

OUR PLACE... OUR FUTURE.

Operational Plan 2026/2027



**COOTAMUNDRA-
GUNDAGAI** REGIONAL
COUNCIL

WORKING IN PARTNERSHIP WITH THE COMMUNITY

To co-create a vibrant region attracting people, investment and business through innovation, diversity, and community spirit.



**COOTAMUNDRA-
GUNDAGAI** REGIONAL
COUNCIL

CONTENTS

Introduction.....	4
How we will measure success	5
Planning for the future	7
Integrated Planning and Reporting Framework.....	7
About the Annual Operational Plan.....	7
Snapshot of our community.....	7
Our strategic direction overview.....	9
Organisational Structure	10-11
How to read this plan.....	13
Our strategies direction and objectives.....	14
1. A vibrant, safe, and inclusive community.....	14
2. A region for the future.....	17
3. A protected and enhanced environment.....	19
4. Collaborative and progressive leadership.....	21
5. Integrated and accessible region.....	23
Revenue Policy.....	25
Operating Budget.....	44
Capital Works Budget.....	49
Fees and Charges.....	52

INTRODUCTION

The Annual Operational Plan is one of our most important documents. It is a key pillar of the IP&R Framework and demonstrates Council's commitment to delivering on the priorities set by our community, as identified in the Community Strategic Plan.

The Operational Plan is renewed annually to set the short-term priorities for Council. It determines the key projects which are budgeted and approved for the Financial Year and sets the parameters used to measure the progress and success of these projects. The plan has been compiled following extensive discussions and workshops with Council staff and Councillors ensuring that the activities and actions contained in the Plan are balanced against the priorities identified in the four-year Delivery Program which is directly linked to the Community Strategic Plan. The Operational Plan also identifies the resources, requirements and functions of the organisation including the major projects, programs and activities Council has committed to undertaking. These projects and activities include maintaining and

improving roads, footpaths, parks, buildings, water and waste infrastructure, recreation facilities and other Council assets throughout the year.

In the last year Council and its delivery partners have delivered a number of projects identified in the 2025/26 Annual Operational Plan and made progress against many others. However, with the announcement of the demerger of the Cootamundra and Gungahai Council's in July 2025, many priority areas will carry over or need to be put on hold until the outcome of the demerger is realised. As such, it is important to read this plan in conjunction with the annual report, four year delivery plan and community strategic plan as these plans currently stand.

The Plan is required to be placed on 28 days exhibition for community feedback, and adopted by June 30 each year.



**COOTAMUNDRA-
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COUNCIL

HOW WE WILL MEASURE SUCCESS

Council will monitor progress and measure success through thorough and transparent reporting processes to help the community understand the status of major projects, highlights, good news stories, as well as challenges Council has faced in the delivery of its services.

Council will report on the Annual Operational Plan outcomes through:

- Quarterly financial reports
- Quarterly progress reports
- Annual reports

Council is committed to engaging the community for feedback on its service delivery and performance. The best way for Council to do this is through its community engagement activities and creating opportunities for open and honest conversations. Council has prioritised community engagement and in this plan commits to more face-to-face engagement opportunities as well as investigate digital avenues for community engagement.

ACKNOWLEDGEMENT OF COUNTRY

Council acknowledges the Wiradjuri people, the Traditional Custodians of the Land on which we live, work and play and pays its respects to Elders, both past and present, of the Wiradjuri Nation and extends that respect to other Aboriginal people.

STATE AND REGIONAL PLANS

**COMMUNITY
STRATEGIC PLAN**
10+ Years

**SUPPORTING
STRATEGY
DOCUMENTS**

OUR BUDGET
Delivery Program 4 Years
Operational Plan 1 year

**ANNUAL
REPORT**
End of term report
4 years

RESOURCE STRATEGY
Long term financial Planning
Workforce Management Planning
Asset Management Planning

**PERPETUAL
MONITORING
AND REVIEW**

**COMMUNITY
ENGAGEMENT**

ABOUT THIS PLAN

INTEGRATED PLANNING AND REPORTING FRAMEWORK

The Integrated Planning and Reporting Framework is one of the central components of local government in NSW.

The Annual Operational Plan, along with our Four-Year Delivery Program, and Community Strategic Plan, are part of the NSW State Government's Integrated Planning & Reporting Framework.

The Integrated Planning and Reporting Framework recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for employment and reliable infrastructure. The differences lie in how each community responds to these needs, and the resulting character of the individual towns and villages. It also recognises that all Council's plans and policies are interconnected.

The Operational Plan has been prepared in accordance with the Integrated Planning and Reporting Framework and the Local Government Act 1993. The framework allows Council to draw all its plans together, planning holistically for the future.

ABOUT THE ANNUAL OPERATIONAL PLAN

The Operational Plan supports our Four-Year Delivery Program. It outlines the actions that Council will undertake in the 2026/27 financial year and allocate the resources necessary. The Operational Plan is based on Council's organisational structure and includes business profiles, budgets, operational activities, business improvement plans, key strategic projects and KPI's for each of the business units. These activities and projects are linked backed to our strategic directions and objectives addressed in Council's Community Strategic Plan and corporate goals. Also included are Council's annual budget, capital works program and fees and charges, as well as other financial details including information on rating and domestic waste management.

The Annual Operational Plan is prepared each year with each operational plan identifying the projects, programs and activities that council will conduct to achieve the commitments of the DP and CSP.

POPULATION

11,424

(ABS ERP 2023)

WORKFORCE

4,381

people employed

60% full-time

38% part-time

REGION LAND AREA

3,982

square kms

INDUSTRIES

Agriculture

Healthcare

Social assistance

OUR COMMUNITY SNAPSHOT

The Cootamundra-Gundagai Regional Council Estimated Resident Population is 11,403 (abs 2021).

The Cootamundra-Gundagai Regional Council area is located in the South West Slopes and Riverina Regions of New South Wales, about 390 kilometres south-west of the Sydney CBD, and about 164 kilometres north-west of the Canberra CBD.

The region boasts spectacular views of the country-side, with rolling hills and some of the country's best farming and cropping locations. We have museums for history lovers and an Arts Centre that holds regular workshops, exhibitions, performances and movie sessions. Combined with gorgeous architecture, streetscapes and views to keep the most ardent culture vultures and photography lovers intrigued.

The regions main industries are agriculture, meat processing, renewable energy, tourism, manufacturing and health and a growing dedication to coffee, great pub food and independent boutiques to attract the envious glances from Sydney, Melbourne and Canberra!



OUR STRATEGIC DIRECTION OVERVIEW

Our vision for the Cootamundra-Gundagai region is to be a vibrant region attracting people, investment and business through innovation, diversity, and community spirit.

The Annual Operating Plan is aligned to the five focus areas of the Community Strategic Plan (CSP) and Four-Year Delivery Program. It includes the list of activities and services that will be delivered in 2026/27 under each CSP Theme.

THE THEMES AND FOCUS AREAS ARE:

1. A VIBRANT, SAFE, AND INCLUSIVE COMMUNITY

We have a thriving community where diversity is embraced, everyone is welcomed, valued, safe and we have opportunities to enhance our health, happiness, and wellbeing.

2. A REGION FOR THE FUTURE

We are a prosperous and resilient region providing opportunities for growth and learning to strengthen and grow our economy, support tourism, and adopt new technologies to ensure long-term sustainability.

3. A PROTECTED AND ENHANCED ENVIRONMENT

We have attractive towns and villages that complement our unique natural environment, where heritage is preserved and enhanced whilst balancing the needs for regional development and growth.

4. COLLABORATIVE AND PROGRESSIVE LEADERSHIP

We have a transparent and accountable local Council with an actively engaged community and effective partnerships that fosters trust, facilitates innovation and uses resources wisely to meet community needs.

5. INTEGRATED AND ACCESSIBLE REGION

We have transport networks and services that are well connected and convenient and not only connect our villages and towns, but also connect us to other regions, capital cities and states, and our community has access to services and facilities that make the region 'liveable'.

ORGANISATIONAL STRUCTURE

DEPARTMENT

General Manager

EXECUTIVE SERVICES

**Executive support
Human resources**

DEPUTY GENERAL MANAGER

Corporate, Community & Development

BUSINESS

- Communications and Marketing
- Arts and Culture
- Community Services
- Visitor Services
- Tourism and Economic Development
- Customer Service
- Libraries
- Governance and ARIC
- Public Officer
- Integrated Planning and Reporting
- Civic Leadership
- Information Technology
- Records Management

FINANCE

- Finance
- Grants
- Procurement

SUSTAINABLE DEVELOPMENT

- Strategic Planning
- Statutory Planning and Building
- Environmental Health and Compliance

DEPUTY GENERAL MANAGER

Operations

EMERGENCY MANAGEMENT

ENGINEERING COOTAMUNDRA

- Civil Maintenance and Construction
- RMCC Road Safety
- Survey and Design
- Plant and Fleet Management
- Land Development
- Aerodrome
- Depot and Workshop
- Safety and Risk
- Asset Management Plans

Water & Sewer Management:

- Water and sewer
- Asset Management Plans

ENGINEERING GUNDAGAI

- Civil Maintenance and Construction
- RMCC Road Safety
- Survey and Design
- Plant and Fleet Management
- Land Development
- Depot and Workshop
- Safety and Risk
- Asset Management Plans

Water & Sewer Management:

- Water and sewer
- Asset Management Plans

REGIONAL SERVICES COOTAMUNDRA

- Recreation Facilities
- Waste Mgmt
- Buildings and Property Mgmt and Maintenance
- Asset Mgmt Plans

Regulatory:

- Companion Animals
- Cemeteries
- Noxious weeds
- Saleyards
- Illegal Dumping

REGIONAL SERVICES GUNDAGAI

- Recreation Facilities
- Waste Mgmt
- Buildings and Property Mgmt and Maintenance
- Asset Mgmt Plans

Regulatory:

- Companion Animals
- Cemeteries
- Noxious weeds
- Saleyards
- Illegal Dumping

ANNUAL OPERATIONAL PLAN



HOW TO READ THE ANNUAL OPERATIONAL PLAN

Community
Strategic Plan
Focus Area

A VIBRANT, SAFE, AND INCLUSIVE COMMUNITY

We have a thriving community where diversity is embraced, everyone is welcomed, valued, safe and we have opportunities to enhance our health, happiness, and wellbeing.

Objective that
link to the CSP
and will be
achieved

Objectives:

- 1.1 Our health and wellbeing needs are met
- 1.2 A welcoming community that cares for and looks after each other
- 1.3 Maintaining low crime levels

2023/24 Actions	Delivery Program Ref.	Responsible Department
Support local health service providers and community groups in promoting programs which encourage healthy lifestyle choices and activities	1.1a (1)	Facilities Waste, Parks & Recreation
Collaborate with communications team to develop a communications and marketing program to promote year-round use of Council facilities	1.1b (2)	Facilities

Actions that will
be delivered in the
2023/24 financial year -
taken directly from the
Delivery Program

Delivery Program
objective

Area of Council
responsible for delivery

1

A VIBRANT, SAFE, AND INCLUSIVE COMMUNITY

We have a thriving community where diversity is embraced, everyone is welcomed, valued, safe and we have opportunities to enhance our health, happiness, and wellbeing.



Objectives:

- 1.1 Our health and wellbeing needs are met
- 1.2 A welcoming community that cares for and looks after each other
- 1.3 Maintaining emergency resilience and low crime levels

2026/27 Actions	Delivery Program Ref.	Responsible Department
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.	1.1b (1)	Regional Services
Continue the upgrade and maintain amenities at Fisher Park to meet the demands of local and regional sporting associations and clubs.	1.1b (1)	Regional Services Cootamundra
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.	1.1b(3)	Regional Services Cootamundra
Monitor and maintain Cootamundra Aquatic Centre and Cootamundra Sports Stadium within the allocated resources and funding.	1.1b(3)	Regional Services Cootamundra
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.	1.1b(2)	Regional Services
Ensure that Street Trees are maintained within the allocated resources and funding available and deliver a safe streetscape to the Community and street users groups.	1.1b (3)	Regional Services

Objectives:

- 1.1 Our health and wellbeing needs are met
- 1.2 A welcoming community that cares for and looks after each other
- 1.3 Maintaining emergency resilience and low crime levels

2026/27 Actions	Delivery Program Ref.	Responsible Department
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	1.1b (3)	Regional Services Cootamundra
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	1.1b (3)	Regional Services Cootamundra
Cootamundra and surrounding village cemeteries maintenance programs are delivered within the available resources and financial allocation and meet Councils and Community expectations	1.1b (5)	Regional Services
In dealing with Cemetery bookings and enquires, Council staff to maintain strong and professional communication between Council, funeral directors, and members of the public	1.1b (5)	Regional Services
Upgrades to the Luncheon Pavilion at the Cootamundra Showgrounds	1.1d(1)	Regional Services Cootamundra
Work with partners including Eastern Riverina Arts to develop a diverse annual program of events	1.2e (3)	Business
Maintain and operate Emergency Management Centres	1.3a (1)	Operations (Emergency Management)
Continue to participate in Local Emergency Management Meetings with local emergency services	1.3a (2)	Operations (Emergency Management)
Continue to update and maintain Council's emergency management and response plans	1.3a (3)	Operations (Emergency Management)
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	1.3b (2)	Operations (Emergency Management)
Review security contracts and seek funding for the installation of Closed-Circuit Televisions (CCTV) cameras	1.3c (1)	Regional Services

2

A REGION FOR THE FUTURE

We are a prosperous and resilient region providing opportunities for growth and learning to strengthen and grow our economy, support tourism, and adopt new technologies to ensure long-term sustainability.



Objectives:

2.1: Recognised as a must-visit tourist destination

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

2.3: A region that can accommodate and support strategic growth

2026/27 Actions	Delivery Program Ref.	Responsible Department
Development of the Gundagai Old Mill Redevelopment Project Management Plan	2.1a (1)	Business
Liaise with GrainCorp regarding the Wallendbeen Silo art project	2.1a (4)	Business
Investigate and deliver a potable water supply to the Dog on the Tuckerbox precinct at Annie Pyers Drive	2.1b (3)	Engineering Gundagai
Continue to implement actions as identified in the Agri-tourism strategy	2.1c (1)	Business
Update the Tourism & Economic Development Strategy	2.1d (2)	Business
Update region livability information and upload onto Council website	2.2a (1)	Business
Continue monthly communication to business and industry outlining opportunities and economic activity of the region.	2.2a (3)	Business
Actively market the region as a 'must visit' destination	2.2b (2)	Business
Continue to support Youth Council activities in both towns and assist in promotion and advocacy for Youth Council	2.2d (2)	Business
Review and update Councils Youth Strategy	2.2d (4)	Business
Develop a region wide maintenance schedule for Council assets and facilities	2.2h (2)	Regional Services
Undertake housing investigation and report on housing issues in the region and identify strategies to mitigate	2.3a (2)	Sustainable Development
Develop Planning Policies to facilitate options for a range of housing.	2.3b (2)	Sustainable Development
Investigate potable water supply improvements to facilitate future growth, sustainability and stability for Cootamundra Township	2.3e (1)	Engineering Cootamundra

3 A PROTECTED AND ENHANCED ENVIRONMENT

We have attractive towns and villages that complement our unique natural environment, where heritage is preserved and enhanced whilst balancing the needs for regional development and growth.



Objectives: 3.1: Our natural environment is valued and protected 3.2: We have attractive towns and villages 3.3: Responsive and adaptive community to climate change risks and impacts 3.4: Greater efficiency in the use of resources		
2026/27 Actions	Delivery Program Ref.	Responsible Department
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	3.1b(1)	Regional Services
Plan, construct, maintain and manage the region's water infrastructure network in accordance with land development, and asset management priorities and availability of funding	3.1c(1)	Engineering
Implement existing Flood Study recommendations	3.2d(5)	Engineering
Develop Flood studies for Stockinbingal, Wallendbeen and Muttama Villages	3.2d(5)	Engineering Cootamundra
Seek Funding and investigate feasibility for Cootamundra Flood warning system review recommendations	3.2d (7)	Engineering Cootamundra
Undertake a feasibility study for the Cootamundra Turf Club detention basin and McGowan Street Levee	3.2d(8)	Engineering Cootamundra
Implement planning for the installation of toilet facilities in North and South Gundagai Cemeteries	3.2g(1)	Regional Services Gundagai
Upgrade irrigation in the North Gundagai Lawn Cemetery	3.2g(2)	Regional Services Gundagai
Apply for funding to manage, maintain and monitor box-gum woodlands remnant areas in Wallendbeen and Stockinbingal cemeteries	3.2g(4)	Regional Services Cootamundra
Continue standard fit out of LED lighting at all Council owned buildings	3.3a(2)	Regional Services
Introduce Food Organics and Garden Organics (FOGO) collection for Cootamundra, similar to Gundagai	3.3a(4)	Regional Services Cootamundra
Prepare business case/s for operations of transfer stations within CGRC	3.4a(1)	Regional Services
Monitor full contractor compliance associated with the Recycling Contract and strives to reduce waste going into landfill wherever possible.	3.4a(2)	Regional Services Cootamundra
Deliver planned watermain replacement and reservoir disinfection projects	3.4c(1)	Engineering

4 COLLABORATIVE AND PROGRESSIVE LEADERSHIP

We have a transparent and accountable local Council with an actively engaged community and effective partnerships that fosters trust, facilitates innovation and uses resources wisely to meet community needs.



Objectives:

4.1: A clear strategic direction that is delivered upon

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

4.3: Actively engaged and supportive community

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

2026/27 Actions	Delivery Program Ref.	Responsible Department
Develop a service review schedule to determine the number of reviews per Council term and conduct those reviews	4.1a(4)	Business
Provide quality customer service during all front-line interactions	4.1b (1)	Business
Implement tracking and reporting of progress against strategic plans against objectives	4.1b (2)	Business
Ensure all Regulatory Policies, Procedures and reporting are managed in a professional and timely manner	4.1b (2)	Regional Services Cootamundra
Provide a safe and healthy environment for staff and contractors through compliance with all WH&S legislative requirements	4.1c (3)	Engineering
Continue implementation of staff wellbeing program	4.1c (4)	Interim General Manager (Human resources)
Conduct a Long-Term Financial Plan review and update Council's Long-Term Financial Plan accordingly	4.1e (1)	Finance
Implement Audit, Risk and Improvement Committee updates and compliance requirements	4.2a (1)	Business
Develop ongoing Councilor training and Professional Development Programs as legislatively required	4.2a (2)	Business
Regional Services Cootamundra to report to Council monthly and annually on projects, maintenance, community feedback and financial information	4.2b (1)	Regional Services Cootamundra
Migrate Council's operating system to cloud based technology	4.2c (2)	Business
Develop marketing and communication plans for major Council projects to keep community informed, highlight successes and community benefits	4.3b (1)	Business
Facilitate face-to-face community engagement activities, as the opportunity arises for Council projects	4.3c (1)	Business
Update Council communications strategy to guide Council's communication and engagement with the community	4.3d (1)	Business
Support Section 355 Committees to deliver their services to communities	4.3f (1)	Business
Continue to progress with Demerge proposal as per the Detailed Implementation Plan adopted by Council	4.4a (2)	Interim General Manager
After demerge decision is finalised, develop Long-Term Asset Management Plans to deliver Long-Term Financial Sustainability and asset renewal	4.4a (4)	Engineering Regional Services
Implement Council's Governance and Risk Management Framework and Action Plan	4.4b (1)	Business
Continue developing and maintaining risk management and business continuity plans	4.4b (2)	Business
Create Plan to relocate historic records and update retention schedule	4.4b (4)	Business

5 INTEGRATED AND ACCESSIBLE REGION

We have transport networks and services that are well connected and convenient and not only connect our villages and towns, but also connect us to other regions, capital cities and states, and our community has access to services and facilities that make the region 'liveable'.



Objective:

5.1: Known for our good road network

5.2: Easily accessible from major cities and other regional towns

5.3: Secure Cootamundra as an Inland Port location serving to transfer rail freight between the Inland Rail and Sydney-Melbourne line

5.4: Functional communications technologies to improve services and facilities across the region

2026/27 Actions	Delivery Program Ref.	Responsible Department
Implement and review approved Asset Management Plan	5.1a (1)	Engineering Cootamundra
Deliver the annual road resealing program as budgeted	5.1b (2)	Engineering
Deliver the annual road Heavy Patching program as budgeted	5.1b (4)	Engineering Cootamundra
Seek funding to investigate current town stormwater suitability and recommend potential improvements	5.1b (5)	Engineering Cootamundra
Seek funding to deliver upgrades to Stockinbingal and Muttama Roads	5.2b (2)	Engineering Cootamundra
Seek funding to build a bridge over the low-level causeway at Muttama Road at Cullinga Creek	5.2b (4)	Engineering
Following completion of Pedestrian and Mobility Plans (PAMPS) seek funding to develop cycleway and pedestrian access for the region	5.2c (2)	Engineering
Apply for grant funding to install Electronic Vehicle charging stations in Gundagai	5.2d (1)	Regional Services Gundagai

STATEMENT OF REVENUE POLICY 2026-27



**COOTAMUNDRA-
GUNDAGAI** REGIONAL
COUNCIL

CONTENTS

Introduction.....	27
Rates.....	28
Charges.....	35
Waste Management Charges.....	38
Stormwater Management Service Charges.....	38
On-Site Sewerage Management Admin Charge.....	38
Water Access Charges.....	39
Sewer Access Charges.....	40
Water Usage Charges.....	41
Non-Residential Sewer Usage Charges.....	41
Liquid Trade Waste Charges.....	41
Payment of Rates and Charges.....	42
Operating Budget	45
Capital Works Program.....	48
Fees and Charges.....	51



INTRODUCTION

Council's Revenue Policy goal is to effectively and equitably manage revenue raising, service level and asset management decisions, and to ensure ongoing financial sustainability.

The Long Term Financial Plan seeks to:

- Be under-pinned by a sound financial strategy that will ensure Council's financial sustainability is protected and improved,
- Accommodate asset maintenance and asset renewal and replacement activity and be fully integrated with Council's Asset Management Plans, and
- Accommodate service levels proposed in Council's Delivery Program and Operational Plan.

Council's financial strategies to meet these goals are:

- To explore all cost effective opportunities to maximise Council's revenue base,
- To ensure ratepayer's value for money by providing effective and efficient service,
- To generate revenue in an equitable manner over time and ensure that there is capacity to finance peaks in asset renewal costs and other outlays when necessary,
- To build up cash reserves over the ten year planning period to enable infrastructure renewals as projected in Council's Asset Management Plans.

RATES

RATING PRINCIPLES

The objective of this Revenue Policy is to ensure that rates are levied in a fair and equitable manner so as to provide sufficient funds to carry out the general services which benefit all the ratepayers of the area.

Council aims to set rates and charges at a level that provides a sustainable income but does not impose undue hardship on property owners.

Council is committed to a rates and charges process that is ethical, transparent, open, accountable and compliant with legal obligations (including the NSW Local Government Act 1993 and the Local Government (General) Regulation 2005 (NSW)).

Council rates administration will be honest, diligent and applied consistently and fairly across all properties.

In accordance with the NSW Local Government Act, 1993, Council will adopt four categories of ordinary rate, being Farmland, Residential, Business and Mining.

An ordinary rate will be applied to each parcel of rateable land within the local government area.

The ordinary rate applicable for each assessment will be determined by the property's categorisation, which is dependent upon the dominant use.



RATE PEGGING

The Independent Pricing and Regulatory Tribunal (IPART) determines the rate peg, or allowable annual increase, that applies to local government rate income. IPART announced the rate peg to apply in the 2026-27 financial year will be 3.8%.

PENSIONER CONCESSIONS

Council provides a pensioner concession for eligible pensioners, in accordance with Section 575 of the Local Government Act 1993. Owners who become eligible pensioners during the year are entitled to a pro-rata concession of their rates (and applicable/eligible charges), calculated on a quarterly basis. Concessions are also reversed on a quarterly basis when owners become ineligible for the concession. In the event that an eligible pensioner has not claimed the concession previously, Council will grant the concession for the current year only.

Eligible pensioners are granted concessions on their ordinary rates, domestic waste management, water access and sewerage access charges. The cost of granting these concessions is shared between the State Government (55%) and Council (45%).

Eligible ratepayers are entitled to a maximum rebate of up to:

- \$250 off ordinary rates and charges for domestic waste services; and
- \$87.50 off annual water access charges; and
- \$87.50 off annual sewer access charges



VALUATIONS

Cootamundra-Gundagai Regional Council's land values were last updated by the NSW Valuer-General (VG) in 2025.

The VG provides property valuations to local government authorities on a cyclical basis, in accordance with the NSW Valuation of Land Act 1916. For the purposes of the 2026-27 rating year, the Base Date for land values is 1 July 2024.

Supplementary notices of valuation are also issued by the VG outside the usual valuation cycle because of changes to property that are recorded on the Register of Land Values. Council is advised of changes to land values and makes any resulting adjustments to rates.

Existing valuations may be reviewed by the VG for the following reasons:

- Newly created parcels of land
- The transfer of part of land which is included in an existing valuation
- The amalgamation of parcels of land into a single valuation
- Changes to zoning and other changes

The VG has issued a large number of supplementary notices in recent months, and these changes will continue to affect Council's rates and property database as they are issued up to 30 June 2026.

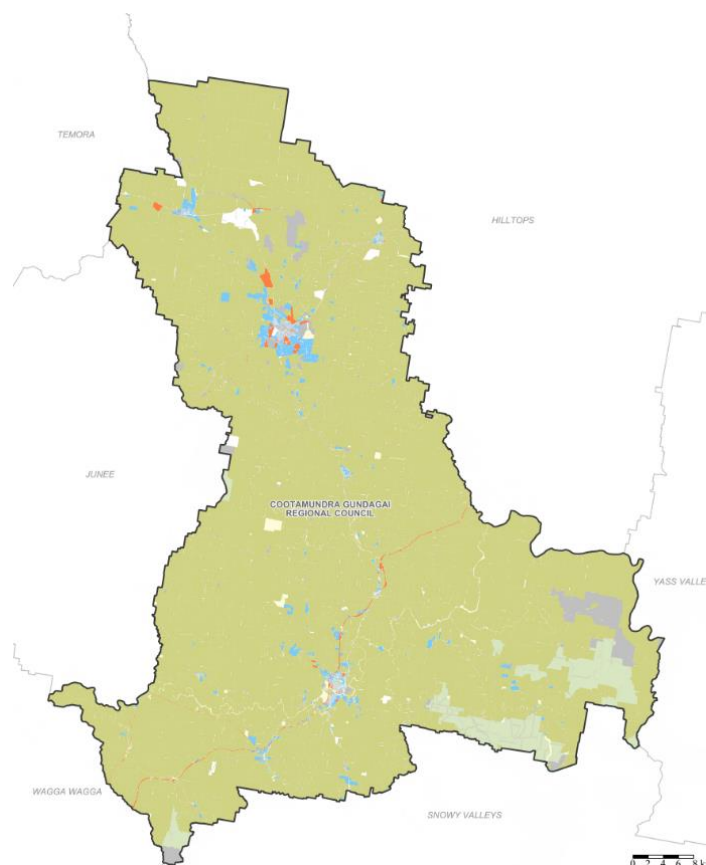
Rating Structures

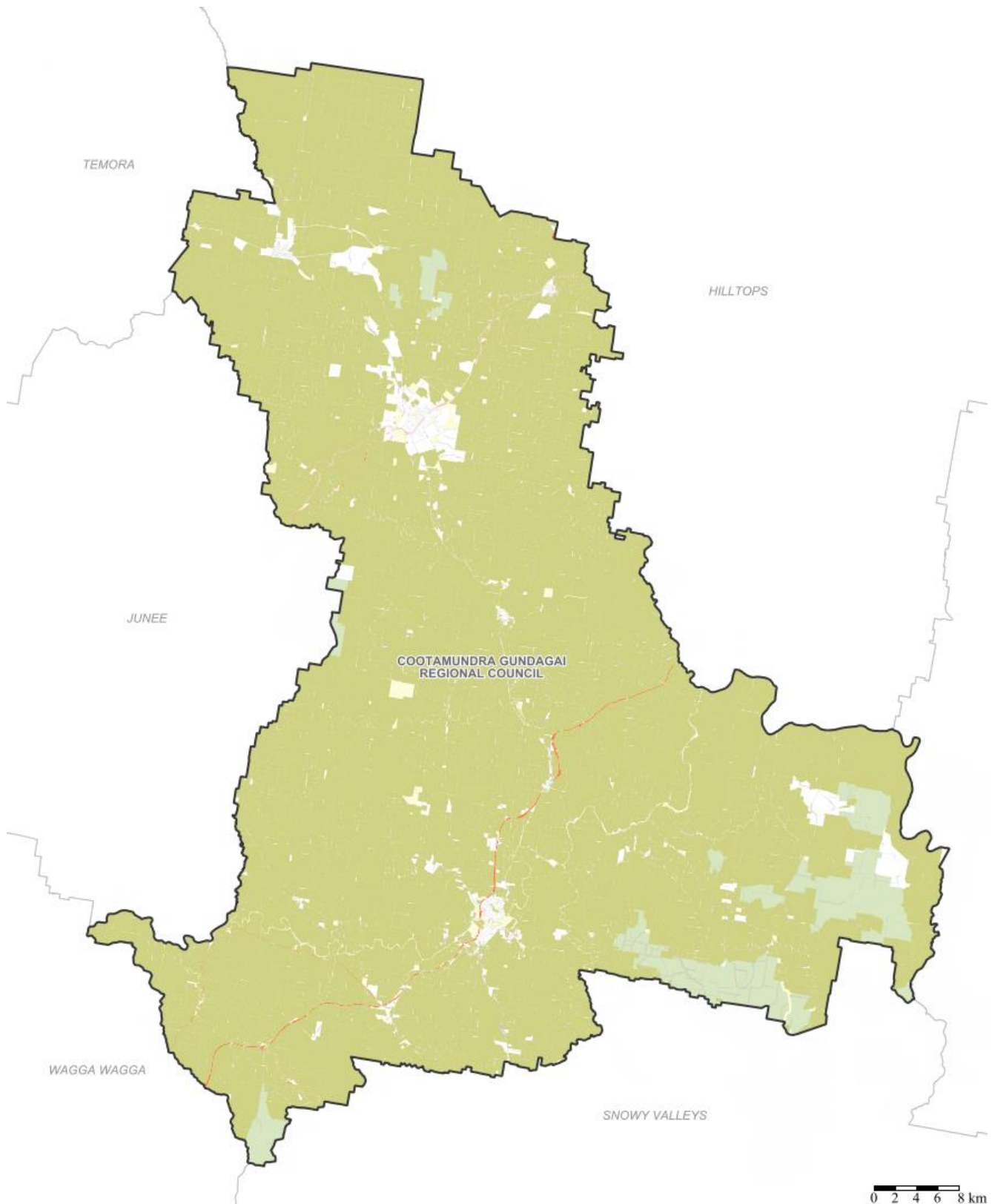
Council aims to derive revenue from ordinary rates for each rating category as outlined in the table below.

The rating structure uses an ad-valorem component (multiplied by the land value of the property as determined by the Valuer-General), together with a base amount component of \$427.00 applied to all rateable assessments.

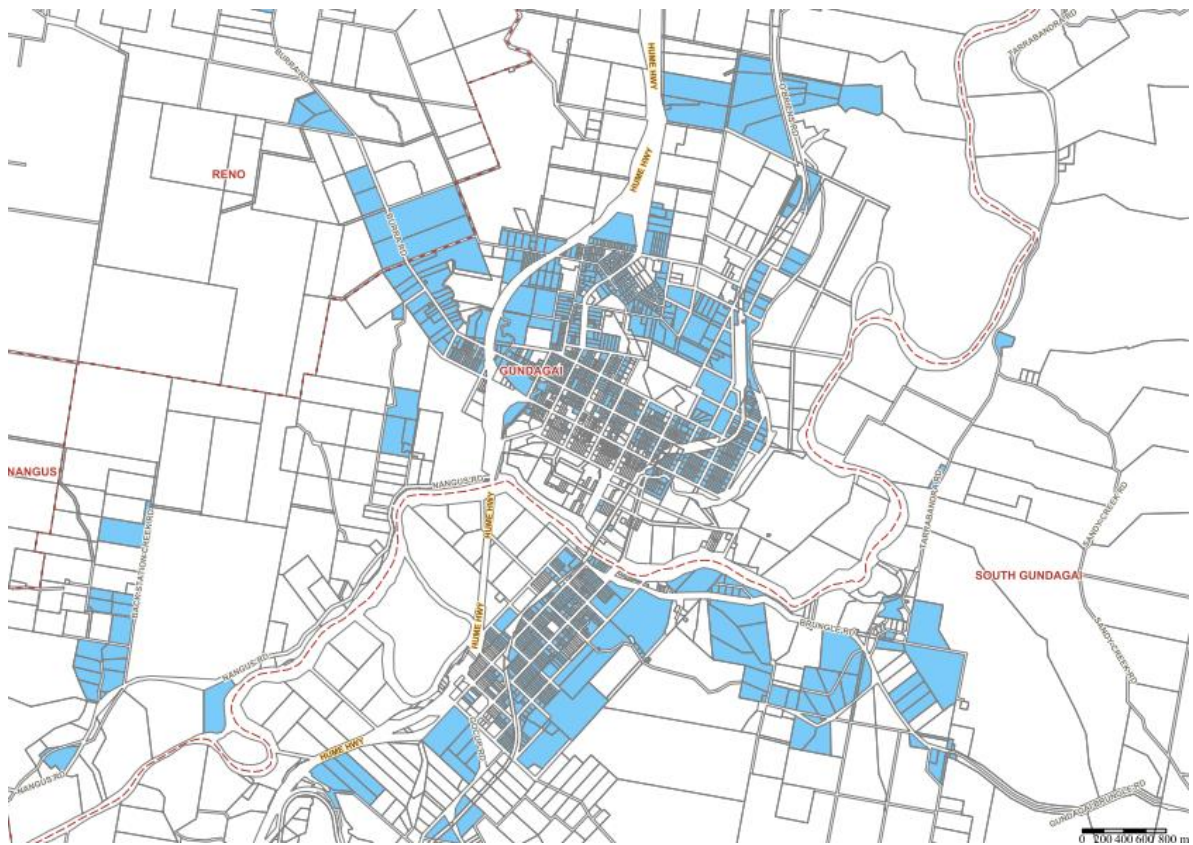
Rating Category (s514-518)	Number of Assessments	Ad Valorem Rate	Base Amount \$	Total Base Rate	Land Value	2026/27 Estimated Income	% Yield
Farmland	1296	0.1273	\$427.00	553,392	\$3,987,385,105	\$5,629,333	46.55%
Residential	4754	0.401	\$427.00	2,029,958	\$767,000,130	\$5,105,629	42.22%
Business	519	1.2607	\$427.00	221,613	\$90,223,780	\$1,359,064	11.24%
Mining	0	0	0	-	-	-	-

Rate Categorisation by Map

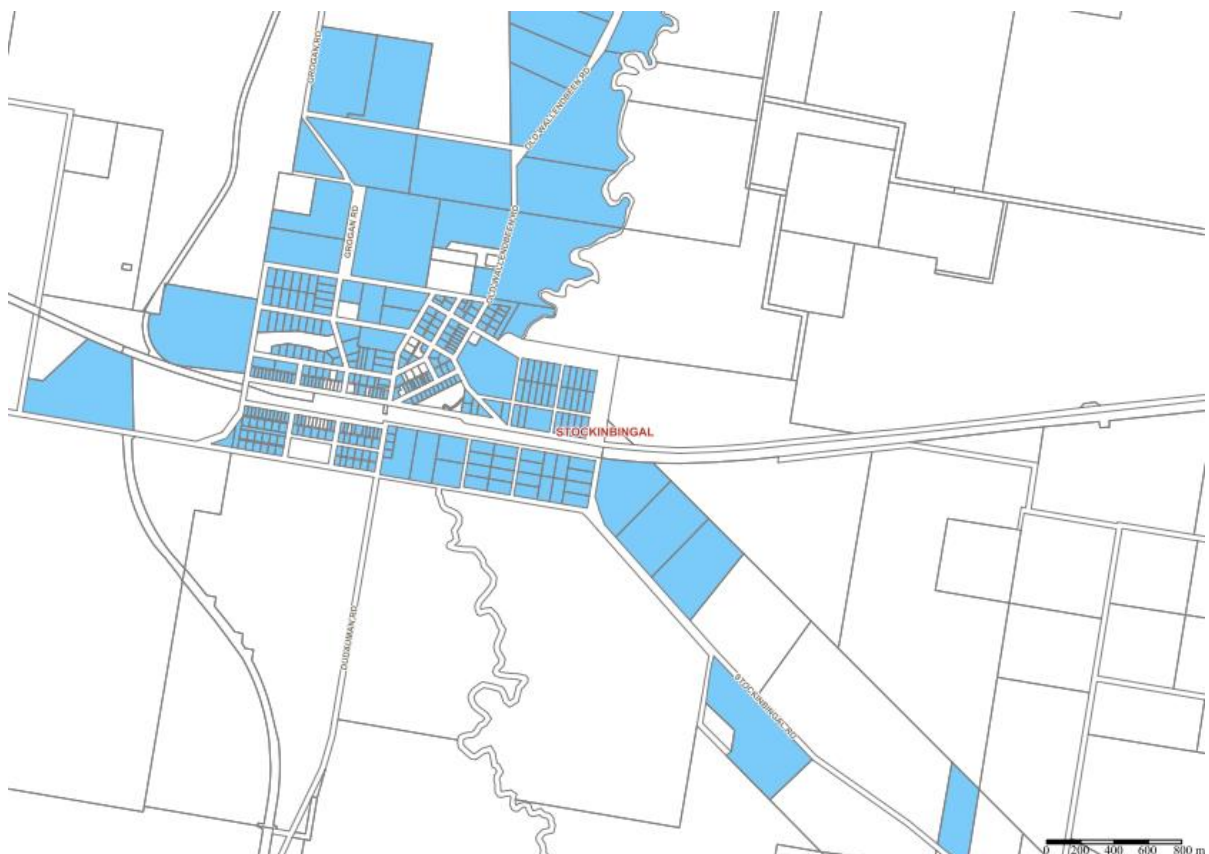




Farmland



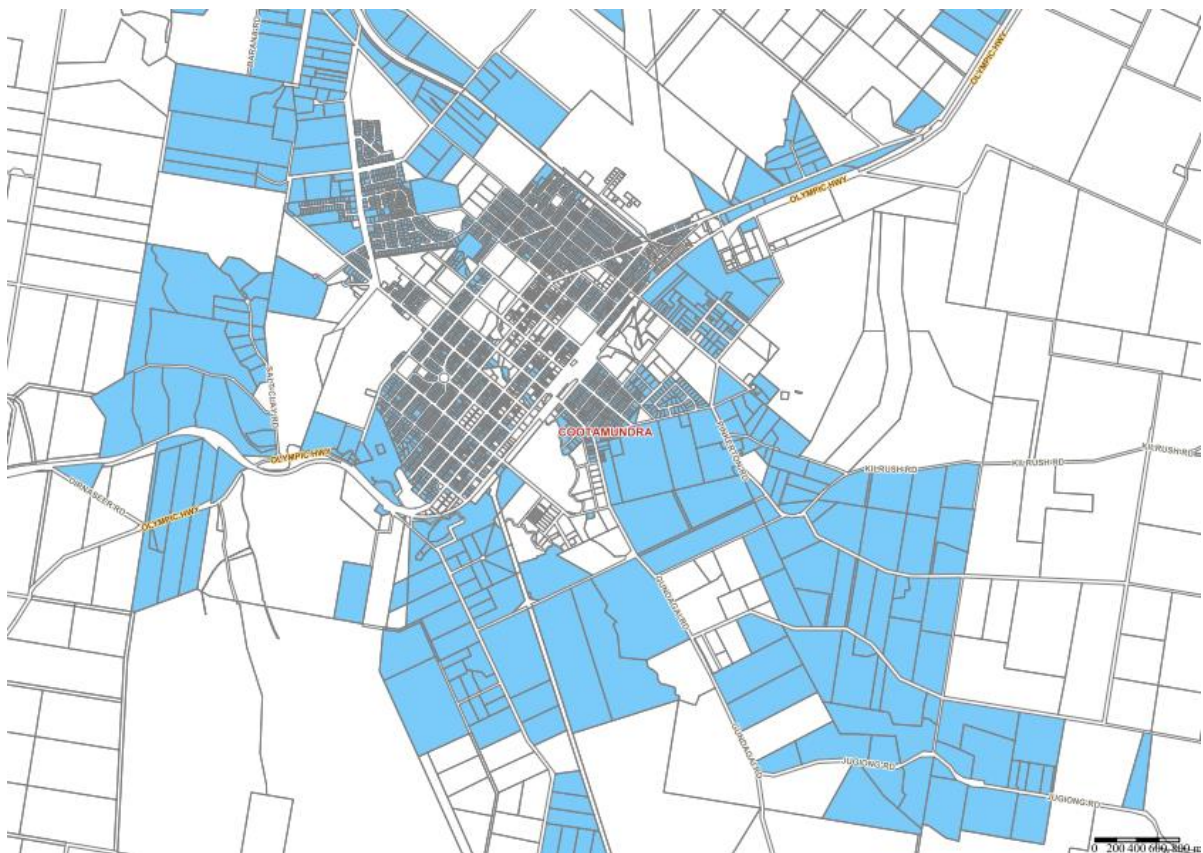
Residential Gundagai



Residential Stockinbingal



Residential Wallendbeen



Residential Cootamundra



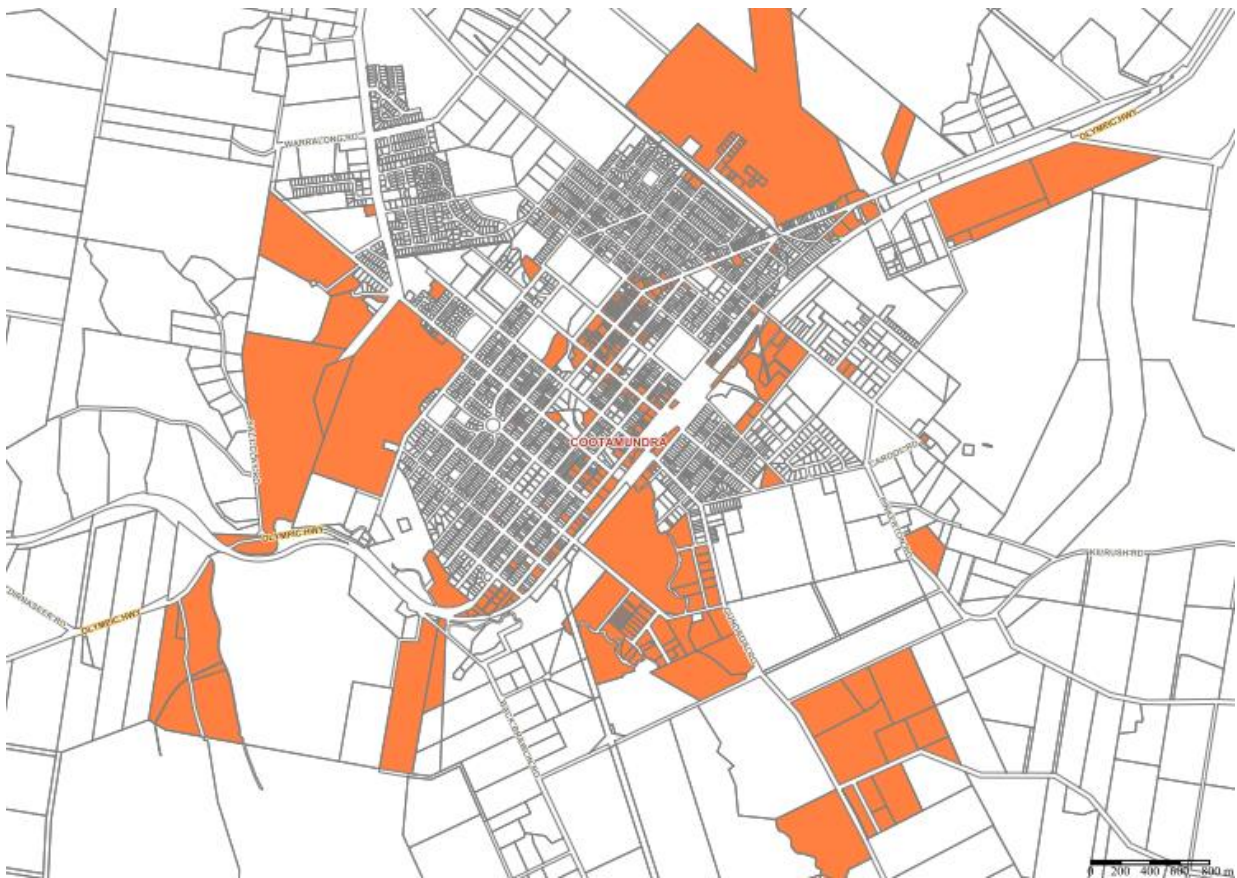
Business Gundagai



Business Stockinbingal



Business Wallendbeen



Business Cootamundra

CHARGES

Council proposes to levy annual and service charges for the following:

- Domestic Waste Management Charges (Section 496 LGA), including Organic/Green Waste collection and Vacant charges)
- Residential Waste Management Charges – Other (Section 501 LGA)
- Non-Residential Waste Management Charges (Section 501 LGA)
- Rural Waste Charge (Section 501 LGA)
- Stormwater Management Service Charges (Section 496A LGA)
 - Residential
 - Residential Strata
 - Business (Non-Residential)
 - Business (Non-Residential) Strata
- Water Access Charges (Section 501 LGA)
- Sewer Access Charges (Section 501 LGA)
- Water Consumption (Usage) Charges (Section 502 LGA)
- Non-Residential Sewer Usage Charges (Section 502 LGA)
- (Non-Residential) Liquid Trade Waste Charges (Section 501/502 LGA)
- On-Site Sewerage Management Administration Charge (Section 501 LGA)

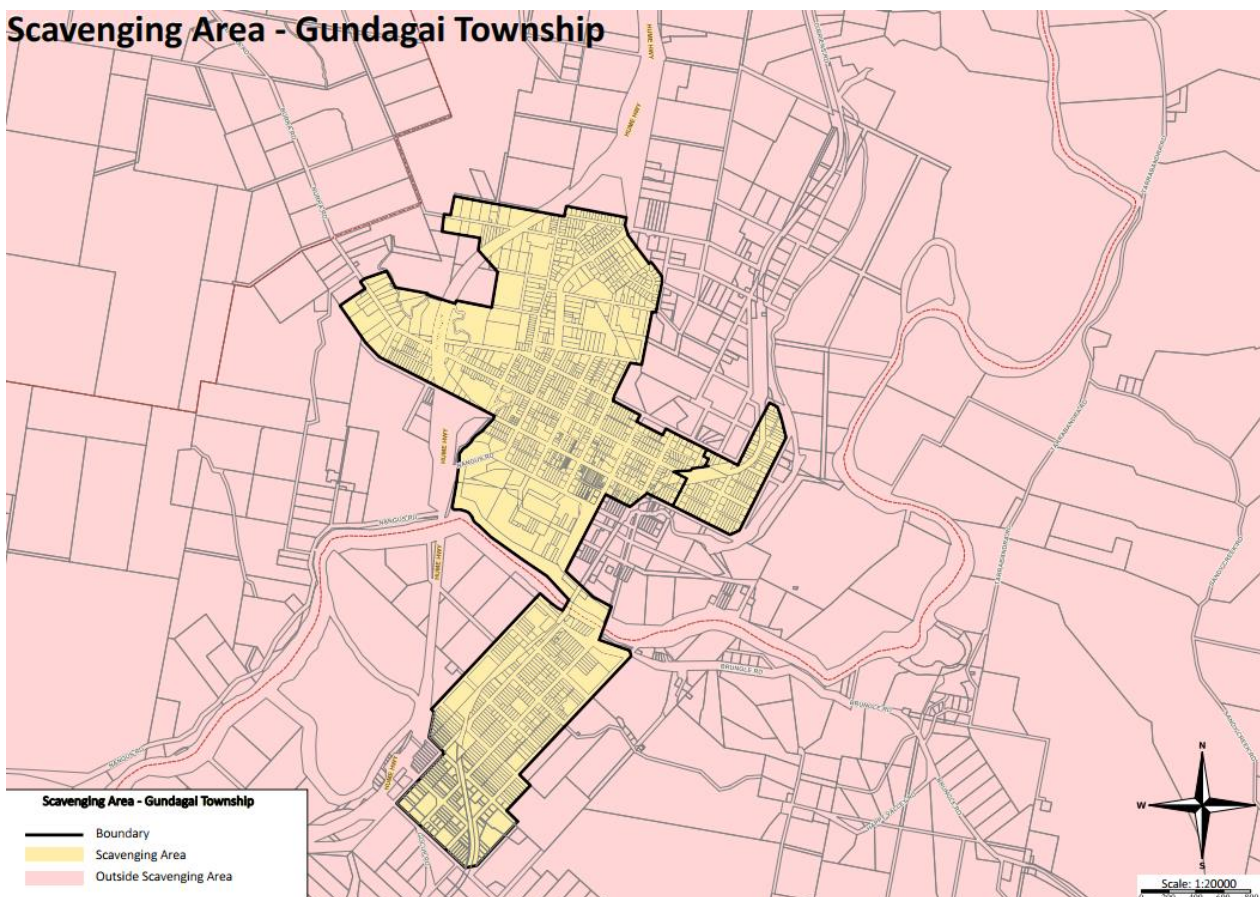
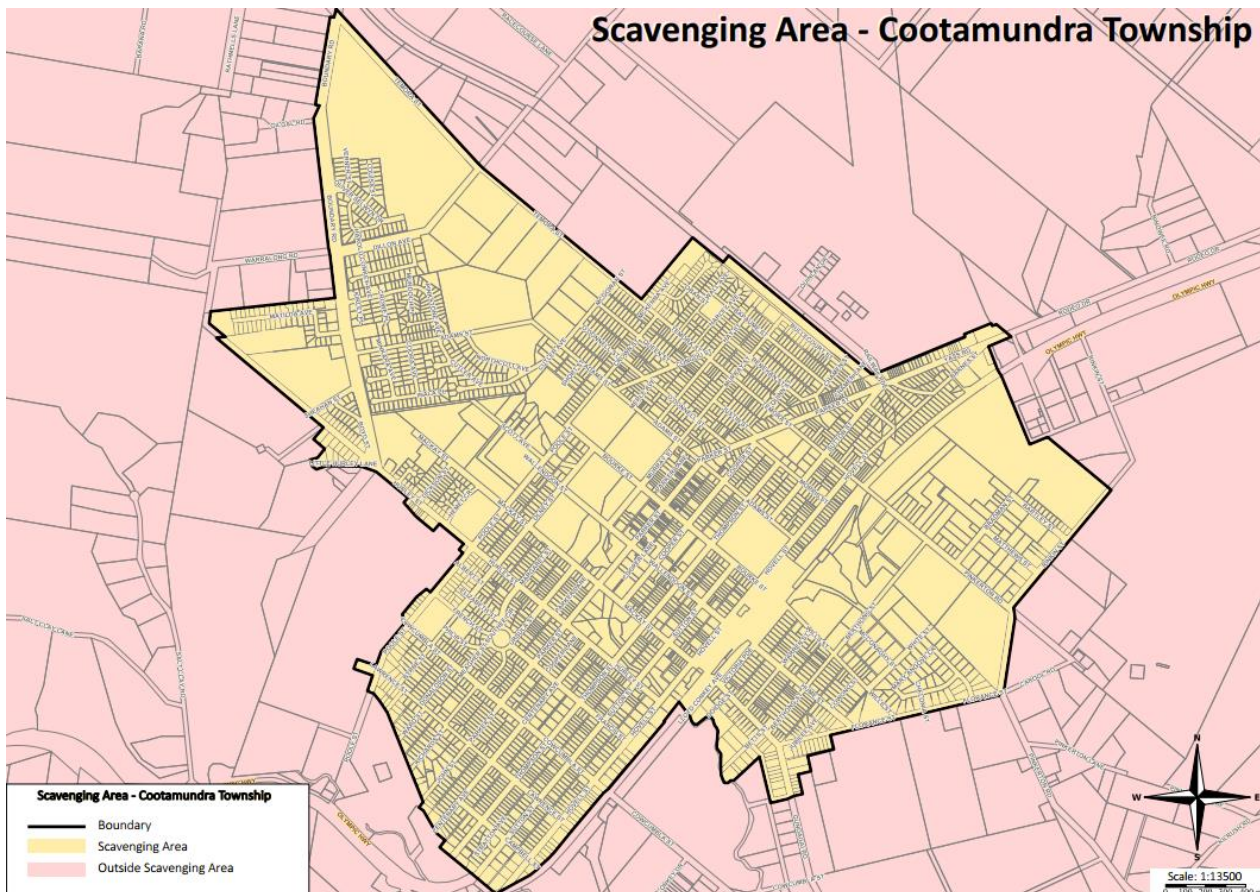
PRO-RATA SERVICE CHARGE

The levying of service charges will be calculated pro-rata for the time that the service was made available. In instances where a historical service charge adjustment is required, this will be limited to the reimbursement or refund (or levy) of one previous financial year, in addition to the current financial year, where applicable.

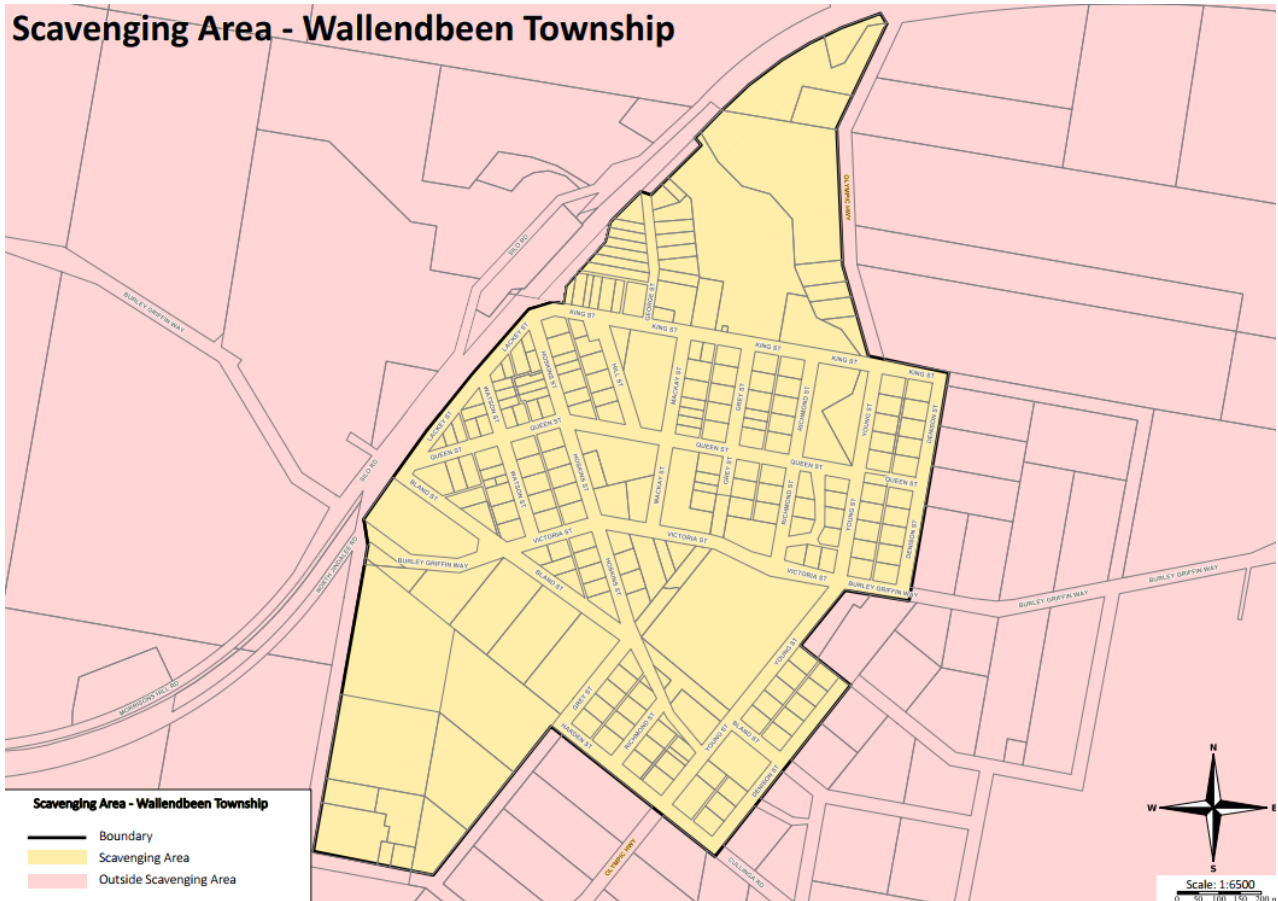
WASTE MANAGEMENT CHARGES

Charge Description	Amount \$	2026/27 Estimated Yield
Domestic Waste Management Annual Charge per service (1 service per Assessment)	\$620	\$2,417,380
Organics/Green Waste Annual Charge per service (1 service per Assessment)	\$81.00	\$341,739
Residential Waste Management – Other Annual Charge per service (1 service per Assessment)	\$620.00	\$201,500
Rural Waste Charge Annual Charge per Assessment	\$91.00	\$177,814
Unoccupied (Vacant) Waste Annual Charge per Assessment	\$91.00	\$15,106
Commercial Waste Management Annual Charge per Service	\$620.00	\$490,420
Additional Rural Waste Charges Annual Charge per additional bin	\$91.00	\$182

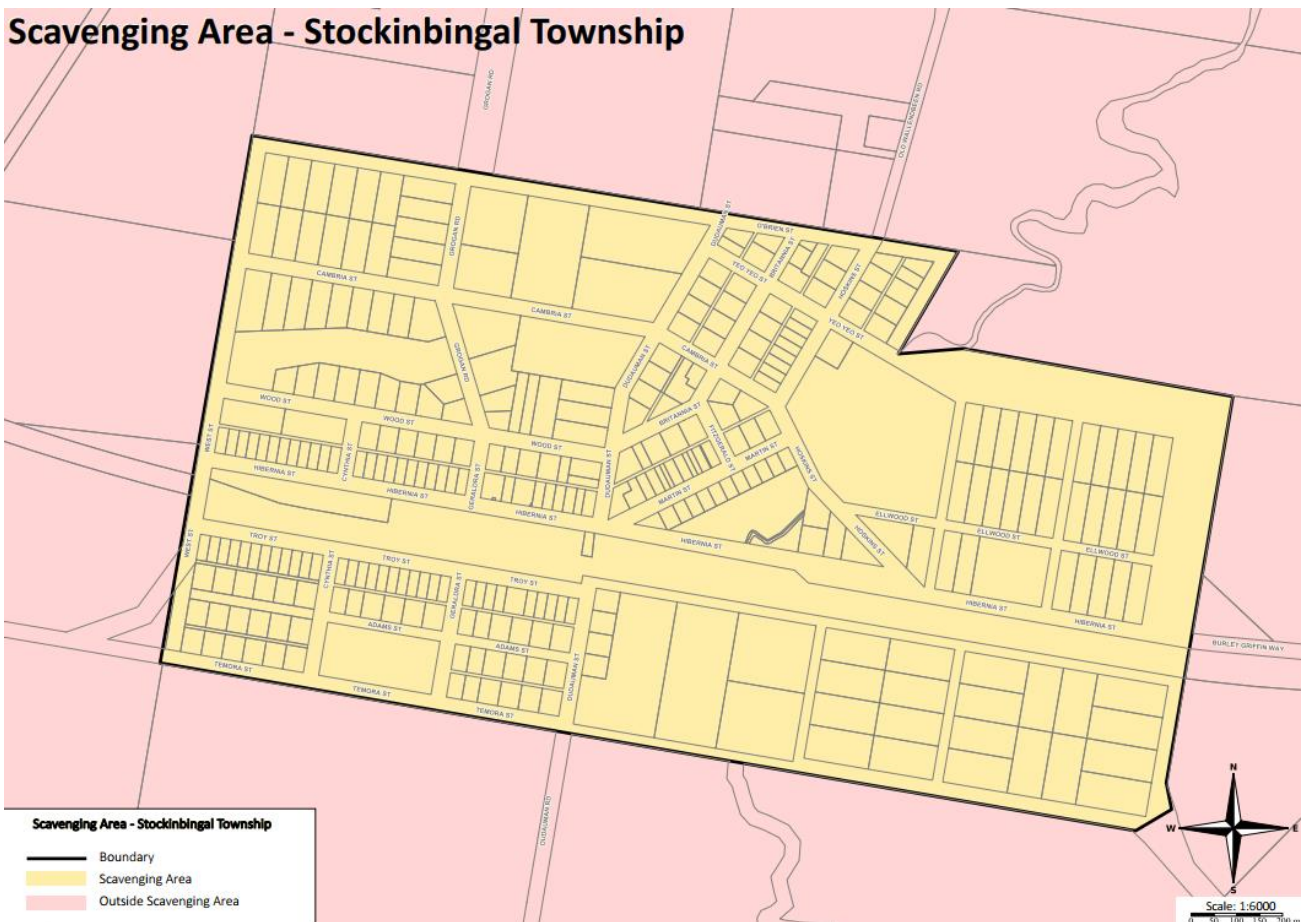
Scavenging Area Maps



Scavenging Area - Wallendbeen Township



Scavenging Area - Stockinbingal Township



STORMWATER MANAGEMENT SERVICE CHARGES

Council levies annual Stormwater Management Charges to both residential and business properties, subject to exemptions under the Local Government Act, 1993. All revenue generated is applied to stormwater management improvements.

Charge Description	Amount \$	2026/27 Estimated Yield
Residential Stormwater Management Annual Charge	\$25.00	\$80,275
Residential Strata Stormwater Management Annual Charge	\$12.50	\$1,775
Business (Non-Residential) Stormwater Management *** \$25.00 per 350 square metres of land size, or part thereof Annual Charge – Maximum \$250.00	***	\$45,825
Business (Non-Residential) Strata Stormwater Management *** The greater of \$5.00, or the assessment's proportion of the charge that would apply if the total land area was not strata'd. Annual Charge	***	\$100

ON-SITE SEWERAGE MANAGEMENT ADMIN CHARGE

Charge Description	Amount \$	2026/27 Estimated Yield
On-Site Sewerage Management Administration Charge Annual Charge	\$57.00	\$88,550

WATER ACCESS CHARGES

The purpose of the annual charges for water supply services proposed to be made under sections 501 of the Local Government Act 1993 is for both the provision of delivery of services to parcels with an existing service, and the proposed provision of services to parcels to which an extended reticulated supply is proposed to be provided by Council.

Charge Description	Residential Charge Amount \$	2026/27 Estimated Yield Residential	Non-Residential Charge Amount \$	2026/27 Estimated Yield Non-Residential
Strata Water Access Charge	\$543.00	(included in 20mm below)	\$543.00	(Included in 20mm below)
Water Access Charge 20mm	\$543.00		\$543.00	\$232,404
Non-Residential Community Water Access Charge 20mm		\$2,046,567	\$272.00	\$10,045.10
Water Access Charge 25mm	\$851.00	\$38,276.09	\$851.00	\$50,183.79
Non-Residential Community Water Access Charge 25mm			\$425.00	\$3,397.90
Water Access Charge 32mm	\$1,393.00	\$19,495.70	\$1,393.00	\$22,281.70
Non-Residential Community Water Access Charge 32mm			\$696.00	
Water Access Charge 40mm	\$2,176.00	\$30,170.30	\$2,176.00	\$52,234.50
Non-Residential Community Water Access Charge 40mm			\$1088.00	\$3,265.05
Water Access Charge 50mm	\$3,400.00	\$23,803.15	\$3,400.00	\$115,614.70
Non-Residential Community Water Access Charge 50mm			\$1,700.00	\$6,801.05
Water Access Charge 63mm	\$5,400.00	-	\$5,400.00	\$5,400.00
Water Access Charge 75mm	\$7,650.00	-	\$7,650.00	\$15,301.05
Water Access Charge 80mm	\$8,706.00	-	\$8,706.00	\$17,410.95
Non-Residential Community Water Access Charge 80mm			\$4,352.00	\$4,352.00
Water Access Charge 100mm	\$13,603.00	\$0	\$13,603.00	\$67,982.45
Non-Residential Community Water Access Charge 100mm			\$6,801.00	\$0
Vacant Water Access Charge	\$543.00	\$54,843.00	\$543.00	\$24,978.00
Vacant Non-Residential Community Water Access Charge			\$272.00	\$1,085.90

SEWER ACCESS CHARGES

The purpose of the annual charges for sewer supply services proposed to be made under sections 502 of the Local Government Act 1993 is for both the provision of delivery of services to parcels with an existing service, and the proposed provision of services to parcels to which an extended reticulated supply is proposed to be provided by Council.

Charge Description	Residential Charge Amount \$	2026/27 Estimated Yield	Non-Residential Charge Amount \$	2026/27 Estimated Yield
Residential Sewer Access Charge	\$786.00	\$2,566,764	-	-
Non-Residential Sewer Access Charge 20mm	-	-	\$655.00	\$216,923.61
Non-Residential Community Sewer Access Charge 20mm	-	-	\$328.00	\$14,439.36
Non-Residential Sewer Access Charge 25mm	-	-	\$786.00	\$34,866.29
Non-Residential Community Sewer Access Charge 25mm	-	-	\$394.00	\$5,511.80
Non-Residential Sewer Access Charge 32mm	-	-	\$917.00	\$14,535.28
Non-Residential Community Sewer Access Charge 32mm	-	-	\$459.00	\$0
Non-Residential Sewer Access Charge 40mm	-	-	\$1,258.00	\$20,124.85
Non-Residential Community Sewer Access Charge 40mm	-	-	\$629.00	\$3,145.00
Non-Residential Sewer Access Charge 50mm	-	-	\$1,573.00	\$37,752.00
Non-Residential Community Sewer Access Charge 50mm	-	-	\$786.00	\$4,714.95
Non-Residential Sewer Access Charge 63mm	-	-	\$1,981.00	\$1,981.00
Non-Residential Sewer Access Charge 75mm	-	-	\$2,359.00	\$4,718
Non-Residential Sewer Access Charge 80mm	-	-	\$2,516.00	\$2,516.00
Non-Residential Community Sewer Access Charge 80mm	-	-	\$1,258.00	\$1,258.00
Non-Residential Sewer Access Charge 100mm	-	-	\$3,147.00	\$3,147.00
Non-Residential Community Sewer Access Charge 100mm	-	-	\$1,573.00	\$4,720.05
Vacant Sewer Access Charge	\$438.00	\$53,409	\$460.00	\$32,184.25
Vacant Non-Residential Community Sewer Access Charge	-	-	\$230.00	\$2,068.95

waterusageCharges

Tariff (Residential & Non-Residential)	Amount \$
First 39 kilolitres (kl) per quarter	\$2.61 per kl
Use above 39 kilolitres (kl) per quarter	\$3.93 per kl
Tariff (Non-Residential Community)	Amount \$
First 39 kilolitres (kl) per quarter	\$2.05 per kl
Use above 39 kilolitres (kl) per quarter	\$2.94 per kl

Non-Residential Sewer Usage Charges

Sewer Usage	Amount \$
All usage	\$3.49 per kl
Effluent Reuse Charge	\$1.56/kl

Liquid Trade Waste Charges

Charge Description	Amount \$	2026/27 Estimated Yield
Liquid Trade Waste Annual Charge	\$263.00	\$104,674
Liquid Trade Waste Usage Charge (Category 2 Business)	\$4.60 per kl	Per Kl

PAYMENT OF RATES AND CHARGES



COOTAMUNDRA-
GUNDAGAI REGIONAL
COUNCIL

PAYMENT ARRANGEMENTS

Council land rates and annual charges are paid in a single annual payment or by quarterly instalments. If a payment is made by a single annual payment, it is due by 31 August, and if it is paid by quarterly instalments it is due by 31 August, 30 November, 28 February and 31 May.

On or before 31 October, 31 January and 30 April, Council will send reminder notices (Instalment Notices) separately from the Rates Notice to each person paying by quarterly instalments. (s.562 NSW Local Government Act 1993). For the payment of rates and charges, Council accepts payment by BPay, BPoint (telephone and online), cheque, money order, credit card, EFTPOS, and cash. Note that payments cannot be made by direct credit to Council's bank account.

Council provides an optional direct debit facility for the payment of rates and charges periodically (weekly, fortnightly, monthly or quarterly on nominated due dates). If a scheduled direct debit is dishonoured, a \$15.00 fee in addition to any applicable bank charges will be added onto the rates and charges balance owing. There is no discount available for early payment of rates and charges.

INTEREST ON OVERDUE RATES AND CHARGES

Interest on overdue rates and charges shall be set in accordance with section 566(3) of the NSW Local Government Act 1993, applying the maximum rate of interest payable as determined by the Minister of Local Government. The interest rate on overdue rates and charges that is to apply for the year from 1 July 2026 to 30 June 2027 is 9.5% per annum, calculated daily.

A three day grace period will apply so that interest will not be charged on overdue balances paid within three days of the due date. If an overdue balance is not paid within the three day grace period, interest will be charged based upon the number of days since the account became overdue.

DEBT RECOVERY

Council has a responsibility to recover monies owing to it in a timely, efficient and effective manner, to finance its operations and to ensure effective cash flow management.

Council aims to ensure effective control over debts owed to Council, including overdue rates, fees, charges, and interest, and to establish debt recovery procedures for the efficient collection of receivables and management of outstanding debts, including deferment and alternative payment arrangements in accordance with Council's Debt Recovery Policy, and relevant Ministerial advices and legislation.

HARDSHIP ASSISTANCE

Council recognises that there are cases of genuine financial hardship requiring the appropriate respect of the circumstances, especially in light of the economic circumstances and difficulties that have resulted from Covid-19, Rate Harmonisation, and Special Rate Variation.

Council's Rates and Charges Financial Hardship Policy, and relevant Ministerial advices and related legislation, have established guidelines for the assessment of hardship applications applying the principles of fairness, integrity, confidentiality, and compliance with relevant statutory requirements.

COPIES OF NOTICES

The fee to reproduce and supply a copy of a previously issued Rates or Water & Sewer charges notice will be \$15.00 per notice, payable in advance. A copy of a previously issued notice shall only be supplied to the owner of the property (or their nominated and correctly authorised agent) for the period of which the notice is requested.



OPERATING BUDGET

2027

CGRC 2027 Budget
Income Statement by Department

Department	Task Type	Group Description	Sum of Budget 2027
Building Department	Income	Capital Grants and Contributions	-
		Rates	(98,004)
		User Charges & Fees	(383,250)
	Income Total		(481,254)
	Expense	Employee & Oncosts	1,342,934
		Materials & Contracts	622,610
	Expense Total		1,965,544
Building Department Total			1,484,290
Business Department	Income	Operating Grants & Contributions	(148,500)
		Other Revenues	(5,775)
		User Charges & Fees	(135,847)
	Income Total		(290,122)
	Expense	Employee & Oncosts	1,871,517
		Materials & Contracts	1,833,052
		Other Expenses	45,000
Expense Total		3,749,569	
Business Department Total			3,459,447
Engineering Cootamundra	Income	Operating Grants & Contributions	(1,445,367)
		Other Revenues	(343,000)
		User Charges & Fees	(170,054)
		Plant Hire - Internal Usage	(2,600,000)
		Stormwater Management Charge	(76,785)
		State Roads Income	(3,800,000)
	Income Total		(8,435,206)
	Expense	Emergency Services Levy	400,000
		Employee & Oncosts	2,561,952
		Materials & Contracts	3,641,345
		Sale of P&E	(73,951)
		Materials & Contracts - State Roads	2,844,102
		Employee & Oncosts - State Roads	608,875
Expense Total			9,982,323
Engineering Cootamundra Total			1,547,118
Engineering Gundagai	Income	Operating Grants & Contributions	(1,445,367)
		Other Revenues	(249,500)
		User Charges & Fees	(139,331)
		Plant Hire - Internal Usage	(1,600,000)
		Stormwater Management Charge	(51,190)
	Income Total		(3,485,388)
	Expense	Emergency Services Levy	400,000
		Employee & Oncosts	2,141,128
		Materials & Contracts	3,547,288
		Sale of P&E	(129,498)
Expense Total			5,958,918
Engineering Gundagai Total			2,473,530
Executive Department	Income	Employee & Oncosts	-
		Operating Grants & Contributions	(40,000)
	Income Total		(40,000)
	Expense	Employee & Oncosts	1,683,666
		Materials & Contracts	504,635
		Mayor & Councillor Expenses	242,892
		Demerger Costs	2,500,000
Expense Total		4,931,193	
Executive Department Total			4,891,193
Finance Department	Income	Capital Grants and Contributions	(2,142,978)
		Interest Income	(806,818)
		Operating Grants & Contributions	(6,093,020)
		Other Revenues	(189,000)
		User Charges & Fees	(31,500)
	Income Total		(9,263,316)
	Expense	Depreciation	11,960,421
		Employee & Oncosts	1,020,632
		Materials & Contracts	(2,449,590)
		Pension Concession	307,112
Expense Total			10,838,575

Finance Department Total			1,575,259
Rates Cootamundra	Income	Rates	(7,256,416)
	Income Total		(7,256,416)
Rates Cootamundra Total			(7,256,416)
Rates Gundagai	Income	Rates	(4,837,610)
	Income Total		(4,837,610)
Rates Gundagai Total			(4,837,610)
Services Cootamundra	Income	Operating Grants & Contributions	(33,000)
		Other Revenues	(540,426)
		Rates	(2,403,551)
		User Charges & Fees	(925,807)
	Income Total		(3,902,784)
	Expense	Employee & Oncosts	2,111,045
		Materials & Contracts	6,047,304
	Expense Total		8,158,349
Services Cootamundra Total			4,255,565
Services Gundagai	Income	Operating Grants & Contributions	(33,000)
		Other Revenues	(569,625)
		Rates	(1,238,193)
		User Charges & Fees	(517,980)
	Income Total		(2,358,797)
	Expense	Employee & Oncosts	1,270,013
		Materials & Contracts	2,648,906
	Expense Total		3,918,919
Services Gundagai Total			1,560,122
Sewer Cootamundra	Income	Interest Income	(117,119)
		Rates	(1,891,723)
		User Charges & Fees	(406,577)
	Income Total		(2,415,418)
	Expense	Depreciation	797,564
		Employee & Oncosts	333,088
		Materials & Contracts	803,044
		Expense Total	
Sewer Cootamundra Total			(481,722)
Sewer Gundagai	Income	Interest Income	(78,079)
		Rates	(1,261,149)
		User Charges & Fees	(211,551)
	Income Total		(1,550,779)
	Expense	Depreciation	410,866
		Employee & Oncosts	242,483
		Interest Expense	26,794
		Materials & Contracts	334,090
		Loan Repayments	405,667
		Expense Total	
Sewer Gundagai Total			(130,879)
Water Cootamundra	Income	Interest Income	(179,582)
		Rates	(1,717,979)
		User Charges & Fees	(1,993,557)
	Income Total		(3,891,118)
	Expense	Depreciation	384,608
		Employee & Oncosts	405,341
		Interest Expense	40,154
		Materials & Contracts	329,191
		Bulk Water	2,184,000
		Loan Repayments	413,793
Expense Total			3,757,087
Water Cootamundra Total			(134,031)
Water Gundagai	Income	Interest Income	(119,721)
		User Charges & Fees	(1,022,953)
	Income Total		(2,287,994)
	Expense	Depreciation	198,132
		Employee & Oncosts	290,026
		Interest Expense	103,000
		Materials & Contracts	613,361
		Loan Repayments	306,000
Expense Total			1,510,519
Water Gundagai Total			(777,475)
Grand Total			7,628,391



CAPITAL WORKS BUDGET

BUDGET 2027

CAPITAL EXPENDITURE PROGRAM 2027	Previous Year Budget	WO	Manager	TOTAL	REVENUE	GRANT	RESERVE	LOAN
Capital Income								
Plant Disposal - Gundagai (Reduced program)	(325,000)	3811	Hogg	(272,000)			(272,000)	
Plant Disposal - Coota (Reduced program)	(325,000)	3812	Brodie	(272,000)			(272,000)	
Section 7.12 Developer Contributions	(160,000)	GL3001	Dawes	(160,000)			(160,000)	
Bridges - Cootamundra								
Adams St Causeway (Renewal)	-	New	Brodie	280,000	280,000			
Bridge Assessment & Strengthening Investigation	20,000	4736	Brodie	20,000	20,000			
Bridges - Gundagai								
Bridge Assessment & Strengthening Investigation	20,000	4737	Hogg	20,000	20,000			
Brawlin Rd (Replace 3500 dia corrugated pipe)	-	New	Hogg	275,000	275,000			
Buildings - Cootamundra								
Buildings - Capital Budget Only	50,000	4397	Lowe	50,000	50,000			
Wallenbeen Hall (Heritage) - three new fire exit double doors	-	New	Lowe	15,000	15,000			
Buildings - Gundagai								
Buildings - Capital Budget Only	50,000	3346	Ewings	50,000	50,000			
Gundagai Council Chambers - Waterproofing and glazing	-	4740	Ewings	70,000	70,000			
Gundagai Museum - Fire Safety & Associated Works	-	New	Ewings	75,000	75,000			
Plant & Equipment - Cootamundra								
Computer hardware replacement	25,000	1172	Cody	25,000	25,000			
Plant Replacement - Coota (Reduced)	1,300,000	3810	Brodie	1,000,000			1,000,000	
Plant & Equipment - Gundagai								
Computer hardware replacement	25,000	1172	Cody	25,000	25,000			
Plant Replacement - Gundagai (Reduced)	1,300,000	3809	Hogg	1,000,000			1,000,000	
Roads - Cootamundra			Brodie					
2026-27 Flood Management - study for Wallendbeen and Muttama	-	New	Brodie	198,000	39,600	158,400		
Heavy Patching - Local Roads & Town Streets (R2R)	728,859	2683	Brodie	650,290		650,290		
Reseals - Local Roads & Town Streets (FAG)	1,000,000	2683	Brodie	1,000,000		1,000,000		
Heavy Patching - Regional Roads (Block Grant)	-	2683	Brodie	115,200		115,200		
Reseals - Regional Roads (Block Grant)	125,000	2683	Brodie	152,124		152,124		
Roads - Gundagai								
Heavy Patching - Local Roads & Town Streets (R2R)	623,859	2684	Hogg	765,490		765,490		
Reseals - Local Roads & Town Streets (FAG)	1,000,000	2684	Hogg	1,000,000		1,000,000		
Heavy Patching - Regional Roads	-	2684	Hogg					
Reseals - Regional Roads (Block Grant)	125,000	2684	Hogg	125,000		125,000		
Sewer - Cootamundra								
Sewer Vent Pipe Replacement	75,000	3769	Brodie	85,000			85,000	
Sewer Treatment Plant Upgrade - Sludge Lagoon								
Reduced from previous budget of \$500k	-	3760	Brodie	400,000			400,000	
Sewer Mains Replacement (Reduced)	1,000,000	4753	Brodie	500,000			500,000	
Sewer Main Root Removal Program	-	New	Brodie	100,000			100,000	
Sewer Modelling	20,000	4418	Brodie	25,000			25,000	
Sewer - Gundagai								
Sewer Mains Replacement	470,000	4430	Hogg	470,000			470,000	
Gundagai Riverside caravan park sewer pump station upgrade	-	3765	Hogg	150,000			150,000	
Sewer Modelling (Reduced)	50,000	4454	Hogg	25,000			25,000	
Waste - Cootamundra								
CCTV (New) - recommendation from Waste Audit	-	New	Lowe	25,000			25,000	
Water - Cootamundra								
Water Mains Replacement	500,000	3752	Brodie	500,000			500,000	
Water Modelling & Investigation Work	20,000	4417	Brodie	20,000			20,000	
Water - Gundagai								
Extension of Gundagai Water Supply to the Dog on the Tuckerbox site	2,400,000	1515	Hogg	2,533,500				2,533,500
Water Modelling & Investigation Work	50,000	4455	Hogg	50,000			50,000	
Water Mains Replacement	470,000	4727	Hogg	470,000			470,000	
Raw Water Pump (Construct)	150,000	4759	Hogg	450,000			450,000	
TOTAL CAPITAL EXPENDITURE:				12,010,604	944,600	3,966,504	4,566,000	2,533,500

OUR PLACE... OUR FUTURE.

2026/27 Annual Operating Plan



**COOTAMUNDRA-
GUNDAGAI** REGIONAL
COUNCIL