 5 – Determinations

General Purpose Councils - Non-Metropolitan

Major Regional City (2)

- Newcastle
- Wollongong

Major Strategic Area (2)

- Central Coast
- Lake Macquarie

Regional Strategic Area (4)

- Maitland
- Mid-Coast
- Shoalhaven
- Tweed

Regional Centre (22)

- | | |
|--|---|
| <ul style="list-style-type: none"> • Albury • Armidale • Ballina • Bathurst • Blue Mountains • Byron • Cessnock • Clarence Valley • Coffs Harbour • Dubbo • Eurobodella | <ul style="list-style-type: none"> • Hawkesbury • Lismore • Orange • Port Macquarie-Hastings • Port Stephens • Queanbeyan-Palerang • Shellharbour • Tamworth • Wagga Wagga • Wingecarribee • Wollondilly |
|--|---|

Regional Rural (14)

- | | |
|--|---|
| <ul style="list-style-type: none"> • Bega • Broken Hill • Goulburn Mulwaree | <ul style="list-style-type: none"> • Griffith • Hilltops • Kempsey |
|--|---|

Section 5 – Determinations

- Kiama
- Lithgow
- Mid-Western
- Muswellbrook
- Nambucca
- Richmond Valleys
- Singleton
- Snowy Monaro

Rural Large (17)

- Bellingen
- Cabonne
- Cootamundra-Gundagai
- Cowra
- Dungog
- Federation
- Greater Hume
- Gunnedah
- Inverell
- Leeton
- Moree Plains
- Murray River
- Narrabri
- Parkes
- Snowy Valleys
- Upper Hunter
- Yass

Rural (37)

- Balranald
- Berrigan
- Bland
- Blayney
- Bogan
- Bourke
- Brewarrina
- Carrathool
- Central Darling*
- Cobar
- Coolamon
- Coonamble
- Edward River
- Forbes
- Gilgandra
- Glen Innes Severn
- Gwydir
- Hay
- Junee
- Kyogle
- Lachlan
- Liverpool Plains
- Lockhart
- Murrumbidgee

Section 5 – Determinations

- Narrandera
- Narromine
- Oberon
- Temora
- Tenterfield
- Upper Lachlan
- Uralla
- Walcha
- Walgett
- Warren
- Warrumbungle
- Weddin
- Wentworth

* Designated as a Rural and Remote Council by the *Local Government (General) Regulations 2021*

County Councils

Water (4)

- Central Tablelands
- Goldenfields Water
- Riverina Water
- Rous

Other (4)

- Castlereagh-Macquarie
- Upper Hunter
- Upper Macquarie
- Western Sydney Weeds Authority
(formerly Hawkesbury River)

Section 5 – Determinations

Determination No. 2 - Fees for Councillors and Mayors as per section 241 of the Act effective from 1 July 2026

The annual fees to be paid in each of the categories to Councillors, Mayors, Members, and Chairpersons of County Councils effective on and from 1 July 2026 as per section 241 of the *Local Government Act 1993* are determined as follows:

Table 1: Fees for General Purpose and County Councils

General Purpose Councils – Metropolitan

Councillor/Member Annual Fee (\$) effective 1 July 2026

Category	Minimum	Maximum
Principal City	32,810	48,140
Major CBD	21,900	40,550
Metropolitan Major	21,900	38,340
Metropolitan Large	21,900	36,110
Metropolitan Medium	16,420	30,640
Metropolitan Small	10,920	24,080

Mayor/Chairperson Additional Fee* (\$) effective 1 July 2026

Category	Minimum	Maximum
Principal City	200,820	264,240
Major CBD	46,500	130,990
Metropolitan Major	46,500	118,530
Metropolitan Large	46,500	105,220
Metropolitan Medium	34,870	81,380
Metropolitan Small	23,250	52,520

Section 5 – Determinations

General Purpose Councils - Non-Metropolitan

Councillor/Member Annual Fee (\$) effective 1 July 2026

Category	Minimum	Maximum
Major Regional City	21,900	38,050
Major Strategic Area	21,900	38,050
Regional Strategic Area	21,900	36,110
Regional Centre	16,420	28,890
Regional Rural	10,920	24,080
Rural Large	10,920	19,590
Rural	10,920	14,450

Mayor/Chairperson Additional Fee* (\$) effective 1 July 2026

Category	Minimum	Maximum
Major Regional City	46,500	118,530
Major Strategic Area	46,500	118,530
Regional Strategic Area	46,500	105,220
Regional Centre	34,160	71,350
Regional Rural	23,250	52,560
Rural Large	17,440	42,030
Rural	11,620	31,510

County Councils

Councillor/Member Annual Fee (\$) effective 1 July 2026

Category	Minimum	Maximum
Water	2,170	12,050
Other	2,170	7,190

Section 5 – Determinations

Mayor/Chairperson Additional Fee* (\$) effective 1 July 2026

Category	Minimum	Maximum
Water	4,660	19,790
Other	4,660	13,140

*This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2)).

Section 5 – Determinations

Determination No. 3 - Fees for appointed Councillors and Chairperson as per clause 12(c), Schedule 11 of the Act effective from 1 July 2026

Councils designated as ‘rural and remote Councils’

The annual fees to be paid to appointed Councillors and the Chairperson of councils designated as a rural and remote Council on and from 1 July 2026, as per clause 12(c), schedule 11 of the *Local Government Act 1993* are determined as follows:

Table 2: Fees for appointed Councillors and Chairpersons of rural and remote Councils

Appointed Councillor Annual Fee (\$) effective 1 July 2026

Council	Minimum	Maximum
Central Darling Shire Council	14,340	14,450

Appointed Chairperson Additional Fee** (\$) effective 1 July 2026

Council	Minimum	Maximum
Central Darling Shire Council	74,750	74,850

**This fee must be paid in addition to the fee paid to the Chairperson as an appointed Councillor (s.249(2)).

Local Government Remuneration Tribunal



The Hon Acting Justice M Schmidt

Dated: 23 April 2026

Appendices

Appendix 1 Criteria that apply to categories

Principal CBD

The Council of the City of Sydney (the City of Sydney) is the principal central business district (CBD) in the Sydney Metropolitan area. The City of Sydney is home to Sydney's primary commercial office district with the largest concentration of businesses and retailers in Sydney. The City of Sydney's sphere of economic influence is the greatest of any local government area in Australia.

The CBD is also host to some of the city's most significant transport infrastructure including Central Station, Circular Quay and International Overseas Passenger Terminal. Sydney is recognised globally with its iconic harbour setting and the City of Sydney is host to the city's historical, cultural and ceremonial precincts. The City of Sydney attracts significant visitor numbers and is home to 60 per cent of Metropolitan Sydney's hotels.

The role of Lord Mayor of the City of Sydney has significant prominence reflecting the CBD's importance as home to the country's major business centres and public facilities of state and national importance. The Lord Mayor's responsibilities in developing and maintaining relationships with stakeholders, including other Councils, state and federal governments, community and business groups, and the media are considered greater than other mayoral roles in NSW.

Appendices

Major CBD

The Council of the City of Parramatta (City of Parramatta) is the economic capital of Greater Western Sydney and the geographic and demographic centre of Greater Sydney. Parramatta is the second largest economy in NSW (after Sydney CBD) and the sixth largest in Australia.

As a secondary CBD to Metropolitan Sydney the Parramatta local government area is a major provider of business and government services with a significant number of organisations relocating their head offices to Parramatta. Public administration and safety have been a growth sector for Parramatta as the State Government has promoted a policy of moving government agencies westward to support economic development beyond the Sydney CBD.

The City of Parramatta provides a broad range of regional services across the Sydney Metropolitan area with a significant transport hub and hospital and educational facilities. The City of Parramatta is home to the Westmead Health and Medical Research precinct which represents the largest concentration of hospital and health services in Australia, servicing Western Sydney and providing other specialised services for the rest of NSW.

The City of Parramatta is also home to a significant number of cultural and sporting facilities (including Sydney Olympic Park) which draw significant domestic and international visitors to the region.

Appendices

Metropolitan Major

Councils categorised Metropolitan Major will typically have a minimum residential population of 400,000.

Councils may also be categorised Metropolitan Major if their residential population combined with their non-resident working population exceeds 400,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- Total operating revenue exceeding \$300M per annum
- The provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- Significant industrial, commercial and residential centres and development corridors
- High population growth.

Councils categorised as Metropolitan Major will have a sphere of economic influence and provide regional services considered to be greater than those of other Metropolitan Councils.

Metropolitan Large

Councils categorised as Metropolitan Large will typically have a minimum residential population of 200,000.

Councils may also be categorised as Metropolitan Large if their residential population combined with their non-resident working population exceeds 200,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- Total operating revenue exceeding \$200M per annum

Appendices

- The provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- Significant industrial, commercial and residential centres and development corridors
- High population growth.

Councils categorised as Metropolitan Large will have a sphere of economic influence and provide regional services considered to be greater than those of other Metropolitan Councils.

Metropolitan Medium

Councils categorised as Metropolitan Medium will typically have a minimum residential population of 100,000.

Councils may also be categorised as Metropolitan Medium if their residential population combined with their non-resident working population exceeds 100,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- Total operating revenue exceeding \$100M per annum
- Services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- Industrial, commercial and residential centres and development corridors
- High population growth.

The sphere of economic influence, the scale of Council operations and the extent of regional servicing would be below that of Metropolitan Large Councils.

Appendices

Metropolitan Small

Councils categorised as Metropolitan Small will typically have a residential population less than 100,000.

Other features which distinguish them from other Metropolitan Councils include:

- Total operating revenue less than \$150M per annum.

While these Councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium Councils the overall sphere of economic influence, the scale of Council operations and the extent of regional servicing would be below that of Metropolitan Medium Councils.

Appendices

Major Regional City

Newcastle City Council and Wollongong City Councils are categorised as Major Regional City. These Councils:

- Are metropolitan in nature with major residential, commercial and industrial areas
- Typically host government departments, major tertiary education and health facilities and incorporate high density commercial and residential development
- Provide a full range of higher order services and activities along with arts, culture, recreation, sporting and entertainment facilities to service the wider community and broader region
- Have significant transport and freight infrastructure servicing international markets, the capital city and regional areas
- Have significant natural and man-made assets to support diverse economic activity, trade and future investment
- Typically contain ventures which have a broader State and national focus which impact upon the operations of the Council.

Major Strategic Area

Councils categorised as Major Strategic Area will have a minimum population of 200,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- Health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- A full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres

Appendices

- Total operating revenue exceeding \$250M per annum
- Significant visitor numbers to established tourism ventures and major events that attract state and national attention
- A proximity to Sydney which generates economic opportunities.

Regional Strategic Area

Councils categorised as Regional Strategic Area are differentiated from Councils in the Regional Centre category on the basis of their significant population and will typically have a residential population above 100,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- Health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- A full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- Total operating revenue exceeding \$250M per annum
- Significant visitor numbers to established tourism ventures and major events that attract state and national attention
- A proximity to Sydney which generates economic opportunities.

Appendices

Regional Centre

Councils categorised as Regional Centre will typically have a minimum residential population of 40,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- A large city or town providing a significant proportion of the region's housing and employment
- Health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- A full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- Total operating revenue exceeding \$100M per annum
- The highest rates of population growth in regional NSW
- Significant visitor numbers to established tourism ventures and major events that attract state and national attention
- A proximity to Sydney which generates economic opportunities.

Councils in the category of Regional Centre are often considered the geographic centre of the region providing services to their immediate and wider catchment communities.

Appendices

Regional Rural

Councils categorised as Regional Rural will typically have a minimum residential population of 20,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- A large urban population existing alongside a traditional farming sector, and are surrounded by smaller towns and villages
- Health services, tertiary education services and regional airports which service a regional community
- A broad range of industries including agricultural, educational, health, professional, government and retail services
- Large visitor numbers to established tourism ventures and events.

Councils in the category of Regional Rural provide a degree of regional servicing below that of a Regional Centre.

Rural Large

Councils categorised as Rural Large will have a residential population greater than 10,000, and a Councillor to resident ratio of at least 1 to 1200.

Other features may include:

- One or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre
- A limited range of services, facilities and employment opportunities compared to Regional Rural Councils
- Local economies based on agricultural/resource industries.

Appendices

Rural

Councils categorised as Rural will typically have a residential population less than 10,000.

County Councils - Water

County Councils that provide water and/or sewerage functions with a joint approach in planning and installing large water reticulation and sewerage systems.

County Councils - Other

County Councils that administer, control and eradicate declared noxious weeds as a specified Local Control Authority under the *Biosecurity Act 2015*.

7.2 BUSINESS

7.2.1 DELIVERY PROGRAM - OPERATIONAL PLAN QUARTERLY PROGRESS REPORT

DOCUMENT NUMBER	471496
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	In accordance with section 406 of the Local Government Act, 1993.
POLICY IMPLICATIONS	There are no Policy implications associated with this report.
ATTACHMENTS	1. Quarterly Progress Report - Quarter 3 (Jan-March) ↓

RECOMMENDATION

The Delivery Program incorporating the Operational Plan 2025/2026, quarterly progress report, for Quarter 3 – (January to March), attached to the report, be received and noted.

Discussion

To comply with Section 406 of the Local Government Act, 1993 and in accordance with the Office of Local Government’s Integrated Planning and Reporting guidelines ‘The general manager must ensure that regular progress reports are provided to the council, reporting as to its progress with respect to the principal activities detailed in its delivery’.

Accordingly, attached to this report is the quarterly progress report outlining the extent to which performance measures and targets, set out in the Delivery Program and Operational Plan, have been achieved during the third quarter of the reporting year; that is between 1 January to 31 March 2026.

The next progress report will be presented to Council at the Ordinary Meeting of Council to be held 25 August 2026 and will consist of status updates for actions within the 25/26 Operational Plan (4th quarter reporting period of April to June 2026).

Financial

There are no financial implications associated with this report.

OLG 23a Guideline consideration

The objective of this report does not conflict with guidelines.

Delivery Program / Operational Plan

Quarterly Progress Report

2025/2026 Q3

1: A vibrant, safe, and inclusive community

1.1: Our health and wellbeing needs are met

1.1a: Advocate for quality health and well-being services that support the changing needs of the community throughout the lifecycle through government and non-government organisations

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Promote programs which encourage healthy lifestyle choices and activities	1.1a (2)	Council maintains its public open spaces in a safe and acceptable manner and ensures that all associated infrastructure is fit for purpose. The level of service delivery is to be reflected according to the allocated resources.	Acting Manager Regional Services - Cootamundra	Ongoing	Staff consistently maintain these areas to a high standard, ensuring compliance with budgetary constraints and considering external factors such as weather conditions and scheduled events. Routine inspections are undertaken to verify adherence to standards and regulatory requirements.

1.1b: Provide opportunities for the recreational use of parks, sporting facilities, swimming pools by ensuring they are safe, maintained, managed and meet the needs of all community members

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Maintain and enhance parks, gardens and recreational facilities	1.1b (1)	Continue the upgrade and maintain amenities at Fisher Park to meet the demands of local and regional sporting associations and clubs	Acting Manager Regional Services - Cootamundra	Ongoing	A small allocation of funding remains from the Southern Phones grant for these upgrades. The Fisher Park Change rooms project is halfway through completion. The remaining funds from this Southern Phones grant will be used to complete the fit out of this project.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	1.1b (1)	Repair flood damage to Nicholson Park canteen and change rooms, fencing, canteen, kitchen, flooring and bar area in Clarke Oval.	Acting Manager Regional Services - Cootamundra	Completed	Action now completed as noted in quarter 2 report.
	1.1b (1)	Replacement of the Auto Belay system for the rock-climbing wall at the Cootamundra Sports Stadium	Acting Manager Regional Services - Cootamundra	Completed	Action now completed as noted in quarter 2 report.
Promote year-round use of council facilities	1.1b (2)	Continue to manage the existing contract for the Cootamundra Aquatic Centre and Sports Stadium to ensure all areas of service delivery meet Community and Council expectations	Acting Manager Regional Services - Cootamundra	Ongoing	Regular contact is maintained with the Leisure & Recreation Group staff to ensure effective coordination and oversight for the Cootamundra pool complex and sports stadium. Daily water readings are undertaken to accurately monitor consumption. Communication channels remain strong, and contractors are meeting all contractual obligations and performance expectations. CGRC staff continue to work with all sporting groups, schools and committees to ensure all areas of service delivery is met.
	1.1b (2)	Monitor and maintain Cootamundra Aquatic Centre and Cootamundra Sports Stadium within the allocated resources and funding	Acting Manager Regional Services - Cootamundra	Ongoing	Regular meetings continue to be held with Leisure & Recreation Group staff. Preparation of the Request for Tender (RFT) documentation has commenced for the contract management of the Cootamundra Pool and Stadium, with the current contract set to expire on 1 November 2026. Recent maintenance works have been completed, including the installation of new UV globes and a dosing system in the indoor pool plant room. Additionally, broken tiles and damaged pool flooring have been repaired.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Prepare and deliver the CGRC Open Space Strategy / Management Plan	1.1a (2)	Council maintains its public open spaces in a safe and acceptable manner and ensures that all associated infrastructure is fit for purpose. The level of service delivery is to be reflected according to the allocated resources.	Acting Manager Regional Services - Gundagai	Ongoing	Council continues to maintain its public open spaces in a safe and acceptable manner and ensures that all associated infrastructure is fit for purpose. The level of service delivery is undertaken according to the allocated resources. Current Level of service review is in progress and once completed and level of services determined, Management Plan and maintenance schedules will be compiled.
	1.1b (3)	Conduct review and update the Gundagai Street Tree Masterplan	Acting Manager Regional Services - Gundagai	Ongoing	Meeting with Landscape architect to discuss their proposed recommended amendments held in April. Final version of the Gundagai Street Tree Masterplan expected in May.
	1.1b (3)	Ensure maintenance of council's facilities in the villages of Stockinbingal and Wallendbeen are in a safe and acceptable manner and considered fit for purpose.	Acting Manager Regional Services - Cootamundra	Ongoing	Council continues to ensure facilities at Stockinbingal and Wallendbeen are maintained and fit for purpose, within the allocated budgets.
	1.1b (3)	Ensure that the Cootamundra Street Trees are maintained within the allocated resources and funding available to deliver a safe streetscape to the Community and street users groups	Acting Manager Regional Services - Cootamundra	Ongoing	Staff maintain a structured workflow that records street tree requests, prioritises hazardous trees, and systematically progresses through the list to ensure timely and effective management. For requests that are too big for staff, we have engaged contractors to assist with maintaining an appropriate level of service to the community.
	1.1b (3)	Maintain Communication between council and the Village Communities of Stockinbingal and Wallendbeen via regular site meetings and attendance at Community meetings as and when required	Acting Manager Regional Services - Cootamundra	Ongoing	We have maintained consistent communication via email to address and respond promptly to community enquiries. Field staff also continue to liaise with village residents when required.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Work in partnership with active sporting associations, community groups and health providers to ensure sporting facilities are fit for current and future community need	1.1b (4)	Work in partnership with Sportsground User Groups to ensure strong communication is maintained with Council and good service delivery and timely response to related issues	Acting Manager Regional Services - Cootamundra	Ongoing	Meetings with the Sportsground Users Group are currently suspended in accordance with the Council resolution related to the demerger. Council continues to maintain direct communication with individual clubs to ensure collaboration in providing the necessary facilities for all sporting activities across the LGA.
Service and Maintenance of Cemeteries	1.1b (5)	Cootamundra and surrounding village cemeteries maintenance programs are delivered within the available resources and financial allocation and meet Councils and Community expectations	Acting Manager Regional Services - Cootamundra	Ongoing	Staff continue to maintain these areas to a high standard, ensuring work is completed within budget, while taking into account weather conditions and other relevant factors.
	1.1b (5)	In dealing with Cemetery bookings and enquires, Council staff to maintain strong and professional communication between Council, funeral directors, and members of the public	Acting Manager Regional Services - Cootamundra	Ongoing	Council staff continue to maintain ongoing liaison with funeral directors and members of the public to manage and respond to all cemetery-related enquiries. Regulatory staff meet regularly to discuss cemetery bookings, issues and procedures to ensure CGRC are providing the best service we can for the community.

1.1c: Seek funding and investment for the replacement and renewal of the existing sports and recreational facilities across the LGA

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Cootamundra Showground upgrades to the luncheon pavilion	1.1c (2)	Upgrades to the Luncheon Pavilion at the Cootamundra Showgrounds	Acting Manager Regional Services - Cootamundra	Ongoing	Work has commenced on upgrading the Cootamundra showground luncheon pavilion, including concreting, heating and cooling, kitchen and toilet upgrades, lighting and seating. The works are scheduled to be completed before the end on this financial year.

1.2: A welcoming community that cares for and looks after each other

1.2d: Increase focus on the Arts by providing accessible, functional, multi-purpose facilities and spaces suitable for culture, recreational, learning and information services/activities

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Built and sustain partnership with cultural and arts bodies, and the local arts community to support activities and to secure funding for cultural and arts development in the local government area	1.2d (1)	Work with partners including Eastern Riverina Arts to develop a diverse annual program of events	Manager Business	In Progress	CGRC holds current membership with Eastern Riverina Arts. Tourism and Economic Development staff continue to liaise regularly with cultural and arts organisations to support local activities and events. Funding opportunities are actively being pursued to strengthen cultural and arts development across the LGA. Staff are in the final stages of relocating the Cootamundra Visitor Information Centre from the Heritage Centre to the Arts Centre.

1.2e: Ensure implementation of Disability Inclusion Action Plan elements across the LGA

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Update the Disability Inclusion Plan and ensure elements of the plan are considered during the planning and implementation of events and projects	1.2e (1)	Update Disability Inclusion Action Plan	Manager Business	Completed	Action now completed as noted in quarter 2 report.

1.3: Maintaining emergency resilience and low crime levels

1.3a: Deliver dependable emergency service management practices and responses which protect our community

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Continue maintenance and operations of Emergency Management Centres	1.3a (1)	Continue maintenance and operations of Emergency Management Centres	Acting Manager Engineering - Gundagai	Ongoing	Staff were involved in operational exercises in late December (Fire) and in March (MVA involving a death on our local road) which tested the communications between agencies and the EMC.
Continue to participate in Local Emergency Management Meetings with local emergency services	1.3a (2)	Continue to participate in Local Emergency Management Meetings with local emergency services	Acting Manager Engineering - Gundagai	Ongoing	Local Emergency Management Officer (LEMO) chaired the Local Emergency Management Committee Meeting on 12 February 2026 as well as attended the South Eastern Regional Emergency Management Committee meeting on 24 February 2026, where a Major Power Outage discussion exercise took place. In addition, during the fuel crisis, the LEMO worked with other agencies to ensure security of fuel supplies for Council operations.
Maintain and update Council's emergency response plans	1.3a (3)	Continue to maintain and update Council's emergency response plans	Acting Manager Engineering - Gundagai	Ongoing	Council's Local Emergency Management Plan was reviewed and updated in the reporting period.
Continue to work in partnership with local agencies such as Fire and Rescue NSW, Rural Fire Services and State Emergency Service, Health, Ambulance, Police, Local Land Services, to identify and advocate for opportunities to improve overall community safety	1.3a (4)	Work in partnership with Fire and Rescue NSW, Rural Fire Service and State Emergency Service, NSW Health, Ambulance, Police and Local Land Services to implement community safety initiatives	Acting Manager Engineering - Gundagai	Ongoing	Council chaired the Local Emergency Management Meeting (LEMC) in Gundagai on 12 February 2026.

1.3c: Installation of CCTV cameras in higher crime areas

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Review security contracts	1.3c (1)	Review security contracts for Closed-Circuit Televisions (CCTV) cameras	Acting Manager Regional Services - Gundagai	Ongoing	Existing CCTV asset and proposed expansion is being compiled in preparation for service supply tender.
	1.3c (1)	Review security contracts for closed-circuit televisions (CCTV) cameras.	Acting Manager Regional Services - Cootamundra	Ongoing	CCTV and security in general are still in review, with the intention to go out for a request for tender to determine the available market rates and options.

2: A region for the future

2.1: Recognised as a must-visit tourist destination

2.1a: Seek funding and investment opportunities for tourism asset development

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop project management plan for the Old Mill project and associated funding	2.1a (1)	Development of the Gundagai Old Mill Redevelopment Project Management Plan	Manager Business	In Progress	Funds from the original grant are being utilised to engage consultants to develop the necessary documentation to ensure the project is grant-ready when funding opportunities arise, including the development of an alternate business case for a community space.
Develop and issue an expression of interest for Wallendbeen silo art project	2.1a (3)	Liaise with GrainCorp regarding the Wallendbeen Silo art project	Manager Business	In Progress	A Draft Action Plan for the Wallendbeen Silo Development has been created. GrainCorp has indicated they would permit the silos to be painted; however, they must be visible from outside GrainCorp property. The silos are currently inactive, they are classified as static, meaning they could be reactivated if necessary. Further consultation being undertaken.

2.1b: Seek funding and investment opportunities to improve existing visitor amenities and experiences

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Upgrades to the Dog on the Tucker box precinct at Annie Pyers Drive	2.1b (3)	Investigate and delivery a potable water supply to the Dog on the Tucker box precinct at Annie Pyers Drive, Gundagai	Acting Manager Engineering - Gundagai	Ongoing	Council has entered into a contract with P&TS to complete the final designs and undertake construction of the works. These are expected to be completed early 2027.

2.1c: Growth and expansion of the region’s events calendar and tourism products with a focus on agritourism opportunities

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Work with Cootamundra and Gundagai business and tourism groups to help support and grow new events	2.1c (1)	Continue to Implement actions as identified in the Agri-tourism strategy	Manager Business	In Progress	Tourism and Economic Development Officers continue to implement actions from the Agritourism strategy. Planning for Open Streets Program 2026 Starry Nights Festival has commenced.

2.1d: Increased marketing of the Cootamundra and Gundagai tourism brands

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Update Economic Development Strategy and tourism marketing plans	2.1d (2)	Update the Tourism and Economic Development Strategy	Manager Business	In Progress	Tourism brands for Gundagai and Cootamundra are promoted through websites, Facebook, Instagram and events, consistent with platforms listed in our Communications Engagement Strategy. Partnerships with surrounding LGA's have been activated. 'Mini' Tourism Brochures for Cootamundra and Gundagai are in circulation for the interim period prior to demerge.

2.1e: Actively promote and develop the region’s visitor accommodation, products, and recreational infrastructure

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop Masterplan for Old Cootamundra District Hospital	2.1e (1)	Seeking funding for the old District Hospital Cootamundra Masterplan	Acting Manager Regional Services - Cootamundra	Ongoing	No funding source has been identified to date. Council has recently been in meetings with Crown Lands to determine options, in particular the process for handing the property back to Crown Lands. The IGM, DGM and relevant staff will meet with Crown Lands to discuss further.

2.2: A thriving region that attracts people to live, work and visit

2.2a: Support and facilitate economic development and employment opportunities

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Liveability information available on Council website	2.2a (1)	Update region liveability information and upload onto Council website	Manager Business	Completed	Cootamundra-Gundagai Regional Council's website updates information regarding liveability periodically. CGRC reviewed website incorporates up to date liveability information.
Establish monthly communication to industry outlining opportunities and economic activity of the region	2.2a (3)	Continue monthly communication to business and industry outlining opportunities and economic activity of the region	Manager Business	In Progress	Relevant updates are emailed and distributed to the business contact list via Tourism and Economic Development Officers. Information relevant to individual operators is forwarded directly to them.

2.2b: Attract new business and employment opportunities to the region, supporting their establishment and retention

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Actively market the region targeting current and new residents	2.2b (2)	Actively market the region as a 'must visit' destination	Manager Business	In Progress	TEDO staff work towards the outcomes of the CSP and the TED Strategy. Council website provides centralised information for residents and visitors, promoting liveability, local products, and event development. Staff continue to strengthen regional partnerships with Destination NSW Riverina Murray. Local business visits are undertaken periodically to identify needs and determine what assistance may be required. Council partners with TAFE, schools and service providers to hold a careers expo.

2.2d: Deliver Youth Strategy actions and promote existing Youth Council Resources

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Support Youth Council activities in both towns and assist in promotion and advocacy for Youth Council	2.2d (2)	Continue to support Youth Council activities in both towns and assist in promotion and advocacy for Youth Council	Manager Business	In Progress	Youth Hubs continue to be supported by staff, partners and youth in both locations. Successful events are held during school holidays in conjunction with youth councils to meet the need of young people in the LGA. Improved engagement opportunities are being discussed to improve youth attendance.
Review and update council's Youth Strategy	2.2d (3)	Review and update Councils Youth Strategy	Manager Business	In Progress	The review of Council's Youth Strategy is underway in consultation with key stakeholders, youth and staff.

2.2e: Work with businesses, planners and governments to facilitate key infrastructure projects to support economic growth

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Council Depot Redevelopment	2.2e (2)	Develop strategy and action plan for a single works depot location in Cootamundra to enable pursuit of suitable funding source.	Acting Manager Regional Services - Cootamundra	Ongoing	Currently, no funding has been secured. No progress at this point in time.

2.2g: Improving Council's focus on the Arts by providing accessible, functional and multi-purpose facilities and spaces suitable for cultural, recreational, learning and information services and activities

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop maintenance schedule for key sites, and any new sites that activate	2.2g (2)	Develop a region wide maintenance schedule for council assets and facilities	Acting Manager Regional Services - Gundagai	Ongoing	Current Level of service review is still in progress. Levels of service to be determined & subsequent maintenance schedule be compiled following the review.
	2.2g (2)	Develop a region wide maintenance schedule for council assets and facilities	Acting Manager Regional Services - Cootamundra	Ongoing	The draft Asset Management Plan (AMP) has been completed. It provides an overview of asset condition and remaining useful life, which will inform prioritisation, budgeting, and development of a future maintenance schedule.

2.3: A region that can accommodate and support strategic growth

2.3a: Pursue affordable housing opportunities in the region

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop planning policies to facilitate options for range of housing	2.3a (2)	Undertake housing investigate and report on housing issues in the region and identify strategies to mitigate	Acting Manager Sustainable Development	Ongoing	Funding not currently available for the subject policies. However, NCIF2 Grant funding has been allocated to undertake a Cootamundra Housing and Employment Land Strategy, draft expected by end of May/early June. Gundagai Housing & Employment Land Strategy is complete and adopted. Both strategies will inform amendments to LEP's. Upcoming grant opportunity has been identified and is being explored with potential to pursue funding for a new DCP for both areas.

2.3b: Provide appropriate land development to meet market demand

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Access and determine planning and development applications to foster community growth	2.3b (2)	Develop Planning Policies to Facilitate options for a range of housing	Acting Manager Sustainable Development	Ongoing	Funding not currently available for the subject policies. However, NCIF2 Grant funding has been allocated to undertake a Cootamundra Housing and Employment Land Strategy, draft expected by end of May/early June. Gundagai Housing & Employment Land Strategy is complete and adopted. Both strategies will inform amendments to LEP's. Upcoming grant opportunity has been identified and is being explored with potential to pursue funding for a new DCP for both areas.

3: A protected and enhanced environment

3.1: Our natural environment is valued and protected

3.1b: Undertake active weed and pest management

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Continue delivery of the Noxious Weeds Action Plan	3.1b (1)	Continue to implement the noxious weeds program in accordance with the Riverina Regional Biosecurity (Weeds) Local Land Services and maintain communication with NSW Local Land Services Department	Acting Manager Regional Services - Cootamundra	Ongoing	Cootamundra now have a Bio Security Officer who has met all the Weeds Action Program (WAP) targets required for the 25/26 season, including private property inspections, Council owned land inspections, roadside and water way inspections etc.
	3.1b (1)	Continue to implement the Noxious Weeds program in accordance with the Riverina Regional Biosecurity (Weeds) Local Land Services and maintain communication with NSW Local Land Services Department	Acting Manager Regional Services - Gundagai	Ongoing	Staff continue to undertake the allocated task, reporting and communication requirements for compliance with the Weeds Action Program for 2025-2029 Period. Works for the 2025/2026 period of the WAP are almost complete.

3.1c: Ensuring new developments minimise impacts on water catchments, including downstream and groundwater sources

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Plan, construct, maintain and manage the water infrastructure network	3.1c (1)	Plan, construct, maintain and manage the regions water infrastructure network in accordance with land development, and asset management priorities and availability of funding for Cootamundra Area	Acting Manager Engineering - Cootamundra	Ongoing	Provide engineering advise to building department as required during DA approval process. Continue town water modelling and investigate ground truthing theoretically model outputs regarding pressures and flows.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	3.1c (1)	Plan, construct, maintain and manage the regions water infrastructure network in accordance with land development, and asset management priorities and availability of funding for Gundagai Area	Acting Manager Engineering - Gundagai	Ongoing	Council have completed development of asset management documentation. Council staff are currently working on implementing the asset management plans.

3.2: We have attractive towns and villages

3.2c: Regeneration of creeks and waterways including Muttama Creek and Gundagai waterways

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop a Masterplan for the Muttama Creek	3.2c (1)	Seek funding to develop Masterplan for the beautification and preservation of Muttama Creek	Acting Manager Regional Services - Cootamundra	Completed	Completed, the Muttama Creek Master Plan has been developed and completed.

3.2d: Planning for rural, urban and industrial development is complementary to the region’s natural environment and heritage

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Implement the recommendations from the Flood Studies	3.2d (5)	Develop flood studies for Stockinbingal, Wallendbeen and Muttama Villages	Acting Manager Engineering - Cootamundra	In Progress	Wallendbeen and Muttama Villages successful funding offer for 2025/FMP/0086. Funding deed has been signed April 26 and RFT for project expected to be completed in next quarter. Stockinbingal Village on hold pending Inland Rail project.
	3.2d (5)	Implement Cootamundra Flood Study recommendations	Acting Manager Engineering - Cootamundra	Ongoing	Cootamundra Basin and Levee Feasibility Study is near completion with draft Options Report being received and final Options Report is underway with minimal changes. Expected to go to council meeting prior to End of Financial Year.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Undertake flood warning system review for Cootamundra	3.2d (7)	Undertake a flood warning system review for Cootamundra	Acting Manager Engineering - Cootamundra	Completed	Public consultation closed and report went to council meeting with recommendations priority being adopted. Future grant applications required to commence implementation.
Undertake a feasibility study for the Cootamundra Turf Club detention basin and McGowen Street levee	3.2d (8)	Undertake a feasibility study for the Cootamundra Turf Club detention basin and McGowen Street Levee	Acting Manager Engineering - Cootamundra	Ongoing	Cootamundra Basin and Levee Feasibility Study is near completion with draft Options Report being received and final Options Report is underway with minimal changes. Expected to go to council meeting prior to End of Financial Year.

3.2g: Ensure cemeteries across the LGA are upgraded and well maintained

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Install toilet facilities in North Gundagai and South Gundagai Cemeteries	3.2g (1)	Implement Planning for the installation of toilet facilities in North and South Gundagai Cemeteries	Acting Manager Regional Services - Gundagai	Ongoing	Council has received notification from the supplier that construction of the two units has been completed. Delivery was delayed with units arriving in late May.
Upgrade irrigation from domestic to commercial in the North Gundagai Lawn Cemetery	3.2g (2)	Upgrade irrigation in the North Gundagai Lawn Cemetery	Acting Manager Regional Services - Gundagai	Ongoing	New beam works delayed due contractor availability to be completed in June.
Apply for funding to manage, maintain and monitor the box-gum woodlands remnant areas in Cemeteries at Wallendbeen and Stockinbingal	3.2g (4)	Apply for funding to manage, maintain and monitor box-gum woodlands remnant areas in Wallendbeen and Stockinbingal cemeteries	Acting Manager Regional Services - Cootamundra	Ongoing	We are still waiting for notification of the outcomes for the grant funding.

3.3: Responsive and adaptive community to climate change risks and impacts

3.3a: Investigate and implement renewable energy technologies to reduce environmental impact including developing specific controls for solar farms and permissibility of landfills

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Install solar panels and Light-emitting diode (LED) lighting at all Council owned buildings	3.3a (2)	Continue standard fit out of LED Lighting at all Council owned buildings	Acting Manager Regional Services - Cootamundra	Ongoing	Council is consistently looking for grants to continue to upgrade CGRC facilities to LED lighting.
	3.3a (2)	Continue standard fit out of LED lighting at all Council owned buildings	Acting Manager Regional Services - Gundagai	Ongoing	The upgrading to LED lighting within existing Council buildings budget allocations or suitable grant funding is being prioritised in conjunction with of maintenance and repair works.
Introduction of Food Organics and Garden Organics (FOGO) collection to Cootamundra	3.3a (4)	Introduce Food Organics and Garden Organics (FOGO) collection for Cootamundra, similar to Gundagai	Acting Manager Regional Services - Cootamundra	Ongoing	Council will continue to pursue external funding to support the implementation of FOGO and/or COFO (Commercial Food Organics). Additionally, work is underway to vary the Environment Protection Licence (EPL) at the Cootamundra landfill to enable acceptance of FOGO material.

3.4: Greater efficiency in the use of resources

3.4a: Improve waste minimisation and recycling practices in homes workplaces, development sites and public places

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Prepare business case for operations of transfer stations with CGRC LGA	3.4a (1)	Prepare business case/s for operations of transfer stations within CGRC	Acting Manager Regional Services - Gundagai	Ongoing	Waste review information presented to Council workshop. Preparation of report and business cases underway for May meeting.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	3.4a (1)	Prepare business case/s for operations of transfer stations within CGRC	Acting Manager Regional Services - Cootamundra	Ongoing	The Stockinbingal and Wallendbeen landfills remain scheduled for conversion to transfer stations; however, implementation is currently on hold pending the identification of external funding. Waste minimisation is occurring at the Cootamundra Landfill by selling used products through the second-hand shop and crushing concrete into a reusable product, diverting nearly 8000 tonnes from the landfill this year alone.
Undertake promotional campaign to increase community sustainability awareness	3.4a (2)	Monitor full contractor compliance associated with the recycling contract and strive to reduce waste going into landfill wherever possible	Acting Manager Regional Services - Cootamundra	Ongoing	Staff maintain regular communication with Elouera to ensure effective collaboration. This two-way engagement supports both Elouera and Council in achieving waste minimisation and recycling compliance objectives. In addition, we have developed educational brochures regarding the correct items to recycle and have been placing them in residents letter boxes when we find contamination in their recycling bins.

3.4c: Revise asset management strategy

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Watermain Replacement and Reservoir Disinfection Projects	3.4c (1)	Deliver planned watermain replacement and reservoir disinfection projects	Acting Manager Engineering - Gundagai	In Progress	Watermain replacement remains an ongoing project - Works scheduled for Q2 have been completed. A contractor has been engaged to undertake all remaining work for this financial year with works in the final stages of planning before they mobilise.
	3.4c (1)	Deliver planned watermain replacement and reservoir disinfection projects	Acting Manager Engineering - Cootamundra	Ongoing	Contract Awarded, works have commenced with contractor completing detailed investigation and design as part of contract.

4: Collaborative and progressive leadership

4.1: A clear strategic direction that is delivered upon

4.1a: Continuous improvement in services delivery based on accountability, transparency and good governance

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop and implement service review schedule and determine the number of reviews to conduct per Council term	4.1a (4)	Develop a service review schedule to determine the number of reviews per Council term	Manager Business	In Progress	CGRC has established a service and asset profile for CGRC, to which levels of service, performance and resourcing can be assigned. This register of services will be utilised for each individual Council during the demerge process.

4.1b: Provide the community with responsive customer service

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Provide quality customer service during all "front line" interactions between Council and the community and in all other interactions between staff, agencies, Council and the community	4.1b (1)	Provide quality customer service during all front line interactions	Manager Business	In Progress	Customer Service Review recommendations are being implemented and communicated with Management and staff.
Council will track the progress towards the achievement of the corporate plan objectives against measurable outcomes	4.1b (2)	Ensure all Regulatory policies and reporting are managed in a professional and timely manner	Acting Manager Regional Services - Cootamundra	Ongoing	Regional Services policies and procedures are regularly reviewed to ensure they remain relevant, compliant, and support continuous improvement. The newly appointed Cootamundra Regulatory and Compliance Officer is currently supporting this review process.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	4.1b (2)	Implement tracking and reporting of progress against strategic plans against objectives	Manager Business	In Progress	Customer Service Review completed and recommendations being implemented. Improvement solutions implemented periodically to ensure continued quality Customer Service in line with Strategic Plan objectives. Cootamundra-Gundagai Regional Council reports quarterly on outcomes of the Delivery Program.

4.1c: Maintain a high-quality workforce that is committed to delivering on the community’s and Council’s vision and goals

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Provide a safe and healthy environment for staff and contractors through compliance with all Work, Health and Safety legislative requirements and minimising risk	4.1c (3)	Provide a safe and healthy environment for staff and contractors through compliance with all WH&S legislative requirements	Acting Manager Engineering - Cootamundra	Ongoing	Monthly and ad hoc workplace inspections being conducted by Cootamundra WH&S Officer in conjunction with Works Supervisor and Acting manager of Engineering. Recent training completed for Traffic Control Tickets and Chainsaw operations.
	4.1c (3)	Provide a safe and healthy environment for staff and contractors through compliance with all WH&S legislative requirements	Acting Manager Engineering - Gundagai	Ongoing	Council is actively looking at WH&S throughout all works which are being undertaken. Both pro-active and reactive programs are in place to ensure that risk from a WH&S perspective is minimised as much as possible.
Develop and implement a Staff Wellbeing Program	4.1c (4)	Continue implementation of staff wellbeing program	Coordinator Human Resources	Ongoing	Ongoing - no meeting has been scheduled with Cross Organisational Group at this stage.

4.1e: Ensure long-term financial sustainability through short, medium and long-term financial planning

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Conduct Long Term Financial Plan review and update	4.1e (1)	Conduct a Long-Term Financial Plan review and update Council's Long-Term Financial Plan accordingly	Acting Manager Finance	Completed	A new long-term financial plan has now been completed in conjunction with the 2027 Operating Plan and Delivery Program. It includes predicted movements in internal and external reserves where budgeted for.

4.2: Proactive, practical Council leaders who are aligned with community needs and values

4.2a: Elected representatives who are trained, skilled, resourced, and knowledgeable

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Audit, Risk and Improvement Committee updates and compliance completed	4.2a (1)	Implement Audit, Risk and Improvement Committee updates and compliance requirements	Manager Business	In Progress	In accordance with the Local Government (General Amendment (Audit, Risk and Improvement Committees) Regulation 2023 Council is strengthening its Internal Audit and Audit, Risk and Improvement Committee ('ARIC') Structure to meet the prescribed standards. The regulation is supported by a new Risk Management and Internal Audit Guidelines for Local Government in NSW. CGRC, as part of the Audit Alliance, has engaged an Independent Chair and Independent Members to our ARIC Committees.
Support Council's elected representatives in undertaking their role in the community	4.2a (2)	Develop ongoing Councillor training and Professional Development Programs as legislatively required	Manager Business	In Progress	Councillors provided with induction training. Further training options will be provided throughout their term.

4.2c: Deliver better online solutions to customers who engage with Council

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Migration of Council operating systems to cloud based technology	4.2c (2)	Migrate Council's operating system to cloud based technology	Manager Business	In Progress	Migration to the Cloud of Councils Operating Systems continues. Altitude project is complete.

4.3: Actively engaged and supportive community

4.3b: Promoting and celebrating achievements of Council and the community

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop marketing campaigns for major Council projects to highlight project benefits and outcomes for the community	4.3b (1)	Develop marketing and communication plans for major Council projects to keep community informed, highlight successes and community benefits	Manager Business	In Progress	Council's Media Office continues to communicate milestones and benefits of major CGRC's project development. Tourism and Economic Development Officers (TEDO) develop and implement marketing strategies and campaigns to encourage visitation, and relocation to our region.

4.3c: Facilitate more face-to-face community engagement/pop-up activities

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
As the opportunity arises, Council will seek to facilitate face-to-face engagement activities for each of its engagement exercises	4.3c (1)	Facilitate face-to-face community engagement activities, as the opportunity arises for Council projects	Manager Business	In Progress	Council is implementing the actions outlined in the adopted Community Engagement Strategy, including pop-up activities and face-to-face engagement.

4.3d: Develop and implement a Communications Plan for Council

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Develop a communications strategy for CGRC that will guide the Councils communication with the community and other key stakeholders	4.3d (1)	Update Councils Communication Strategy to guide Council's communication and engagement with the community	Manager Business	In Progress	A review of Council's existing Communications and Engagement Strategy has been drafted to ensure it remains current and aligned with Council's priorities. The updated strategy will guide Council's communication and engagement with the community and key stakeholders.

4.3f: Active and robust Section 355 Working Committees

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Continue to support Section 355 Committees and encourage the development of Services and facilities in our communities	4.3f (1)	Support Section 355 Committees to deliver their services to communities	Manager Business	In Progress	S.355 Guidelines updated to incorporate roles, financial responsibilities, and governance.

4.4: Recognised as a premier local government Council that represents and advocates for community needs

4.4a: Maintaining a strong and robust financial position that supports the delivery of services and strategies ensuring long-term financial stability

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Council will ensure statutory compliance is achieved and demonstrate good governance practices	4.4a (2)	Continue to progress with Demerge proposal as per the Detailed Implementation Plan adopted by Council	General Manager	Ongoing	Council has appointed a Demerger Transition Committee along with a Demerger Transition Manager to guide and oversee the organisations transition process towards the proposed demerger. The Committee has held numerous meetings and is progressing towards the demerger transition. The target date for the commencement of the two reinstated councils is 1 July 2027.
Develop Asset Management plans which deliver Long Term financial sustainability and asset renewal	4.4a (4)	After demerge decision is finalised, develop Long-Term Asset Management Plans to deliver Long-Term Financial Sustainability and asset renewal	Acting Manager Engineering - Gundagai	Completed	Action now completed as noted in quarter 2 Report.
	4.4a (4)	After demerge decision is finalised, develop Long-Term Asset Management Plans to deliver Long-Term Financial Sustainability and asset renewal	Acting Manager Regional Services - Gundagai	Completed	Action now completed as noted in Quarter 2 Report.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
	4.4a (4)	After demerge decision is finalised, develop Long-Term Asset Management Plans to deliver Long-Term Financial Sustainability and asset renewal	Acting Manager Regional Services - Cootamundra	Completed	Action now completed as noted in Quarter 2 report.
	4.4a (4)	After demerge decision is finalised, develop Long-Term Asset Management Plans to deliver Long-Term Financial Sustainability and asset renewal	Acting Manager Engineering - Cootamundra	Completed	Action now completed and noted in quarter 2 report.

4.4b : By meeting all legislative requirements and operating within good governance practices and frameworks

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Implement Council's Governance and Risk Management Framework and Action Plan	4.4b (1)	Implement Council's Governance and Risk Management Framework and Action Plan	Manager Business	In Progress	As a member of the Audit Alliance, Council participated in an audit of our Enterprise Risk Management Framework. Recommendations of the Audit are being implemented including updates to CGRC documents and implementation of ERM Action Plan. Council has implemented ERM Module through Pulse. Managers continue to update risks, risk ratings and controls.
Implementation of Council's Corporate Business Continuity Plan including coordination of the IT Disaster Recovery Plan and Divisional Sub Plans	4.4b (2)	Continue Developing and maintain risk management and business continuity plans	Manager Business	In Progress	Multiple attempts have been made to contact the Marsh consultant to schedule Business Continuity Planning (BCP) training dates. A draft Disaster Recovery Test Plan is currently under consultation with Council's IT consultant.
Create plan to relocate historical records and update retention schedule	4.4b (4)	Create plan to relocate historical records and update retention schedule	Manager Business	In Progress	Updates to Magiq being completed to ensure continuity for plan development. Scope of Works being sought from consultants to assist with the development of this Transfer Plan.

Principal Activity	Action Code	Action Name	Responsible Officer Position	Status	Comments
Implement Enterprise Risk Management module in Pulse	4.4b (5)	Implement Enterprise Risk Management module in Pulse	Manager Business	In Progress	The Enterprise Risk Management module has been implemented in Pulse, with existing risk registers successfully uploaded. A review of current risks, risk rating and controls is underway to ensure all information is accurate within the system.

5: Integrated and Accessible Region

5.1: Known for our good road network

5.1a: Revising the asset management plan

5.1a (1): Align Council's Assets and Civil Works Departments works programs

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.1a (1)	Align Council's Assets and Civil Works Departments works programs	Develop an Asset Management Plan	Acting Manager Engineering - Gundagai	Completed	Action now completed as noted in quarter 2 report.
5.1a (1)		Develop an Asset Management Plan	Acting Manager Regional Services - Gundagai	Completed	Action now completed as noted in quarter 2 report.
5.1a (1)		Development an Asset Management Plan	Acting Manager Engineering - Cootamundra	Completed	Action now completed as noted in quarter 2 report.
5.1a (1)		Development an Asset Management Plan	Acting Manager Regional Services - Cootamundra	Completed	Action now completed as noted in quarter 2 report.

5.1b: Prioritising access road maintenance and future development to provide safe and efficient road and pathway network

5.1b (2): Deliver annual resealing program

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.1b (2)	Deliver annual resealing program	Deliver the annual road resealing program as budgeted	Acting Manager Engineering - Cootamundra	Completed	Annual Road Resealing program completed.
5.1b (2)		Deliver the annual road resealing program as budgeted	Acting Manager Engineering - Gundagai	Completed	Council has completed resealing for this financial year. The weather has now cooled too much to allow for any further resealing to occur.

5.2: Easily accessible from major cities and other regional towns

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

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.2b (1)	Continue implementing the fixing local roads program	Continue to implement the approved and funded Fixing Local Roads program	Acting Manager Engineering - Cootamundra	Completed	Action completed as noted in quarter 2 report.
5.2b (1)		Continue to implement the approved and funded Fixing Local Roads Program	Acting Manager Engineering - Gundagai	Completed	Action now completed as noted in quarter 2 report.

5.2b (2): Seek funding for upgrades to Stockinbingal and Muttama Roads

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.2b (2)	Seek funding for upgrades to Stockinbingal and Muttama Roads	Seek funding to deliver upgrades to Stockinbingal and Muttama Roads	Acting Manager Engineering - Cootamundra	Ongoing	Muttama Road Heavy Patching completed for FY25-26 from R2R funding source. Works completed rehabilitation of approximately 30,000m2 of pavement. Further funding required for key projects such as Cullinga Creek Causeway upgrade to flood resilient Bridge and bridge upgrade at Muttama Reef Creek Bridge. Currently no additional funding sources identified.

5.2b (4): Seek funding to build a bridge over low level causeway at Muttama

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.2b (4)	Seek funding to build a bridge over low level causeway at Muttama	Seek funding to build a bridge over the low-level causeway at Muttama Road at Cullinga Creek	Acting Manager Engineering - Gundagai	Ongoing	Council is currently exploring funding opportunities for the construction of a bridge over Cullinga Creek. These works include preparing a scope of works, preparing a high-level cost estimate and concept designs to support any funding opportunities which arise.

5.2c: Establish linked network of pedestrian footpaths and cycle paths through continued extension and upgrade of pedestrian and cycle paths

5.2c (2): Develop cycleway and pedestrian access plan for the region

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.2c (2)	Develop cycleway and pedestrian access plan for the region	Continue to seek funding for the Pedestrian and Mobility Plans (PAMPS) to develop cycleway and pedestrian access for the region	Acting Manager Engineering - Gundagai	Ongoing	Council has applied for funding for cycleway and pedestrian access, however to date has not been successful. Council is continuing to identify funding opportunities as they arise.

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.2c (2)		Continue to seek funding for the Pedestrian and Mobility Plans (PAMPS) to develop cycleways and pedestrian access for the region	Acting Manager Engineering - Cootamundra	Ongoing	A grant application has been submitted under the "Get NSW Active" program to support the completion of detailed design for a proposed footpath linkage. The project seeks to connect the Hospital, Adina Care, Medical Centre, NSW TAFE, and Public School on MacKay St with the Cootamundra CBD via Olney, Bourke and Parker St. The proposed project includes approximately 2 km of new footpath infrastructure, the construction of a pedestrian footbridge, and the enhancement of two open space areas.

5.2d: Seek funding to enable electric charging infrastructure

5.2d (1): Investigate funding opportunities for installation of electric car charging facilities in Gundagai

Action Code	Principal Activity	Action Name	Responsible Officer Position	Status	Comments
5.2d (1)	Investigate funding opportunities for installation of electric car charging facilities in Gundagai	Apply for grant funding to install Electronic Vehicle charging stations in Gundagai	Acting Manager Regional Services - Gundagai	Ongoing	Proposal prepared with additional proposed locations with existing power availability for return to NRMA. REROC and Council's staff continue to look for suitable funding sources.

7.2.2 SECTION 355 COMMITTEE MEETING MINUTES

DOCUMENT NUMBER	472032
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. CHCMC Meeting Minutes - 13 April 2026 ↓ 2. CSUG Meeting Minutes - 15 April 2026 ↓ 3. MCRG Meeting Minutes - 20 April 2026 ↓

RECOMMENDATION

That the following s.355 Committee Meeting minutes, attached to the report be received and noted:

1. **The Minutes of the Heritage Centre Management s.355 committee meeting dated 13 April 2026.**
2. **The Minutes of the Cootamundra Showground Users s.355 committee meeting dated 15 April 2026.**
3. **The Minutes of the Muttama Creek Regeneration Group s.355 committee meeting dated 20 April 2026.**

Discussion

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

- The Heritage Centre Management s.355 committee meeting minutes dated 13 April 2026.
- The Showground Users Group s.355 committee meeting minutes dated 15 April 2026.
- The Muttama Creek Regeneration Group s.355 committee meeting minutes dated 20 April 2026.

Financial

There are no financial implications associated with this report.

OLG 23a Guideline consideration

The report purpose does not conflict with guidelines.

**THE REPORT AND RECOMMENDATIONS OF THE COOTAMUNDRA HERITAGE CENTRE
MANAGEMENT COMMITTEE MONTHLY MEETING HELD AT THE COOTAMUNDRA HERITAGE
CENTRE ON MONDAY 13 APRIL 2026 COMMENCING AT 4.03PM**

Present: Frances Redden (in the Chair), Betty Brown, Helen Hamilton, Betti Punnett, Robyn Williams

Apologies: Chairperson Ros Wight, Michele Pigram, Leah Sutherland

Welcome: Members welcomed Robyn Williams and learnt of her extensive work in museums.

Disclosure of Interest: There was no disclosure of interest.

Minutes from the Previous Meeting: Moved Betti Punnett, seconded by Betty Brown that the Minutes be confirmed.

CARRIED

Business Arising: * Yvonne Forsyth now in care.

* Furniture at reception - Frances Redden will look at C/GRC options

Financial Report: Frances Redden presented the Financial Report for February/March CHC 94/132, children 0/30, \$132.20/\$209.40 EFTPOS \$5.00/\$0.00; Lucky Dips \$95.00/\$100.00 VIC 74/93 Souvenirs \$30.00/\$88.00 EFTPOS \$65.00/\$61.00 VIC 74/93 \$95.00/\$149.00 **\$222.20/\$382.40** EFTPOS **\$105.00/\$76.00 \$327.20/\$458.40** Expenses \$7544.46 Souvenirs Moved Frances Redden, seconded Helen Hamilton

CARRIED

Correspondence: **OUT** - March Minutes

IN - EXPO details, VIC Relocation details (Leah Sutherland), Anzac Day brochures

General Business: * Michele Pigram better.

* Helen Hamilton informed members that Marg Pavitt and Patsy Smith need recompense for expenses incurred.

* Betti Punnett reported that a steam train recently visited and 80+ people had visited CHC. Why wasn't CHC warned of the tour??

* *Baileyana* wattles - Betti Punnett reported that the trees/shrubs had been removed and roots will now be removed.

* Members will collect CHC material/keys from Yvonne Forsyth's family when appropriate.

* Helen Hamilton invited members to the opening of the new pathway at Rotary Park, Saturday 2 May at 3.00pm

* There being no further business, the meeting closed at 5.01pm

Betti Punnett
Secretary

Next meeting: Monday 4 May 2026 4.00pm

Should you have any item/s you wish to place on next month's meeting agenda, please notify me by 30 April 2026

bettipunnett@bigpond.com 69421158 0429421158



6ABN: 46 211 642 339
**COOTAMUNDRA-
GUNDAGAI** REGIONAL
COUNCIL

PO Box 420, Cootamundra NSW 2590
Phone: 1300 459 689
Email: mail@cgrc.nsw.gov.au
www.cgrc.nsw.gov.au

MINUTES

COOTAMUNDRA SHOWGROUD USERS SECTION 355 COMMITTEE

1 AGENDA ITEMS

Sign On in the Attendance Register

Meeting Open 5.10pm

Darren Welcomed Allan Wilson as new caretaker of the Showground.

Meeting open

1.1 Attendance and Confirmation of Quorum

Attendance: Chairperson: Darren Absolon

Nominated Members - Bec Medhurst, Olwen Smith, Rod Jones,

Other Attendance: Steven Lowe, Allan Wilson

Confirmation of a Quorum:

There are [5] Members appointed to this Committee.

Quorum numbers are met [yes/no]

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. See Section 355 Committee Manual to identify if quorum numbers are met.

1.2 Apologies

Nil

Matters with Council

Darren Absolon asked that any matters that needed to be discussed with Steven Lowe be discussed now so that Steve could leave the meeting as soon as possible as he kindly attends the meetings in his own time.

1.3 Disclosure of Interests

Identify if there are any Conflict of interests that need to be disclosed in the Minutes.

1.4 Confirmation of previous meeting Minutes

The minutes of the Showground Users Group Section 355 Committee ordinary meeting date 19 November 2025.

The minutes are accepted as circulated..

Moved: Rod Jones Second: Olwen Smith CARRIED

Business arising from previous Minutes-Action List

Item/Discussion	Action	Status
Ned Stieger – Led Lights	Upgrade completed by Ben Tregear Electrical \$2.5k	Completed
Tree/Hedge Plantings Cnr Berthong & Pinkerton Rd to assist with noise suppression from Luncheon Pavilion - Additional Tree Planting in camping area	Steve to arrange with parks & gardens	Ongoing
Measuring bay	-Slab requires council engineers to certify levelness and provide a letter to this.	-To be completed -
Top Dressing Main Arena	Council have delivered several loads of top dressing. Additional Top Dressing required. Meet onsite to discuss area to work on first.	TO BE COMPLETED
Luncheon Pavilion	Quotes and works been arranged still being by Darren & Bec. Steve advised that we have until 30/6/2026 for work to be completed. No further events to be held in luncheon pavilion until work completed.	Ongoing
Drain pinkerton Rd end of main arena	has started to collapse. Causing a sink hole.	Ongoing
RDA Paddock weed spraying	RDA have sprayed	Completed
Wallendbeen Oval Old Fencing	For fencing around Caretakers Office area Sill awaiting delivery from council	To Be Completed
Covered Arena Lighting Tripping	Rats had chewed through wiring	Completed
Tree removal between loading ramp and RDA	Steve to add to work list for council	Ongoing
Rotunda Post Dropping	Vertical post sinking from work done to rotunda. Steve Lowe to contact tradesman that undertook work to rectify Termites have caused significant damage to vertical posts and need replacing. Heritage Officer is assisting. Funding from council not user group.	Ongoing Ongoing
Ground Pest inspection	- Steve to arrange a pest inspection of buildings at the grounds.	

Master Key Register	To be Updated	Ongoing
Amenities Blocks Upgrades	\$10k budget approved. Quotes to be sourced and work undertaken	Ongoing
Waste Bins Damaged and bin lids need changing from Recycled to general	Steve to arrange council to change bin lids. Damaged bins to go to tip to be changed out.	To be completed
Disabled Toilet Handle Berthong St	Not working correctly. Requires Rpelacing	Ongoing
Alan Elliott Pavilion – Installing of Whirly Birds for air flow Rpelacement of Roller Doors due to age and damage.	Show Society – To fund purchasing and installing whirly birds to Alan Elliott Pavilion. Ensure that Whirly Birds have screens to stop birds etc entering USER group – To fund replacement of roller doors. Don't lock, don't seal, birds getting in pavilion	Ongoing
Dog Club	Booking has been received and going ahead In May. Hire fee of \$3500 plus \$1000 bond and hire specific conditions	
Caretaker Mobile Phone & Updating of contact details on camping websites	- Mobile phone to be purchased for use by caretaker. This is the number to be distributed o council and caping sites. This enables the same number to remain in pace in the event of change of caretaker	Ongoing

Moved: Rod Jones Second: Olwen Smith

Waste Bins

There appears to be a number of Waste Bins missing from the grounds. Steve to check with council whether they went to another community group for an event.

Grader for Track

Track needs grading . Steve to to talk to council workers to add

Steve Lowe left the meeting

1.5 Correspondence in/out:

- **Incoming correspondence:**

Booking enquiries

31/3/26 RDA AGM Minutes and Notice of New delegates to User Group (Olwen Smith & John McAvoy)

Delegate forms to be sent to RDA for completion.

Outgoing Correspondence

Replies to bookings

Moved: Olwen Smith Second: Rod Jones

1.6 Report from the Treasurer/Chairperson/Secretary:

Treasurers Report as attached:

Account Balances:

SWS S1 account as at 14/4/26 \$63099.67
 SWS Term Deposit Due 22/5/26 \$50738.71

Motions:

That \$50k term deposit with SWS Bank due 22/5/26 be rolled over for another 3 months. The interest to be rolled over too.

Moved: Rod Jones Second: Bec Medhurst CARRIED

That the treasurers report be accepted.

Moved: Bec Medhurst Second: Olwen Smith CARRIED

That Wayne Ecshbank be removed as having access to and been an authorised signatory on all Cootamundra Showground User Group Bank accounts.

Moved: Olwen Smith Second: Bec Medhurst CARRIED

1.7 General Business:

Tractor Pull

Rod asked if council could provide some crusher dust/road base for the event.
 Additional rubbish bins ordered

Yard Dog Training day

Last minute booking for yard dog training. Utilising the yards. Was held 10/4/26
 Usual \$100 hire fee
 A hinge on one of the gates broke. This was due to age and caretaker is arranging repair.

1.8 Date and Time of Next Meeting

The next meeting is scheduled for **Wednesday 17 June 2026 5pm** Alby Schultz Meeting Centre.

Time Meeting Closed 6.10pm

This is a true and correct copy of the minutes.

Chairperson

Date

Current Showground Bookings**APRIL**

18/4/26 CDMRS Rally – User Group Booking

MAY

6/5 – 18/5/26 Wattle Town Canine Carnival \$3500

JUNE

4/6 – 9/6/26 Cootamundra Winter Horse Show – User Group Booking

22/6 – 29/6/26 Arlo Circus – Return Booking\$1000 Awaiting Confirmation

JULY

9/7 – 12/7/26 Junior Heifer Show CANCELLED

SEPTEMBER

3/9 – 6/9/26 Cootamundra Swap Meet – Cootamundra Antique Motor Club User group booking –

OCTOBER

12/10 – 19/10/26 Cootamundra Show – User Group Booking

NOVEMBER

21/11/26 Start of Motorcycle Event – Cootamundra Antique Motor Club - User Group Booking 7am – 9am

Muttama Creek Regeneration Group

Minutes: Monday 20 April, 2026

Muttama Creek



Regeneration
Group

Present: Graeme Johnson, Di Pearton, Paulina Butler, Doug Butler, Lin Chaplin, Anthony Meyer, Sharyn Forsyth, Colin Byrnes

Apologies: Betti Punnett.

Welcome: Welcome to our regular and to our new members.

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 Linley Chaplin.

BUSINESS ARISING:

- **Inland Rail Community Grants Program:** Discussion re Grant application: PB met Gwen Norman, Community Liaison Officer for John Holland, Inland Rail, at the Coota Connections Expo, Tuesday 15 March.
Gwen suggested a meeting with the MCRG to help us apply for a grant. This meeting was arranged for prior to this meeting, before 5pm- Inland Rail did not attend.
Some possible areas to be planted out with this grant were discussed, with the area between the Caravan Park and the creek, behind the Scout Hall, decided on.
GJ has emailed Steven Lowe to meet onsite to discuss.
- **Attendance at meeting by Council representatives and/or representative of the elected Council:**
DP to email/write to the Council and to Ethan Ryan 'representative' of the elected Council- would another meeting day be more convenient for him. Communication has never been so poor.
- **Exotic Removal:** and Cumbungi control an ongoing problem, severe dredging has encouraged rampant cumbungi growth, without any Council management plan.
- **Working bees:** February and March- ongoing weeding, pruning, watering, and general plant/garden maintenance.
- **Water testing**
With the ongoing expansion of the Abattoir, the group is concerned that water quality in the Creek will be threatened. We therefore think there is a need for either Council or the responsible government department to keep a check on this- GJ emailed local State member, Stephanie Cooke.
- **Coota Connections Expo-** PB and LC attended with a great display, and attracted some interest.

GENERAL BUSINESS: Nil

Working Bees Dates to maintain and plant (after rain) Bird Walk and Casuarina Walk - Saturday 25 April at 9 am, & Saturday May 23rd. Mackay Street.

Meeting closed at 6 pm.

Next Meeting: 5 pm Monday, June 1st, 2026, Stephen Ward Rooms

7.2.3 AUTHORITY TO AFFIX THE COMMON SEAL OF COUNCIL - RIVERINA REGIONAL LIBRARY DEED OF AGREEMENT

DOCUMENT NUMBER	472074
REPORTING OFFICER	Linda Wiles, Manager Business
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	To facilitate the execution of the deed.
LEGISLATIVE IMPLICATIONS	To grant approval to affix the seal of Council by the Mayor and Interim General Manager.
POLICY IMPLICATIONS	There are no Policy implications associated with this report.
ATTACHMENTS	1. RRL Deed of Agreement ↓

RECOMMENDATION

Authority be granted to the Mayor and Interim General Manager to affix the common seal of Council and sign the Riverina Regional Library (RRL) Deed of Agreement for the period 1 July 2026 to 30 June 2030.

Introduction

The amended Riverina Regional Library (RRL) Deed of Agreement for the period 1 July 2026 to 30 June 2030 requires the signature of the Mayor and General Manager under the common seal of Council. Authority to affix the seal can only granted by Council resolution.

Discussion

Riverina Regional Library (RRL) Advisory Committee, at its meeting held on 26 March 2025, endorsed the RRL Manager engaging Kell Moore Lawyers to prepare a revised RRL Deed of Agreement for the 2026–2030 period. The revised Deed has subsequently been provided to both the RRL Advisory Committee and member Council General Managers.

Particular note is drawn to Clause 4.1 – Member Councils, specifically Clause 4.1.4, which provides that where Member Councils are amalgamated, de-amalgamated, or otherwise altered through the formation of new Council entities, the successor Council(s) will, to the extent permissible by law and subject to any enabling or transitional legislation of the Parliament of New South Wales, continue to be recognised as Member Councils under the Agreement.

This report seeks Council approval to affix the Common Seal of Council to the amended Riverina Regional Library Deed of Agreement for the period 1 July 2026 to 30 June 2030.

Financial

To facilitate execution of the deed.

OLG 23a Guideline consideration

Report purpose does not conflict with guidelines.



Deed of Agreement



575 Olive Street
ALBURY NSW 2640
Tel: 02 6021 2844
Ref: JLM:250523

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PRELIMINARIES

THIS Deed is made the day of 2026

BACKGROUND

- A. The Riverina Regional Library is a library service within the meaning of the *Library Act 1939* (NSW).
- B. Pursuant to s 12 of the Act, each Member Council hereby refers the provision, control and management of the library service provided by the Administering Council, and known as the Riverina Regional Library, to that Administering Council for the term of this Deed.
- C. The Riverina Regional Library has been operated by an Administering Council, however described and as appointed by the Member Councils from time to time, to provide a library service under that name to its members, being the Member Councils from time to time, since 1978, under a series of successive fixed term agreements.
- D. On this basis, the library service known as the Riverina Regional Library has been in continuous operation since 1978.

Schedule of Particulars

Item 1	Commencement Date 1 July 2026
Item 2	Nominal Term 1 July 2026 to 30 June 2030
Item 3	Preceding Agreement <i>Deed of Agreement between the Council of Coolamon and the Councils of Berrigan, Bland, Cootamundra-Gundagai, Federation, Greater Hume, Junee, Leeton, Lockhart, Snowy Valleys and Temora for the Provision of Library and Information Services 1 July 2022 – 30 June 2026</i>
Item 4	Administering Council Coolamon Shire Council

Schedule of Member Councils

Berrigan	Name	Berrigan Shire Council
	ABN	53 900 833 102
	Address	56 Chanter Street, Berrigan, NSW
	Mobile Library	No
Bland	Name	Bland Shire Council
	ABN	13 251 814 087
	Address	6 Shire Street, West Wyalong, NSW
	Mobile Library	Yes
Coolamon	Name	Coolamon Shire Council
	ABN	32 573 173 265
	Address	55 Cowabbie Street, Coolamon, NSW
	Mobile Library	Yes
Cootamundra-Gundagai	Name	Cootamundra-Gundagai Regional Council
	ABN	46 211 642 339
	Address	81 Wallendoon Street, Cootamundra, NSW
	Mobile Library	No
Federation	Name	Federation Council
	ABN	30 762 048 084
	Address	100 Edward Street, Corowa, NSW
	Mobile Library	Yes
Greater Hume	Name	Greater Hume Council
	ABN	44 970 341 154
	Address	Library Lane, Holbrook, NSW
	Mobile Library	No
Junee	Name	Junee Shire Council
	ABN	62 621 799 578
	Address	29 Belmore Street, Junee, NSW
	Mobile Library	No
Leeton	Name	Leeton Shire Council
	ABN	59 217 957 665
	Address	23-25 Chelmsford Place, Leeton , NSW
	Mobile Library	No
Lockhart	Name	Lockhart Shire Council
	ABN	82 002 584 082
	Address	65 Green Street, Lockhart, NSW
	Mobile Library	Yes
Snowy Valleys	Name	Snowy Valleys Council
	ABN	53 558 891 887
	Address	Bridge Street, Tumbarumba, NSW
	Mobile Library	No
Temora	Name	Temora Shire Council
	ABN	55 048 860 109
	Address	105 Loftus Street, Temora, NSW
	Mobile Library	Yes

OPERATIVE PROVISIONS

A. THE LIBRARY SERVICE

1. Riverina Regional Library

1.1 The Riverina Regional Library is a library service operating throughout the Local Government Areas of the Member Councils.

1.2 Pursuant to s 12(2) of the Library Act, each of the Member Councils hereby delegate to the Administering Council the power to provide, control and manage library services and information services throughout those Local Government Areas on the terms specified in this Deed, such services being provided in the form of the Riverina Regional Library, and for the period determined in accordance with clause 3.

2. Purpose

2.1 Principal Purpose

The Principal Purpose of this Deed is for the Administering Council to operate the library service known as the Riverina Regional Library as a regional library service throughout the LGAs of the Member Councils.

2.2 Supporting Purposes

In support of the Principal Purpose, the Administering Council shall provide the following services to the Member Councils in the name of the Riverina Regional Library and under the terms of this Deed:

- 2.2.1 centralised procurement of library material, both physical and e-resource;
- 2.2.2 centralised procurement and management of an information system known as the library management system, and procurement of other shared digital platforms;
- 2.2.3 provision of the Mobile Library Service to Member Councils who subscribe to that service;
- 2.2.4 facilitation of inter-library loans between the libraries of Member Councils and external borrowing requests through provision of delivery services;
- 2.2.5 advocacy and representation on behalf of Member Councils of matters relating to library operations;
- 2.2.6 development and provision of library programs and book club resources for Member Councils;
- 2.2.7 promotion of Member Councils' library collections, platforms, and library activities;
- 2.2.8 provision of expert support and advice relating to the provision of library services; and
- 2.2.9 such other library services and information services as are convenient and desirable to the Member Councils from time to time.

3. Term**3.1 Commencement and Nominal Term**

3.1.1 This Deed commences on the later of:

- (a) the Commencement Date; and
- (b) the date it is duly executed by not less than one third of the parties listed on the Schedule of Member Councils,

and continues in force for the term proscribed by clause 3.1.2.

3.1.2 Unless dissolved in accordance with clause 5.7, this Deed shall be in force for a period of not less than the Nominal Term, and shall expire on the earlier of:

- (a) the date that the deed is superseded by the commencement of any subsequent agreement or deed of all Member Council; or
- (b) the first anniversary of the expiration of the Nominal Term.

Note: where the Nominal Term is for four (4) years, the agreement shall expire after five (5) years unless otherwise terminated or superseded.

3.1.3 This Deed supersedes in all respects the preceding agreements relating to the provision of library services between the Member Councils, including the Preceding Agreement.

3.2 Holdover Period

3.2.1 Upon the expiry of the Nominal Term;

- (a) if any Renewal deed is executed by not less than one third of the Member Councils on the date of the expiry of the Nominal Term; and
- (b) such Renewal deed is not executed by all Member Councils,

then this Deed remains in force until the earlier of:

- (c) all Member Councils becoming party to the Renewal deed;
- (d) the first anniversary of the expiration of the Nominal Term; or
- (e) the dissolution of this Deed in accordance with clause 5.7

Note: Any Member Councils who do not become party to the Renewal deed on the first anniversary of the expiration of the Nominal Term are deemed to have withdrawn, per clause 5.6.

B. THE MEMBERS**4. Membership****4.1 Member Councils**

4.1.1 The Member Councils of this Deed shall comprise:

- (a) the Ordinary Member Councils; and
- (b) the Administering Council.

4.1.2 From the Commencement Date, the Member Councils shall be each of the Member Councils listed in the Schedule of Member Councils who have duly executed the Deed.

4.1.3 The composition of the Member Councils shall remain unchanged for the duration of the term of the Deed, unless altered in accordance with the provisions of this Deed.

Note: See clause 0.

4.1.4 In the event that any Member Councils are amalgamated, de-amalgamated, or are otherwise altered by the formation of any new Council(s) which succeed any former Council(s) that were Member Councils, to the extent permissible by Law, and subject to any contrary intention in any enabling or transitional legislation passed by the Parliament of NSW, the Councils which survive the alteration shall be taken to be Member Councils.

4.2 Circular Resolutions

4.2.1 Wherever the Member Councils are entitled to take any action by resolution, that resolution is to be made by circular resolution executed unanimously by each Member Council.

4.2.2 A circular resolution of the Member Councils may be executed by the General Manager, or any duly delegated officer, of the Member Council.

4.3 Membership Period

4.3.1 Each Member Council shall remain a Member Council for the duration of each Term, unless withdrawing in accordance with clause 5.3.

4.4 Liabilities and Obligations of Member Councils

4.4.1 Each Member Council is liable for the Contributions in accordance with clause 10.

4.4.2 Each Member Council must comply with the provisions of s 13 of the Library Act so as to remain entitled to subsidy under that section.

5. Change in Membership**5.1 Schedule of Member Councils**

- 5.1.1 The Manager shall keep a current and accurate Schedule of Member Councils.
- 5.1.2 Wherever the parties to this Deed are amended in accordance with the provisions of this clause 5, the Manager shall be permitted to alter the Schedule of Member Councils to reflect this change.
- 5.1.3 The Schedule of Member Councils shall disclose which Member Councils are subscribers to the Mobile Library under Part F, and whenever a Member Council subscribes, or ceases to subscribe, to the Mobile Library, the Manager shall be permitted to amend the Schedule of Member Councils to affect this change.

5.2 Admission of new Member Councils during the Term

- 5.2.1 Any Council who is not a Member Council may be admitted as a Member Council during the term of this Deed, or at the commencement of any Renewal deed, by agreement of each Member Council upon the recommendation of the Committee, and subject to the terms of any such recommendation.
- 5.2.2 Where any proposed new Member Council is to be admitted during the term of this Deed, the recommendation of the Committee, for the purposes of 5.2.1 shall include a recommendation as to any Contributions payable by the proposed new Member Council, and shall be circulated as a deed of variation to amend this Deed by:
 - (a) altering the Schedule of Member Councils by the addition of the proposed new Member Council; and
 - (b) any other amendments as necessary and convenient for the admission of the new Member Council.
- 5.2.3 Where any proposed new Member Council is to be admitted at the commencement of any Renewal deed, the new Member Council shall:
 - (a) be included in the Schedule of Member Councils in the Renewal deed in the same manner as each renewing Member Council; and
 - (b) be included in the circulation of the Renewal deed.

5.3 Withdrawal of Member Councils

- 5.3.1 Any Member Council may withdraw from this Deed by giving not less than two (2) years' notice.
- 5.3.2 On the recommendation of the Committee, the Member Councils may, by circular resolution, consent to the withdrawal of a Member Council on less than two (2) years' notice.
- 5.3.3 Any recommendation under 5.3.2 must sufficiently (and to the reasonable satisfaction of each other Member Council) deal with the distribution of assets and liabilities and include a deed of variation to give effect to the recommendation by:

- (a) altering the Schedule of Member Councils by the removal of the withdrawing Member Council; and
- (b) giving effect to the distribution of assets and liabilities.

Note: Clause 17 deals with the calculation of distribution of assets and liabilities, unless otherwise agreed by the Member Councils.

5.4 Meeting of the General Managers

- 5.4.1 The Manager shall, not less than six (6) months prior to the expiry of the Nominal Term, call and coordinate a meeting of the General Managers of each Member Council (including any Councils who are not Member Councils at the time of the meeting, but will become Member Councils, or who have proposed to become Member Councils at the commencement of, or during the term of, any Renewal deed.

5.5 Renewal of Membership

- 5.5.1 The Manager shall, not less than (90) days prior to the expiry of the Nominal Term, circulate a deed in substantially the same form as this Deed, subject to any amendment proposed and adopted at a General Meeting of the Committee, to each Member Council (the Renewal deed).
- 5.5.2 Each Member Council may, not less than (30) days prior to expiry of the Nominal Term, duly execute a counterpart to the Renewal deed.
- 5.5.3 The Manager shall give notice to any Member Council(s) who have:
 - (a) not given notice of withdrawal; and
 - (b) have not duly executed the Renewal deed in accordance with 5.5.2,and any Member Council in receipt of such notice shall be entitled to duly execute a counterpart to the Renewal deed prior to the expiry of the Nominal Term.

5.6 Deemed Withdrawal of Member Councils

- 5.6.1 Unless the Deed is otherwise dissolved in accordance with clause 5.7, on the expiry of the Nominal Term, if any Member Council(s) have not duly executed the Renewal deed under clause 5.4, then the Manager may, subject to the advice of the Committee:
 - (a) give further notice to any Member Council(s) who have failed to duly execute the Renewal deed, requesting that the Member Council duly execute the Renewal deed; or
 - (b) otherwise, give notice to any Member Council(s) who has failed to duly execute the Renewal deed that they are deemed to have withdrawn.
- 5.6.2 The giving of a notice under clause 5.6.1(a) does not prevent the later giving of a notice under clause 5.6.1(b).
- 5.6.3 Any Member Council who received a notice under clause 5.6.1(b) is deemed to have withdrawn from this Deed on the date that the notice is served.

- 5.6.4 Any Member Council(s) who has not duly executed the Renewal deed on the day before the expiry of the first anniversary of the Nominal Term is deemed to have withdrawn from the Deed on that day.

Note: That is, any Member Council who has not entered into a Renewal Agreement is deemed to have withdrawn from this Deed on 30 June in the year of the Holdover Period as described under clause 3.2, regardless of any failure of the Manager to give any notice.

5.7 **Dissolution**

- 5.7.1 This Deed may be dissolved:

- (a) by resolution of not less than two thirds of the Member Councils; or
- (b) on the expiry of the Nominal Term, if fewer than one third of the Member Councils have duly executed any Renewal deed; or
- (c) on the expiry of the Nominal Term if the Administering Council:
 - (i) has withdrawn as a Member Council in accordance with clause 5.3; or
 - (ii) given notice under clause 11.2.3,and no successor Administering Council has been appointed.

5.8 **Expulsion**

- 5.8.1 A Member Council may be expelled by Circular Resolution of a majority of the Member Councils upon the recommendation of the Committee.
- 5.8.2 A Member Council who has been expelled is deemed to have withdrawn in accordance with clause 5.3.

C. THE COMMITTEE

6. Establishment

- 6.1 The Administering Council shall constitute the Committee as a library committee within the meaning of s 11 of the Library Act.
- 6.2 The Committee shall advise the Member Councils on matters relating to the Services, including in relation to the library, information management, policies and strategies, the Management Plan, and the overall development of the RRL service.

7. Membership

- 7.1 Each Member Council is entitled, by giving notice, to appoint two members to the Committee.
- 7.2 One of the two Committee members nominated by each Member Council must be a Councillor of the Member Council.
- 7.3 Each Member Council is entitled, by giving notice, to appoint one alternative Committee member.

- 7.4 An alternative Committee member is entitled to attend any meeting of the Committee but is only entitled to a vote if one of the two members appointed by the same Member Council under clause 7.1 are absent.
- 7.5 A Member Council is entitled to vary any appointments by giving notice of any new appointment from time to time.
- 8. Meetings**
- 8.1 General Meetings**
- 8.1.1 The Committee shall convene at least two general meetings.
- 8.1.2 The first meeting convened in each financial year shall be the Annual General Meeting.
- 8.1.3 The ordinary business at the first Annual General Meeting following an Ordinary Council Election shall include:
- (a) the election of a Chairperson;
 - (b) the election of a Deputy Chairperson;
 - (c) the election of an Executive Subcommittee; and
 - (d) receipt of an Annual Report for the preceding financial year.
- 8.1.4 The ordinary business at each other Annual General Meeting shall include receipt of an Annual Report for the preceding financial year.
- 8.1.5 The ordinary business at any general meeting (Annual or otherwise) shall include such business that is necessary for the due and proper provision of the RRL service.
- 8.1.6 Subject to any contrary provision in this clause 8, meetings of the Committee (and any Subcommittee) shall be conducted in accordance with any code or guidelines as directed by the Administering Council from time to time.
- 8.2 Extraordinary Meetings and Special Business**
- 8.2.1 Any business of the Committee that is not ordinary business, including any recommendation or advice to be made or given by the Committee under the terms of this Deed, is special business.
- 8.2.2 Special business can be dispensed with by:
- (a) circular resolution; or
 - (b) at an extraordinary meeting, or at the next general meeting, with not less than 28 days' notice given by the Manager.
- 8.3 Elections**
- 8.3.1 Election of the Chair, Deputy Chair, and Executive Subcommittee shall be undertaken in the manner and form of a mayoral election in accordance with Schedule 7 of the *Local Government (General) Regulation 2021 (NSW)* as in force from time to time, where:

- (a) any reference in those regulations to a “councillor” in those regulations is taken to be a reference to a member of the Committee; and
- (b) any reference to the “General Manager” in those regulations is taken to be a reference to the Manager.

8.4 Circular Resolutions

- 8.4.1 A decision of the Committee may be made by circular resolution.
- 8.4.2 Notice of a circular resolution being proposed must be given by the Manager to all members of the Committee.
- 8.4.3 A circular resolution is made when duly signed by a majority of the members of the Committee, not including alternative members, alternative members not being permitted to sign a circular resolution.
- 8.4.4 Notice of the outcome of a circular resolution must be given by the Manager to all members of the Committee.

8.5 Recommendations

- 8.5.1 Wherever the Committee is entitled to make a recommendation in this Deed; it is to make that recommendation only upon a resolution of a meeting (whether ordinary or extraordinary) with a quorum of the Committee present.
- 8.5.2 A recommendation is not binding upon a Member Council unless and until it is adopted by a resolution of the Member Councils.

8.6 Advice

- 8.6.1 Wherever a party is required to seek the advice of the Committee, that party is not entitled to act unless it has given notice to the Committee requesting such advice, and:
 - (a) the advice is given by resolution of the Committee by resolution of an item of special business at any meeting; or
 - (b) the advice has been given by circular resolution.
- 8.6.2 The party is not bound by, but must consider, the advice.

***Note:** For example, the Administering Council cannot appoint a Manager unless the appointment has been considered at a general meeting, or by a circular resolution, however, the Administering Council is not bound by any recommendation made by the Committee.*

8.7 Quorum

- 8.7.1 The quorum of any meeting of the Committee is a majority of members of the Committee.
- 8.7.2 In reckoning the total number of members of the Committee for the purposes of determining if there is a quorum, alternative members shall not be counted.
- 8.7.3 In reckoning the number of members present at any Meeting, for the purposes of determining if there is a quorum, alternative members shall only be counted if

entitled to vote at that meeting (i.e., either (or both) of the Committee members appointed by the same Member Council are absent).

8.7.4 Wherever a scheduled meeting of the Committee lacks quorum, and the members present would constitute a quorum of the Executive Subcommittee, the Executive Subcommittee is entitled to proceed with the scheduled meeting as a meeting of the Executive Subcommittee and, if it does so:

- (a) must permit any members of the Committee who are present and are not members of the Executive Subcommittee to observe and provide comment on the business arising at that meeting of the Executive Subcommittee; and
- (b) may provide any advice or recommendation that the Committee was due to consider on behalf of the Committee.

9. Subcommittees

9.1 Executive Subcommittee

9.1.1 There shall be an Executive Subcommittee.

9.1.2 The members of the Executive Subcommittee shall be:

- (a) the Chairperson of the Committee;
- (b) the Deputy Chairperson of the Committee;
- (c) a member appointed by the Administering Council; and
- (d) three members elected from the membership of the Committee, at least two of which must be Councillors of Council Members.

9.1.3 At the commencement of the Term of this Deed, the members of the Executive Subcommittee shall be the members of the Executive Committee under the Preceding Agreement.

9.1.4 At the first AGM following an Ordinary Council Election, the membership of the Executive Subcommittee shall be spilled, and the members reelected in accordance with clause 8.3.

9.2 Further Subcommittees

The Committee may establish Subcommittees by resolution as follows:

- 9.2.1 a Subcommittees may comprise two or more members, at least one of which must be a member of the Committee;
- 9.2.2 the membership of a Subcommittee is otherwise to be at the discretion of the Committee and fixed by the resolution establishing the Subcommittee;
- 9.2.3 the Subcommittee is to have such duties and functions as delegated to it by the Committee;
- 9.2.4 in the absence of any alternative provision in the resolution establishing the Subcommittee, meetings and elections of the Subcommittee are to be in accordance with clause 8, appropriately adapted.

9.3 Quorum

The quorum of any meeting of a Subcommittee is a majority of members of that Subcommittee.

10. Annual plans**10.1 Integrated Planning and Reporting**

10.1.1 The Committee shall adopt:

- (a) a strategic plan for the term of the Deed; and
- (b) an annual plan by 30 June each year for the forthcoming financial year.

10.1.2 The documents prepared under 10.1.1 shall:

- (a) include sufficient particulars for the Member Councils to fulfill their integrated planning and reporting needs; and
- (b) shall account for and identify:
 - (i) funds held by the Administering Council on behalf of the Member Councils for the purposes of providing the RRL service;
 - (ii) the fee to be retained by the Administering Council for the provision of the RRL service;
 - (iii) liabilities, contingent liabilities, and any reserve of any Contributions for specified purposes;
 - (iv) any Unrestricted Funds;
 - (v) the proposed financial contribution to be made by each Member Council, for the relevant financial year, and to be held by the Administering Council for the provision of the RRL service;
 - (vi) any proposed subscription fee to be paid to the Administering Council for the provision of the Mobile Library under Part F; and
 - (vii) receivables anticipated by the Administering Council on behalf of the Member Councils for the provision of the RRL service from any other source in the relevant financial year.

10.2 Preparation and adoption

10.2.1 The Manager shall prepare and recommend to the Committee draft plans in accordance with 10.1 on or before 1 February each year.

10.2.2 The Committee shall adopt and serve on each Member Council finalised annual plans having considered the recommendation of the Manager.

10.3 Funding for Administering Council

- 10.3.1 The Administering Council shall be entitled to retain, from the Contributions, a fee for the delivery of the library service.
- 10.3.2 The fee shall be, as far as practicable, calculated so as to reimburse the Council for all expenses incurred in the provision of the library service to the Member Councils, and is to be disclosed to the Member Councils in the annual plans made and adopted under this clause 10.

D. ADMINISTRATION

11. Administering Council

11.1 Administering Council for the term

The Member Council named in Item 4 of the Schedule of Particulars shall be the Administering Council for the term of this Deed.

11.2 Appointment of successor

- 11.2.1 The Manager shall call for expressions of interest for the position of Administering Council for any Renewal deed not less than twelve (12) months prior to the expiry of the Nominal Term.
- 11.2.2 Where there are more than one expressions of interest, the Manager shall seek the advice of the Committee before recommending an Administering Council for any Renewal deed to the Member Councils.
- 11.2.3 Where there is no expression of interest, the incumbent Administering Council shall be the Administering Council for any Renewal deed unless that the incumbent Administering Council withdraws as a Member Council, or gives notice of not less than twelve (12) months prior to the expiry of the Nominal Term that it will not continue as Administering Council.
- 11.2.4 Nothing in this clause 11.2 prevents the Member Councils from appointing an Administering Council in any Renewal deed in such manner as those Member Councils see fit.

12. The Manager and Staff

12.1 Appointment and eligibility of the Manager

- 12.1.1 The Administering Council, on the advice of the Committee, shall appoint the Manager from time to time.
- 12.1.2 The appointment of the Manager shall be affected by engagement of the Manager as an employee pursuant to clause 12.2.
- 12.1.3 Wherever the Administering Council is to appoint a new Manager from time to time, the position description of the Manager, including any necessary qualifications or experience, shall be recommended by the Committee.

12.2 Nature of Appointment of the Manager

The Manager shall be responsible to, and employed by, the General Manager of the Administering Council for the overall management of the services provided by the library service.

12.3 Employment of Staff

- 12.3.1 Further to the engagement of the Manager, the General Manager of the Administering Council shall employ the Staff necessary to fulfill the obligations of the Administering Council under this Deed, including the provision of the Library Service.
- 12.3.2 The employment of the Staff shall be in accordance with the requirements of the LG Act and Award, and on the advice of the Manager.
- 12.3.3 To the extent permissible by Law, the General Manager shall refer the management of the Staff to the Manager.
- 12.3.4 For the avoidance of doubt, this clause 12.3 shall not be interpreted to fetter the discretion of the Administering Council and its General Manager from time to time in the engagement of staff or provision of the RRL Service.

12.4 Change in Administering Council

- 12.4.1 Where the Administering Council under any Renewal deed is not the Administering Council under this Deed (for example, where a successor has been appointed under clause 11.2) then the General Manager of the new Administering Council shall, to the extent permissible by Law and so far as practicable, offer to employ the Manager and Staff as if in the case of a transfer of business.
- 12.4.2 Wherever the Administering Council under this Deed incurs any liability associated with the employment of the Manager or Staff as a consequence of the appointment of any new Administering Council in any Renewal deed (for example, any amount payable as a severance or redundancy) the Administering Council shall be entitled to recover that liability from the Contributions held by the Administering Council for the provision of the Library Service.

E. ASSETS AND LIABILITIES**13. Library Assets**

- 13.1 The Library Assets are held on trust for the benefit of the Member Councils, whether in the possession of the Manager, the Administering Council or any Member Councils.
- 13.2 The Manager shall maintain a current and accurate record of all Library Assets, including full particulars so as to identify each asset, its value, its state of repair or otherwise, its write down value, and its physical location from time to time.
- 13.3 The Manager shall table the register of Library Assets at each Annual General Meeting of the Committee.

14. Mobile Library Excluded

- 14.1 For the avoidance of doubt, assets held by the Administering Council for the delivery of the Mobile Library are not to be accounted for in the Library Assets and are not to be distributed under any provision of this Part E.

15. Gift Fund

- 15.1 If the Administering Council is, or becomes, eligible to receive a deductible gift in connection with the library service under any Law, then the Administering Council must establish and maintain a gift fund as follows:
- 15.1.1 the gift fund is for pursuing the Purposes;
 - 15.1.2 the gift fund must receive all gifts of money or property, received by the Administering Council in connection with the library service, for the Purposes;
 - 15.1.3 any money received because of gifts referred to in clause 15.1.2 must be credited to the gift fund's account;
 - 15.1.4 the gift fund must not receive any other money or property; and
 - 15.1.5 if this Deed is dissolved in accordance with clause 5.7, or the Administering Council ceases to be entitled to receive a deductible gift in connection with the library service under Law, then the gift fund's surplus funds are to be paid or transferred to one or more funds, authorities or institutions who have a charitable purpose similar to the Purposes, and who is eligible to receive income tax-deductible gifts.
- 16. Distribution of Assets on Dissolution**
- 16.1 If this Deed is dissolved in accordance with clause 5.7 (and only in those circumstances) then each Member Council (as of the date of dissolution):
- 16.1.1 shall be entitled to retain the Local Assets deployed at each branch within the Member Council's LGA; and
 - 16.1.2 after the Manager satisfies any outstanding liabilities attributable to the provision of the RRL service from the Contributions on the winding up of the service:
 - (a) in the case where there is any residual Contributions, shall be entitled to a distribution of a share of those residual Contributions; or
 - (b) in the case where there are any outstanding liabilities attributable to the provision of the RRL service and unable to be satisfied from the Contributions, shall be liable for a share of the outstanding liabilities attributable to the provision of the RRL service,with any such share calculated according to the share of the Contributions made by that Member Council (as a proportion of the total Contributions) over the five financial years prior to the dissolution (whether under this Deed or a Preceding Agreement).
- 16.2 If this Deed is dissolved in accordance with clause 5.7 then each Member Council shall be entitled to direct that the Administering Council distribute a share of any gift fund held under clause 15 be paid to any recipient that is eligible to receive a share of the gift fund under clause 15.1.5, with any such share calculated according to the share of the Contributions made by that Member Council (as a proportion of the total Contributions) over the five financial years prior to the dissolution (whether under this Deed or a Preceding Agreement).
- 17. Distribution of Assets on Withdrawal or Expulsion**

- 17.1 Where any Member Council withdraws, is expelled from this Deed in accordance with clause 5.8, or otherwise fails to be a party to any Renewal deed, that Member Council:
- 17.1.1 shall be entitled to retain the Local Assets deployed at each branch within the Member Council's LGA; and
- 17.1.2 shall be entitled to a share of any Unrestricted Funds calculated according to the share of the Contributions made by that Member Council (as a proportion of the total Contributions) over the five financial years prior to the dissolution (whether under this Deed or a Preceding Agreement).

F. MOBILE LIBRARY

18. Mobile Library Service

- 18.1 Further to the other library services provided under this Deed, the Administering Council shall provide a mobile library service to such Member Councils who subscribe to it.

19. Subscription Cost

- 19.1 The Administering Council shall separately account for the Mobile Library service as a subscription style service available to each Member Council on a cost recovery basis in the Management Plans.
- 19.2 The Management Plans shall disclose:
- 19.2.1 the assets held by the Administering Council for the Mobile Library service;
- 19.2.2 the costs anticipated by the Administering Council for the provision of the Mobile Library service; and
- 19.2.3 the fee payable by each subscribing Member Council for the Mobile Library service.

20. Retention of Assets and Fees

- 20.1 Fees paid by subscribing Member Councils for the provision of the Mobile Library service shall be retained by the Administering Council.
- 20.2 Assets held by the Administering Council for the delivery of the Mobile Library, including but not limited to any physical assets that constitute the mobile library (for example, any prime mover and trailer) shall be purchased, maintained, replaced from time to time by the Administering Council in their discretion and subject to disclosure in the Management Plans.
- 20.3 For the avoidance of doubt, no subscribing Member Council shall be entitled to any claim with respect to the assets held by the Administering Council for the Mobile Library service save for in accordance with clause 22.

21. Change in Administering Council

- 21.1 Where the Administering Council under any Renewal deed is not the Administering Council under this Deed (for example, where a successor has been appointed under clause 11.2) then any assets held by the Administering Council under this Deed for the provision of the Mobile Library shall be transferred to the Administering Council under any Renewal deed.

- 21.2 Wherever the Administering Council under this Deed incurs, or expects to incur, any liability associated with the transfer of any assets under clause 21.1, then that Administering Council shall be entitled to recover such expense from each other subscribing Member Council in the fees charged to subscribing Member Councils and to be allowed for in the Management Plan.

22. Dissolution of the Deed or cessation of Mobile Library

- 22.1 If, during the term of this Deed, the Mobile Library ceases to have any subscribing Member Councils, or this Deed is dissolved in accordance with clause 5.7, then:
- 22.1.1 the Administering Council shall, in their absolute discretion, liquidate the assets held by the Administering Council for the provision of the Mobile Library;
- 22.1.2 recover from the proceeds of such liquidation any outstanding liabilities attributable to the provision of the Mobile Library service; and
- 22.1.3 distribute to each Member Council who had subscribed to the Mobile Library service in the five years prior to the cessation of the service or dissolution of the Deed a share of the residual of any proceeds of such liquidation, such share to be calculated according to the share of the subscription fees paid by that Member Council (as a proportion of the total subscription fees) over the five financial years prior to the dissolution or cessation of the Mobile Library Service.

G. MISCELLANEOUS

23. Notices

- 23.1 Any notice required to be given by any party under this Deed (other than the Manager) is to be given by the relevant party to the Manager at the address for service of the Manager (whether electronic or otherwise) last notified by the Manager.
- 23.2 Any notice given to the Manager by a party under clause 23.1 is to be given by the Manager to each Member Council in accordance with clause 23.3 within one (1) Business Day, and is taken to have been given on the day that the Manager was required to give the notice.
- 23.3 Any notice required to be given by the Manager is to be given to each member of the Committee appointed by each Member Council (including any alternative member) at the address for service given in the notice appointing the member.
- 23.4 Any notice required to be given to any Member Council under this Deed is taken to have been served on the Member Council when served on any Committee member appointed by the Member Council in accordance with clause 23.3.

24. Dispute Resolution

- 24.1 Any dispute or difference whatsoever arising in connection with this Deed shall be submitted for arbitration in accordance with and subject to The Institute of Arbitrators Australia rules for the Conduct of Commercial Arbitrations, and subject to appointment by the Library Council of NSW in accordance with s 12(5) of the Library Act.

25. Counterparts and Electronic Copies

- 25.1 This Deed may be executed in any number of counterparts each of which will be an original (including any electronic copy) but such counterparts together will constitute one and the

same instrument and the date of the Deed will be the date on which it is executed by the last party subject to clause 3.

- 25.2 For the avoidance of doubt, in compilation of counterparts, any duplicated pages may be omitted, and that compilation shall constitute one and the same instrument.

26. Severance

- 26.1 If any provision or part thereof of this Deed is found by any court or tribunal of competent jurisdiction to be in contravention of any Law or unenforceable then such provision may be severed from this Deed, to the extent of such contravention or unenforceability, and the remaining provisions of this Deed will continue in full force and effect.

27. No Fetter

- 27.1 For the avoidance of doubt, no provision in this Deed shall be read to fetter the discretion of any Member Council as a local public authority.

28. Dictionary

- 28.1 In the interpretation of this Deed when used in capitalised form:

Administering Council means the Member Council who, for the Term of this Deed, is delegated the power to provide, control and manage libraries, library services and information services throughout the Local Government Areas of the Member Councils for the purpose of providing the RRL library service in accordance with this Deed

Annual Report means a comprehensive document to detail the financial operational, and governance performance over the prior financial year tracked against the Management Plans;

Award means the *Local Government (State) Award* as applicable and in force from time to time;

Business Day means a day that is not a Saturday, Sunday, public holiday or bank holiday in New South Wales;

Commencement Date means the date proscribed by Item 1 of the Schedule of Particulars;

Committee means the committee established under Part C of this Deed in accordance with s 11 of the Library Act;

Contributions means the financial contributions made by the Member Councils to the operation of the RRL in accordance with the Deed and the Management Plan adopted and in force from time to time;

Council has the same meaning as in the LG Act;

Councillor has the same meaning as in the LG Act;

General Manager means the general manager of the relevant Member Council within the meaning of the LG Act whether known as a "General Manager" or "Chief Executive Officer" or otherwise;

Item means an item in the Schedule of Particulars;

LG Act means the *Local Government Act 1993* (NSW) as amended and in force from time to time;

Library Act means the *Library Act 1939* (NSW) as amended and in force from time to time;

Library Assets means the library material (within the meaning of the *Library Act*), equipment, and other assets held by the Administering Council or any Member Council, or to which the Administering Council or any Member Council has a claim, including library material on loan to members of the public who are users of the library services provided by the RRL;

Local Assets means the computer systems, RFID hardware, library material (within the meaning of the *Library Act*), and software licenses, equipment and other assets currently deployed at the relevant local branch, as recorded in the records recorded by the Manager from time to time, and not including any such assets temporarily on loan from another branch;

Local Government Area or **LGA** means an Area within the meaning of the *LG Act*;

Manager means the Manager of the RRL service as appointed by the General Manager of the Administering Council from time to time in accordance with clause 12.1;

Management Plans means those plans made and adopted in each financial year under clause 10;

Member Council means a Council that is a party to this Deed;

Mobile Library means the mobile library service provided by the Administering Council under Part F;

Nominal Term means the period proscribed by Item 2 of the Schedule of Particulars;

Ordinary Council Election means an ordinary election within the meaning of the *LG Act*;

Ordinary Member Council means a Member Council who is not the Administering Council;

Purposes means the principal purpose and supporting purposes as prescribed by clauses 2.1 and 2.2;

Preceding Agreement means the agreement referred to in Item 3 of the Schedule of Particulars, being an agreement for the establishment of, and provision of library services by, the RRL for the Term immediately preceding the Term of this Deed;

Renewal means the term of any agreement or deed for the establishment of, and provision of library services by, the RRL for a term succeeding the term of this Deed;

Riverina Regional Library or **RRL** mean the library service, within the meaning of the *Library Act*, established by clause 1.1 of this Deed and whose services are provided for by the Administering Council under the terms of this Deed;

Schedule of Member Councils means the list of parties to this deed, so named a part of this Deed, and as amended and replaced from time to time in accordance with the terms of this Deed, being a schedule of the parties to this Deed;

Staff means the employees engaged for the purposes of operating the RRL and under the direction of the Manager; and

Unrestricted Funds means any Contributions identified as such in any Management Plan.

- 28.2 The headings in this Deed are inserted for guidance only and do not affect the content of any clauses.
- 28.3 Words importing one gender shall import the other and neuter genders. Words importing persons shall include corporations and vice versa. Words importing the singular number shall include the plural number and vice versa.
- 28.4 Where a party comprises two or more persons any obligation on the part of that party shall bind all such persons jointly and each of them severally.
- 28.5 Words and phrases defined in the Recitals or Schedules or elsewhere in this Deed shall have the meaning therein ascribed to them.
- 28.6 If a period must be calculated from, after or before a day or the day of an act or event, it must be calculated excluding that day.

IN WITNESS whereof the parties hereto have affixed their hands and seals on the date first above written.

EXECUTED as a Deed

BERRIGAN SHIRE COUNCIL

THE SEAL of **BERRIGAN SHIRE COUNCIL ABN 53 900 833 102** was affixed in accordance with Section 400 of the Local Government (General) Regulation 2021 and witnessed by the following persons:

.....
Mayor

.....
General Manager or
Chief Executive Officer

.....
Name of Mayor

.....
Name of GM or CEO

IN WITNESS whereof the parties hereto have affixed their hands and seals on the date first above written.

EXECUTED as a Deed

BLAND SHIRE COUNCIL

THE SEAL of **BLAND SHIRE COUNCIL ABN 13 251 814 087** was affixed in accordance with Section 400 of the Local Government (General) Regulation 2021 and witnessed by the following persons:

.....
Mayor

.....
General Manager or
Chief Executive Officer

.....
Name of Mayor

.....
Name of GM or CEO

IN WITNESS whereof the parties hereto have affixed their hands and seals on the date first above written.

EXECUTED as a Deed

COOLAMON SHIRE COUNCIL

THE SEAL of COOLAMON SHIRE COUNCIL ABN 32 573 173 265 was affixed in accordance with Section 400 of the Local Government (General) Regulation 2021 and witnessed by the following persons:

.....
Mayor

.....
General Manager or
Chief Executive Officer

.....
Name of Mayor

.....
Name of GM or CEO

IN WITNESS whereof the parties hereto have affixed their hands and seals on the date first above written.

EXECUTED as a Deed

COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL

THE SEAL of **COOTAMUNDRA-GUNDAGAI REGIONAL COUNCIL ABN 46 211 642 339** was affixed in accordance with Section 400 of the Local Government (General) Regulation 2021 and witnessed by the following persons:

.....
Mayor

.....
General Manager or
Chief Executive Officer

.....
Name of Mayor

.....
Name of GM or CEO

IN WITNESS whereof the parties hereto have affixed their hands and seals on the date first above written.

EXECUTED as a Deed

FEDERATION COUNCIL

THE SEAL of FEDERATION COUNCIL ABN 30 762 048 084 was affixed in accordance with Section 400 of the Local Government (General) Regulation 2021 and witnessed by the following persons:

.....
Mayor

.....
General Manager or
Chief Executive Officer

.....
Name of Mayor

.....
Name of GM or CEO

IN WITNESS whereof the parties hereto have affixed their hands and seals on the date first above written.

EXECUTED as a Deed

GREATER HUME COUNCIL

THE SEAL of GREATER HUME COUNCIL ABN 44 970 341 154 was affixed in accordance with Section 400 of the Local Government (General) Regulation 2021 and witnessed by the following persons:

.....
Mayor

.....
General Manager or
Chief Executive Officer

.....
Name of Mayor

.....
Name of GM or CEO

IN WITNESS whereof the parties hereto have affixed their hands and seals on the date first above written.

EXECUTED as a Deed

JUNEE SHIRE COUNCIL

THE SEAL of JUNEE SHIRE COUNCIL ABN 62 621 799 578 was affixed in accordance with Section 400 of the Local Government (General) Regulation 2021 and witnessed by the following persons:

.....
Mayor

.....
General Manager or
Chief Executive Officer

.....
Name of Mayor

.....
Name of GM or CEO

IN WITNESS whereof the parties hereto have affixed their hands and seals on the date first above written.

EXECUTED as a Deed

LEETON SHIRE COUNCIL

THE SEAL of LEETON SHIRE COUNCIL ABN 59 217 957 665 was affixed in accordance with Section 400 of the Local Government (General) Regulation 2021 and witnessed by the following persons:

.....
Mayor

.....
General Manager or
Chief Executive Officer

.....
Name of Mayor

.....
Name of GM or CEO

IN WITNESS whereof the parties hereto have affixed their hands and seals on the date first above written.

EXECUTED as a Deed

LOCKHART SHIRE COUNCIL

THE SEAL of LOCKHART SHIRE COUNCIL ABN 82 002 584 082 was affixed in accordance with Section 400 of the Local Government (General) Regulation 2021 and witnessed by the following persons:

.....
Mayor

.....
General Manager or
Chief Executive Officer

.....
Name of Mayor

.....
Name of GM or CEO

IN WITNESS whereof the parties hereto have affixed their hands and seals on the date first above written.

EXECUTED as a Deed

SNOWY VALLEYS COUNCIL

THE SEAL of **SNOWY VALLEYS COUNCIL ABN 53 558 891 887** was affixed in accordance with Section 400 of the Local Government (General) Regulation 2021 and witnessed by the following persons:

.....
Mayor

.....
General Manager or
Chief Executive Officer

.....
Name of Mayor

.....
Name of GM or CEO

IN WITNESS whereof the parties hereto have affixed their hands and seals on the date first above written.

EXECUTED as a Deed

TEMORA SHIRE COUNCIL

THE SEAL of TEMORA SHIRE COUNCIL ABN 55 048 860 109 was affixed in accordance with Section 400 of the Local Government (General) Regulation 2021 and witnessed by the following persons:

.....
Mayor

.....
General Manager or
Chief Executive Officer

.....
Name of Mayor

.....
Name of GM or CEO

7.2.4 DELEGATES FOR RIVERINA REGIONAL LIBRARY ADVISORY COMMITTEE

DOCUMENT NUMBER	472086
REPORTING OFFICER	Linda Wiles, Manager Business
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	Nil

RECOMMENDATION

That Council:

- 1. Accept Cr Wights notice to be removed as delegate from the Riverina Regional Library Advisory Committee.**
- 2. Appoints a new Councillor delegate to the Committee in accordance with section C, Clause 7.2 of the RRL Deed of Agreement.**
- 3. Appoints both Library Managers from Cootamundra and Gundagai as delegates to the Riverina Regional Library Advisory Committee, with the understanding that only one delegate may exercise a vote at Committee meetings.**

Introduction

The Riverina Regional Library is a library service operating throughout the Local Government Areas of the Member Councils.

Discussion

At its meeting held on 15 October 2024, Council resolved (Resolution 201/2024), in accordance with the Riverina Regional Library Advisory Committee Delegation Information Kit, to appoint two representatives and one alternate delegate to the RRL Advisory Committee.

Council appointed Cr Wight, alternate Cr McAlister, and the Library Manager as its representatives to the Committee.

Cr Wight has since submitted notice requesting removal as Council’s delegate to the Committee.

In accordance with Section C, Clause 7.2 of the RRL Deed of Agreement, one of the two Committee members nominated by each Member Council must be a Councillor of that Member Council.

Financial

There are no Financial implications associated with this report.

OLG 23a Guideline consideration

Report purpose does not conflict with guidelines.

7.3 FINANCE

7.3.1 FINANCE UPDATE - APRIL 2026

DOCUMENT NUMBER	472254
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 April 2026, be noted.

Report

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

Operations

Income

The operational income is at 77% 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	\$449,353	\$445,000	101%	😊	
Business Department	\$238,507	\$240,000	99%	😊	
Engineering Cootamundra	\$4,195,723	\$3,554,671	118%	😊	
Engineering Gundagai	\$760,866	\$863,416	88%	😊	
Executive Department	\$229,466	\$190,000	121%	😊	High due to Workers Comp Insurance bonus received.
Finance Department	\$46,957	\$30,000	157%	😊	
Grants	\$5,391,003	\$10,557,242	51%	😞	To review grants received and those outstanding.
Rates Cootamundra	\$6,930,098	\$6,930,098	100%	😊	
Rates Gundagai	\$4,789,534	\$4,789,534	100%	😊	

Department	Income Actual	Income Budget	Variance	Result	Comment
Services Cootamundra	\$3,388,864	\$3,984,838	85%	😊	
Services Gundagai	\$1,522,548	\$1,865,450	82%	😊	
Sewer Cootamundra	\$2,257,760	\$3,324,497	68%	😊	
Sewer Gundagai	\$600,164	\$883,727	68%	😊	
Water Cootamundra	\$3,388,727	\$3,891,266	87%	😊	
Water Gundagai	\$1,669,075	\$1,916,594	87%	😊	
Plant Hire - Gundagai	\$1,164,305	\$1,596,000	73%	😊	
Plant Hire - Cootamundra	\$1,856,071	\$2,204,000	84%	😊	
Interest on Investments	\$1,033,427	\$1,333,835	77%	😊	
Overheads Recovery	\$3,031,140	\$7,305,000	41%	😞	Wages adjustment in Mar 26 QBR will have an adjustment to oncost recovery budget.
Total	\$42,943,585	\$55,905,168	77%		

Expenditure

Operational Expenditure is at 76% when comparing actual to budget.

Department	Expense Actual	Expense Budget	% Spent	Result	Comment
Building Department	\$1,237,457	\$2,099,040	59%	😊	
Business Department	\$2,965,015	\$4,374,391	68%	😊	
Engineering Cootamundra	\$9,193,861	\$9,818,708	94%	😊	
Engineering Gundagai	\$4,902,752	\$5,516,380	89%	😊	
Executive Department	\$1,596,985	\$2,600,713	61%	😊	
Finance Department	\$2,260,108	\$2,480,558	91%	😊	
Services Cootamundra	\$4,309,865	\$6,232,936	69%	😊	
Services Gundagai	\$2,281,321	\$2,974,363	77%	😊	
Sewer Cootamundra	\$675,517	\$2,157,942	31%	😞	Staff resourcing issues have led to a lack of capacity. Existing staff focusing on critical faults only.
Sewer Gundagai	\$715,229	\$1,607,103	45%	😞	Staff resourcing issues to vacant positions. Work on pump stations underway.
Water Cootamundra	\$2,585,033	\$3,837,264	67%	😊	

Water Gundagai	\$614,174	\$1,652,603	37%	☹️	Staff resourcing issues – Cleaning of reservoirs commencing in last quarter.
Plant Expenses - Cootamundra	\$1,217,390	\$1,450,000	84%	😊	
Plant Expenses - Gundagai	\$735,730	\$1,050,000	70%	😊	
Depreciation	\$10,841,732	\$13,010,078	83%	😊	
Overhead Expenses	\$3,803,663	\$4,940,000	77%	😊	
Total	\$31,887,213	\$42,006,950	76%		

Capital

Income

Capital income is at 81% of budget when comparing actual to budget.

Asset Category	Total YTD.	Budget	% Received	Result	Comments
Plant & Equipment - Cootamundra	\$273,376	\$ 325,000	84%	😊	
Plant & Equipment - Gundagai	\$ 238,357	\$ 325,000	73%	😊	
Property Disposal – Cootamundra	-	-	0%	😊	
Property Disposal – Gundagai	-	-	0%	😊	
Dog on the Tuckerbox	\$400,000	\$457,500	87%	😊	Annie Pyers Drive Road Reserve still being subdivided.
Section 7.12 Developer Contributions	\$118,267	\$160,000	74%	😊	
TOTAL	\$1,030,000	\$1,267,500	81%		

Expenditure

Capital expenditure is at 35% of budget when comparing actual to budget.

Asset Category	Total	Budget	% Spent	Result	Comments
Cootamundra Land	\$4,800	\$245,000	2%	😊	Aerodrome Project Planning – On hold due to Demerger.
Cootamundra Plant	\$1,012,712	\$1,300,000	78%	😊	
Cootamundra Roads	\$1,249,014	\$2,759,414	45%	😊	Ongoing work for reseals still to be billed.
Cootamundra Building	\$62,263	\$819,757	8%	😊	Fisher Park Amenities and Showground Evac Centre Commencing. Mitchell Park

					Canteen has received quotes.
Cootamundra Recreation	\$195,624	\$285,165	69%	😊	
Cootamundra Waste	\$0	\$0	0%	😊	Nil Budget
Cootamundra Bridges	\$0	\$20,000	0%	😐	Budget to be carried forward to 2027.
Cootamundra Water	\$35,820	\$932,427	4%	😐	Water Mains replacement starting now. Res 1 & 2 projects have \$350k budget on hold pending Goldenfield's service agreement.
Cootamundra Sewer	\$1,794,130	\$3,403,000	53%	😊	RFQ for Vent pipe replacement closed. Sewer Mains Replacement commencing.
Cootamundra Demerger	\$144,754	\$1,500,000	9%	😐	Actual shows current year exp
Cootamundra PROPERTY	\$1,500	\$50,000	0%	😐	Cemetery Masterplan TBC
Gundagai Bridges	\$101,490	\$203,433	50%	😊	
Gundagai Building	\$127,820	\$499,660	26%	😐	
Gundagai Demerger	\$144,754	\$1,500,000	9%	😐	Actual shows current year exp
Gundagai Plant	\$869,682	\$1,300,000	67%	😊	
Gundagai PROPERTY	\$16,600	\$120,994	0%	😐	Exp on Cemetery Toilet Block
Gundagai Recreation	\$102,670	\$816,862	13%	😐	Gundagai Pool –checking operating expenditure for capital.
Gundagai Roads	\$1,848,720	\$2,627,777	70%	😊	
Gundagai Sewer	\$217,023	\$1,330,000	16%	😐	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	\$1,142,897	\$5,703,959	20%	😊	
IT	\$0	\$50,000	0%	😐	No IT purchases to date
Total	\$9,048,716	\$26,187,448	35%		

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	155,440	53,400
Wages and Allowances	109,389	
Total	289,507	53,400
Grand Total	429,539	53,400

Financial

There are no financial implications associated with this report.

OLG 23a Guideline consideration

Report purpose does not conflict with guidelines.

7.3.2 RESTRICTED CASH RECONCILIATION - APRIL 2026

DOCUMENT NUMBER	471990
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 30 April 2026, be received and noted.

Report

The restricted cash figures have been reconciled to 30 April 2026 as shown in the below table.

Internally Restricted Reserves	Bal 30 Jun 2025	Transfers To	Transfers From	Bal 30 Apr 2026
Aerodrome Bitumen Resurfacing	165,588		(4,800)	160,788
Bradman's Birthplace	76,337		-	76,337
Cootamundra Caravan Park	191,419		(4,631)	186,788
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	3,513,120	(3,694,601)	2,567,537
Cemetery	37,963	384,472	(307,621)	114,814
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	4,297,592	(4,065,264)	8,111,209

Externally Restricted Reserves	Bal 30 Jun 2025	Transfers To	Transfers From	Bal 30 Apr 2026
Domestic Waste	1,970,948	1,974,241	(1,531,171)	2,414,017
Water Supply	7,807,419	5,057,802	(4,177,668)	8,687,554
Sewerage Service	5,928,360	2,857,924	(3,181,636)	5,604,648
Stormwater Infrastructure Renewal	517,986	96,163	(149,240)	464,909
Developer Contributions - General	1,293,961	118,267		1,412,228
Developer Contributions - Sewer	403,000	12,184		415,184
General Fund Unspent Grants & Contributions	1,286,229	650,336	(279,812)	1,656,754
RERRF, SCFRd1, OLG Flood Unspent Grants	3,564,519		(2,044,698)	1,519,822
Total External	22,772,423	10,766,916	(11,364,224)	22,175,115
TOTALS	30,651,304	15,064,508	(15,429,488)	30,286,324

Restricted Cash Reconciliation

Cash at 30 April 2026	\$ 27,526,160
Less:	
Externally Restricted Reserves	(22,175,115)
Add:	
Grant Debtors and Contract Asset Outstanding	289,348
Unrestricted Cash	5,640,393

Less:	
Internally Restricted Allocations	(8,111,209)
Net Balance	(2,470,816)

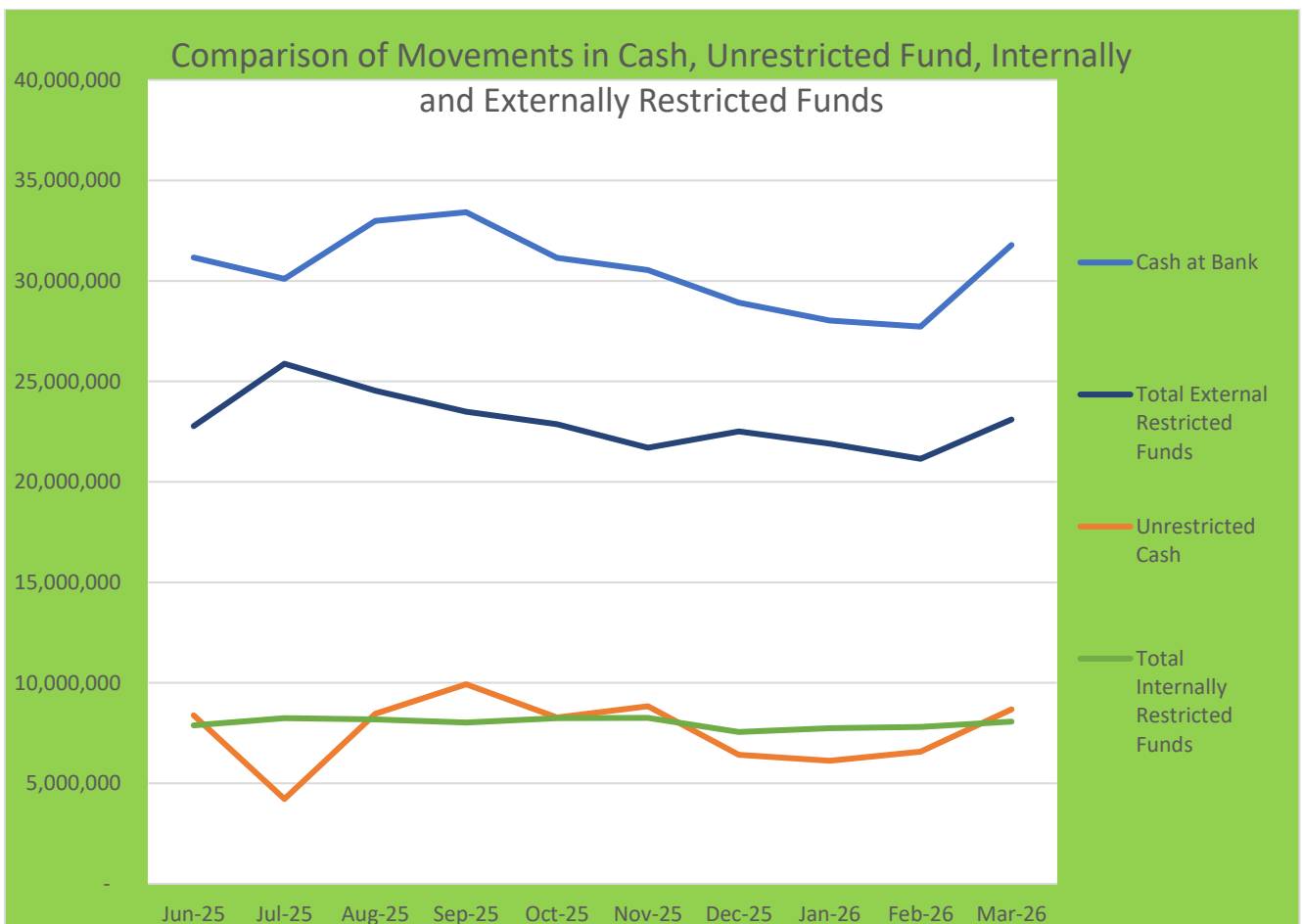
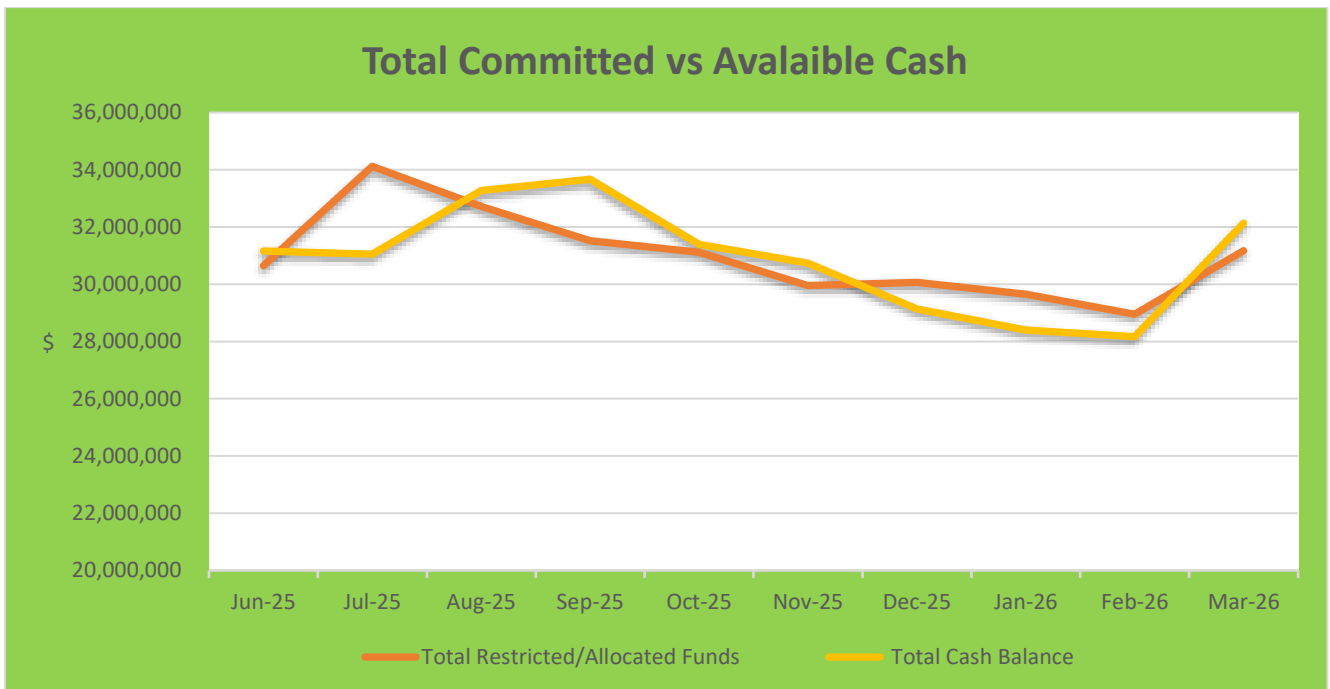
Financial

CGRC is compliant with OLG legislation having Unrestrictive Cash of \$5.6M on 30 April 2026. However, council does not currently have sufficient funds to cover Internally Restricted Allocations, with a shortfall of \$2.4M.

RMCC claim for payment of \$1.4m for works completed has been lodged with NSW State Roads and has been received in May. Further monitoring of income and expenditure will continue.

OLG 23a Guideline consideration

Report purpose does not conflict with guidelines.



7.3.3 INVESTMENT REPORT - APRIL 2026

DOCUMENT NUMBER	471977
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 decreased \$4,266,541.99 from \$31,792,70.15 at 31st March 2026 to \$27,526,160.16 on 30th April 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 30th April 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 decreased \$4,266,541.99 from \$31,792,70.15 at 31st March 2026 to \$27,526,160.16 on 30th April 2026.

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	BBB	A3	Heartland	At Maturity	19-11-25	19-05-26	181	4.40	4.43	\$3,000,000.00
TD	A-	A2	Rabobank	At Maturity	03-12-25	02-06-26	181	4.42	4.43	\$3,000,000.00
TD	BBB	A3	Heartland	At Maturity	20-01-26	21-07-26	182	4.65	4.43	\$1,000,000.00
TD	BBB	A3	Heartland	At Maturity	28-01-26	27-10-26	272	4.75	4.43	\$3,000,000.00
TD	A-	A2	Rabobank	At Maturity	03-02-26	04-08-26	182	4.48	4.43	\$3,000,000.00
TD	BBB	A2	Beyond Bank Australia	At Maturity	10-02-26	12-05-26	91	4.45	4.43	\$3,000,000.00
TD	AA-	A1+	NAB	At Maturity	10-02-26	11-08-26	182	4.55	4.43	\$1,000,000.00
TD	BBB	A2	JUDO	At Maturity	17-03-26	15-09-26	182	5.10	4.43	\$3,000,000.00
TD	AA-	A1+	NAB	At Maturity	18-03-26	21-07-26	125	5.00	4.43	\$1,000,000.00
TD	A-	A2	Bank of Queensland	At Maturity	08-04-26	07-10-26	182	5.30	4.43	\$2,000,000.00
TD	AA-	A1+	NAB	At Maturity	07-04-26	06-10-26	182	5.25	4.43	\$3,000,000.00
CASH	AA-	A1+	CBA	Monthly				3.65	4.10	\$1,022,888.48
CASH	AA-	A1+	CBA	Monthly				3.65	4.10	\$479,138.83
CASH	AA-	A1+	NAB	Monthly				3.10	4.10	\$24,132.85
Total										\$27,526,160.16

Performance

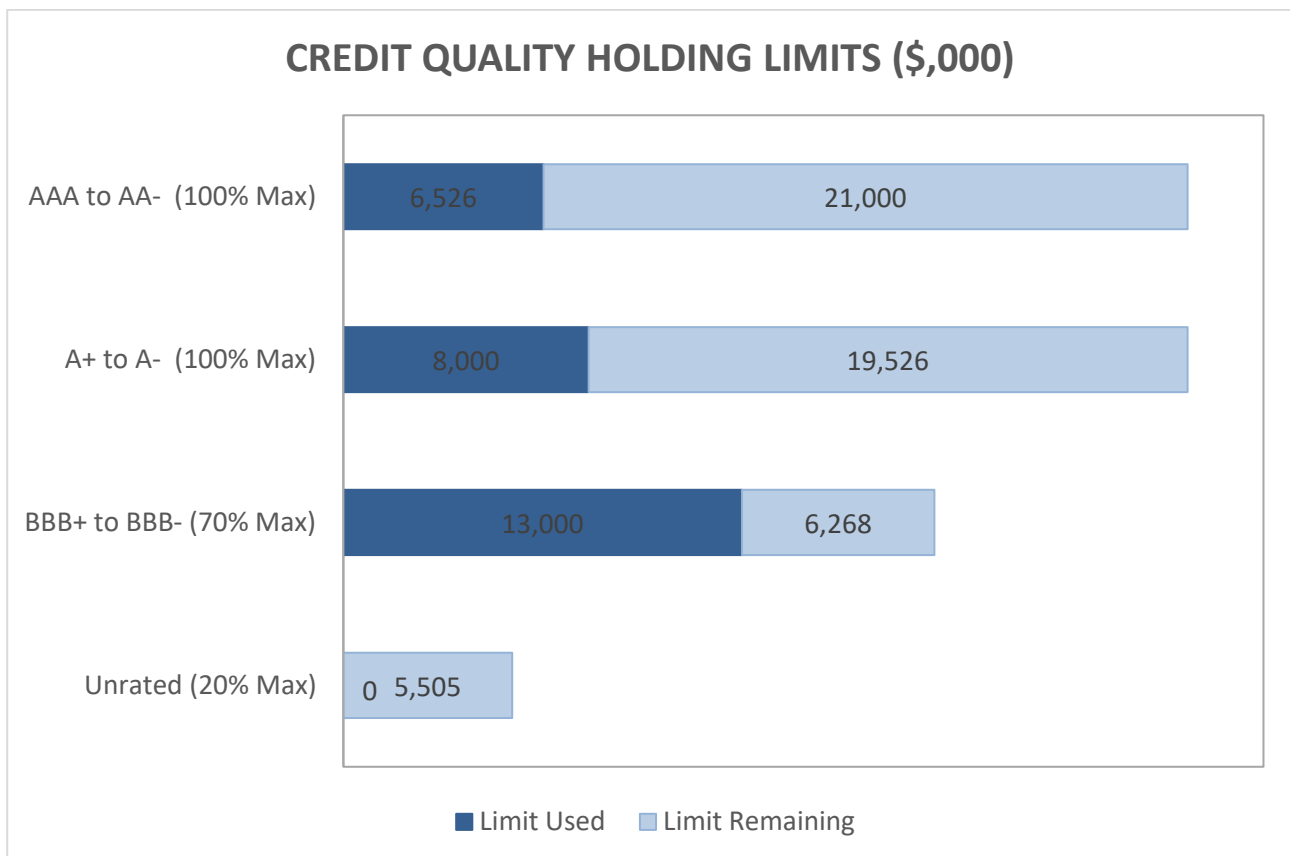
Cootamundra-Gundagai Regional Council’s investment portfolio outperformed the relevant BBSW Index benchmark by 5.67%. The average weighted yield for April was 4.68%, over an average weighted term of 90.2 days, with a benchmark of 4.43%.

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 \$27,526,160	Monthly Interest Received \$129,450	Weighted Average Term 90.8 Days
Total Value \$27,526,160	Yearly Interest Received \$1,103,621	Weighted Average Yield 4.68%

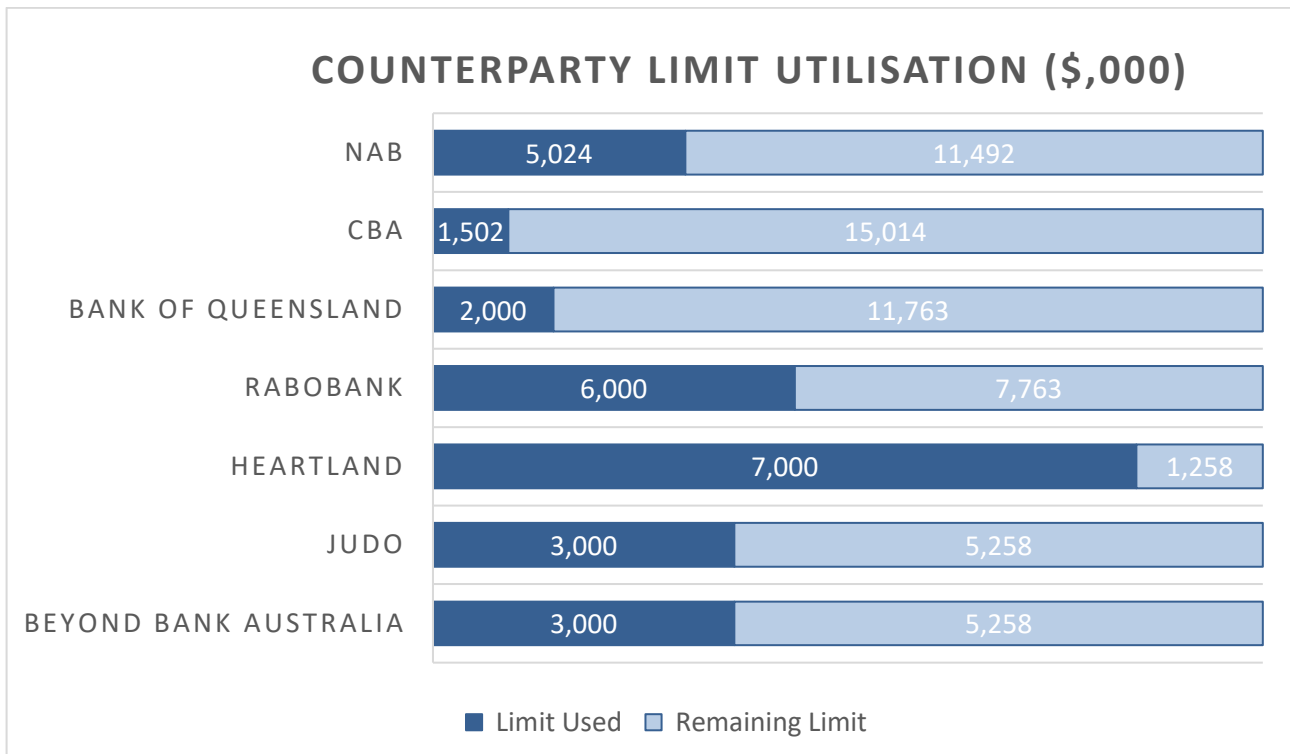
Credit Quality Compliance

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



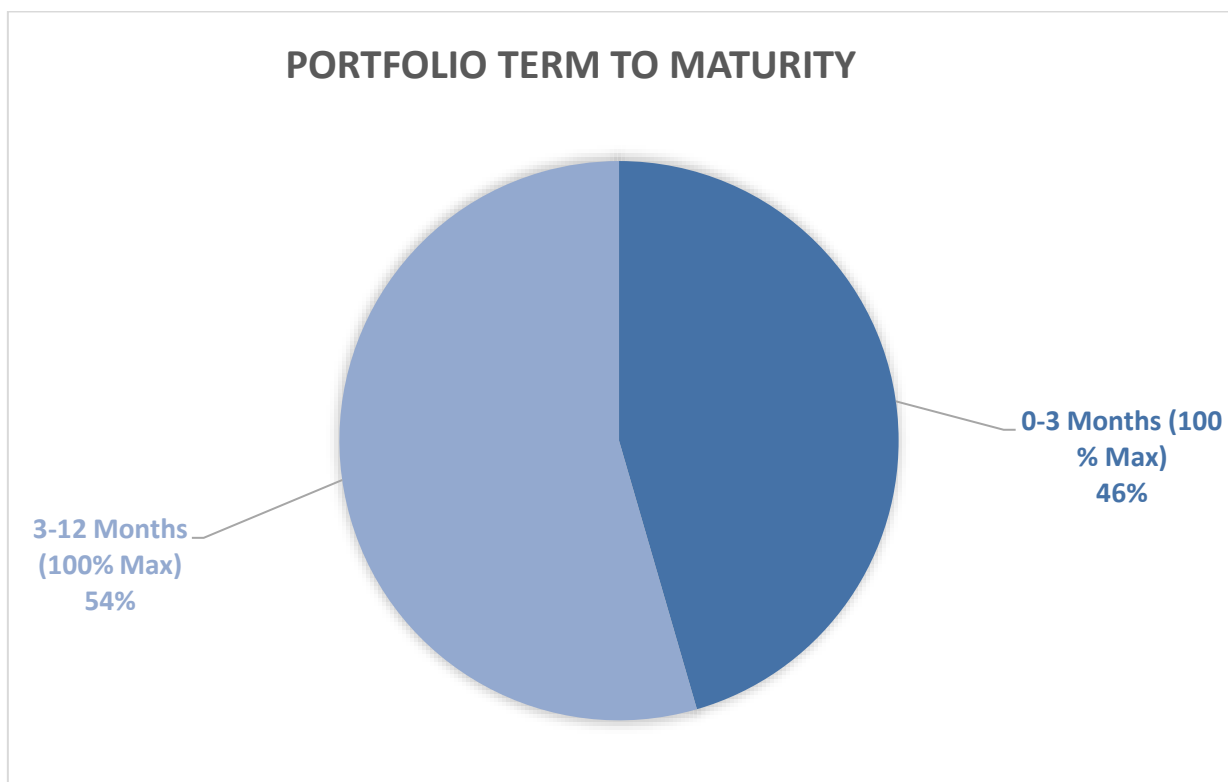
Counter Party Compliance

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.

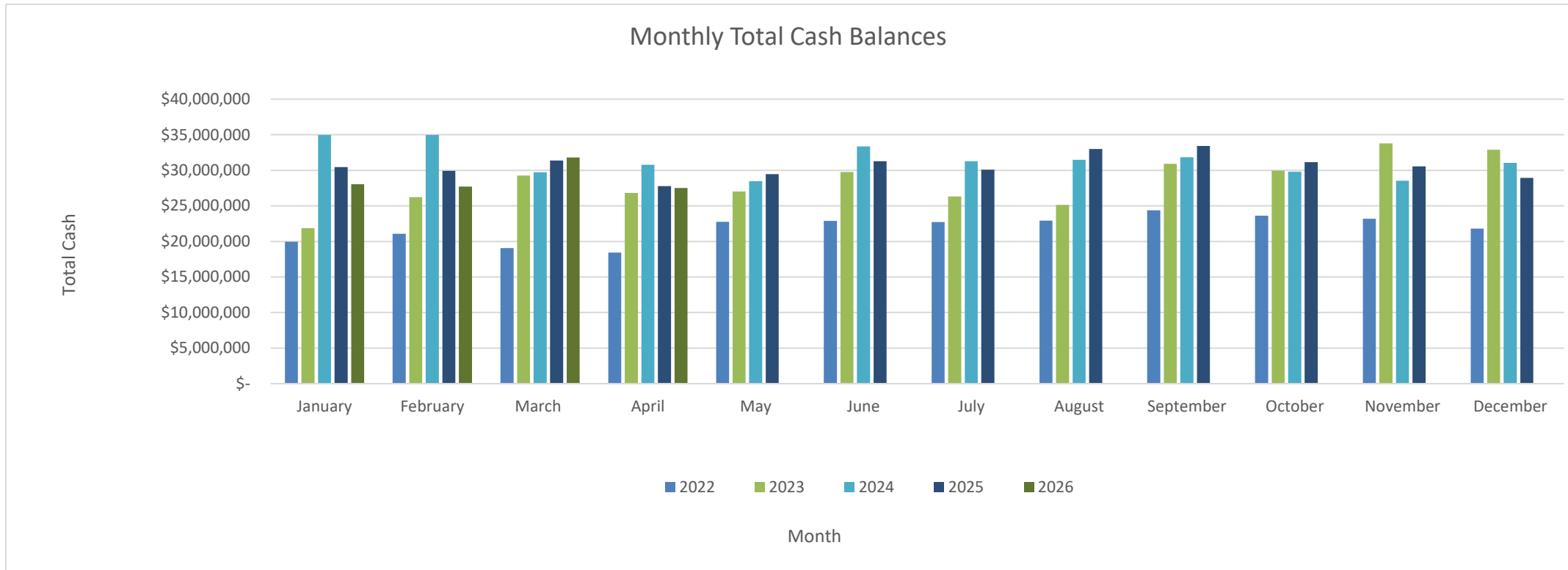


Term to Maturity

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

Nil

7.5 ENGINEERING COOTAMUNDRA

7.5.1 COOTAMUNDRA ENGINEERING REPORT - APRIL 2026

DOCUMENT NUMBER	471151
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 April 2026 be noted.

Introduction

The Cootamundra Engineering Report for the month of April 2026 is submitted for the information of Council and the community.

Discussion

State Roads

Heavy Patching along the Olympic Highway & Burley Griffin Way have continued throughout April. Line marking commenced on both highways on 14 April.

Stage 2 of heavy patching on Burley Griffin Way is now complete. A damaged safety barrier was identified during routine inspections and was repaired.

Olympic Highway MR78270 heavy patching (3-lanes) and Burley Griffin Way Segment 84030 (Wallendbeen Hill) reseal line marking completed. Lines at Cootamundra Cemetery (Rail Overpass) have also been refreshed. Dirnaseer Road intersection asphalt works was planned for the end of April with completion in early May.

Olympic Highway vegetation works started on Tuesday, 7 April progressing from Wallendbeen towards Cootamundra. Following completion of this section of highway, vegetation works will be resumed at the Junee boundary.

Wallendbeen Rest Area toilet block refurbishment commenced Tuesday 7 April and is now complete. A white ant infested tree near the toilet block was removed as part of vegetation works.

Local Roads

Grading Crews are busy with Millvale Road shoulders and minor patching in the same area. Crews have completed 18,000 squares of shoulders and open drains on Yeo Yeo Hampstead Road.

The construction crew have completed 21,000 squares of heavy patching on Old Gundagai Road.

The concrete crew carried out minor works around town between larger projects prior to commencing on the stormwater replacement at the Wallendbeen viaduct. Small kerb jobs have been completed throughout the Cootamundra township in between larger projects including Parker Street kerb and removing and replacing pits lintels and pipes at Wallendbeen's Rail under pass.

The patching crew are undertaking minor patching of flood damaged roads, and have completed 2,000 squares of minor patching on Ryans Lane, Brawlin Road and Brawlin Springs Road.

Work is continuing on signs, pothole repairs and slashing throughout the area.

Line marking has been completed in the following locations:-

- Jugiong Road
- Rosehill Road
- Beggan Beggan Road
- Muttama Road
- Stockinbingal Road

Line marking programs are being developed for renewal works on regional roads and rail crossings. Refreshed line marking to stop lines and railway crossing decals has been carried out at Cowcumbra Street, Gundagai Road and Pinkerton Road level crossings.

The stormwater replacement project at Silo Road, Wallendbeen has seen pipes delivered onsite and services located in readiness for construction.

The design for Olney Street drainage improvements has been finalised and materials ordered. Programming is underway in preparation for commencement of physical works.

Road Safety

CGRC Documentation – 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. Work is continuing on the Cycleway Plan for Cootamundra.

Event Management – The Cootamundra RSL conducted the Cootamundra ANZAC Day Parade. A supporting Traffic Guidance Scheme was completed for the parade with traffic control being carried out by Civil Works staff on the day, notification sent to NSW Police and Transport for NSW (TfNSW), and an approval letter was issued for the Cootamundra ANZAC Day Parade.

The COOTA400 took place at the Cootamundra Aerodrome from Thursday 30 April to Saturday 2 May 2026, with all relevant documentation reviewed and approved by Council. Council has received additional aerodrome bookings from Pro Street Challenge for 1–2 August 2026 and 5–6 March 2027.

The National Walk for Truth 2026 is scheduled to travel through the Gundagai area between 15 and 18 May 2026 on their way from State Parliament Victoria towards Parliament House in Canberra. Organisers have been coordinating closely with Council and TfNSW to ensure the safe and smooth passage of participants.

Grant Funding Applications – The 2026–2027 TfNSW 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.

Community Awareness – Strategically placed VMS boards and Council’s social and print media channels have been utilised to remind the community of the Double Demerit Anzac Day weekend and to promote safe driving. After the conclusion of the long weekend, the VMS boards were reprogrammed to target speeding drivers.

The two-day Coota Connections Expo—Seniors Day was held on 14 April and Youth Day on 15 April highlighting mobility scooter road rules, e-device legislation, pedestrian safety, and helmet star ratings. Catering is funded by Transport for NSW.

Attendance at the Bike Safety Bootcamp on Thursday 9 April, facilitated by the Temora Shire Road Safety Officer in partnership with the Youth Inclusion Officer.

TfNSW Road Safety Action Plan Forum – Staff attended the Wagga Wagga Road Safety Action Forum on Monday 30 March.

TfNSW Reporting Obligations – Quarterly salary reimbursement has been reported, and resource requirements for funded projects in 2026–2027 have been submitted in accordance with the RSO contract.

TfNSW Projects – Final evaluations for Council’s 2025–2026 Transport for NSW–funded projects are currently being completed. Council has submitted seven new projects for the 2026–2027 funding program, which are now under review, and is awaiting final approval from Transport for NSW.

Traffic Counters – Two traffic counters have been programmed for deployment. One will be installed on Sutton Street to monitor vehicle speeds as they enter the 50 km/h zone, and the other will be positioned on Stockinbingal Road near the Burley Griffin intersection and railway crossing to collect data on heavy-vehicle movements.

Traffic data reports have been compiled for West Street, Annie Pyers Drive, Gobarralong Road, Red Hill Road, Nanangroe Road, and Muttama Road at the Cullinga Creek causeway. The West Street data has been shared with TfNSW, NSW Police, and Gundagai Public School to support their investigations into school crossing safety.

Water & Sewer

Water and sewer staff have been attending to water leaks and routine maintenance throughout April, and sewer chokes cleared as required. Daily water quality tests were carried out at reservoirs and off takes along with meter reads.

The Water and Sewer Mains Replacement Program has commenced with contractors starting investigations of Sewer Mains. Significant root infiltration and damage has been identified, to the extent that some of the mains vertical grades have been displaced. Further investigation is underway to ensure planned replacement methodology is still suitable.

Cootamundra Standpipe Income – April 2026

2025/2026		Income	No. 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
2026	April	\$0.00	0
2025/2026	Totals	\$13,999.83	608

Workshop

Workshop staff have been busy carrying out general services, fitting out the new weed spraying vehicle and doing some major work to the Garbage truck which required replacement of the bin grab system, shackle pins and bushes in the front axle.

Mower repairs including blades, belts and spindle replacements have been completed following the spring growing period.

A new oil separator has been installed at Depot 1 wash bay. Improvements were made to the existing system to improve functionality and recommission the wash bay with minimal disruption to operations.

Financial

Projects funded from various funding sources, as noted above.

Maintenance works funding 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 PLANT REPLACEMENT PROGRAM 2026/2027

DOCUMENT NUMBER	471833
REPORTING OFFICER	Thomas Hogg, Acting Manager Engineering Gundagai
AUTHORISING OFFICER	Trevor Dando, Acting Deputy General Manager Operations
RELEVANCE TO COMMUNITY STRATEGIC PLAN	<p>4. Collaborative and progressive leadership</p> <p>4.4 Recognised as a premier local government Council that represents and advocates for community needs</p>
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 Council:

1. **Endorse the 2026/2027 Plant Replacement Program.**
2. **Endorse the 2026/2027 Plant Replacement Budget of \$2,000,000 gross purchase, \$696,000 asset disposals, resulting in net capital purchase of \$1,304,000.**
3. **Authorise the advance ordering of plant given the significant lead times expected, subject to endorsement of the 2026/27 budget.**

Introduction

The plant replacement program has been reviewed by relevant managers and finalised in preparation for 26-27 financial year. This typically would be adopted with the financial budget, however, early consideration of plant is warranted due to the extended wait times for plant purchasing.

Discussion

The plant replacement program has been developed based on the plant items that have met their scheduled replacement date, plant items that have high utilisation resulting in the need for replacement and management of cash flows across financial years and budget areas. Plant items are split into three key areas, light vehicles – leaseback, light vehicles – operational and heavy vehicles. Managers have contacted relevant vehicle suppliers, who have provided estimated timeframes for plant delivery.

Heavy Plant Table 1 outlines the Heavy Plant items scheduled for replacement in the 26-27 financial year, the approximate value of the plant, the suppliers estimated delivery timeframe and those intended to be procured before the 26-27 financial year.

Table 1 –Heavy Plant Replacement FY 2026 – 2027 – Gundagai

Plant Number	Description	Estimated Sale of existing Plant Item	Estimated Purchase Price	Net Purchase Cost	Comments
2305	HAMM Padfoot Roller	\$55,000	\$150,000	\$95,000	Replace due to Age
1105	Kubota Mini Excavator	\$30,000	\$105,000	\$75,000	Replace due to Age
2203	Kubota Skid Steer Loader	\$45,000	\$135,000	\$90,000	Replace due to Age
3402	Hino Dual Cab Truck	\$30,000	\$80,000	\$50,000	Replace due to Age
3403	Hino Dual Cab Truck	\$30,000	\$80,000	\$50,000	Replace due to Age
3603	Kenworth Prime Mover	\$60,000	\$175,000	\$115,000	Replace due to Age
NEW	VMS Signs	\$0	\$50,000	\$50,000	NEW PLANT
	TOTAL	\$250,000	\$775,000	\$525,000	

Table 2 – Light Plant Replacement FY 2026 – 2027 – Gundagai

Plant Number	Description	Estimated Sale of existing Plant Item	Estimated Purchase Price	Net Purchase Cost	Comments
7502	2012 Toyota Hilux 4x2 Single Cab Utility	\$15,000	\$40,000	\$25,000	Replace due to Age
7531	2018 Holden Colorado LS	\$20,000	\$50,000	\$30,000	101818km
7544	2020 Mazda BT-50 XT 2.2L C/Chassis 4x2	\$17,000	\$40,000	\$23,000	80363km
7539	2019 Mazda BT-50 3.2L Single C/Chassis	\$15,000	\$55,000	\$40,000	135823km
7065	2022 Subaru Forester MY23 2.5i AWD Wagon	\$25,000	\$40,000	\$15,000	105572km
	TOTAL	\$92,000	\$225,000	\$133,000	

Table 3 – Heavy Plant Replacement FY 2026 – 2027 – Cootamundra

Plant Number	Description	Estimated Sale of existing Plant Item	Estimated Purchase Price	Net Purchase Cost	Comments
4004	Compact Utility Tractor	\$5,000	\$34,000	\$29,000	Replace due to Age
3219	Fuso Truck	\$20,000	\$70,000	\$50,000	Replace due to Age
3220	Fuso Truck	\$25,000	\$120,000	\$95,000	Replace due to Age
3221	Fuso Truck	\$25,000	\$120,000	\$95,000	Replace due to Age
3610	Hino Tipper Truck	\$70,000	\$230,000	\$160,000	Replace due to Age
	TOTAL	\$145,000	\$574,000	\$429,000	

Table 4 – Light Plant Replacement FY 2026 – 2027 – Cootamundra

Plant Number	Description	Estimated Sale of existing Plant Item	Estimated Purchase Price	Net Purchase Cost	Comments
7072	Toyota Corolla Hybrid Ascent	\$25,000	\$40,000	\$15,000	115367km
7033	2018 Holden Equinox LS FWD	\$10,500	\$50,000	\$39,500	147822km
7046	2018 Ford Escape ZG ST-Line AWD	\$10,500	\$45,000	\$34,500	113423km
7536	2018 Holden Colorado LS 4x4 C/Chassis (Workshop)	\$18,000	\$50,000	\$32,000	105544km
7537	2019 Toyota Landcruiser LC Military GX - Nox. Weed	\$60,000	\$80,000	\$20,000	164753.9km
7543	2019 Ford Ranger 4x2 Hi-Rider Single C/C Utility	\$20,000	\$46,000	\$26,000	89809km
7066	2023 FORD RANGER 2023 RANGER XLT EYZ97M	\$35,000	\$60,000	\$25,000	115110km
7069	2023 Ford Ranger XL FBR11M	\$30,000	\$55,000	\$25,000	131880km
	TOTAL	\$209,000	\$426,000	\$217,000	

Financial

The plant replacement program will result in a total capital expenditure allocation of \$2,000,000 being assigned from the 26-27 financial year budget. Of this, an allocation to be determined may be committed prior to the financial year.

The proposed budget is detailed in Table 5. A significant portion of replacement program will be funded through plant hire income when plant is utilised on projects, along with income from sale of the plant items being replaced.

Table 5 – Operating and Capital Budget 2026-2027 compared to 2025-2026

Plant Budget 26/27		Plant Budget 25/26
Operating income		
Leaseback fees	\$ (78,750)	\$ (75,000)
Diesel fuel rebate	\$ (120,000)	\$ (114,000)
Insurance reimbursements	-	\$ (10,000)
Plant hire income	\$ (4,200,000)	\$ (3,800,000)
Total operating income	\$ (4,398,750)	\$ (3,999,000)
Operating expenditure		
Salaries and wages	\$ 442,822	\$ 466,922
Materials purchased	\$ 929,874	\$ 980,480
Fuel	\$ 887,318	\$ 1,085,774
Insurance	\$ 239,381	\$ 226,359
Registration	\$ 213,350	\$ 220,094
Depot expenditure	\$ 87,784	\$ 52,363
Total operating expenditure	\$ 2,800,529	\$ 3,031,992
Net operating surplus	\$ (1,598,221)	\$ (967,008)
Capital income		
Sale of plant – (Heavy & Light)	(\$ 696,000)	(\$ 650,000)
Interest on reserve	(\$ 15,000)	(\$ 15,000)
Total capital income	(\$ 711,000)	(\$ 665,000)
Capital expense		
Purchase of Heavy & Light Plant	\$2,000,000	\$2,600,000
Equipment purchase	\$ 0	\$ 0
Total capital expense	\$ 2,000,000	\$ 2,600,000
Net capital expenditure	\$ 1,289,000	\$ 1,935,000
Plant Surplus 26/27	\$ 309,220	Deficit 25/26 \$ 967,992

Plant Reserves	
Opening plant reserve*	\$ 2,567,537
Transfer to/(from) reserve	\$ 309,220
Closing plant Reserves	\$ 2,876,757

*Actual as of April 2026. This is expected to improve slightly by 1 July 2026.

OLG 23a Guideline consideration

Procuring plant promptly, is aimed at ensuring that the Plant Replacement Program 2026-2027 does not roll into the 27-28 financial year, where it will have additional implications due to the demerger.

7.6.2 GUNDAGAI ENGINEERING REPORT - APRIL 2026

DOCUMENT NUMBER	472049
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 April 2026 be noted.

Introduction

The Gundagai Engineering Report for the month of April 2026 is submitted for the information of Council and the community.

Discussion**Gundagai Rail Viaduct**

During March Council raised some concern regarding the long time frames for the structural options for the Gundagai Rail Viaduct timber trestle bridge over Middleton Road on O I Bell Drive. Council received correspondence from Transport for NSW (TfNSW) in late April acknowledging the time taken to progress this important piece of work and understands Council's concerns. TfNSW advised that they had received a draft report in late November 2025 and have been conducting a thorough review of the report and requested that additional work be completed. It is anticipated that options and a delivery plan for the project will be presented in the coming months. Subject to internal approvals, a meeting with Council will be scheduled for June 2026.

Road Maintenance

A bollard at the intersection of Sheridan Street and Otway Street has been replaced due to the previous bollard being damaged by a motor vehicle collision. Sections of the street which are not accessible for the street sweeping units have been cleaned and material moved manually by staff prior to the street sweeping unit from Cootamundra attending to undertake street gutter cleaning in Gundagai streets.

Maintenance grading has been completed in the Tumblong area on Laudra Road, Lucindale Road and Tumblong Reserve Road. Grading works were also completed on Parsons Creek Road, Redhill Road, Fairview Road and Wee Jasper Road at Adjungbilly. Grading works then moved on to Tumblong Reserve Road and Wee Jasper Road. Grading in the Yammmtree/Brawlin Road area is expected to be completed by the end of May.

Patching has occurred in the Adjungbilly area. Natural Disaster repairs to Parsons Creek Road bridge were well underway in the month of April and will be completed in May.

Speed restriction signs for the Humelink project have been installed, making the area safer for local residents, school bus operators and all traffic passing through the area.

Water and Sewer

Gundagai water treatment plant operators have been closely monitoring water levels in the Murrumbidgee River. It has been identified that the inlet pipe is too close to the surface of the water which risks a vortex forming sucking in air. Staff have worked quickly to rectify the issue by installing an extension onto the inlet. The water level has dropped below the original intake level and we are now relying on the extension which was installed to resolve the vortex issue. A major watermain break occurred on Mount Street during April, the area was secured before repairs were undertaken by staff.

Council has identified an additional contractor stealing water from fire hydrants. This has been referred onto the Natural Resources Access Regulator. Stealing water from fire hydrants not only crates a financial burden on Council from loss of income but it also increases the risk of dirty water to residents’ homes and water contamination if the filling truck/s accidently backflow back into the mains. Unauthorised access to hydrants also increases maintenance costs in addition to increased time spent on inspections of the water assets and subsequent repairs when hydrants are not closed off correctly.

Capital Works

Council received correspondence from NSW Aboriginal Land Council advising that they have no objection to Council undertaking the works in accordance with our Crown Licence conditions on the water main extension to Annie Pyers Precinct. As a result, a letter of award was provided to the successful tenderer.

The next stage of the project is to have an inception meeting with the successful contractor and develop a program for the works. With the current crisis in the Middle East the cost of construction materials has increased. In addition to increased diesel prices, this will have an effect of the final price of the 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 40 applications and reviewed a total of 43 Access Permit Applications for the LGA during April 2026.

Applications Received	Granted - Notice	Approved (no conditions)	Approved with Conditions	Refusals	Closed
40	1	1	35	3	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.

Applications are currently taking 1.58 days for Council to assess on average from the time Council receives them to when Council approves (with or without conditions) Applications are taking 9.57 days on average from the time they are lodged until the time that National Heavy Vehicle Regulator issue the permit.

Road Safety

An update has been requested on the investigation into a crossing guard for Gundagai Public School on West Street, with all items now listed under General Business for the May Local Transport Forum meeting.

Financial

Projects funded from various funding sources and 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 - APRIL 2026

DOCUMENT NUMBER	472256
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 2.2 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

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

Introduction

This report provides an overview of the key projects, operational activities, and service delivery outcomes undertaken by the Regional Services Division during April 2026. Throughout the reporting period, Council continued to deliver a broad range of maintenance, infrastructure, and community support services across the Gundagai region. Works remained focused on maintaining public infrastructure, improving community facilities, enhancing public safety, and ensuring the effective delivery of essential operational services. The following sections outline completed works, ongoing projects, and routine operational activities undertaken during the month.

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:

- Proactive fire mitigation works completed in designated areas to improve community safety and reduce fuel loads.
- Completion of routine maintenance works at the Gundagai Saleyards to maintain operational functionality.
- Watering, turf management, and routine upkeep of sporting fields to maintain surface quality and usability.
- Irrigation system inspections, maintenance, and repairs undertaken to support sustainable water management practices.

- Ongoing maintenance of parks, reserves, sporting fields, and playgrounds to support safe and welcoming community environments.

2. Gundagai Memorial Swimming Pool

Contractors continue to undertake repairs and maintenance works on the pool superstructure. Works undertaken during the reporting period included:

- Removal and replacement of damaged sections of expansion joints.
- Removal and replacement of deteriorated surface tiling from the pool hob and face.
- Installation of shade sail structure with continued works to take place on the shade sail tops.

These works form part of Council's ongoing commitment to maintaining safe and functional aquatic facilities for community use.

3. Cemeteries

Council continues to maintain cemetery facilities across the region to a high standard, ensuring each site remains respectful, accessible, and well presented for community members and visitors. Routine maintenance, grounds upkeep, infrastructure inspections, and site monitoring are regularly undertaken to preserve the amenity, safety, and dignity of these important community assets. Ongoing general maintenance, including pathway upkeep, infrastructure inspections, and site monitoring.

Activities undertaken during the reporting period included:

- Ongoing general maintenance works, including pathway upkeep, infrastructure inspections, and site monitoring.
- Seven interments conducted in accordance with Council procedures, ensuring respectful and professional service delivery.
- Continued engagement with the community, with Pre-Need contracts accepted to support future burial planning arrangements, monumental permit applications submitted and approved.

Routine mowing, lawn maintenance, weeding, and grounds maintenance completed to uphold presentation standards across all cemetery sites.

4. Biosecurity

Biosecurity activities focused on strengthening compliance, improving community awareness, and supporting responsible weed management practices throughout the region.

Key activities included:

- Continued education and awareness initiatives regarding the transfer and spread of prohibited matter by vehicles and machinery.
- Ongoing inspection and compliance practices.
- Community engagement activities aimed at encouraging compliance with biosecurity obligations and best-practice land management.

Council remains committed to supporting regional biosecurity outcomes through education, monitoring, and collaborative engagement with landholders and stakeholders.

“Strong Biosecurity Starts with Weed Awareness”

5. Gundagai Public & Council Facilities income

Gundagai RV Park Income April 2026

- 01/04/26 – 3/04/26 - Total Income \$422.65

Gundagai Landfill Income April 2026

- 01/04/26 – 30/04/26 - General Income \$4,481.85

Gundagai Standpipe Income April 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
2026	April	\$17,136.31	19	\$14,104.02
25/26	Totals	\$101,482.26	153	

Gundagai Saleyards Truck Wash April 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
2026	April	\$3641.40	28	\$3633.62
25/26	Totals	\$36,484.68	290	

6. Compliance

Council continues to ensure compliance with the Companion Animals Act 1998 and the Local Government (General) Regulation 2021 (Regulation 217(1)(f)) through ongoing monitoring, enforcement, and community education initiatives.

Feral Cat Management Plan

Capture, Assessment, Rehoming and Humane Disposal.

This plan outlines Council's approach to the humane management of feral and stray cats within the local government area, including procedures for capture, assessment, rehabilitation, rehoming

where appropriate, and humane euthanasia where animals are diseased, unmanageable, or pose a biosecurity or public health risk.

The objectives of the program are to:

- Protect public health and safety.
- Reduce impacts on native wildlife and the environment.
- Promote responsible animal management practices.
- Ensure humane treatment of all animals in accordance with legislative requirements.
- Support rehoming outcomes wherever feasible and appropriate.

Council will continue to promote responsible pet ownership through:

- Public education campaigns
- Desexing awareness initiatives
- Microchipping and registration promotion
- Information regarding abandonment offences
- Encouraging early reporting of feral cat colonies

“Protect Wildlife. Prevent Feral Cats. Desex, Register, Report.”

Abandoned vehicles

An Expression of Interest (EOI) process was conducted for the sale of abandoned vehicles and equipment. A total of 7 items were listed, with 5 items successfully sold through the process. The disposal process was carried out in line with the requirements of the NSW legislative framework governing unattended and abandoned vehicles.

Prior to disposal, Council undertook the required compliance and notification processes, including investigations into ownership, issuance of notices where applicable, and statutory holding periods. Items not sold in the initial EOI process will remain subject to Council’s disposal procedures.

A further EOI process is scheduled for the end of the month and will include the remaining unsold items together with additional vehicles and eligible impounded property that have satisfied the legislative requirements for disposal.

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 for the guidelines.

7.7.2 PRINCE ALFRED BRIDGE TIMBERS

DOCUMENT NUMBER	472354
REPORTING OFFICER	Greg Ewings, Acting Manager Regional Services Gundagai
AUTHORISING OFFICER	Trevor Dando, Acting Deputy General Manager Operations
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	There are no Policy implications associated with this report.
ATTACHMENTS	Nil

RECOMMENDATION

That Council:

- 1. Notes the report on the Prince Alfred Bridge Timbers stored at the Gundagai Waste Site.**
- 2. Offers for sale the timbers located in the Group One Pile as one lot on a as is where is basis through an Expression of Interest process.**

Introduction

This report provides information on the condition of the salvaged Prince Alfred Bridge Timbers following the assessment undertaken in response to Council Resolution 086/2025 from the February 2025 Council meeting.

RESOLUTION 086/2025

- 1. All salvaged timber from the dismantling of the historic Gundagai Prince Alfred Bridge currently being stored and quarantined at the Gundagai Landfill facility be repositioned to take up less space at the waste site and during this process be assessed and graded to establish the amount of timber retained that is good, fair and poor condition.**
- 2. The results of the assessment be reported to Council for consideration.**

Discussion

The Prince Alfred Bridge was a significant piece in the history of Gundagai and NSW as it was the first major bridge crossing of the Murrumbidgee River providing an integral transport link on the Hume Highway from 1896 to 1984.

The bridge was demolished in late 2021 due to its dilapidated condition presenting a public safety risk.

The issue of the future purpose and use of the timber has been reported on and discussed on numerous occasions since the decision to demolish the Bridge was made. The NSW Government

commenced the process in determining the future purpose by commissioning a heritage expert to memorialise the Prince Alfred Bridge in 2021. In preparation for the provision of a suitable memorial or memorials of the Bridge, community consultation undertaken in 2022. The consultation included a survey to residents asking for suggestions for the use of the salvaged timbers with approximately 140 memorial ideas received. These ideas received were to go through an assessment to ensure appropriate tribute(s) were prioritised.

Details of the process or results of the assessment of the 140 ideas and any subsequent recommendations for suitable memorial(s) were not received.

Due to there not being a clear plan or use for the estimated 460 m3 of salvaged timbers it has remained stored at the Gundagai waste facility siting on approximately 1200m2 of usable space the waste site as in the (site plan 1) below which shows the position of the timbers combined into three separate groups.

Site Plan 1



In addition to taking up space at the site the current storage, is not good for the timber with it stacked in piles and exposed to the ground and elements for over six years which has led to further deterioration.

This continued deterioration is reducing the amount of the timber that is viable for recycling and reuse. The assessment of the timbers found that an estimated 60% of the timbers were of fair condition, 10% in poor condition and 30% in good condition. Most of the fair and poor condition timbers were in Group One and Group Three piles of the timbers.

The timber does have a commercial value with similar recycled hardwood bridge timbers having current market rate estimated at between \$10 to \$80 per lineal meter pending the length, thickness and width of the section and its condition due to contaminates, splitting, broken or rotting.

The Prince Alfred Bridge was approximately 650 metres long by 7metres wide and had average deck timbers of 200 mm wide. This equates to approximately 22,750 lineal metres of potentially salvaged timber from the bridge.

If all the timber is sold at an average of \$20.00 per lineal metre, then potentially Council could receive \$455,000 thousand dollars of income for the salvaged timber.

Acknowledging there has not been any formal details for the potential use of the timbers nor has funding from NSW Government been granted to contribute to cost of the utilising the timbers, it is proposed that Council offer for sale the timbers located in Group One Pile as one lot on a as is where is basis through an Expression of Interest process to establish the value of the timbers in today's market.

This course of action if implemented would free up space at the waste site, provide additional income while giving Council additional time to determine the amount of timber that would need to be retained for the use in any future potential Gundagai projects.

Financial

The sale of the Group One Timber by an Expression of Interest process would be potentially provided additional income.

OLG 23a Guideline consideration

There are no implications to the guidelines.

7.7.3 2026 WASTE SERVICES REVIEW

DOCUMENT NUMBER	472635
REPORTING OFFICER	Greg Ewings, Acting Manager Regional Services Gundagai
AUTHORISING OFFICER	Trevor Dando, Acting Deputy General Manager Operations
RELEVANCE TO COMMUNITY STRATEGIC PLAN	3. Protected and enhanced environment 3.1 A natural environment is valued and protected
FINANCIAL IMPLICATIONS	The costs associated with the proposed Actions from the Waste Review be funded from the Waste Reserves.
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. Waste Services Review ↓ 2. Business Case for the Installation of Weighbridge & Site Hut at the Gundagai Waste Site ↓ 3. Business Case for Waste Loader Acquisition ↓

RECOMMENDATION

1. That the 2026 Waste Service Review be received and noted.
2. That the following Waste Services Initiatives identified in the 2026 Waste Review be adopted:
 - 2.1. Retain external contracting arrangements for transfer station servicing in the short term and prepare separate request for Tender for the Transfer Station service and the Burra Road servicing.
 - 2.2. Continue investigation into alternative waste transfer improvements including on-site compaction methods, transport and processing models including joining the SWRWMG Haulage by walking floor trailer model to improve cost efficiency.
 - 2.3. Undertake a comprehensive financial review of Council's waste services, including long-term sustainability and reserve funding requirements.
 - 2.4. Investigate the proposal to introduce an appropriate Waste awareness campaign.
 - 2.5. Undertake investigation the potential for providing an appropriate annual bulky waste service model for pensioners and disadvantaged residents within the kerbside collection areas.
 - 2.6. Continue with capital needs as detailed in the 2026 Waste Review and the 2020-2030 Waste Strategy action plan as detailed below:
 - 2.6.1. Site Fencing Gundagai - 850mtrs at \$50.00 per metre \$42,500.
 - 2.6.2. Site Groundwater Bores Gundagai- Installation of Groundwater bores \$20,000.
 - 2.6.3. Site Security Improvements Gundagai – Installation of Solar and Battery system and additional CCTV Cameras - \$22,000.
 - 2.6.4. Provision of a new site Amenities and weighbridge – Estimated \$340,000.

- 2.6.5. Purchase of High Reach Loader unit for the site – Estimated \$160,000.**
- 2.6.6. Allocate \$20,000 from Capex to run a 6-month investigation into the need of a waste service for the Adjungbilly area by undertaking a trial to determine the waste volumes of the area so that an appropriate service and associated cost of providing the service can be determined and a feasibility assessment can be undertaken and decided upon.**

Introduction

This report provides the details of the measures undertaken by staff in response to Council Resolution 056/2025 from the February 2025 Council meeting.

Resolution 056/2025

That Council:

- 1. Acknowledges receipt of the report on the current Waste Services Operations across the Cootamundra-Gundagai Regional Council area.**
- 2. Defers a decision on the capital improvements until:**
 - 2.1. The Minister for Local Government makes a determination in relation to the demerger of the Cootamundra-Gundagai Regional Council.**
 - 2.2. A Business Plan, including income and expenditure, for the proposed waste facility improvements is provided.**

Discussion

To prepare for the formulation of a business plan as per Resolution 056/2025 staff undertook a comprehensive investigation and service review of Council's current waste service. During the review, the 2020–2030 Waste Strategy adopted by Council in 2020 was also examined to assess Council's current position against the Strategy's recommendations, business plan, action plan, and projected long-term financial plan expenditure.

The Waste Strategy Action plan clearly identified the operation site improvements for both the Cootamundra and the Gundagai sites and also included the capital improvements listed for both sites.

Since 2020 the many of the recommended site improvements both Capital and operational for the Cootamundra site have been implemented while there has been only minor implementation of any of the recommended site improvements both Capital and operational for the Gundagai site.

Waste management is inherently complex, requiring consideration of operational, financial, environmental and community impacts. Accordingly, any proposed changes to waste service delivery—particularly the introduction of new infrastructure or services—must be evaluated in the context of their broader implications for existing waste operations and overall Council service delivery.

The 2026 Waste Review Document (**Attachment 1**) evaluates the rationale, costs and operational impacts of the proposed waste strategy improvements on Council's current waste services in a structured and methodical manner.

In addition to the improvements recommended to the Gundagai site including the fencing, site security, CCTV improvements, ground water monitoring, weighbridge and site amenities and on site loader being identified in the Strategy business plan and Action Plan, updated business cases for

the purchase and installation of a weighbridge and site amenities (**Attachment 2**) and the purchase of a Loader for the site (**Attachment 3**) have been provided.

Financial

Funding of \$604,500 from Council's Waste reserve in 2026/2027 budget for the Gundagai Landfill upgrades as detailed in the recommendation including entrance upgrade with weighbridge and new site office /amenities building.

OLG 23a Guideline consideration

Does not conflict with Guidelines.

Waste Services Review 2026



WHAT IS AN INTERNAL SERVICE REVIEW?

An internal service review is a process that considers the costs, quality and efficiency of a Council service and assesses whether the current mode of delivery is appropriate. This involves considering the following phases:

- **Data Collection:**

It is the process of data collection that enables a Council to make informed decisions about the services Council delivers.

This comes from a variety of sources including, review of current operations and review of similar areas/facilities in the region.

- **Analysis and Options Review:**

Not all alternatives considered in the data collection phase can be applied to Cootamundra Gundagai Regional Council. The data available needs to be analysed to determine practical, suitable outcomes that could be applied to Cootamundra Gundagai Regional Council

- **Service Level Review:**

This includes consideration of the current services and whether they are suitable for the current community need.

The last review of the Cootamundra Gundagai Regional Council Waste Services occurred in 2019/2020 as part of the preparation of a Waste Strategy for Council.

1. Current Waste Services

Waste management sites

Council provides the community eight sites across the LGA to manage domestic and non-domestic waste. The Council largest site at Cootamundra operates under an environmental protection licence (EPL) and undertakes a wide variety of waste processing and disposal activities.

Council also manages three other smaller landfills at Stockinbingal, Wallendbeen and Gundagai, and four dedicated regional transfer stations.

All four sites with active landfills receive and managed both domestic and non-domestic waste. Both Cootamundra and Gundagai sites have transfer stations which transfer putrescible waste off-site for landfilling.

Elliots Transport under contract to the SWRWGM hauls compacted waste which includes waste collected in the general waste Kerbside collection from Cootamundra, Stockinbingal and Wallendbeen to Ecofill Bald Hill regional Landfill at Jugiong.

The bulk putrescible bins used at the Gundagai waste site for self-hauled and delivered general waste are provided on a rental basis, serviced and waste collected transported to regional landfill facilities by waste contractor Cleanaway.

The four regional transfer stations receive domestic waste and dry recycling only and all four sites use 3 cubic metre front loading waste bins for the domestic waste. The three cubic metre bins are rented, serviced and waste collected transported to regional landfill facilities by waste contractor Cleanaway. The transfer stations sites have multiple 240 litre wheelie bins for the deposit of dry recyclable waste which are collected by Councils kerbside compactor weekly. In addition to the 240ltr bins the Coolac and Nangus site also have a three cubic metre front lift waste bin for recyclable waste which are serviced by Bellettes from Tumut.

Remaining Useful Asset Life (UAL) at the landfills is generally unknown, although Council considers its smaller Wallendbeen and Stockinbingal landfills to have limited years remaining within current operating conditions. In 2021 Council engaged Infrastructure solutions to provide a report and preliminary cost estimates for the rehabilitation works required to all of Councils landfill sites.

The sites are a combination of both leases from the Crown and ownership by Council.

Cootamundra, Stockinbingal, Wallendbeen and Gundagai are opened at scheduled times and are always staffed during the opening periods as detailed below.

Opening periods are:

- Cootamundra Waste Depot: 7 days:
Monday to Friday – 7:30am to 3:30pm
Saturday to Sunday – 10am to 3pm.
- Stockinbingal: two half days:
Wednesday 8:30 am – 12 noon
Sunday 8:30 am – 12 noon
- Wallendbeen: two half days:
Wednesday 1:00 pm – 4:30 pm
Sunday 1:00 pm – 4:30 pm
- Gundagai Waste Depot: five half days:
Monday – 7am to 11am
Tuesday Closed
Wednesday 1pm to 5pm
Thursday Closed
Friday 7am to 11am
Saturday 11am to 5pm
Sunday 7am to 1pm
- Transfer Stations, Muttama, Nangus, Tumblong and Coolac:

24/7 Access Tag Scheme for Eligible Residents

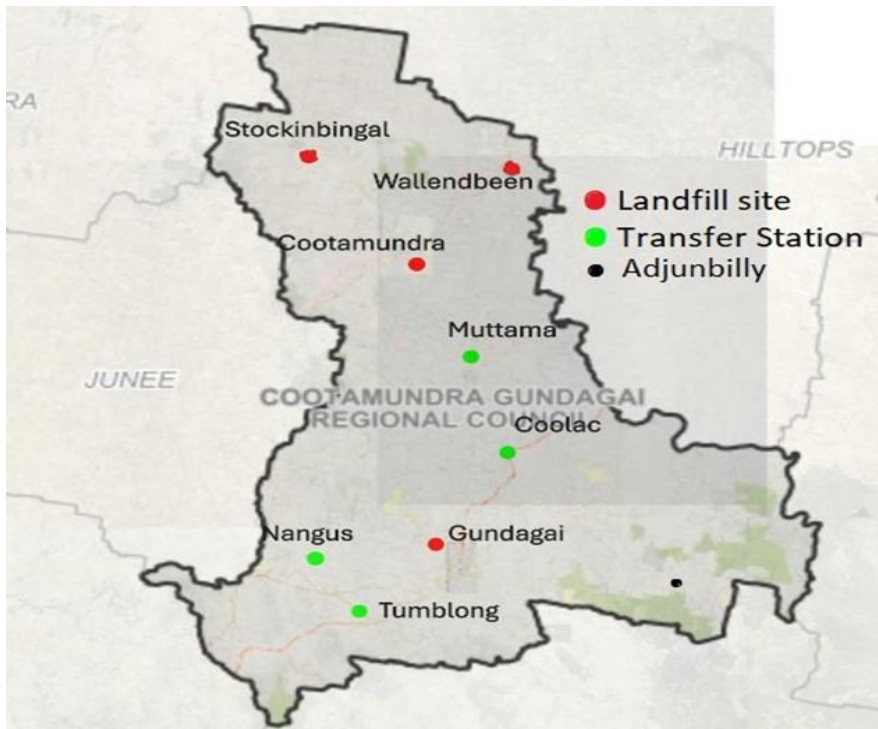
Council staff operate the Cootamundra Facility when open while the Stockinbingal, Wallendbeen and Gundagai sites operate with the access and supervision undertaken by external contractors.

At times outside the opening hours the sites are locked but may be accessed as required by both Council's Civil works and Regional Services staff. The four regional transfer stations are un-manned and have 24/7 access to residents through a deposit and electronic access system.

All waste sites require plant for waste handling, pushing, compacting, or cleaning works. Current arrangements see dedicated civil plant required to manage waste and recyclables being located at the Cootamundra site and being available to staff as and when required.

The Gundagai site does not have dedicated plant and requires plant to be supplied by Council civil works which is walked or floated to the site or local civil contractors plant under hourly hire rates arrangements is undertaken.

Waste Facility Site Locations within the LGA



Waste disposal fees and charges

Fees and Charges for the self-haul disposal of waste and recycling is inconsistent between the Cootamundra and Gundagai Waste sites.

The inconstancy is due to the Cootamundra waste depot having a weighbridge enabling the charging of waste received by weight when delivered to site, and Gundagai not having a weighbridge and using a load size based on the type of vehicle delivering waste for estimated volumes.

There are no charges currently applied on deliveries for waste and recycling disposed at the four regional transfer stations.

Collection of Domestic Waste, Recyclables, Food and Garden Organics and Public Place Bins

Council provides and operates its own kerbside collection vehicles. Cootamundra collection area is serviced by 2 vehicles and the Gundagai area by 1.

Kerbside bin system Council provides a three mobile garbage bin (MGB) kerbside service for residents of Cootamundra and Gundagai and the villages of Stockinbingal and Wallendbeen. A relatively small number of kerbside services are also provided to businesses within Cootamundra and Gundagai townships. Service levels, waste streams collected, by Council vary between the Cootamundra and Gundagai service areas within the LGAs as described below.

Table 2. Kerbside bin systems and charges within the region

Kerbside waste	Ex. Cootamundra LGA	Ex. Gundagai LGA
Residue Waste	140L weekly	120L weekly
Dry Recycling	240L fortnightly	240L fortnightly
Organics	GO – 240L fortnightly	FOGO – 240L fortnightly

The Gundagai kerbside waste collection compactor truck services the Gundagai town and Jacklass areas with weekly collections of the allocated kerbside bins. Additionally, the truck also services the four Transfer Station dry recycling bins weekly.

The truck delivers putrescible waste directly to Ecofill Bald Hill Landfill 2 times a week. Recycling to Elouera at the Cootamundra Recycling Facility once a week and delivers collected FOGO material to the Gundagai waste site for processing weekly.

The Cootamundra trucks service the Cootamundra and Gundagai and the villages of Stockinbingal and Wallendbeen weekly with all putrescible waste collected then delivered to the Cootamundra Landfill for transfer to Bald Hill under the SWRWMG compactor haulage arrangement. The garden organics and recycling material collected are delivered to the Cootamundra Waste site for processing at the site.

Rural Transfer Stations

Rural transfer stations are provided for rural residents who do not have kerbside pickup. The four rural transfer stations are located across the southern part of the council area for the convenience of rural residents. A tag is required for access, which is available from the Council. The transfer stations are for the disposal of domestic household waste only in the metal 3mtr3 skip bins, with provision for the disposal of recyclable items in the 240-litre mobile garbage bins.



The 3mtr3 metal bins are serviced weekly by an external contractor and the waste collected is transported and delivered to regional landfills

No bulky items or farm waste is accepted by Council at these sites. Other waste from the rural in the south of the council area is typically taken to the Gundagai Waste Facility.

Community Benefits

Collecting and disposing of waste is a critical service for any community. Without Councils existing services, substantial costs are likely to be incurred by residents when disposing of waste at other facilities.

Waste collection is one of the critical services that local government provides for the community. The environmental protection authority (EPA) is increasing the regulation and requirements in this area, to ensure best practice waste management is undertaken. This includes specific site assessments and planned increases for FOGO. If a collection service was not in place, residents would have to deliver and dispose of their regular waste at a Landfill facility.

The Council's Waste Facilities provide a wide range of dumping alternatives for residents, industry and business in the Council area. This is essential for local businesses to maintain operations and residents to improve and clean their properties. Without the landfill and transfer station facilities, it is likely Illegal dumping would increase dramatically, across the Council area which would also add to Council's expenses into the future.

2. Waste Strategy (2020- 2030) Overview

In 2019 Cootamundra-Gundagai Regional Council (Council) engaged Wright Corporate Strategy to collaboratively work with Council to develop its new Waste Strategy.

At the time Council was very much aware of the disparity in waste management practices between the former Cootamundra and Gundagai Shires and supported an initial review of sites and services to highlight areas on which to focus on development of a new Strategy.

The Draft Waste strategy was presented to Council in November 2019 for releasing to the public for a three-month exhibition period. It was resolved at the meeting to defer the release until further discussion by Council at the March 2020 meeting. The matter Strategy was next considered by Council following a notice of motion at the April 2020 meeting at which it was resolved that the Waste Strategy Plan be adopted and made available for public review and comment.

The Strategy documents included CGRC Business Plan 2020-2030 Waste Services (**Appendices 1**), Waste Strategy Delivery Long Term Financial Plan (LTFP) 2020-2030, Waste Strategy Delivery Action Plan 2020-2030(**Appendices 2**) and Waste Risk Assessment and Management Plan (RAMP) 2020-2030.

While the Strategy is now five years old the content including the Action Plan and the Key Focus Areas (KFA) addressed within, and the long-term financial plan and are still relevant.

The Waste Strategy contained 22 strategic Actions within 7 KFAs or Program Areas. It had been developed with a vision for the future with strategic objectives to fulfil and was intended to be implemented with guidance and support from 3 Delivery Plans.

Long term financial implications of the draft actions were assessed before finalisation of the Strategy. A long-term financial model had also been developed to make the assessments before being finalised to deliver strategic Actions within a Long-Term Financial Plan.

In reviewing the action plan it would appear that there has been little recorded in the achievement of the KPI's within the plan however below are notes of known actions outcomes to date;

KFA 1- Deliver cost-effective waste services

1.1 Improve Waste Sites Operations,

4-Improve Site Security – some security upgrades achieved

1.2 Develop Waste Sites Network,

1. Prepare a Business Case for a Transfer Station at Adjungbilly – not yet achieved but subject to trial and feasibility assessment as indicated in the LTFP.

1.3. Upgrade Operations at Sites,

the Cootamundra Site has met 8 of the 11 actions listed having the New revolve shop, new plant and equipment purchased, new and additional fencing installed, new site office and amenities provided, and new employees engaged since 2021.

The breakdown of the capital improvements to the Cootamundra Site detailed in the below table;

Work Order Short Description	2019	2020	2021	2022	2023	2024	2025	2026	Grand Total
Cootamundra landfill - upgrade recycling facility hardstand area									\$ -
Cootamundra landfill - entry and exit gates		\$240.23							\$ 240.23
Cootamundra landfill - boom gate at weigh bridge		\$1,829.14							\$ 1,829.14
Waste facility upgrade - Cootamundra - To be informed by waste strategy outcomes	\$18,351.00	\$23,344.40	\$20,652.24						\$ 62,347.64
Waste facility upgrade - Gundagai - to be informed by waste strategy outcomes	\$ -								\$ -
High Fencing for Cootamundra Landfill 2021 and 2022.			\$87,050.00	\$89,139.87					\$ 176,189.87
Cootamundra landfill Replacement Compactor			\$151,371.45						\$ 151,371.45
Cootamundra Landfill - Construction of Dam for water catchment and compost irrigation									\$ -
Cootamundra Landfill - Refurbishment of Weight Bridge office and amenities			\$86,235.71	\$29,543.31					\$115,779.02
Waste Upgrades - Budget Only Cootamundra					\$ -	\$ -			\$ -
Cootamundra Landfill Shed - 2nd Hand Sales						\$108,014.40	\$207,928.32		\$ 315,942.72
									\$ 823,700.07

The Gundagai Site has not met any of the 9 listed actions.

Work Order Short Description	2019	2020	2021	2022	2023	2024	2025	2026	Grand Total
2. Gundagai Site									
Operation of new plant and equipment									
Cost for Contractors Supplying Site Services									
Cost for additional operations labour									
Revenue from site activities									
New Weighbridge									
Site fencing									
Site Offices & Amenities									
New Plant & Equipment									
Capex for Revolve/Buy-Back Centre									\$ -

The works were funded by the General waste reserve with \$824,000 from the reserve spent from 2020 to 2025 on the Cootamundra Waste depot.

KFA 2- Tender contracted services,**2.1 Co-mingled Recycling MRF Operations,**

1. Procure Operational Services for the Co-mingled Recycling MRF at Cootamundra. *Achieved*

2.2 Transport of Waste and Recycling from Sites,

1. Procure Supply and Collection of Waste, Co-mingled Recycling and Bulk Paper/Cardboard Bins at all sites, *Achieved and requirements reviewed as required*

2.3 FOGO Processing,

1. Procure Construction/Processing of a FOGO Processing Facility at Cootamundra, *Partially achieved*

KFA 3 – Avoid and reduce waste generation,

1. Support Regional Use of Yours2Take Program and Other Buy/Swap/Sell Initiatives, *Achieved by involvement in regional and local initiatives*

KFA 4 – Increase recycling rates**4.1 Sort Self-Haul Waste at Cootamundra,**

1. Crush and ensure product regulatory compliance from pre-sorted, bulk concrete, brick and tile, *Achieved Sorting of Self haul in progress and crushing of Brick and concrete commenced*

KFA 5 – Engage the whole community,

Not Achieved

KFA 6 – Ensure financial sustainability of waste services**6.1 Review Waste and Recycling Income**

2. Increase site waste disposal charges uniformly across the region, *partially achieved.*

6.7 Determine new Regional Rates Charges

3. Introduce a Rural Waste Charge in Cootamundra LGA for all non-urban assessments to align with former Gundagai LGA. *-Partially Achieved*
4. Increase non-residential Rates charge for kerbside services in Cootamundra to meet charge paid Gundagai businesses. *-Achieved*

KFA 7 – Ensure regulatory compliance of sites and waste operations,**7.1 Ensure Sites meet Minimum Standards**

1. Develop the Cootamundra site – *Largely Achieved*
2. Develop the Gundagai site – *Not Achieved*.

The completion of the financial details required to bring the LTFP up to date and determine if the waste services budgets have been and will be capable to enable the requirements of the strategy are still underway.

The task of compiling the historical information has been challenging due to a change in financial recording practices by CGRC since 2021.

3. Cost-Benefit Analysis of Transfer Station Servicing**3.1 Current Transfer Station Operations**

Council currently operates four transfer stations:

- Muttama
- Tumblong
- Nangus
- Coolac

Council manages day-to-day operations including:

- Site maintenance and litter control
- Site infrastructure maintenance
- Entrance and Monitoring systems (scanners and cameras)
- Recyclables collection and transportation

Waste collection, transport and disposal services are provided by an external waste service provider. The servicing of the Transfer stations is undertaken weekly with Nangus and Tumblong being cleared on Mondays and Muttama and Coolac on Wednesdays.

3.2 External Service Delivery

The primary advantage of external operators to provide waste services is the avoidance of capital investment and operational overheads associated with waste collection and transport infrastructure.

The external provider cost for the servicing the general waste collection from the four transfer stations for the past two financial years is as below;

1. External Transfer Station Servicing Costs

Financial Year	External Service Cost (\$)
2023/24	127,180
2024/25	99,829

Short term contract renegotiation with contractor achieved an average cost reduction of approximately **11%** in the 2024/2025 period for the Transfer Station waste clearance service which assisted in the reduced expenditure from 2023/2024 to 2024/2025.

This external service model has provided cost certainty and clear operational schedules with consistent service over the years.

3.3 Internal Service Delivery (Council-Operated)

Transitioning to an internal service model would require significant investment and resource allocation and would include the below cost which are based on current Council waste services cost allocation.

Operating Costs.

- Plant operator wages - \$90,000
- Truck operation and hire -\$190,000 with income of 185k
- Asset depreciation - \$40,000

Estimated Operating Cost \$251,000 p/a

Capital Costs

- Waste collection truck – approximate cost of \$385,000 (Costed internal 75 p/hr)
- Skip bins (minimum 4 per site + spares) at \$6000.00 each x 20 = \$120,000

Estimated capital investment: ~\$505,000

Internal Service Delivery Cost Structure

Category	Amount (\$)
Operating Cost	251,000

Capital Cost 505,000

Based on the current operation the preliminary analysis of undertaking internal delivery is not currently financially viable when compared to contracted services.

However, by reviewing the contract details amending as necessary and releasing a Request for Tender for the services for a 3-year term it will test the current market and potentially lead to further savings.

Additionally further investigations into alternative servicing models, bin configurations, and site locations may identify efficiency gains and savings through the RFT process.

3.4 Gundagai Landfill Cost Comparison

A review of the cost involved in operating the Gundagai Burra Road Landfill/ Transfer station site for the two previous financial years are as follows;

Gundagai Landfill Operational Costs

Financial Year	Total Operation Cost (\$)
2023/24	176,138
2024/25	171,218

The majority of the Total Operation Cost above are attributed to the cost to contractors for the Waste Collection, Transport and Disposal. The cost of the contractor service is as below;

Gundagai Contractor Waste Collection Costs

Financial Year	Contractor General Waste Cost (\$)
2023/24	98,376
2024/25	121,714

In 2023/2024 FY the site bins were cleared 96 times with 163.25 tonnes of general waste being removed. This averages 1.7 tonnes per bin removed.

- Cost: \$98,376.00
- Average Rate per tonne: **\$602.64**
- Average price per service: **\$1046.55**

In 2024/2025 FY the site bins were cleared 105 times with 192.82 tonnes of general waste being removed. This averages 1.84 tonnes per bin removed.

- Cost: \$121,714.00
- Average Rate per tonne: **\$631.25**
- Average price per service: **\$1116.65**

These above costs include the disposal charge of the waste to the landfill destination.

SWRWGM Comparative Model:

If council were to join the SWRWGM haulage schedule in the 26/27 FY and have approximately 200 tonnes of waste received at Gundagai transported the 52km to Bald Hill, the cost for each service would be;

- (a) Transport Cost: \$607.36 per service
- (b) SWRWGM Cost including all fees, levies and Landfill Rate: **\$173.64 per tonne**

Potential Savings:

The savings would be gained through the reduced number of services required to transport the 200 tonnes. If the compaction method was to average 18 tonne per service, the 200 tonnes would be transported with one service a month.

Using the above figures each monthly load cost with the SWRWGM levies would average.

- \$3,732.80 per month (a) + (18 x (b))
- \$223.79 per tonne
- \$44,794 per year

The cost savings for Council by joining the SWRWGM haulage scheme using the 2024/2025 FY actual contract cost of \$121,714.00 minus the SWRWGM group cost for the same 192.82 tonnes in the 2024/2025 FY of \$167.29 per tonne with a transport service \$546.00 by 11 x 18 tonne services totalling \$38,262.85 would have been \$83,415.15 in that year.

To be able to join the SWRWGM haulage compactor trailer scheme would require the implementation of a compactor unit to the Gundagai waste site with the below approximate capital cost:

- Site preparation \$35,000
- Compactor unit purchase and installation (~\$195,000), or
- Refurbishment of an old unit (potentially more cost-effective) \$120,000
- The purchase and installation of a suitable electric generator to power the compactor unit \$40,000 to \$50,000

The capital cost for the installation of a compactor and the ongoing maintenance cost of the units also need to be considered.

The installation cost of an estimated \$270,000.00 and allowing for a 10% of the installation cost for the annual maintenance and servicing cost of a unit of \$27,000.00.

The estimated savings by joining the SWRWMG haulage scheme of \$83,415.15 would cover the annual maintenance and servicing cost of a unit of \$27,000.00 and the remaining \$56,415.00 saving used to repay the installation cost a payback period of 4.7 years would be achieved.

Additional efficiencies may be realised through reduced haulage frequency using a compaction method to the bins currently used or alternatively using high volume walking floor bulk trailers with greater capacity to be transport the waste.

The walking floor trailers are being used successfully at Tumut by Snowy Valleys Council; however, the trailers do have to be loaded by a loader with high reach capacity. The Tumut model uses the high reach loader to compact the waste into the walking floor trailers as it is loaded is also achieving 16 to 18 tonnes per load. This model achieves similar efficiency gains as the compaction model with a lower capital expenditure output by not requiring the purchase and installation cost of a compactor unit and generator. The capital expenses required for the walking floor model would be for the purchase of a suitable high reach loader estimated to be \$160,000.00. The SWRWMG group cost for the use of the walking floor model is

A suitable high reach loader if purchased for the loading would also give benefit to the operation of the Burra Road Site by being utilised for compaction of waste and other site maintenance site works, reducing the need to transport civil plant to the site as is the current practice.

Any compaction method would be a benefit as the biggest efficiency gains and savings would be made by reducing the number of services required by all of Council waste facilities.

In addition to increasing the average weights of waste being transported, the other way is to reduce service numbers is by seeing a reduction in the waste delivered. This can be achieved by improvements in waste sorting to ensure there is minimal organics and recyclables ending up in the general waste stream / bins at the sites.

This is often achieved by a co-ordinated public waste education and communication program. Waste and recycling communication to this point have been done sporadically and has not had consistent information or targets.

Site Amenities -

The issue of the site facilities and particularly the potable amenities has been raised on numerous occasions over the past years.

In researching the history of the current arrangement, it was found that due to the previous site facilities hut being assessed as non-compliant for the sites purpose in 2018 it was decided at the time to rent a suitable unit while investigations into the supply and purchase of a new amenities building were undertaken.

The hire of the portable site amenities van commenced in December 2018 and has continued to date. The total cost of the hire of the unit since December 2018 is as listed below;

Posting FY	Amount
2019	\$ 11,674.25
2020	\$ 22,232.25
2021	\$ 21,913.88
2022	\$ 27,821.50
2023	\$ 25,443.00
2024	\$ 27,343.04
2025	\$ 29,200.60
2026	\$ 20,401.90

This has led to a total expenditure of \$186,030.42 for the hire of the unit over the eight financial years.

This expenditure clearly could have been used to construct or purchase and install a suitable site facility.

In 2024 the quoted cost for the installation of a 28-metre weighbridge with site office and amenities at the site of \$219,917.00 was received. The weighbridge ALPINE RANGE – 7.2m x 3.4m site office with full amenities was itemised in the quote at \$87,943.00.

Using the above cost comparisons the suitable amenities building at a cost of \$87,943.00 could be purchased and established at the site with a payback period of 3.7 years.

If the complete weighbridge and office unit was to be purchased and established for an estimated \$340,000.00 the payback period would be 14.5 yrs. This payback back period does not account the additional benefits and income a weighbridge would provide to the site and councils operation.

A business case has been completed using 2024/2025 FY waste figures of both the Gundagai Site and the Cootamundra Waste site to compare the income and operational benefits the purchase and installation of the weighbridge and office unit for the Gundagai site.

4. Cost Estimates – Transfer Stations and Landfill Rehabilitation

4.1 New Transfer Station Construction

Indicative costs for a basic rural transfer station like Councils existing sites on existing Council controlled land are as follows:

- Planning, design, approvals: \$15,000
- Site preparation: \$40,000
- Security and infrastructure: \$35,000
- Bins: \$18,000

Total estimated cost: \$98,000 per site

4.2 Landfill Rehabilitation

A 2021 assessment by Infrastructure Solutions Pty Ltd provided preliminary cost estimates for the rehabilitation of:

- Cootamundra Landfill
- Stockinbingal Landfill
- Wallendbeen Landfill
- Gundagai Landfill

These costs represent a significant future financial obligation and must be incorporated into long-term financial planning.

The estimated cost details for each landfill site to be rehabilitated are provided in Appendix B.

A summary of the estimated, year of rehabilitation works, rehabilitation cost and annual maintenance cost is provided in Table 2 below.

Landfill	Estimated Cost to Rehabilitate Stage 1	Estimate Financial year (20**)	Estimated Cost to Rehabilitate Stage 2	Estimate Financial Year (20**)	Total Rehabilitation Cost Estimate	Estimated Annual Maintenance Costs
Stockinbingal	\$527,000	25-26	-		\$527,000	\$5,600
Cootamundra	\$1,799,000	26-27	\$924,000	70-71	\$2,723,000	\$9,133
Gundagai	\$255,000	22-23	\$1,000,000	23-24	\$1,255,000	\$5,200
Wallendbeen	\$297,000	24-25	-		\$297,000	\$6,000
			TOTAL		\$4,802,000	\$25,933

Table 2 Summary of Landfill Rehabilitation Estimate of Costs

Notes:

1. Costs are in 2021 Financial Terms and will need to be adjusted by CPI and cost re-evaluated when detailed designs are completed.
2. The cost estimates are based on current contract construction landfill rehabilitation costs.
3. Stock piling soil on site for rehabilitation works and by Council undertaking the work will reduce costs considerably.
4. The estimated annual maintenance cost is to cover items such as filling up depressions due to differential settlement, weed spraying and groundwater testing.

5. Feasibility of a Waste Service to Adjungbilly.

5.1 Historical Context and Service Accessibility

Adjungbilly is located approximately 29 km southeast of Gobarra long and 35 km northeast of Tumut, with an elevation of 513 metres and a land area of approximately 438 km² (2021 Census).

Prior to the 1980s, residents utilised a small, unregulated landfill located approximately 3 km south of Adjungbilly School along Red Hill Road. Following its closure, residents have been required to make independent arrangements for waste disposal.

Historically, small rural landfill sites were common across New South Wales. However, increasing regulatory requirements and environmental standards have led to the progressive closure of these facilities. Within the former Gundagai Shire, landfill sites at Tumbalong, Nangus, Coolac and Muttama were decommissioned and replaced with transfer stations by 2015.

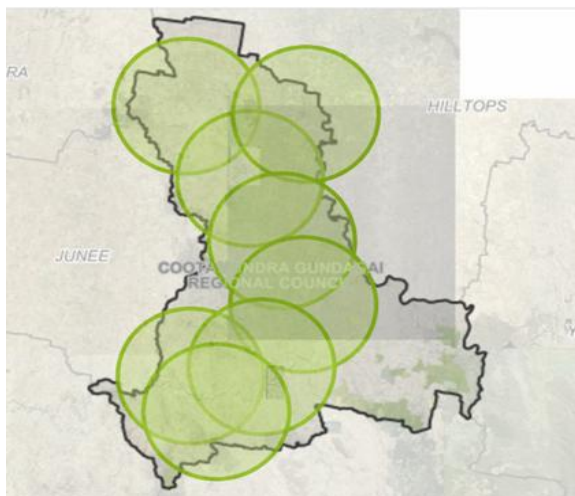
While these changes improved regulatory compliance, they did not fully consider equitable service access. As a result, Adjungbilly residents now experience significantly greater travel distances to access waste facilities compared to most other residents within the LGA.

Currently:

- Distance to Gundagai Landfill: ~46 km (approx. 45 minutes)
- Distance to Coolac Transfer Station (nearest facility): ~39 km (approx. 45 minutes)

This distance greatly exceeds the average travel requirement for access to current waste services delivered to residents across the LGA and represents a clear service inequity.

Map 2 with a 15km radius ring from each current waste facility in CGRC



The issue of the provision of a waste service to the Adjungbilly area was included in the 2020 -2030 Waste Strategy documents with the Action plan including *prepare a business case for a transfer station at Adjungbilly in KFA . 1 item 1.2.*

The LTFP additionally included \$10,000.00 in 2020 for the purpose of investigating and preparing the business case for the provision of a Transfer Station to Adjungbilly. It appears the allocation was not expended. While the allocated funds were not expended, realistically the only way to assess the level or type of service to the Adjungbilly area is to undertake a termed trial. It is suggested that a 6-month trial using a contracted waste service collection model would provide the information required but would be at an increased cost estimated **at \$20,000.00**

6. Summary and Recommendations

The analysis indicates that:

- External servicing of transfer stations remains the most cost-effective option under current conditions however to ensure value for money CGRC should prepare and release separate request for Tender for the servicing of the Four Transfer Station and the Burra Road Waste Site.
- Internal service delivery would require substantial capital investment and is not presently justified.
- Significant cost savings may be achievable through alternative waste transport and disposal models (e.g. SWRWMG)
- Service accessibility for Adjungbilly residents is currently inequitable and warrants further strategic consideration

Recommendations

1. Retain external contracting arrangements for transfer station servicing in the short term and prepare separate request for Tender for the Transfer Station service and the Burra Road servicing
2. Continue investigation into alternative waste transport and processing models including joining the SWRWMG Haulage by walking floor trailer model to improve cost efficiency
3. Undertake a comprehensive financial review of Council's waste services, including long-term sustainability and reserve funding requirements
4. Continue with capital needs as detailed in the 2020-2030 action plan by.

4.1 Site Fencing Gundagai - (Recommendation in 2025 Aric Audit Report)
850mtrs at \$50.00 per metre \$42,500

4.2 Site Groundwater Bores Gundagai- (Recommendation in 2025 Aric Audit Report) Installation of Groundwater bores x4 \$20,000

4.3 Site Security Improvements Gundagai – (Recommendation in 2025 Aric Audit Report) Installation of Solar and Battery system and additional CCTV Cameras - \$22,000

4.4 Provision of a new site Amenities and weighbridge – Estimated \$340,000

4.5 Purchase of High Reach Loader unit for the site – Estimated \$160,000

4.6 Allocate \$20,000 from Capex to run a 6-month investigation into the establishment of a waste service at Adjungbilly by undertaking a trail to determine the appropriate service needs and associated cost of providing the service so that a service feasibility can be undertaken and decided upon.

Total \$ 604,500 capital expenditure for 2026/2027 FY

CONCLUSION

Collecting and disposing of waste is a critical service for the local community. Without this service, substantial costs are likely to be incurred by residents when disposing of waste at other facilities.

Councils current Waste Facilities provides a wide range of dumping alternatives for industry and business in the council area. The suitability of delivery locations should be considered carefully to determine if they remain cost effective and suit the needs of the two new councils and their residents post demerger.

If changes are seen to be required, then if implemented Council should ensure they provide benefits particularly in the area of recycling and for high-risk waste types and the range of building and commercial waste types.

The existing operational arrangements in place are not currently under any contractual terms. This could leave council exposed to additional costs if for unforeseen reason the current contractor could not fulfill the existing services. Council would then have establish alternative arrangements at short notice or potentially have to self-haul waste with Council plant.

Business Case: Installation of a Weighbridge & Site Hut at the Gundagai Waste Site

1. Executive Summary

The Gundagai Waste Facility currently operates under a **volumetric charging system**, generating **\$41,000** from **2,369 recorded disposals** in the 2024/2025 FY. Comparable data from the Cootamundra Waste Facility—which uses a weighbridge—shows **significantly higher revenue capture efficiency**, generating **\$1,299,118** from **21,244 disposals**.

Analysis indicates that weighbridge installation at Gundagai could **substantially increase revenue**, improve regulatory compliance, deliver more accurate user-pays charging, and reduce unaccounted waste. Preliminary modelling suggests potential income uplift in the range of **300%–700%**, depending on pricing harmonisation with the Cootamundra Waste Site Fees & Charges and waste volumes.

2. Current Situation (Gundagai Waste Site)

Operating Basis

- Charging model: **Volumetric estimation**
- 2024/2025 recorded disposals: **2,369**
- 2024/2025 income: **\$41,000**
- Average revenue per disposal:
 $\$41,000 \div 2,369 = \17.30 per transaction

Key Issues

- **Revenue leakage:** Volumetric charging under-records and under-charges heavier loads.
 - **No objective mass measurement** → inconsistent fee application.
 - **Limited ability** to enforce commercial vs domestic differentials.
 - **Inadequate data** for EPA reporting, asset planning, and long-term cost recovery.
 - **Risk exposure:** inability to validate waste volumes for regional waste levies.
-

3. Benchmark Comparison: Cootamundra Waste Site (Weighbridge)

Cootamundra Data

- Charging model: **Weight-based via weighbridge**
- 2024/2025 recorded disposals: **21,244**
- 2024/2025 income: **\$1,299,118**
- Average revenue per disposal:
 $\$1,299,118 \div 21,244 = \61.15 per transaction

Income Efficiency Comparison

Site	Avg. revenue per disposal	Difference
Gundagai (volumetric)	\$17.30	–
Cootamundra (weighbridge)	\$61.15	3.53× higher

Cootamundra earns **353% more per disposal**, driven by accurate weight-based billing and capture of heavy commercial loads.

4. Revenue Uplift Modelling for Gundagai

Two scenarios are modelled:

Scenario A — Keep current transaction volume (2,369 disposals)

Assume Gundagai adopts a similar **average revenue per transaction** as Cootamundra.

Projected revenue:

$$2,369 \times \$61.15 = \mathbf{\$144,874 \text{ per year}}$$

Increase over current:

$$\$144,874 - \$41,000 = \mathbf{+\$103,874 \text{ per year}}$$

Scenario B — Adjust for likely under-counting of visits

Cootamundra processes **9× more** recorded disposals.

Even allowing for population differences, Gundagai’s current data suggests:

- Under-counting of vehicle movements
- Uncharged waste from out of hours or unrecorded entries.
- Incorrectly estimated volumes

A conservative uplift factor of **2.5x** more counted transactions after weighbridge installation is reasonable.

Adjusted disposal count:

2,369 × 2.5 = **5,922 projected weighbridge transactions**

Projected revenue:

5,922 × \$61.15 = **\$362,065 per year**

Increase over current:

\$362,065 – \$41,000 = **+\$321,065 per year**

5. Financial Case

Capital Cost

- Weighbridge + civil works + site hut: **\$340,000**

Operating Cost Estimate

- Annual maintenance & calibration: ~\$6,000–\$8,000
- Staff time: Net neutral (weighbridge improves throughput)

Payback Period

Scenario	Annual Uplift	Payback Period
A (current disposals)	\$103,874	3.3 years
B (adjusted for under-counting)	\$321,065	~1.1 years

6. Non-Financial Benefits

Regulatory & Compliance

- Accurate reporting for EPA Waste Levy.
- Data required for NSW Waste and Sustainable Materials Strategy 2041.
- Improved auditing for illegal dumping and controlled waste.

Service Equity & Transparency

- Objective "user-pays" system.
- Removes disputes over estimated volumes.
- Aligns Gundagai with Cootamundra and industry best practice.

Operational Efficiency

- Faster turnaround times.
- Better asset management insights from mass-based data.
- Enables automated gatehouse workflows.

Risk Reduction

- Reduces revenue leakage.
- Improves traceability of commercial and construction waste.
- Supports long-term infrastructure planning.

7. Risk Assessment

Risk	Mitigation
Capital overrun	Use prefabricated hut, standard weighbridge package
Low adoption	Mandatory weighbridge use for all vehicles
Data management complexity	Integration with existing WTS software
Price sensitivity	Align to regional pricing schedule

8. Recommendation

Based on comparative revenue performance and conservative modelling:

Proceed with installation of the \$340,000 weighbridge and site hut

Expected outcomes:

- **Revenue uplift between +\$103k and +\$321k per year**
- **Payback between 1.1 and 3.3 years**
- Improved regulatory compliance, service fairness, and long-term operational control.

This investment is financially justified and strategically aligned with modern waste-management practice.

Business Case: Acquisition of Front-End Loader – Gundagai Waste Site

1. Executive Summary

The Gundagai waste site currently relies on external plant hire for onsite earthmoving, waste compaction, stockpile management, and general operational support. Annual plant hire expenditure is approximately **\$5,500 per year**. Council is considering the **purchase of a dedicated front-end loader valued at \$160,000** to improve operational capability, reduce reliance on contractors, and support long-term landfill efficiency.

A financial assessment shows that the purchase **cannot be justified on cost-savings alone**, but operational, compliance, and service-level drivers provide a strong strategic rationale.

2. Current State

- The site currently hires internal and external plant intermittently for:
 - Push-up of waste stockpiles
 - Cover placement
 - Green waste processing
 - Minor earthworks and access maintenance
- Annual expenditure on plant hire: **\$5,500**
- Hire availability is dependent on internal plant availability, contractor scheduling, occasionally delaying operational tasks.

3. Problem Definition

The waste site lacks an onsite machine capable of:

- Maintaining safe and compliant stockpile configurations
- The loading and compaction of waste for transfer of the site
- Timely placement of weekly cover when required
- Undertaking small earthworks to maintain access roads, stormwater channels, and drop-off areas
- Managing Fogo, green waste and bulky items
- Increase response capability in the event of site emergency, eg. Fire,
- Reducing operational downtime waiting for contractor availability

Without a dedicated machine, the site has inefficiencies and risks non-compliant stockpile management, and sub-optimal service delivery.

4. Options Analysis

Option A – Continue with Existing Hire Arrangements

Pros

- Lowest cost option
- No capital expenditure
- No maintenance or depreciation obligations

Cons

- Hire availability constraints
- No ability to respond immediately to operational or emergency issues
- Ongoing safety and compliance risks if tasks are delayed

Financial implications

- \$5,500 per year (approx.)
- No ownership, no asset value gained

Option B – Purchase Front-End Loader (\$160,000 Capital)

Pros

- Immediate, continuous access to plant
- Improved site efficiency and safety
- Enables timely stockpile management and cover placement
- Strengthens compliance with EPA operational standards
- Supports long-term landfill airspace preservation
- Asset retained for a 10 year lifespan

Cons

- High upfront cost
- Annual maintenance, servicing, and fuel
- Depreciation liability
- Operator training and licensing requirements

Estimated annual operating cost once owned

- Fuel: ~\$3,000–\$5,000
- Servicing: ~\$2,000
- Tyres/repairs (averaged): ~\$1,000
- **Total annual OPEX: ~ \$6,000–\$8,000**

5. Financial Assessment

Simple Financial Comparison

- Current annual hire cost: **\$5,500**
- Estimated ownership annual cost (OPEX): **\$6,000–\$8,000**
- Capital outlay: **\$160,000**

Conclusion:

*The purchase is not financially justified based solely on eliminating plant hire expenditure. Ownership costs exceed hire costs, and the capital recovery timeframe would exceed **25+ years**, far longer than the loader's operational life. However if the loader can be used for the compaction of the general waste in transfer station and achieves a increase in the average weight of waste currently being transported of 2.4 tonnes to 4.4 tonnes it would reduce the servicing and transport cost by halve saving \$58,065 in the 2024/2025 FY*

6. Strategic and Operational Benefits

Although the investment does not create direct financial savings, it may be justified on **service delivery, compliance, and operational performance** grounds:

6.1 Regulatory Compliance

- Regular stockpile shaping and cover placement reduce environmental risk.
- Improved ability to maintain stormwater controls, meet EPA licence conditions, and avoid penalties.

6.2 Operational Efficiency

- Faster response to operational issues (windblown litter, access, compaction).
- Reduced downtime waiting for external plant availability.
- Improved response times to site hazards and emergencies.

6.3 Airspace Preservation

- Ability to compact, load, shape and manage waste more effectively extends landfill life—**the most significant long-term financial benefit.**

6.4 Service Level Improvement

- Better customer experience through consistent site maintenance.

- Increased ability to manage peak periods and special waste loads.

6.5 Alignment with Long-Term Asset Planning

- Investment supports 2020-2030 waste strategy action plan and modernised operations.

7. Risks

If Purchased

- Under-utilisation of plant
- Increased maintenance burden
- Requires trained & ticketed operators
- Depreciation impacts on financial statements

If Not Purchased

- Ongoing delays in waste handling tasks
- Operational non-compliance risk
- Reduced landfill airspace efficiency
- Continued dependency on external contractors

8. Recommendation

Based on financial metrics alone, the purchase of a **\$160,000 front-end loader** cannot be justified due to low annual hire expenditure and higher annual ownership costs.

However, acknowledging Council's strategic priority is to:

- improve site compliance,
- enhance service reliability,
- ensure better management of the site, and
- move toward modernised and self-sufficient waste operations,

then the acquisition can be justified as a **service-level and operational efficiency investment**, rather than a cost-saving measure.

7.8 REGIONAL SERVICES COOTAMUNDRA

7.8.1 COOTAMUNDRA REGIONAL SERVICES REPORT - APRIL 2026

DOCUMENT NUMBER	471149
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 April 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 April 2026.

Discussion

Parks & Gardens

General customer requests continue to be attended to throughout April. In addition to routine maintenance, small tree requests and line of sight pruning are being completed as work flow allows. Due to a backlog of tree requests, contractors have been engaged to carry out some major works on trees that are deemed dangerous or have been on the list for extended period. Staff have undertaken pruning works along Olney Street from Hurley to Mackay Streets in preparation for the Civil Works team to complete replacement of curb and guttering.

Preparations for ANZAC Day ceremonies was a focus during early April. In addition to routine mowing and landscaping tasks, staff carried out rose pruning and hedge maintenance as well as a thorough cleaning of the Cenotaphs, clearing debris from roadways and weeding gardens in the vicinity of both Cootamundra and Stockinbingal Cenotaphs.

Staff provided event bins and assisted with events in various locations throughout April. Grounds maintenance was carried in preparation for the tractor pull at the Cootamundra Showground during the month. Staff also supplied bins for the annual Cootamundra Picnic Races at the racecourse.

Staff have carried out small maintenance jobs on public toilets to keep them at a standard that will prolong these buildings. Most repairs are due to the age of the buildings, as well as acts of vandalism which is on the increase again.

Line marking and maintenance of sports surfaces is continuing for winter sports, along with general turf care, troubleshooting and irrigation repairs as required.

A new footpath from Thompson Street to the Rotary Peace Pavillion in Albert Park has been completed following receipt of the memorial pavers. The footpath improves accessibility to the area and is tied in with a ramp newly installed into the kerb. A number of pavers were purchased by members of the community to help fund the project.

Truck Wash

The truck wash recorded 140 transactions for the month, generating a total of \$11,073.50 in income.

Cemeteries

There were 4 burials and 2 ashes internments at Cootamundra Cemetery in April.

Major works have been underway at the Cootamundra cemetery after inspections of large pine trees near the older monumental sections of the cemetery. In addition, seven trees were identified as requiring canopy reduction, with one of these needing a crane to complete the work. Arborists have been engaged to carry out remedial works on damaged limbs and the removal of deadwood. This tree maintenance has been carried out in conjunction with a clean-up in the monumental section with parks and gardens cleaning up of debris through the older sections of the cemetery.

Regulatory Services

One vehicle was impounded from Berthong Road and is being held as required under the Public Spaces Unattended Property Act.

The total Companion Animal fees collected for March was \$265.

There was one cat and three dogs at the shelter at the beginning of the month. Four dogs and two cats were impounded.

One cat was euthanised as it was assessed as unsuitable for rehoming due to behaviour. Two cats are available for adoption.

Three dogs went to rescue, one adopted and one euthanised after being assessed as unsuitable for rehoming due to behaviour. Two dogs remain impounded, with one leaving for rescue early May.

Biosecurity

Inspections for April:

- 11 high risk roadsides were inspected

Spraying for April:

- 6 local roads
- Olympic Highway & Burley Griffen Way
- 14 Cooper Street – Elm Tree

Planned:

- Continued main road spraying of Olympic Highway, Burley Griffing Way, Jugiong Road, Old Gundagai Road.
- Cootamundra Cemetery, Cowcumbula Tank Reserve.

- 30 Private Property Inspections booked in first week of May to be undertaken by a contractor.

Overview:

- Main focus of the month has been to complete the Olympic Highway and Burley Griffin Way roadside spraying, and completing inspections of the Red Guide Post areas around the shire and updating the Red Guide Post Program which is nearing completion (three Red Guide Post zones to inspect).
- Contractor has been helping across Gundagai and Cootamundra completing a number of waterway inspections, as well as High Risk Site inspections to assist in reaching the WAP targets and weed inspection program.

Waste Services

The secondhand tip shop processed 68 transactions for April with a total of \$1,257.30 in income. During this time staff have diverted 1200kg of waste from the landfill into the shop to be repurposed.

A total of 4.66 tonnes of recycled crushed concrete was sold this month and a total of 203 tonnes of compost soil. The concrete crushing has been completed producing two products for sale (a 20mm/70mm drainage aggregate and a 20mm road base). This process has diverted 6,500 tonnes of concrete, brick and tiles from landfill.

The EPA carried out an inspection at the Cootamundra landfill in April. Although we are still waiting on the final report, we did receive positive feedback from the EPA on the day of inspection.

Facilities

The refurbishment of Mackay Park toilet block at Wallendbeen has been complete. This included the removal and replacement of tiling, pressure washing, painting of walls, doors and roof trusses, new sinks, the installation of bird spikes to prevent bird nesting and new epoxy coating to the floors for improved durability and protection. Although there was signage onsite explaining the closure of the toilets and the reopening dates, unfortunately the lock and chain to secure the site was cut and removed, the signs were taken down, building fence panels removed and the toilet block was opened by a member of the public. This happened before the epoxy floor had time to cure properly and has left dirty shoe imprints in the epoxy flooring that can't be removed. The timing of this upgrade wasn't ideal, but due to the availability of the trades, the funding needing to be spent before 30 June 2026 and with the colder weather approaching we had to accept the date chosen or the upgrades would not have gone ahead. This upgrade was funded through the RMS. The library front sliding doors needed to be repaired as they would not open correctly to allow patrons into the building.

Refurbishment of the old Cootamundra Wattle sign that was previously erected in Parker Street has been completed and installed out the front of the Heritage Centre.

The Cootamundra indoor pool was emptied to undergo some much-needed repairs and maintenance. The floor and walls were acid washed, damaged tiles were removed and replaced with new grouting and silicone. The stainless-steel handrail was welded in a few areas where it had become displaced in sections. New UV lamps and filtration system were installed in the indoor pool plantroom along with new foot valves in the balance tank.

The Cootamundra EV charging stations’ data for April is shown below:-

	Chargers installed		Charging sessions
	0		54
	kWh charged		Revenue
	453.513		\$137.17
	Petrol offset (L)		Carbon offset (kg)
	242.79		107.33

Capital Works Projects

Work has continued for the Fisher Park Changerooms project. The frames, trusses, windows, roof and gutters have all been installed. This is the last of the SCCF round 5 projects and will provide 2 female changerrooms, a kitchen, bar and public amenities.

The Cemetery Masterplan project community consultation has closed. There were 39 surveys completed with community members contributing with ideas, priorities and functional improvements. Local funeral directors were also invited to provide their insight into the operational requirements for future planning of the Cootamundra cemetery. The feedback from the consultant is the level of response received is consistent with other councils with of a similar population.

Financial

All areas of expenditure relating the 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

8.1 NOTICE OF MOTION OF RESCISSION - RES 122/2026 AUDIO-VISUAL LINK ACCESS GRANTED

DOCUMENT NUMBER	472480
REPORTING OFFICER	Teresa Breslin, Executive Assistant to Mayor and General Manager
AUTHORISING OFFICER	Roger Bailey, Interim General Manager

The following Notice of Motion of Rescission signed by Councillors Cr McAlister, Cr Cooper and Cr Nicholson, was submitted on Monday, 18 May, 2026:

MOTION

That the following resolution carried at the Council Meeting held on 28 April 2026 in relation to Resolution number 122/2026 be rescinded:

That Councillor Wight be given provision to attend further Council Meetings and Workshops by way of audio-visual link until the car issue at hand has been resolved.

Grounds for Rescission

1. The resolution is inconsistent with the NSW Model Code of Meeting Practice prescribed under section 360 of the Local Government Act 1993.
2. Clauses 5.18 to 5.24 of the 2025 NSW Model Code of Meeting Practice provide that councillors may attend meetings by audio visual link only where they are prevented from attending in person because of:
 - o ill-health or other medical reasons; or
 - o unforeseen caring responsibilities.
3. The resolution references “the car issue at hand” as the basis for remote attendance, which does not align with the permitted circumstances outlined in the Model Code of Meeting Practice or the Minister for Local Government’s guidance to councils.
4. The Model Code further requires that requests to attend by audio visual link:
 - o be made in writing to the General Manager prior to the meeting;
 - o specify the meetings concerned; and
 - o provide reasons why the councillor is prevented from attending in person.
5. Rescinding the resolution will ensure Council’s meeting practices remain compliant with the Local Government Act 1993, Ministerial guidance, and the mandatory provisions of the NSW Model Code of Meeting Practice.

9 QUESTIONS WITH NOTICE

9.1 QUESTION WITH NOTICE - CR WIGHT - FUEL EXPENDITURE IN THE BUDGET

DOCUMENT NUMBER	472473
REPORTING OFFICER	Roger Bailey, Interim General Manager
AUTHORISING OFFICER	Roger Bailey, Interim General Manager

RECOMMENDATION

The response to the Question with Notice regarding Fuel Expenditure in the Budget, 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 – there is no detail on fuel expenditure in the budget, e.g. fuel for council trucks graders, street cleaners and staff entitlement usage of fuel relating to workplace agreements. This is a serious cost to the council with no evidence of diesel cost going down. What are the figures for these items?

Response from Council Officer – with the limited time available to respond to this Question With Notice, the following summary information is provided in relation to Council’s expenditure on diesel, petrol, oil, grease and associated plant servicing consumables.

Financial Year	Actual/Estimate	Amount
2023-24	Actual	\$934,208
2024-25	Actual	\$920,362
2025-26	Original Estimate	\$867,330
2025-26	Actual YTD	\$772.092
2025-26	Revised Estimate	\$988,244

These figures include fuel and associated consumable costs across Council’s plant and fleet operations, including trucks, graders, street sweepers and other operational vehicles.

A more detailed breakdown of expenditure categories and analysis would require additional investigation and officer time.

9.2 QUESTION WITH NOTICE - CR WIGHT - GUNDAGAI WASTE FACILITY

DOCUMENT NUMBER	472472
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 – we were told last Council meeting, delay in proceeding with this budgeted agenda item was caused by the incomplete business plan. When was a business plan initiated, who by and why. Cootamundra Waste Facility was not required to submit a business plan so why is this necessary for Gundagai? We were also told that last March when this agenda item was raised again, bearing in mind it has been budgeted for three years, that staff were busy. We hadn’t even been de-amalgamated, how could a simple business case take over a year to start let alone finish?

Response from Council Officer – A business plan for the Capital Expenditure upgrades was requested by Council (Resolution 056/2025) to ensure Council funds were being allocated and used responsibly. The development of a business case was necessary to comply with Council Resolution 056/2025

The development of the business case required pulling together a vast array of disparate data that was not easily available and required the sourcing and recording of information from stored paper forms. This gathering and collation of the information was undertaken by internal staff in addition to their normal duties, as well as ensuring special events were planned for i.e. Richard Norden memorial ceremony. Processes are now in place, so the information is recorded electronically as it is received.

9.3 QUESTION WITH NOTICE - CR WIGHT - COOTAMUNDRA SALEYARDS RES 074/2024

DOCUMENT NUMBER	472471
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 RES 074/2024 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 – In 2024 there was a motion passed to dismantle the Cootamundra saleyards. This included dismantling the loading ramps, yards, recycle the timber, steel etc make good the site, leaving the truck wash intact. Crown Lands have taken forever to respond, and I note that Council staff have contacted them this month, they- Crown Lands, don’t agree to giving the site over for community use. Exactly where is the Council on this situation, two years on?

Response from Council Officer – Council staff submitted a change of use application form to the EPA after the original consultation where the EPA recommended the change of use be changed to “community use”. Unfortunately, due to staff changes within Crown Lands, Council staff have had been dealing with multiple Crown Lands staff which had made it difficult to move forward with the application. Crown Lands have removed the application for change of use at the saleyards as they did not accept the change of use for "community Use", and Council needs to identify a specific use and then submit another change of use application. As discussed with Councillors previously a workshop is to be arranged, to discuss specific options for the use of the saleyards land to enable the approval for a change of use.

10 CONFIDENTIAL ITEMS

10.1 CLOSED COUNCIL REPORT

DOCUMENT NUMBER	471762
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

- Items 10.2, 10.3, 10.4 and 10.5 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.**
- 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 and 10.5 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 HARDSHIP APPLICATION - ASSESSMENT 11022274

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 QUESTION WITH NOTICE - CR WIGHT - NEW SOIL

Provisions for Confidentiality

Section 10A (2) (d(i)) – The Confidential Report contains commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

Public Interest

N/A.

10.5 QUESTION WITH NOTICE - CR WIGHT - DONGAS AT THE COOTAMUNDRA ABATTOIRS

Provisions for Confidentiality

Section 10A (2) (g) – The Confidential Report contains advice concerning litigation, or advice as comprises a discussion of this matter, that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.

Public Interest

N/A.