

ANNUAL REPORT 2021/22

MID-WESTERN REGIONAL COUNCIL





MID-WESTERN REGIONAL COUNCIL

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MAYOR	Cr Des Kennedy
GENERAL MANAGER	Brad Cam

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MESSAGE FROM THE MAYOR



"Council's all new website has significantly improved access to information, online services and online payments for residents."

I am proud to present the 2021/22 Annual Report showcasing all that Council has achieved for our community over the past 12 months.

This has been another challenging year for the region, as we emerged from a pandemic and subsequent lockdowns, we've been impacted by successive flood events.

The pandemic saw Council working directly with state and federal governments like never before to establish COVID-19 testing and vaccination clinics throughout the region. As well as facilitating daily updates between NSW Health and key stakeholders in the region and distributing PPE, Council supported delivery of Health's key messages as well as providing weekly video updates on pandemic related information. Council's Emergency Management processes and procedures during this period were a direct result of learnings from the 2019/20 bushfires.

It was exciting to see the Mudgee Arts Precinct finally opened to the public after two years of construction. Giving a nod to the region's important heritage, the new building and gallery spaces wrap around the former Cudgegong Shire Council, that houses office and meeting spaces. This striking design recently won the Australian Institute of Architects' 2022 Award for Public Architecture and has been named a finalist in the 2022 World Architecture Festival Awards. The facility demonstrates Council's commitment to delivering on the community's wishlist with an art gallery ranking as the fifth most important project to 52 per cent of our population in 2019.

This year we've invested in digital and smart technologies to reduce our environmental footprint, improve efficiencies and the customer experience. Council's all new website has significantly improved access to information, online services and online payments for residents. More than 100 forms and applications are now digital and can be submitted online. Customers can now also book any of Council's hire facilities online. A smart water meter portal was launched in conjunction with the new website that allows residents to monitor their water usage in real time, receive and pay water bills and set up email and SMS alerts to notify them of possible water leaks and high consumption periods.

Council continues to implement sustainable technologies with 1495 streetlights upgraded to LED technology in Mudgee, Gulgong and surrounding villages to improve energy efficiencies. Costing around \$400,000 each year, street lighting is a significant expense for Council and the new additions will reduce operating costs by \$140,000 annually. The upgrade has significantly reduced Council's environmental footprint, the equivalent of 177 cars off the road annually.

Looking to the future, Council has also recently received approval for its 5MW solar array located at Mudgee Sewage Treatment Plant. The array will offset electricity consumption within Council facilities, and provide any additional supply to local businesses. Construction of this project is due to commence soon.

To address community concerns over affordable and available accommodation, Council has provided in-principle support to construct up to 50 new properties at the former Mudgee Bowling Club site as part of a major project to provide housing for key workers including teachers, nurses and police. This project is only a part of the overall solution that will be needed over the next decade. However, it is a demonstration of Council's intent to seek solutions to the problems that are being faced and to utilise Council owned land for the overall benefit of the community.

With all these projects and improvements Council has maintained a strong and robust financial position and I look forward to achieving an equally sound result for our community next year.

I am thrilled that at the time of writing this message, Council was named the winner of the 2022 AR Bluett Memorial Award for best Regional Rural local government in the state. This is a fantastic achievement and Council's staff are to be commended on their efforts and hard work, day in and day out to deliver for our community.


DES KENNEDY
MAYOR

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MESSAGE FROM THE GENERAL MANAGER



“Council has maintained healthy financial results with another surplus of \$8 million before capital grants and contributions.”

2021/22 has been a unique year for our community and the organisation. As this Annual Report demonstrates, we've delivered a number of major capital projects despite our successive third La Nina event in as many years and pandemic-induced contractor and supply shortages.

Despite these challenges we were able to complete 71 per cent of capital works, representing \$37 million in spending on various assets and infrastructure including bridges, footpaths and drainage.

The all new Goulburn River Bridge was among critical infrastructure upgrades. This asset is part of an important transport route between our region and the Hunter, essential for passenger and freight movements, in particular the mining industry.

A major component of capital works spend was allocated to roads, which remain a high priority for our community. Like many other Local Government Areas, the repeated and prolonged major rain events have caused significant damage to our 2,460km network and we continue to undertake repairs based on priority when conditions permit. By comparison, Council's expenditure per capita on roads is twice that of other comparable local government areas within the Office of Local Government's Group 4 category. The region received a natural disaster declaration for severe weather and flooding from February 2022 onwards and we continue to apply for government assistance as well as utilising our own funds to undertake repairs to roads and other infrastructure.

I am pleased to report despite these challenges, Council has maintained healthy financial results with another surplus of \$8 million before capital grants and contributions.

Council has been very successful in securing grant funding in recent years, which has assisted in the delivery of major projects including the \$8.4 million Mudgee Arts Precinct and \$17 million stage two of the Glen Willow Regional Sporting Complex. This facility is a prime example of Council's forward planning and diversification

of the local economy with a sports tourism offering. It has become a facility that other regional councils work to replicate. Since opening in 2012, the facility has generated \$51 million in economic value for the region and the newly completed stage two means the venue will have capacity to host 4412 additional local games and training sessions each year.

These projects, activities and financials were a deciding factor in Council being awarded the state's top local government award – the 2022 AR Bluett Award. Council was named the winner in the Regional/Rural category at the Local Government NSW Annual Conference in October. Awarded annually since 1945, the AR Bluett Award is the greatest accolade a council can receive and is recognised as the pinnacle of local government achievement. Judges said Council completed a number of key projects over the past year that improved customer service and diversified the local economy. I would like to acknowledge the work of Council's 472 employees who give their all and are passionate about providing for our community.

The region has seen major investment in the renewables sector, and has been identified as part of the first pilot Renewable Energy Zone. Council continues to manage the opportunities and challenges this presents with 13 State Significant Projects currently at various stages of the planning process.

This is the first Annual Report of the new Council, elected in December 2021 and follows an all new three-year Delivery Program and Community Plan which sets out the community's vision for the future – where we are, where we want to be and how we will get there.

As always, Council's staff continue to work hard to improve our community and make the region a fantastic place to work, live, invest and visit and I thank them for their ongoing dedication.



BRAD CAM
GENERAL MANAGER

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YOUR COUNCIL

Mid-Western Regional Council is represented by nine Councillors including a Mayor elected every two years from within.

Councillors are elected to a four year term, with the most recent elections occurring in December 2021. That election saw 34 candidates nominated to serve the Mid-Western Region, with Councillors Paul Cavalier, Des Kennedy, Katie Dicker, Peter Shelley, Percy Thompson, Alex Karavas, Sam Paine, Robbie Palmer and Phil Stoddart elected.

The impact of the COVID-19 pandemic has resulted in the 2020 Local Council elections being postponed to 4 December 2021, which will see this current term of Council proceeding for a three year term.

The three year term of the outgoing Council will conclude with Local Government elections to be held in September 2024.



Cr Des Kennedy
MAYOR



Cr Sam Paine
DEPUTY MAYOR



Cr Paul Cavalier



Cr Katie Dicker



Cr Alex Karavas



Cr Robbie Palmer



Cr Peter Shelley



Cr Phil Stoddart



Cr Percy Thompson

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CIVIC LEADERSHIP

The Role of Council

The role of the Councillors, as members of the body corporate are:

- to direct and control the affairs of the Council in accordance with the Local Government Act
- to provide effective civic leadership to the local community
- to ensure as far as possible the financial sustainability of the Council
- to ensure as far as possible that the Council acts in accordance with the principles set out in Chapter 3 of the Act and the plans, programs, strategies and policies of the Council
- to develop and endorse the Community Strategic Plan, delivery program and other strategic plans, programs, strategies and policies of Council
- to determine and adopt a rating and revenue policy and operational plans that support the optimal allocation of Council resources to implement the strategic plans (including the Community Strategic Plan) of Council and for the benefit of the local area
- to keep under review the performance of Council, including service delivery
- to make decisions necessary for the proper exercising of Council's regulatory functions
- to determine the process for appointment of the General Manager by Council and to monitor the General Manager's performance
- to determine the senior staff positions within the organisation structure of the Council
- to consult regularly with community organisations and key stakeholders and keep them informed of the Council's decisions and activities
- to be responsible for ensuring that the Council acts honestly, efficiently and appropriately

The governing body is to consult with the General Manager in directing and controlling the Council.

Council Decisions

Council is recognised as a single entity and Councillors only have the authority to make decisions as a group, when they are acting as Council, that is, in Council meetings.

Council meetings are held at the Chambers of the Mudgee Administration Centre on the third Wednesday of every month except for January (no meeting). Occasionally Council holds extraordinary meetings. These are Council meetings held outside the normal meeting cycle, most often to consider matters of an urgent nature.

Meetings are open to the public, and residents and businesses are actively encouraged to attend and participate in the decision-making process. Prior to the commencement of the formal Council meeting, Public Forum is held. This is an opportunity for members of the

public to address Council on any issue of relevance to the Council.

Council also has advisory committees comprised of Councillors, members of the public and staff of the Council. These committees focus on specific narrow areas of expertise, and make recommendations for consideration by Council.

Council meetings are available to view live via webcast on the internet, giving the public access to Council decisions and debate without the need to attend meetings in a physical capacity. Archived videos from previous meetings are also available, as well as links to meeting schedules, agendas and minutes.

Having Your Say

There are many ways for residents to have a say on the governing of the Mid-Western Region. Residents can:

- vote for Councillors every four years through the Local Government election for Mid-Western Regional Council
- arrange to speak at the Public Forum
- write to or telephone elected members of the Council
- get social and connect with Council on social media, including Facebook and Instagram
- make a submission on Council's four year Delivery Plan including the one year Operational Plan when on exhibition each year
- participate in the review of the Community Strategic Plan every four years
- make submissions on items placed on public exhibition or notification, including major projects, development applications, strategic plans and policies

Mid-Western Regional Council is committed to engaging its residents, stakeholders and staff in the development of policies and plans and the delivery of services for the community. Council's Community Engagement Strategy will assist residents in having their say.

Code of Conduct

Councillors and staff are bound by a Code of Conduct, which sets the standards for ethical behaviour and decision making.

The Code states Councillor and staff roles and responsibilities, and outlines steps to be followed when making and investigating allegations of breaches of the Code.

During 2021/22, there was one Code of Conduct complaint made against Councillors/staff.

Code of Conduct matters are dealt with via the following means:

- referred to a Conduct reviewer
- referred to the various legislative authorities where required (Office of Local Government, Independent Commission Against Corruption)
- resolved in accordance with Council's Procedures for the Administration of the Code of Conduct



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COUNCILLOR KEY STATISTICS

Councillor Attendance at Meetings and Workshops

12 Ordinary Council meetings and 1 Extraordinary meeting were held between 1 July 2021 and 30 June 2022.

Elected Member	Ordinary Meetings Attended		Extraordinary Meetings Attended	
	Number	%	Number	%
Cr Des Kennedy – Mayor	10/12	83%	1/1	100%
Cr Sam Paine – Deputy Mayor	10/12	83%	1/1	100%
Cr Paul Cavalier	10/12	83%	1/1	100%
Cr Russell Holden	4/5	80%	NA	NA
Cr Alex Karavas	12/12	100%	1/1	100%
Cr Esme Martens	5/5	100%	NA	NA
Cr John O'Neill	4/5	80%	NA	NA
Cr Peter Shelley	10/12	83%	1/1	100%
Cr Percy Thompson	12/12	100%	1/1	100%
Cr Katie Dicker	7/7	100%	1/1	100%
Cr Robbie Palmer	7/7	100%	1/1	100%
Cr Phil Stoddart	7/7	100%	1/1	100%

Delegated decision making

As provided for in the Local Government Act, the Council can delegate some of its decision making authority to the General Manager, allowing a more efficient operation in several areas such as enforcement of Council regulations and finalising or negotiating various matters within parameters set by Council.

ORGANISATION STRUCTURE



Brad Cam
GENERAL MANAGER



Julian Geddes
**Director
Operations**

Works
Infrastructure
Planning
Water and Sewer
Waste and
Environment



Simon Jones
**Director
Community**

Customer Services
Recreation Services
Major Projects
Community Services
Library Services
Governance



Alina Azar
**Director
Development**

Economic
Development
Health and Building
Statutory Planning
Strategic Planning



Michele George
**Executive Manager
People & Performance**

WHS and Risk
Business Improvement
Internal Audit
Human Resources



Leonie Johnson
**Chief Financial
Officer**

Financial Services
Property and
Revenue
Procurement and
Fleet
Information and
Communications
Technology

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VISION AND VALUES

RESPECT

We respect ourselves, our team mates and our organisation as a whole.



When we talk or write to each other we show respect by being positive, polite and truthful; really listening; responding politely; and providing honest feedback.

We never tolerate bullying and discrimination in the workplace.

INTEGRITY

We are all accountable for our own actions and also for assisting and supporting our fellow workers.



We seek solutions, we don't cast blame.

We work for the community and we are proud to show our care for the place in which we live.

We are committed to action – we do what we say we will do.

We are honest with each other in everything we say and do, and we are committed to open, two-way communication.

RECOGNITION

We are committed to a healthy, safe and constructive working environment where everyone's well-being is our major focus.



We work together to develop employment policies and practices that are adaptable to individual circumstances.

We celebrate our achievements and recognise that everyone's contribution is essential to this Council's success.

In supporting each other and working together we create the right environment in which we all can achieve our very best.

We seek continuous improvement both individually and collectively.

We admit our mistakes and focus on getting better.

We strive to achieve our personal best and be industry leaders.

“

A prosperous and progressive community we proudly call home.

”



ABOUT THE MID-WESTERN REGION

Over 25,000 people call the Mid-Western Region home.

One of regional NSW's fastest growing areas, the region is the gateway to the Central West and Far West regions of the state. Just over three hours drive from Sydney and Newcastle, it is easily accessible and centrally located to other major regional centres.

Gulgong, Kandos, Mudgee and Rylstone townships are alive with visitors and families. The region has open spaces, parks and sporting facilities for activities and a large number of events held each year. Local markets celebrate culture by way of local produce and artisan creativity.

A key feature of the region's economy is its diversity. Business and investment is driven by five major industry sectors – agriculture, retail, construction, tourism and mining.

Each of these industries continues to provide job opportunities. The quality and diversity of the local labour force provides the region with a competitive edge.

Whilst the current labour force provides access to a wide range of skills and education levels, the future growth expected in the region will continue to increase the demand for new skills and qualifications.

Skilled workers such as engineers, builders, tradespeople, childcare and health professionals are likely to be in highest demand in the next three to five years.

Visitors to the region experience a real country community with heart, soul and spirit. Locals love the place they call home and are happy to share the surroundings with 691,000 visitors each year (source: Tourism Research Australia 2019).

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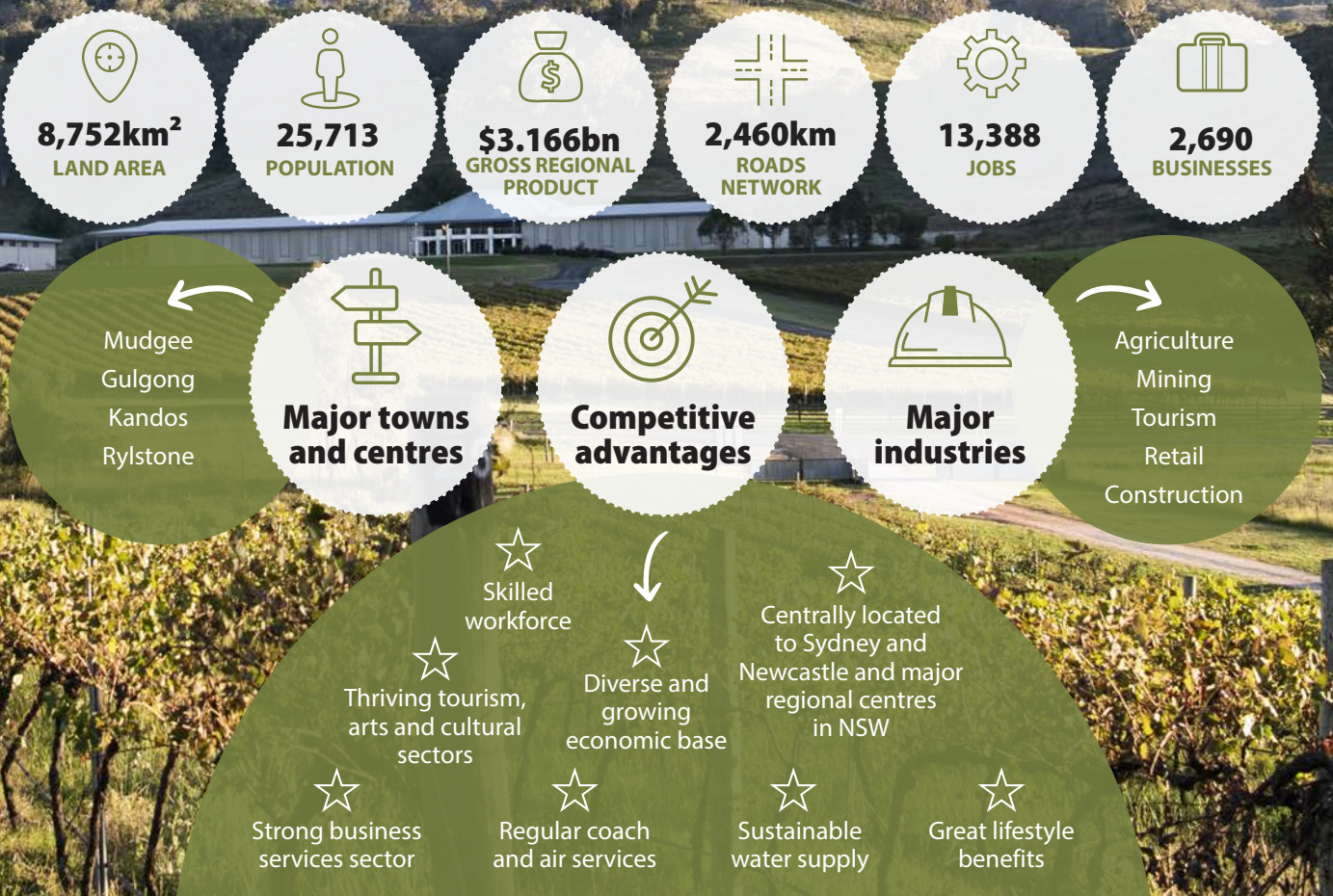
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KEY COMPLETED PROJECTS

Mudgee Arts Precinct

The Mudgee Arts Precinct was officially opened in August 2021 after two years of construction. The building is a striking representation of old meets new, incorporating a nod to the region's important heritage with the former Cudgegong Shire Council Building wrapped with the modern architecture of the new gallery and entrance spaces. In addition to important gallery spaces, the precinct is the new home of the region's tourism body, Mudgee Region Tourism.

The \$8.4 million project included partnership funding from all levels of government. Construction has commenced on an adjacent facility with workshop spaces.

Glen Willow Regional Sporting Complex – Stage 2

Stage 2 of the Glen Willow Regional Sporting Complex was nearing completion at the end of the financial year with only minor works such as fencing and signage to be completed.

This \$17 million project was managed in-house by Council staff and features six playing fields, including two rugby union fields, four junior rugby league fields, two multi-purpose fields, two cricket pitches, a rugby union two-storey club house and a junior league club house. Ancillary to this is the supporting infrastructure such as internal roads, car parks, irrigation, lighting towers, spectator seating, drainage and field mounds. The expansion of this community facility means 4412 additional local games and training sessions can be hosted each year.

Both the first and second stage of Glen Willow included partnership funding from all levels of government.

Jennie Blackman Dog Park

Mudgee's new off-leash dog park was opened to the delight of dogs and dog owners throughout the region last year. In stark contrast to the former park with just a single open area, the new facility includes designated combined, small and large paws areas, bins (including dog waste bags), 'Air-lock' style entrance/exit gates, landscaping, seating, shelter and drinking stations for dogs. Extensive online and in-person community engagement was undertaken.

The park was named in honour of Mudgee woman Jennie Blackman, an avid dog lover and well known resident.

Billy Dunn Oval Amenities building

An all-new amenities building was constructed at Billy Dunn Oval in Gulgong to improve facilities for female sport. The building includes dedicated change rooms for women, as well as toilets, showers, basins, referee's bathroom and storeroom. There were previously no suitable female amenities at the ground. It is the intention of this purpose-built facility to improve accessibility and participation in sport among local women to increase their fitness, health and overall quality of life.

Playground Shade Sail program

As part of its ongoing commitment to improve facilities, Council has installed new and updated shade sails at more than a dozen parks and playgrounds across the region in Mudgee, Gulgong, Rylstone, Kandos and Charbon. The upgrades are designed to improve the enjoyment and safety of children and parents using our local playgrounds.

Streetscape guide: Gulgong, Kandos, Mudgee and Rylstone

Prior to the implementation of Council's Streetscape Guide for Gulgong, Kandos, Mudgee and Rylstone, there was no consistency of streetscape infrastructure.

Bins, street furniture and tree guards were replaced as required or newly installed in response to a community request. This resulted in inconsistent types of infrastructure and placement that had the potential to negatively impact upon the aesthetic appeal of the towns' central business districts. A consultant was engaged to understand the current streetscape infrastructure including: benches, tables, tree guards, vegetation, rubbish bins, street signs, street lighting, bicycle racks. The consultant then developed a methodology and design guidelines for determining the future location and type of streetscape infrastructure to be used by Council staff.

Review of the Rylstone Street Study

An update and subsequent endorsement of the review of the 1991 Rylstone Main Street Study was completed in 2021. The 2021 Rylstone Street Study examines each of the buildings along the main street of Rylstone, a small town about 40 kilometres east of Mudgee. Some of the buildings are individually heritage listed and all are within the Rylstone Heritage Conservation Area. The purpose



KEY COMPLETED PROJECTS

of the 2021 Rylstone Street Study is to provide guidance to landowners if they are looking to develop or make improvements to their properties. Landowners will still be required to obtain any relevant development approvals and are encouraged to seek the advice of Council's Heritage Advisor prior to commencing work. Council's development assessment staff will also reference the document to determine a property's significance when considering DAs.

Mudgee Arts Precinct – inaugural year programming

Guido Maestri's Stories from Homedale was the Precinct's inaugural exhibition. Born in Mudgee, Maestri is one of Australia's most significant contemporary landscape painters, winning the 2007 and 2008 Dobell Drawing Award, and the 2009 Archibald Prize. Almost 7000 people viewed Maestri's exhibition, a series of landscapes he painted whilst in the Mid-Western Region. All works were sold, including one piece to the prestigious Art Gallery of South Australia.

Mudgee Arts Precinct's second exhibition, Linda Jackson AO: Retreat, Regeneration, Reflection explored a year documenting the artist's property near Kandos after the 2020 bushfires.

The final exhibitions were held concurrently, by local artists, Michael Bourke and Pamela Welsh. The programme met a key goal within Council's Community Plan to meet the diverse needs of the community and create a sense of belonging. This is achieved (in part) by supporting arts and cultural development across the region.

Public art program

Three new additions were added to the Lawson Park Sculpture Walk following their selection at the annual Sculptures in the Garden, a not-for-profit event that combines Australian sculpture and traditional art mediums in beautiful rural surroundings within a private garden and vineyard in Mudgee.

The Lawson Park Sculpture walk was first established in 2013, and weaves its way along the riverbank of Lawson Park in Mudgee.

Council is committed to developing this public art program and encourages the participation in and appreciation of art by our communities.

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> Mudgee Arts Precinct



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Smart water meters installed

Smart water meters were installed in 9000 connections throughout the region as part of a multi-year project. These meters relay data direct to the YourWater portal in real time so major leaks can be identified. Prior to the installation of the meters, up to 140 million litres of water was lost each year due to leakages. The new meters relay data on an hourly basis to Council, allowing Council's Water Team to act promptly. Equally customers can access their own daily water consumption to have greater awareness around their peak use periods and how to reduce this. The Smart Water Meter Network provides an estimated \$445,000 annual cost saving to ratepayers by detecting leakages in real time.

Smart water meter portal

In conjunction with the launch of its new website, Council also launched its smart water meter customer portal. The portal allows residents to monitor their water usage in real time, receive and pay water bills and set up email and SMS alerts to notify them of possible water leaks and high consumption periods. A project to install smart water meters throughout the region commenced in 2019, relaying data to customers directly, providing an estimated \$445,000 annual cost saving to ratepayers by detecting leakages in real time. In 2015/16, 140 million litres of water was lost due to leakages, this coincided with a period of drought, making the need for real time monitoring even more essential. The new meters relay data on an hourly basis to Council, allowing its Water Team to act promptly.

Streetlight upgrade to LED

A total of 1495 streetlights in Mudgee, Gulgong and surrounding villages were upgraded to LED technology as part of a major project to improve energy efficiency. Installed by Essential Energy, the LEDs are more energy efficient, require less maintenance and have a significantly longer life. They will provide a more reliable, better quality lighting service and deliver savings of more than 53 per cent in energy consumption. Street lighting is a significant expense for Council, costing around \$400,000 each year. The new additions will reduce Council's operating costs, with anticipated annual savings of approximately \$140,000. The upgrade has significantly reduced Council's environmental footprint, the equivalent of 177 cars off the road annually. LED upgrades in Rylstone and Kandos continue to be

investigated. This activity meets a key goal within the Community Plan to consider technologies in Council's facilities, infrastructure and service delivery to reduce our environmental footprint.

Solar Array

In 2019 Council commenced planning for a 5 MW (battery ready) solar array on site at the Mudgee Sewage Treatment Plant as part of its Renewable Energy Action Plan. The intention of this asset is to offset Council's electricity consumption to its owned facilities and eventually provide any additional supply to local business. Stage One of this project, including detailed design, community consultation, capital expenditure reporting, Development Application, engineering and grid connection approval, and construction tender process was completed in 2021. Construction of this facility is due to commence late this year with operations expected to commence in 2023.

Kandos Waste Transfer Station office and shop

A dedicated office and tip shop facility were constructed at Kandos Waste Transfer Station as a place for staff to work and second hand items to be stored and sold. Council operates three urban waste facilities in Mudgee, Gulgong and Kandos plus 12 village and rural waste transfer stations for residents living in outer lying areas.

Rural water filling station upgrades

To improve emergency water access for rural residents, Council upgraded the Rural water filling stations in Mudgee, Gulgong and Rylstone. These new filling stations provide more ensured emergency potable water access for rural residents, faster flow rates and reduced fill times. The new water filling stations have an outlet of either 25mm (per existing) or a larger outlet of 50mm for higher flow rates.

Access to the water filling stations is available 24 hours per day, seven days a week, via an app.

Aerial Fauna Crossings Installed

A number of environmental protection assets were installed in 2021/22 particularly in areas of high risk including main roads and highways. Two aerial fauna crossings were installed above Wollar Road through the Munghorn Gap to provide safe crossings for wildlife. Approximately 25 metres in length, the crossings are designed for small



KEY COMPLETED PROJECTS

animals such as possums and gliders. The crossings are just another measure to protect wildlife, with nesting boxes also constructed as part of a partnership between Council and the local men's shed. The crossings were installed alongside the road corridor last year to replace habitat lost as part of a three-year road safety upgrade to realign two dangerous curves on the busy arterial that connects the Mid-Western Region to the Upper Hunter.

Waste education

More than 11,200 tonnes of organic waste has been diverted from landfill and processed into valuable compost since the implementation of Council's kerbside Food Organics

and Garden Organics Service in 2018. The service is part of a partnership with neighbouring Narromine and Dubbo Regional Council. As part of the partnership, in addition to Food and Garden Organics collection and processing, a series of waste education programs were launched in 2021/22. Waste education has included the Scrap Together campaign, Plastic Free July, information stalls at local market days and a Schools Education Program. The Schools Education Program included participation from 90 per cent of the schools in the region (a total nine schools and 86 workshops), and engaged with 1650 students. During this period learning packages for Kindergarten to year six were rolled out including Little Litter Superheroes, Recycle Right Together and Fight Against Food Waste.

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> Aerial fauna crossing, Wollar Road



KEY COMPLETED PROJECTS

Major events

More than \$3.6 million has been injected into the local economy as a direct result of the three major events at Council's Glen Willow Regional Sporting Complex in 2021/22. A combined 18,228 people made it through the gates to see the NRL pre-season Charity Shield: South Sydney Rabbitohs v St George Illawarra Dragons (26 February), NRL Premiership Round 4: Manly Warringah Sea Eagles v Canberra Raiders (2 April), and A-League Round 19: Central Coast Mariners v Macarthur FC (26 March). Economic data shows 67 per cent of Manly v Canberra event attendees were visitors to the region, while 54 per cent of A-League attendees and 66 per cent of Charity Shield attendees were visitors to the region. On average, these visitors spend \$163 a night based on a two-night stay. Based on these visitor numbers Council estimates the Manly v Canberra game generated \$1.4 million for the local economy, whilst A-League generated \$400,000 and Charity Shield \$1.8 million. Sports tourism and attraction of major events is a key activity within Council's Community Plan to foster a prosperous and diversified economy. Since the development of the Glen Willow Regional Sporting Complex in 2013, Council has continued to establish and nurture relationships with sports codes like the NRL and individual teams to attract and retain national fixtures. Council will again host the 2023 Charity Shield as part of a partnership with the St George Illawarra Dragons and South Sydney Rabbitohs. An NRL premiership game will be hosted in 2023.

Economic Think Tank

Council's Economic Think Tank was an initiative developed in 2013, and was hosted for the ninth year running in 2022. The Think Tank is an annual event where Council engages with industry and business leaders to discuss the local economy, major projects in the region, key local issues and opportunities, Council business support, and economic development initiatives. More than 30 local business owners from key industries including mining, small business, tourism, agriculture, health and education attended along with representatives from State Government agencies. Among the key issues highlighted

by attendees were very low unemployment rates, challenges in recruiting, tourism growth and housing. As part of this year's event, representatives from the Department of Regional NSW presented on the process to update the 2022 Mid-Western Regional Council Regional Economic Development Strategy (REDS). The strategy sets out a vision for the region, highlights key local strengths, emerging industries, and details key strategies and actions to help achieve the vision.

Central West Young Entrepreneurs Summit

The third annual Central West Young Entrepreneurs Summit was held in March 2022 to provide local business owners, students and staff in a range of industries from real estate to retail, access to some of Australia's most successful young entrepreneurs who grew their startups into international companies. Hosted at the new Mudgee Arts Precinct, more than 40 attendees heard from six speakers, including co-creator of one of Australia's biggest swimwear brands Budgy Smuggler. The Central West Young Entrepreneurs Summit is an educational event that aims to mentor, encourage and inspire driven professionals at any stage of their career. The summit provides local people the opportunity to break away from the pack, create growth in existing businesses, network or build future opportunities through inspiring sessions from a panel of guest speakers. Each year the summit covers a variety of topics ranging from marketing to agriculture, technology, building, retail, hospitality, entrepreneurial mentorship and more.

Choose Mudgee Region marketing campaign

Council's Choose Mudgee Region multi-media marketing campaign was first developed in 2018/19 to promote investment and relocation into the Mudgee Region and the towns of Gulgong, Rylstone and Kandos. In 2022 the campaign was re-established and Council undertook a number of marketing initiatives to promote the message of live, work, invest and visit. Activities included TV advertising, digital marketing campaigns and social media marketing. Digital marketing activities reached an audience of almost 300,000 people. Further advertising was undertaken on television in key markets of Wollongong, Newcastle and Canberra to an audience of 1.7 million.



Building a Strong
Local Economy

KEY COMPLETED PROJECTS

Mudgee Valley Park upgrades

The Mudgee Valley Caravan Park is a Council-owned and operated commercial facility. The park has 72 rooms, a combination of cabins, caravan and camp sites capable of sleeping 250 people. To improve this key tourism asset and its amenity, Council demolished the existing amenities building and constructed an all-new accessible building consisting of six toilets and showers. The ancillary camp kitchen was also upgraded, with a new barbecue installed along with new furniture.

Stage 2 is on track for completion in September 2022 and will provide 55 additional beds to this facility, which supports local jobs and the region's tourism industry. Tourism is essential to the Mid-Western Regional economy, delivering \$101.2 million annually.

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> Charity Shield 2022, Glen Willow Stadium



KEY COMPLETED PROJECTS

Goulburn River Bridge replacement

The Goulburn River Bridge is a critical piece of infrastructure in the transport route from the Hunter to the Mid-Western Region. Not only is it an essential route for passenger movements, but also freight, in particular for the three major coal mines in Ulan. For some time, a speed restriction was placed on the 130-year-old bridge for safety with vehicles also forced to travel an additional 90 kilometres via Gulgong to Ulan due to load restrictions. Council secured NSW Government funding to construct an entirely new bridge, one that is wider and designed to accommodate heavy vehicles, in particular those travelling to mines at Ulan.

Wollar Road upgrade

The three-year Wollar Road upgrade through the Munghorn Gap National Park progressed to the second stage following completion of the first 1.6km section in the previous financial year. In addition to road widening and pavement improvements, Council upgraded the intersection with the Castle Rocks Trail car park.

Dixons Long Point Crossing

A Feasibility Study was undertaken into the proposed bridge crossing at Dixons Long Point in consultation with various stakeholders. A preferred option has been selected in a location 1.5km north of the current four wheel drive crossing due to reduced bridge length with flood immunity and fewer piers in the Macquarie River.



> Goulburn River Bridge replacement



Connecting Our
Region



> Wollar Road Upgrade

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KEY COMPLETED PROJECTS

New corporate website

Council launched its new website in December 2021 following a six-month development and testing period. The website was built in-house by the Communications Team utilising the OpenCities platform, sourcing and producing content for the organisation's more than 70 business units and key functions. A major component of this site is the 100 forms and applications that are now digital and can be submitted online. Prior to the development, the majority of Council forms and applications were either in PDF soft copy or hard copy format, but neither could be submitted online, nor payments made online. In the six months since site launch, a total 5264 forms were submitted online and a total \$168,053.20 was transacted within these forms. Additionally, the new site integrates an online booking platform that allows customers to book one of 33 venues available for hire. Its highly accurate search tool has expedited access to information and has seen a notable correlation in the reduction of front counter enquiries (down 24 per cent), allowing Customer Service to perform other critical functions.

Strategies and Plans Register

Further to streamlining information, Council has created a register of all active strategies, plans, masterplans and plans of management. A total of 204 documents are listed within the register including 52 strategies and plans, six masterplans and 91 policies. This register monitors responsible staff members, dates of review, strategic alignment, council minutes, local drive locations, external website location and Executive Management comments.

Rather than having several registers for different document types, Council has centralised its registers, combining the policies and procedures registers with the strategies and plans. All corporate documents are captured in one place.

Council TikTok account

We continue to grow reach on our four corporate social platforms (and 15 sub platforms), with Council's Facebook audience at 8800, 73 per cent of the Mudgee population. Council created its TikTok account this year to diversify its communications offering and target a younger audience with a focus on youth and major events. Since its launch in February 2022, 130 minutes of video has been viewed by close to 100 followers. It has been used to promote

activities such as International Women's Day, major events at Glen Willow and the region's parks and gardens offering. Council's intention is to build this audience and partner with NRL teams and other major sports codes that jointly host events with Council at its venues. Locally the account will target the region's youth on specific events and activities relevant to them. The account shows a lighter, friendly and informal side to Council.

Legislative Compliance Database

In 2020, Council implemented a Legislative Compliance Database to assist with the creation and review of Sub-delegations and Appointments and Authorisations for Council employees. The use of the database and the information contained within the database clarifies people and positions with the responsibility for decision making in relation to legislative matters. In addition, governance staff are able to create reports in relation to delegations and appointments which also assists in identifying possible gaps in decision making and responsibility across Council. In 2021, Council utilised this database to review and issue Instruments of Sub-Delegation and Instruments of Appointment. Since the rollout of the Delegations and Appointments databases Council has been able to further refine these instruments. The rollout of the Delegations and Appointments has seen many instruments created for various positions and employees. Council maintains approximately 60 Instruments of Sub-Delegations allocated to various positions within Council and about 80 Instruments of Appointment which are allocated to individuals.

These instruments will be reviewed at each new term of Council.

NSW Planning Portal implementation

The NSW Planning Portal was implemented for regional councils in July 2021, requiring customers to self-lodge all DAs online. A mandate of the NSW Government, there was a significant amount of work undertaken by Planning and Development staff to migrate lodgement of DAs from Council's former system to the Planning Portal. Through this transition period, to make lodgements as easy as possible, Council established a dedicated Planning Kiosk at its Mudgee Customer Service Centre where customers could lodge an application with the assistance of staff.

COMMUNITY STRATEGIC PLAN

The Towards 2040 Community Plan sets out where, as a community, we want to be by the year 2040. It addresses four key questions - where we are, where we want to be, how we will get there and how we know that we are there.

The plan represents an opportunity for Council and the community to strategically create and foster sustainable communities that reflect local values and aspirations. It allows the community to define and reconcile the economic, social, cultural and environmental priorities for the region.

The community played an integral role in the development and review of the Towards 2040 Community Plan with over 1,500 people taking part in a variety of consultation and community engagement activities.

The key strategies and priorities identified are outlined here.



- 1.1 A safe and healthy community
- 1.2 Vibrant towns and villages
- 1.3 Effective and efficient delivery of infrastructure
- 1.4 Meet the diverse needs of the community and create a sense of belonging



- 2.1 Protect and enhance our natural environment
- 2.2 Provide total water cycle management
- 2.3 Live in a clean and environmentally sustainable way



- 3.1 A prosperous and diversified economy
- 3.2 An attractive business and economic environment
- 3.3 A range of rewarding and fulfilling career opportunities to attract and retain residents








- 4.1 High quality road network that is safe and efficient
- 4.2 Efficient connection of the region to major towns and cities
- 4.3 An active travel network within the region



- 5.1 Strong civic leadership
- 5.2 Good communications and engagement
- 5.3 An effective and efficient organisation






PROGRESS ON THE OPERATIONAL PLAN AND DELIVERY PROGRAM

 <p>we manage</p> <p>\$1.1b</p> <p>of infrastructure, property and plant and equipment</p>	 <p>we raised</p> <p>\$44.7m</p> <p>of rates and annual charges</p>	 <p>we invested</p> <p>\$37.7m</p> <p>into new and renewed assets</p>	 <p>we received</p> <p>\$22.9m</p> <p>of capital grants and contributions</p>	 <p>we donated</p> <p>\$111k</p> <p>to our community via our Community Grants Program</p>
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THE YEAR IN REVIEW

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Progress against delivery program targets

	No. of actions	100% complete	%
	65	61	94
	40	33	83
	19	18	95
	21	20	95
	64	59	92
TOTAL	209	191	91

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A detailed review of the actions included in the Delivery Program for the 2021/22 year is provided on pages 28–61.

LOOKING AFTER OUR COMMUNITY



Goal 1.1 A safe and healthy community

Strategy 1.1.1 Maintain the provision of high quality, accessible community services that meet the needs of our community.

Provide comprehensive community support programs and services that embrace social justice, access and equity

ACTION	COMMENTS
Provide Meals on Wheels service	Meals on Wheels volunteers provided 736 hours of service throughout the year to deliver meals under the Commonwealth Home Support Program. Requests for service fluctuated throughout the year as clients assessed the need to remain in isolation during the pandemic. Supports for clients were also provided by peak body partners in the form of household items such as sanitiser being provided to clients at no charge.
Provide Community Transport service	Throughout the year, Community Transport volunteers accumulated almost 4,200 hours driving eligible clients to appointments and social engagements locally and regionally, as well as to Sydney and the coast. Volunteer numbers fluctuated at times due to COVID-19. Community Services instigated COVID safe measures within Community Transport vehicles meaning annual statistics are lower than usual.
Provide financial and in-kind support to Mid-Western Regional Youth Council to deliver a range of youth oriented initiatives	Council staff work with the Mid-Western Regional Youth Council to roll out a broad range of weekly, monthly and school holiday events for local youth across the region. Activities have been offered through in-person, online and 'at home' methods to encourage youth engagement throughout the year whilst circumventing challenges presented by COVID-19. Unfortunately, a number of activities were cancelled due to facilitator illness, however many were rescheduled to later dates in order to satisfy participant demand..
Provide Family Day Care service	Council continues to coordinate Family Day Care services across the region and Wellington. Whilst service requests for early childhood education and care remain high, educator numbers are low. Council has sought and successfully obtained funding for the next three years to sustain Family Day Care services and increase educator numbers to reduce child care shortfalls. A new educator commenced service in Gulgong earlier this year.

Provide customer focused library and information services

ACTION	COMMENTS
Deliver high quality, modern library services at Mudgee, Kandos, Rylstone and Gulgong	The Library continues to encourage a lifelong love of books and reading through a varied and interesting range of programs and events, designed to engage community interaction and encourage lifelong learning. The Library offers author visits, writing and technology workshops, children's literacy programs, book groups, school and preschool visits, and other special events, with all programs and services in high and continuous demand. In the 2021/2022 financial year 50,673 people visited the library, with 525 new members joining during this time.

Vibrant towns and villages with a rich history, a safe and healthy community, and a strong sense of community pride – a great place for families.

Provide customer focused library and information services

ACTION	COMMENTS
Provide Mobile Library service	The Mobile Library continues to be an integral part of the Library's outreach service, visiting small schools, outlying communities and housebound customers in their own homes or care facilities.
Deliver children and youth library programs including pre-school Bookworms and school holiday reading program	During 2021/2022, there were 28 separate Library facilitated programs and events, with staff delivering 315 individual sessions/workshops to 2,314 participants. During the COVID-19 lockdown and the following period of restrictive public health orders, the Library offered 5 program-specific sessions to 183 participants, 3 online craft sessions to 1,500 home viewers, and 2 online science experiments viewed by 620 people. In addition, Library staff uploaded 7 online Story times, which have been viewed 1,162 times.
Maintain an up to date library collection in accordance with Collection Policy	There were 78,227 items borrowed from the Library, with 15,621 items borrowed from the Library's online platforms. Additionally, the Library's online databases were accessed 83,186 times.

Strategy 1.1.2 Work with key partners and the community to lobby for effective health services in our region.

Explore funding opportunities for improved health services and work in partnership with Western Local Area Health Network to promote health projects

ACTION	COMMENTS
Lobby government and industry for funding including potential upgrade of Mudgee Hospital	The Mudgee Hospital was opened to the public on 27 May 2020. Council representatives continue to participate in the Mudgee Hospital working group.
Liaise with Western NSW Local Health District and work with local Medical Services Organisations through interagency meetings	Representatives from Western NSW Local Health District are consistently invited to attend and participate in regular interagency meetings. Other private health care providers also attend meetings.
Provide accommodation assistance for doctors in the region	Council continues to set aside funds to assist in providing appropriate accommodation for medical practitioners in the region as and when needed.

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Strategy 1.1.3 Support networks, programs and facilities which promote health and well-being and encourage healthy lifestyles.

Provide financial assistance in accordance with Council's Community Grants Program Policy

ACTION	COMMENTS
Provide financial assistance for local and regional bodies in accordance with Community Grants Program Policy	All planned reports to Council have been completed. Community grants totalling \$217,442 were approved in 2021/2022.

Promote and support programs aimed at increasing community health and wellbeing

ACTION	COMMENTS
Provide funding for Healthy Communities initiatives	Council continues to provide funding for a range of affordable exercise options for members of the community across the region. Classes rolled out this year include aqua fitness in Gulgong and Mudgee. Heartbeat classes were also offered in person in Gulgong and Mudgee as well as online. Attendance figures have fluctuated due to COVID-19 but overall Council continues to receive positive feedback regarding the programs available.

Strategy 1.1.4 Work with key partners and the community to reduce crime, anti-social behaviour and improve community health and safety.

Support and implement programs which aim to reduce anti-social behaviour

ACTION	COMMENTS
Maintain effective working relationship with NSW Police	Council continues to work closely with NSW Police on matters of community concern.
Participate in the Liquor Accord as required	Council continues to liaise with the Liquor Accord and provides advice and feedback when requested.
Maintain Alcohol Free Zones in town centres	There were no applications or changes per adopted designated Alcohol Free Zones within the major town limits during 2021/2022. Any future suspension of the Alcohol Free Zones for a recognised event will be assessed and reported to Council for consideration.
Increase lighting and other safety initiatives in parks and gardens as per Capital Works Program 2021/22	Additional bollards and other safety initiatives were installed at Council's recreational facilities. Plans for recreational lighting at Apex Park Gulgong, ANZAC Park Gulgong and Flirtation Hill Mudgee and Gulgong in order to deter antisocial behaviour are now complete.
Investigate options for CCTV cameras in town centres	While the Community Safety Committee determined that CCTV cameras were not the best course of action in town centres, there are a number of areas that have had security cameras added for asset protection (eg at Waste Transfer Stations and the Mudgee Town Hall). Ongoing assessment of assets includes consideration of increased security cameras.

Maintain clean and attractive streets and public spaces where people feel safe

ACTION	COMMENTS
Regular street cleaning and litter collection in town centres	Council's street sweeping and town litter cleaning programs were completed as scheduled.

Work effectively with State Agency partners to maintain and enhance public safety

ACTION	COMMENTS
Participate in review of Emergency Plan as required	The Emergency Plan was updated in June 2021, with the next review due in three years. Regular Emergency Management Committee meetings were held throughout the year.

Effective public health regulation and continuing education

ACTION	COMMENTS
Work in partnership with the NSW Food Authority to address matters such as food premises inspections, safe food handling and food borne illness investigations	Annual Food Inspections were completed with over 90% of premises satisfactorily inspected.
Continued support and promotion of Scores on Doors initiative	Council's Environmental Health Officer actively promotes the Scores on Doors initiative. Food premises that achieved 5 stars during the inspection program were issued a certificate.
Onsite sewerage management registration and inspections	The Onsite Sewerage Management (OSSM) program is progressing relative to applications received for new systems or approvals to operate existing systems. Very few are a result of complaints due to failure of a system.

Effective animal control regulation

ACTION	COMMENTS
Utilise website to actively re-home animals	Social media promotions are regularly undertaken to re-home animals and the register of animals held at Mudgee Pound is regularly updated on Council's 'Pets in the pound' webpage. The registration rates are improving and the rehoming rates continue to increase.
Encourage registration of dogs through Council media channels	Social media is used to highlight rehoming opportunities for impounded animals and to promote companion animal registrations.
Provide off leash dog areas	A new off-leash dog park with associated landscaping was officially opened at the Glen Willow Regional Sporting Complex.

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Strategy 1.2.1 Respect and enhance the historic character of our region and heritage value of our towns and villages.

Review of Development Control Plan

ACTION	COMMENTS
Conduct annual review of Development Control Plan	Council continues to monitor the Development Control Plan and make relevant amendments as required.

Heritage advisory services and Heritage conservation

ACTION	COMMENTS
Access to heritage funding through Local Assistance Program	Six Local Heritage Grants were allocated. All projects were completed and funding was provided.

Support and assist preservation of important historical sites in the region

ACTION	COMMENTS
Maintain historical sites within the region, for example Red Hill Reserve	Historical sites within the region were maintained to ensure their preservation and to enhance the historic character of our towns and villages via the Capital Works Program and maintenance works as required.

Strategy 1.2.2 Manage the impacts of mining operations in the region.

Monitor employment and population growth

ACTION	COMMENTS
Provide updated population estimates based on building statistics and employment growth	Council continues to monitor relevant statistics and update documentation in conjunction with government agencies.

Meet regularly with mining companies

ACTION	COMMENTS
Hold quarterly meetings with mine managers	Quarterly meetings were held with representatives of local mining companies.

Strategy 1.2.3 Make available diverse, sustainable, adaptable and affordable housing options through effective land use planning.

Ongoing monitoring of land release and development

ACTION	COMMENTS
Review and release land for development as required	Council utilises a Land and Housing Monitor to track building approvals, occupation certificates, subdivision approvals, construction and subdivision certificates against Council's Urban Release Strategy.

Implement the Land Use Actions in the Local Strategic Planning Statement (LSPS)

ACTION	COMMENTS
Deliver annual strategic planning works program in accordance with the LSPS	Council has commenced work on implementing the short term Land Use Actions outlined in the Local Strategic Planning Statement.

Promote affordable housing options within the region

ACTION	COMMENTS
Provide funding to lease emergency housing for women and children leaving family violence	Council continues to work with Barnardos and Housing Plus to provide appropriate supports and accommodation for women and children escaping domestic violence, as well as addressing homelessness across the region. Throughout 2021/2022, Barnardos' Specialist Homelessness Service supported 324 clients. Barnardos reported that all transitional properties and its crisis property encountered longer stays. Transitional periods were extended due to low availability of public and social housing, crisis accommodation and other emergency stay options.

Strategy 1.2.4 Maintain and promote the aesthetic appeal of the towns and villages within the region.

Maintain and beautify civic open space and street access areas within towns and villages in the region

ACTION	COMMENTS
Implement program of street beautification and tree planting	Council continues to respond to resident street tree planting requests including a tree planting program and succession avenue tree plantings. The annual reactive and preventative tree maintenance program was completed in accordance with the streetscape program. In March 2022 the Streetscape Guide for Gulgong, Kandos, Mudgee and Rylstone (the Guide) was prepared to assist in a planned coordinated approach to the type and placement of streetscape infrastructure.
Work in partnership with local groups to apply for grants to buy and install sculptures across the region	Representatives from Council attended the annual Sculptures in the Garden event. A further three works were acquired to add to Council's public art collection. New works were installed in 2021/2022 at Walkers Oval. Further works were acquired to install in Rylstone and Gulgong, as well as at the new Cultural Workshop site immediately adjacent to Mudgee Arts Precinct on Douro Street.

Application of appropriate building and development controls to protect and enhance the natural and built environment in the region

ACTION	COMMENTS
Deliver planning functions and building regulation in accordance with relevant legislation and adopted planning instruments	Council continues to undertake planning and building regulatory functions. Monthly reports are provided to Council on the number of applications determined and processing.

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Goal 1.3 Effective and efficient delivery of infrastructure

Strategy 1.3.1 Provide infrastructure and services to cater for the current and future needs of our community.

Review asset management plans and underpin with financial strategy

ACTION	COMMENTS
Review, update and develop asset management plans for each major category of infrastructure in accordance with AMP review schedule	Asset Management Plans are on a review schedule. The Roads, Waste and Parks and Gardens Asset Management Plans are due for review.

Manage and maintain sportsgrounds, parks, reserves and playgrounds across the region

ACTION	COMMENTS
Review and update Parks Management Plans	The final Parks Management Plans are currently being reviewed by the NSW Crown Lands department.
Maintain and operate public open space in accordance with agreed service levels	Reactive and programmed works are completed to a high standard to ensure that technical service levels are met. This included appropriate inspection programs to ensure that real and perceived risks are adequately managed. Maintenance activities include garden beds maintenance, playgrounds/play spaces operations, open space tree maintenance, irrigation services and sports grounds maintenance/renovations.
Passive parks and facilities upgrades as per Capital Works Program 2021/22	Passive Parks were maintained to established service levels and industry standards. A playground shade sail program was completed that included the Gulgong Adventure Playground and various pocket parks throughout the region.
Public toilet construction and refurbishment as per Capital Works Program 2021/22	Council has continued with the construction and refurbishment of public toilets in accordance with the capital works program.
Playground installations and upgrades as per Capital Works Program 2021/22	Playgrounds were maintained through Council's reactive and programmed maintenance program. Works were completed for the replacement of the Lawson Park playground tower. The planning and consultation phase was completed for the replacement of the Rylstone Showground playground equipment.
Active parks and facilities upgrades as per Capital Works Program 2021/22	Council continues to manage and maintain the region's sporting facilities to a high standard. The annual turf maintenance plan was completed with a high level of positive public feedback received, confirming the current service levels are appropriate. Stage 2 Glen Willow progressed towards completion with Junior Rugby League and Rugby Union facilities opened for use. A new change room facility was constructed at Billy Dunn Oval, Gulgong.

Manage and maintain cemeteries throughout the region

ACTION	COMMENTS
Maintain and operate town and rural cemeteries in accordance with adopted service levels and policy requirements	Funeral services and maintenance of the region's cemeteries continued throughout the year in accordance with service levels and policy requirements.
GPS mapping of town cemeteries	Council's cemeteries are being maintained to agreed service standards and operating to industry standards.
Upgrades and extensions of cemeteries as per 2021/22 Capital Works Program	The Capital Works Program for Council's cemeteries were completed on time and within budget. Works included upgrades to the Mudgee Cemetery road network, drainage improvements at Rylstone Cemetery and additional ashes trees at Gulgong Cemetery. Signage upgrades were completed at all cemeteries.

Manage, plan and maintain buildings and other assets across the region

ACTION	COMMENTS
Building upgrades and refurbishments as per Capital Works Program 2021/22	Capital works have been completed in-line with the Capital Works Program and allocated budgets. Works included upgrades to Kildallon Education Centre (old Mudgee TAFE site), Riverside Caravan Park fire services upgrade and Kandos Hall external works.

Maintain and operate swimming pool centres across the region

ACTION	COMMENTS
Maintain and operate swimming pool facilities at Mudgee, Gulgong and Kandos in accordance with adopted service levels	All pools were maintained and operated within industry guidelines and compliance requirements to ensure the safety and enjoyment of patrons. NSW Department of Health inspected and passed the region's pools during the pool season which operated from September 2021 to April 2022.
Undertake capital upgrades and renewals to swimming pool facilities as per Capital Works Program 2021/22	Council's swimming pools were maintained to agreed service levels and operated within industry standards. The 2021/2022 capital program was successfully completed, including the installation of a large shade sail at Kandos pool.

Goal 1.4 Meet the diverse needs of the community and create a sense of belonging

Strategy 1.4.1 Support programs which strengthen the relationships between the range of community groups.

Provide youth representation through the Youth Council

ACTION	COMMENTS
Provide secretarial support for Youth Council	Council staff provided secretarial support for the in-person Youth Council meetings that were able to go ahead in 2021/2022. Staff continue to correspond with the Youth Councillors to discuss potential for a range of activities and events across the region.



ACTION	COMMENTS
Provide funding for delivery of youth oriented initiatives	Council Youth Services Officers coordinate a range of weekly, monthly and school holiday events for local youth. Events and activities take place both in person and online across the region as well as occasionally offering excursions and activities outside the area to offer youth experiences unavailable locally.

Provide meaningful employment to members of the disabled community

ACTION	COMMENTS
Maintain policies that support employment for people with disabilities at Council	Council continues its support for the employment of people with disabilities through the maintenance of its Anti-Discrimination and Equal Employment Opportunity (EEO) Policy, Recruitment and Selection Procedure, EEO Management Plan and Disability Inclusion Action Plan.
Continued operations of Mudgee Recycling and Ironed Out	Ironed Out and Mudgee Recycling continue to provide employment and service to Council's supported workforce.

Work with lead agencies to ensure adequate provision of a range of services

ACTION	COMMENTS
Attend interagency meetings	Interagency continues to meet regularly for groups in Mudgee and Gulgong, and Kandos and Rylstone. Meetings have shifted permanently online as it has been noted that participation is higher and more consistent through an online platform. Attendees discuss a range of matters, including available services and gaps in community services. A range of online information sessions are also presented to the audiences, such as the relevant topic of School Refusal. Council continues to chair and provide secretarial support to Interagency meetings.

Promote volunteering through the community

ACTION	COMMENTS
Run community services programs that encourage volunteering	Council auspices both Mudgee Community Transport and Meals on Wheels which in 2021-2022 have achieved almost 5,000 combined hours of volunteers. Council also partners with Rotary Clubs of Mudgee volunteers to facilitate monthly movie screenings at Mudgee Town Hall Cinema. Council regularly provides ad hoc advice to locals seeking volunteering opportunities across the region and also engages in community consultation to attract volunteers to its volunteer based services.

Strategy 1.4.2 Support arts and cultural development across the region.

Arts and cultural events promotion

ACTION	COMMENTS
Provide financial and in-kind support to events in accordance with Events Assistance Policy	15 local events were supported through Events Assistance in the last 12 months. 7 events were cancelled due to COVID-19.
Promote the use of Council facilities for significant events	Council continues to promote local venues for future events and conferences.

Provision of meeting and exhibition space

ACTION	COMMENTS
Promote the use of community buildings and make available at reasonable cost	All community venues and facilities are available to hire and are managed through Council's facilities booking software 'Bookable'. These venues are promoted through Council's new website in the 'top tasks' customer section. All fees and charges for hire of venues and facilities are reviewed annually to ensure they remain at a fair and reasonable cost.
Promote the use of exhibition space provided at Mudgee Library	The Mudgee Library still displays artwork but due to the Mudgee Arts Precinct now being open, promotion of exhibition space within the latter facility is now more heavily promoted.

Coordinate and facilitate cultural and arts projects throughout the region

ACTION	COMMENTS
Liaise with Cultural Development Committee, Orana Arts and local arts and cultural groups to develop cultural and artistic projects within the region	Council no longer facilitates a Cultural Development Committee as it now employs its own cultural staff. Further, Council engages Arts OutWest as its regional arts development organisation; rather than Orana Arts. Council continues to liaise with Arts OutWest and other appropriate stakeholders to roll out a robust cultural program through Mudgee Arts Precinct. Activities include formal exhibitions, community exhibitions, artist talks and workshops for a variety of community groups and audiences.
Support arts events and programs in the region	Since the opening of Mudgee Arts Precinct in August 2021, Council has rolled out three major exhibitions in the formal gallery space at the precinct. Other exhibitions have been rotated within the seminar room and community gallery space, such as the HSC works exhibition from local schools and the annual Waste to Art exhibition and competition. Council also participates in local art programs and events such as Sculptures in the Garden and Art Unlimited.

Strategy 1.4.3 Provide equitable access to a range of places and spaces for all in the community.

Public facilities to be accessible

ACTION	COMMENTS
Continue to monitor existing buildings	Council continues to monitor public buildings and upgrade them in accordance with the 30 year Asset Management Plan and the works request system. All maintenance and upgrades are undertaken to meet current accessibility standards.
Deliver actions developed in the Disability Inclusion Action Plan	Council continues to work on increasing opportunities and awareness of disability, through events inclusiveness and social media promotion of International Day of People Living with Disability, for example. Council also consulted with the community on the most recent reiteration of its Disability Inclusion Action Plan.

Coordinate the provision of local community centres and halls for community use

ACTION	COMMENTS
A variety of community facilities available for use	Council continues to provide clean and well maintained facilities to the community, which are managed through Council's facilities online booking software 'Bookable'. In December 2021, the system was made available direct to the public to book venues and facilities through Council's website.

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PROTECTING OUR NATURAL ENVIRONMENT



Goal 2.1 Protect and enhance our natural environment

Strategy 2.1.1 Ensure land use planning and management enhances and protects biodiversity and natural heritage.

Include biodiversity and heritage as key components in the development application process

ACTION	COMMENTS
Implement Development Control Plan (DCP) through the development assessment process	The Development Control Plan is considered during the assessment of development applications.

Manage environmental and cultural factors impacted by physical works on Council lands

ACTION	COMMENTS
Prepare Review of Environmental Factors for Council works	The Review of Environmental Factors has been completed for Council works as required by the Environmental Planning & Assessment Act Part 5.
Work with local Aboriginal groups to effectively plan works involving sites of cultural significance	A due diligence assessment is being completed with the Review of Environmental Factors as required.

Strategy 2.1.2 Minimise the impact of mining and other development on the environment, both natural and built.

Work with the community and government agencies to identify and address the issues and mitigate impacts associated with mining

ACTION	COMMENTS
Raise any issues as part of State Significant Development process	Council is actively engaged in the planning process for State Significant Development (SSD). This includes meeting with independent Planning Commission representatives, making submissions and working with proponents to manage local impacts for all key SSD projects impacting the region.
Represent Council on Community Consultative Committees	Councillors are represented on Community Consultative Committees for local State Significant Developments.

Strategy 2.1.3 Raise community awareness of environmental and biodiversity issues.

Deliver projects which work towards protecting biodiversity and regeneration of native environment

ACTION	COMMENTS
Pursue grant funding for environmental projects	Grant funded improvement works at Putta Bucca Wetlands are progressing with pathway upgrades being completed. Council has been successful in obtaining a Murray Darling Healthy Rivers Grant, enabling Council to provide one off grants from \$5,000 to \$20,000 to landholders along the Cudgegong and upper tributaries to undertake rehabilitation work on private property. Landholder grant applications have closed and initial assessment of individual projects has been completed.

Support National Tree Day

ACTION	COMMENTS
Facilitate National Tree Day activities	National Tree Day was supported by 68 people who planted 600 trees adjacent to the Jennie Blackman Dog Park.

Work with schools to promote environmental awareness amongst students

ACTION	COMMENTS
Support Green Day	Several Council staff were booked to present at Green Day, however the event was cancelled by Landcare due to COVID-19.

Strategy 2.1.4 Control invasive plant and animal species.

Effective weeds management

ACTION	COMMENTS
Effective monitoring and management of noxious weeds across region	Council's weed inspection program continues to meet the agreed service levels.
Ongoing community education on noxious weeds	New property information packs are sent to all new rural property owners providing educational information on weed control. In addition, targeted mail outs are sent to areas with problem weeds providing identification and control advice. Council's Weeds Biosecurity Team hosted a post-fire weeds workshop at Olinda.
Undertake weed control on roadsides and Council land	Council's roadside spraying program has been completed with over 3000km of roadside spraying completed by 30 June 2022.

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Collaborate with agencies to manage feral animals

ACTION	COMMENTS
Support relevant agencies with community education and awareness programs	Council's Weeds Biosecurity Team apply the provisions of the NSW Biosecurity Act across the Local Government Area. The issue of blackberries harbouring feral animals was discussed at the team's Mudgee Farm Field Days stall and at the Community Weeds Forum.

Goal 2.2 Provide total water cycle management

Strategy 2.2.1 Identify and implement innovative water conservation and sustainable water usage management practices.

Encourage reduced water consumption through Best Practice Pricing

ACTION	COMMENTS
Maintain Best Practice water supply, sewerage and trade waste tariffs	Best practice water pricing structure is being maintained. The implementation of liquid trade waste charges is now fully implemented.

Implement water conservation and reuse programs

ACTION	COMMENTS
Ongoing community education on water conservation	Community education has included general water saving advice via Council's website and social media platforms. A community engagement campaign encouraging customers to access the YourWater portal to monitor water consumption and identify potential water leaks was also undertaken throughout the 2021/2022 year.

Work to secure water for agriculture and urban use

ACTION	COMMENTS
Work with State Government to secure domestic water supply	Council maintains ongoing dialogue with the State Government regarding water security.

Play an active role in the Cudgegong Valley and Macquarie Valley User Group

ACTION	COMMENTS
Represent community at Customer Service Committee meetings for the Cudgegong Valley and Macquarie Valley User Groups	Council continues to represent community interests at meetings.

Strategy 2.2.2 Maintain and manage water quantity and quality.

Achieve NSW Government Best Practice Management of Water Supply and Sewerage

ACTION	COMMENTS
Implement an Integrated Water Cycle Management Strategy	Water supply and sewerage system modelling has progressed and concept design work undertaken for Rylstone Kandos and Villages Sewerage Augmentation. The Department of Planning and Environment (DPE) issued draft regulatory and (strategic planning) assurance framework to replace the existing Integrated Water Cycle Management guidelines. A proposal for strategic plan development utilising the newly released DPE framework has been discussed with DPE, seeking support for progression and funding during 2022/2023 financial year.
Ongoing implementation and review of the Drinking Water Management System	The Drinking Water Management System was implemented. Continual review and improvements have been undertaken throughout 2021/2022 including completion and submission of the annual report on Drinking Water Quality to Council and NSW Health.

Identify and plan future maintenance, renewals and upgrades for Council's water supply infrastructure

ACTION	COMMENTS
Water Supply infrastructure renewals and new works undertaken as per Capital Works Program 2021/22	Significant wet weather delays, materials and contractor availability delays and redirection of internal staff resources to ensure continued operation of essential water supply and sewerage services impacted the annual water infrastructure renewal schedule. The associated annual expenditure budget adjustments were undertaken in the December Quarterly Budget Review.

Strategy 2.2.3 Protect and improve catchments across the region by supporting relevant agencies.

Support relevant agencies with implementation of regional plans

ACTION	COMMENTS
Represent Council interests as appropriate	Council is an active participant in the Central Tablelands Environment and Waterways Alliance including having access to regionally based programs and funding opportunities.

Continue riparian rehabilitation program along waterways

ACTION	COMMENTS
Continue riverbed regeneration	Council was successful in obtaining a Murray Darling Healthy Rivers Grant. This enabled Council to provide one off grants from \$5,000 to \$20,000 to landholders along the Cudgegong and upper tributaries to undertake rehabilitation work on private property. Landholder grant applications have closed and initial assessment of individual projects has been completed.
Maintenance and promotion of Putta Bucca Wetlands	All scheduled maintenance has been completed at Putta Bucca Wetlands, including mowing and weed control.

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Provide education to the community of the importance of waterways

ACTION	COMMENTS
Ongoing community education on protecting waterways	Council was successful in obtaining a Murray Darling Healthy Rivers Grant. As part of this project, Council have produced community news items, social media and press releases to promote the available grants to landholders. Carp Muster has been postponed until next financial year in consultation with the Mudgee Fishing Club, this was due to COVID-19 related concerns for the scheduled date.

Strategy 2.2.4 Maintain and manage waste water quality to meet Environmental Protection Agency standards.

Identify and plan future maintenance, renewals and upgrades for Council's sewerage treatment infrastructure

ACTION	COMMENTS
Sewer infrastructure renewals and new works undertaken as per Capital Works Program 2021/22	Significant wet weather delays, materials and contractor availability delays and redirection of internal staff resources to ensure continued operation of essential water supply and sewerage services impacted the annual sewer infrastructure renewal schedule. The associated annual expenditure budget adjustments were approved by Council in the December Quarterly Budget Review.

Improve and develop treatment options to ensure quality of waste water meets EPA standards

ACTION	COMMENTS
Continue to improve outgoing water quality at all sewerage treatment plants across the region	100% compliance with EPA license requirements for pollutant limits was achieved at Mudgee, Gulgong and Rylstone Sewage Treatment Plants for 2021/2022. At Kandos STP, EPA license requirements for pollutant load limits has been met with exception of pH and total suspended solids during warmer months associated with the natural algal development processes occurring in final effluent ponds.

Achieve NSW Government Best Practice Management of Water Supply and Sewerage

ACTION	COMMENTS
Ongoing management of liquid trade waste in accordance with Council's Liquid Trade Waste Policy	The Liquid Trade Waste program is now in the operational phase. The policy has been reviewed internally and will presented to Council for adoption later in 2022.

Strategy 2.2.5 Provide a water and sewer network that balances asset conditions with available resources and community needs.

Identify and plan future maintenance, renewals and upgrades for Council's stormwater assets

ACTION	COMMENTS
Drainage renewal and new works undertaken as per Capital Works Program 2021/22	Kandos drainage works are complete. Other works continue to progress towards the end of 2021/2022.
Effectively maintain existing drainage network including built infrastructure and overland drainage reserves	Council continues to monitor and action works requests related to drainage issues. Visual inspections are undertaken of known assets to identify any necessary and significant works requirements.
Identify and undertake culvert replacement and causeway improvement program	Two causeways have been replaced/repared. Numerous stormwater culverts have been replaced throughout the year based on defects identified.
Update Mudgee Flood Study and Flood Management Plan	The Mudgee Flood Study is now complete. A detailed technical review of the flood study will occur prior to the Mudgee Floodplain Management Study and Risk Management Plan works.

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Goal 2.3 Live in a clean and environmentally sustainable way

Strategy 2.3.1 Educate, promote and support the community in implementing waste minimisation strategies.

Promote a philosophy of Reduce, Reuse, Recycle

ACTION	COMMENTS
Provide education on waste minimisation	A social media education plan has been developed for use by Council's Communications Team. Updated schools education modules for use in 2022 have been completed. Council has obtained EPA funding through the "Scrap Together" program, which aims to maximise the efficiency of existing Food Organics, Garden Organics (FOGO) services via community education.

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Provide a domestic recycling and waste services for all residents through kerbside collection and rural waste transfer stations

ACTION	COMMENTS
Provide kerbside services and local recycling facilities	Kerbside services and waste/recycling facilities have been provided at the agreed level of service.

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Promote home composting initiatives for green waste

ACTION	COMMENTS
Provide education on managing green waste	Kerbside Food Organics, Garden Organics (FOGO) collections have diverted over 2,800 tonnes of organics from landfill in 2021/2022. A social media education plan has been developed for use by Council's Communications Team. Updated schools education modules for use in 2022 have been completed. Council has obtained EPA funding through the "Scrap Together" program, which aims to maximise the efficiency of existing FOGO services via community education.

Strategy 2.3.2 Work regionally and collaboratively to implement strategies that will enhance environmental outcomes in regard to waste management and minimisation.

Participate in regional procurement contracts for waste services that provided added value

ACTION	COMMENTS
Provide regional scrap steel, green waste processing, used motor oil, household chemical collection and e-waste services	Council participates in regional contracts and tenders that provide best value and service to the region. Joint contracts include Food Organics, Garden Organics (FOGO) collection and processing, mattress recycling, scrap metal collections, waste oil collection and green waste processing.

Participate in regional investigations for collaborative solutions to problem wastes types

ACTION	COMMENTS
Participate in NetWaste steering committee for strategic direction of the group	Council continues participate in the NetWaste Steering committee and attends quarterly regional meetings. The steering committee are responsible for assessment and feedback on Netwaste strategies, programs and proposals.

Apply for available grants under the NSW Government 'Waste Less Recycle More' package

ACTION	COMMENTS
Apply for grants to upgrade or introduce services to the community that reduce landfill tonnes and CO2 emissions	Council, in partnership with Narromine Council and Dubbo Regional Council have received NSW Environment Protection Authority (EPA) "Scrap Together" funding. This funding is for community education to maximise the efficiency of existing 'Food Organics, Garden Organics' (FOGO) services.

Strategy 2.3.3 Support programs that create environmental awareness and promote sustainable living.

Build community awareness through environmental education

ACTION	COMMENTS
Provide education to the community on environmental issues	A social media education plan has been developed for use by Council’s Communications Team. Updated schools education modules for use in 2022 have been completed. Council has obtained EPA funding through the “Scrap Together” program, which aims to maximise the efficiency of existing FOGO services via community education.
Facilitate and promote community garden programs	There are a number of community gardens in the Mid-Western Regional Council area. Although Council is not actively involved in the existing community gardens, contact details for these groups are provided for interested residents via Council’s website as well as a guide on how to start a community garden.

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Strategy 2.3.4 Consider technologies in Council’s facilities, infrastructure and service delivery to reduce ecological footprint.

Implement alternative energy and sustainable technologies in physical works and service delivery

ACTION	COMMENTS
Consider opportunities for alternative energy and sustainable technologies (such as green energy programs or solar panel installation) as part of the capital works program	Consideration has been given to technologies to reduce the ecological footprint with each project as it arises. For example, solar panels were incorporated into the new Mudgee Arts Precinct and the updated Gulgong Waste Transfer Station building. Council continues to work on the development of a small 5MW solar array at the Waste site in Mudgee with the Development Application now submitted.
Work with Essential Energy to obtain funds for LED Street Lighting Retrofit	The LED street lighting retrofit program for Gulgong, Mudgee and some villages has been completed with only a few heritage light fittings outstanding.

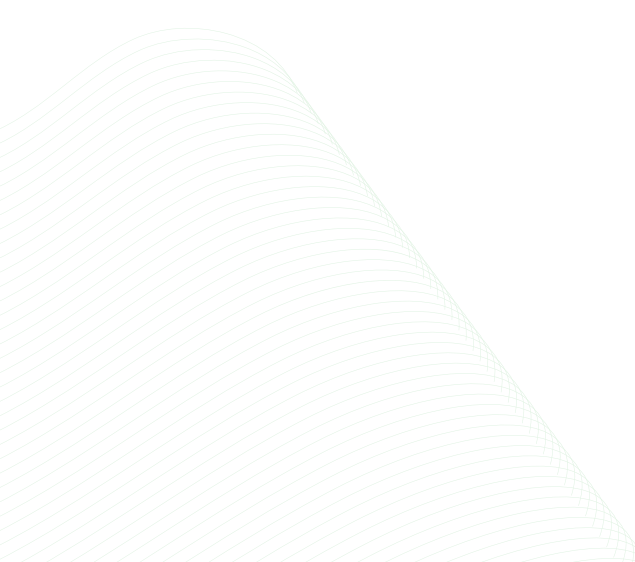
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BUILDING A STRONG LOCAL ECONOMY



Goal 3.1 A prosperous and diversified economy

Strategy 3.1.1 Support the attraction and retention of a diverse range of businesses and industries.

Promote the region to target businesses that complement key local industries

ACTION	COMMENTS
Conduct 2-3 marketing activities, conferences or events where the region can be promoted	Council undertook a number of marketing initiatives to promote the region to live, work, invest and visit including TV advertising, public relations, digital marketing campaigns and social media marketing. Marketing activities were not held in person outside of the region due to COVID-19.

Work with business and industry groups to facilitate business development workshops for existing businesses in the region

ACTION	COMMENTS
Support the business chambers and industry groups by attendance at meetings as required	Council representatives participated in meetings as required and continue to support initiatives of local business chambers.

Establish a process of capturing and monitoring relevant economic data to identify opportunities, trends and needs of local businesses

ACTION	COMMENTS
Produce annual update to Economic and Business Profile booklet	The Economic and Business Profile annual update was completed in June 2022.

Work with the community to identify economic development opportunities

ACTION	COMMENTS
Be aware of new business investors coming to the region and work with them to promote benefits	Council utilises Australian Business Register (ABR) data to track new businesses opening in the region and continues to provide information to encourage new investment including updating data in the Economic and Business Profile. Welcome to region postcards are sent to all new businesses on a quarterly basis.
Conduct annual think tank forum to encourage business leaders to participate in local economic development	Annual Economic Think Tank was delivered in May 2022 engaging a range of business leaders.
Identify opportunities to invest in infrastructure which attracts new business investors to the region	Regular meetings are undertaken with industry groups and the annual Local Economic Think Tank was held in May 2022.

A prosperous and diversified economy delivering lifestyle benefits to the community through employment, income and sustainable economic growth.

Work with Mudgee Region Tourism (MRT) to identify target markets and promote the region

ACTION	COMMENTS
Work with MRT to identify visitor trends and marketing initiatives	MRT has a contract with Council to undertake tourism marketing on behalf of the region. Council staff meet with MRT on a quarterly basis to ensure alignment against Council's organisational objectives. Additional meetings are held to discuss joint activities and new plans and activities.

Develop existing events in the region and attract new event proponents to hold major events and festivals in the region

ACTION	COMMENTS
Submit bids for new events and conferences and support event proponents holding or seeking to hold events in the region	Council submitted 7 bids for new events and conferences for 2021/2022. A number of events were cancelled due to COVID-19. New events that were planned in the region included Sunsets Sounds (cancelled last minute because of wet weather), Wildflower (rescheduled to 29th October) and an A-League match between Central Coast Mariners v MacArthur FC (19 March). Several events also chose to return to the region including the NRL Charity Shield, NRL Manly Premiership fixture and the Mudgee Classic.
Deliver Flavours of Mudgee in September 2021	Council's Flavours of Mudgee 2021 event was cancelled due to COVID-19. An alternative activity was undertaken to promote local businesses through the Shop Local Campaign supported in December 2021.

Strategy 3.1.2 Encourage the development of a skilled and flexible workforce to satisfy local industry and business requirements.

Work with business and industry groups to identify the main skills shortage areas

ACTION	COMMENTS
Encourage business leaders to provide feedback on skills issues	Regular meetings are undertaken with industry groups and the annual Local Economic Think Tank was held in May 2022.

Encourage workers to move to the region for employment opportunities where skills shortages exist

ACTION	COMMENTS
Conduct 2-3 marketing activities, conferences or events where the region can be promoted	Council undertook a number of marketing initiatives to promote the region to live, work, invest and visit including TV advertising, public relations, digital marketing campaigns and social media marketing. Marketing activities were not held in person outside of the region due to COVID-19.

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Goal 3.2 An attractive business and economic environment

Strategy 3.2.1 Promote the region as a great place to live, work, invest and visit.

Provide brand leadership, market the region's competitive advantages and targeted marketing of investment opportunities

ACTION	COMMENTS
Conduct 2-3 marketing activities, conferences or events where the region can be promoted	Council undertook a number of marketing initiatives to promote the region to live, work, invest and visit including TV advertising, public relations, digital marketing campaigns and social media marketing. Marketing activities were not held in person outside of the region due to COVID-19.

Strategy 3.2.2 Provide leadership on economic development initiatives and identify resources and infrastructure required to drive investment and economic growth in the region.

Promote the development of infrastructure at the Mudgee Airport as an opportunity for business expansion in the aviation industry

ACTION	COMMENTS
Review airport development strategy and promotional opportunities in the future	Mudgee Airport strategies and promotional opportunities continue to be under review. 13 fully serviced lots at Mudgee Airport are available for long term lease and development, created specifically to cater to airport industry development.

Lobby State and Federal Government on infrastructure needs of local businesses including transport and communications linkages

ACTION	COMMENTS
Lobby government agencies and departments on the provision of infrastructure to meet community needs	Council continues to raise identified issues with local Members of Parliament and relevant government ministers.

Strategy 3.2.3 Support the expansion of essential infrastructure and services to match business and industry development in the region.

Lobby State and Federal Government for expanded health and education services

ACTION	COMMENTS
Lobby government agencies and departments on the provision of infrastructure to meet community needs	Council continues to raise identified issues with local Members of Parliament and relevant government ministers.

Strategy 3.2.4 Develop tools that simplify development processes and encourage high quality commercial and residential development.

Provide information to assist potential investors understand local development controls and assessment processes

ACTION	COMMENTS
Provide an overview of local development controls and assessment processes in a fact sheet	Work has commenced on the development of a fact sheet.

Goal 3.3 A range of rewarding and fulfilling career opportunities to attract and retain residents

Strategy 3.3.1 Support projects that create new jobs in the region and help to build a diverse and multi-skilled workforce.

Work with lead agencies for employment to identify trends and discuss issues impacting employment

ACTION	COMMENTS
Work with major employers to identify trends and develop strategies to create employment opportunities across the region	Regular meetings are undertaken with industry groups including the annual Local Economic Think Tank which was held in May 2022. Council continues to review trends and report statistics through the Economic and Business Profile booklet.

Strategy 3.3.2 Build strong linkages with institutions providing education, training and employment pathways in the region.

Work with lead agencies for education in the region to identify opportunities for economic growth

ACTION	COMMENTS
Pursue opportunities to develop a university outreach campus with offerings aligned to local industries	Council continues to support the project to introduce a Country University Centre campus in Mudgee. Ongoing engagement with universities continues.
Work with education providers on the provision of services to meet community needs	Council continues to work with education providers across the region including TAFE NSW, Skillset and local schools.

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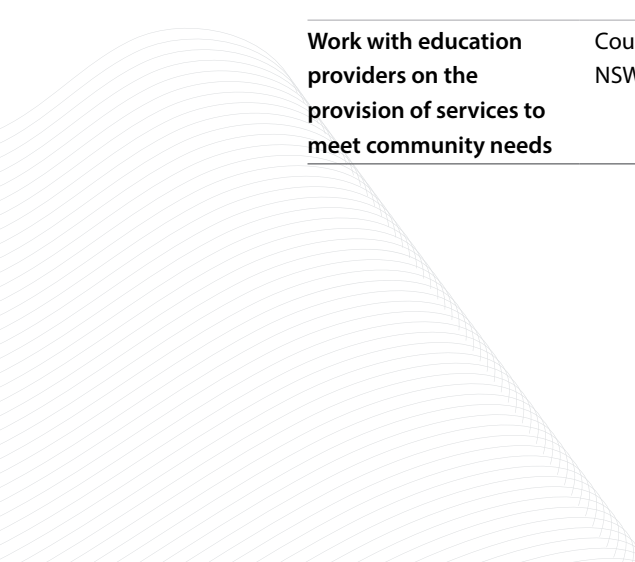
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CONNECTING OUR REGION



Goal 4.1 High quality road network that is safe and efficient

Strategy 4.1.1 Provide traffic management solutions that promote safer local roads and minimise traffic congestion.

Work with the RMS to improve road safety

ACTION	COMMENTS
Liaise with the RMS on road safety matters	Council continues to raise road safety issues with Transport for NSW (formerly RMS) through regular meetings including the Local Traffic Committee. A road safety officer has been jointly funded to further improve this. Council has been successful in obtaining and then utilising funding through road safety initiatives including part of the Wollar Road Munghorn Project and Hill End Road Safety project.

Regulate effective and appropriate user activities on the road network

ACTION	COMMENTS
Provide local assessments to the National Heavy Vehicle Regulator as required	Council continues to assess applications received through the National Heavy Vehicle Regulator (NHVR) for the movement of oversize and/or overmass (OSOM) vehicles through the region on the local and regional road network. Applications are reviewed as received.
Review speed limits and traffic management	Speed and traffic management reviews are undertaken by Council in conjunction with Transport for NSW as required.

Participate in relevant regional transport committees and working parties

ACTION	COMMENTS
Facilitate the Local Traffic Committee	Regular meetings of the Traffic Committee are held and minutes reported to Council.

Strategy 4.1.2 Provide a road network that balances asset conditions with available resources and community needs.

Review the Roads Asset Management Plan

ACTION	COMMENTS
Update data for Asset Management Plans in line with Fair Value reporting requirements	Asset data continues to be updated and reviewed to ensure the most accurate information is available. Fair Value for Roads was also completed in 2019/20.

Linking our towns and villages and connecting our region to the rest of NSW.

Implement the works program in accordance with the Roads Asset Management Plan

ACTION	COMMENTS
Manage State Roads in accordance with RMS contracts	Council continue to maintain the state road network under the Council Routine Maintenance Contract with Transport for NSW (formerly RMS). Council has completed road widening projects on Goolma Road and heavy patching on the Castlereagh Highway under an ordered works arrangement.
Ongoing maintenance and upgrades of Regional Roads network	Council completed approximately 2km of widening and rehabilitation work on Wollar Road utilising Resources for Regions funding. The realignment and upgrade of approximately 1km of Wollar Road was completed under the Safer Roads program. The widening and rehabilitation of 1.6km of Gollan Road was completed and half funded through the Transport for NSW Repair Program funding. The rehabilitation and widening of 900m of Ulan Road at Eurunderee Road intersection was completed. Maintenance works continue throughout the year including heavy patching of pavement failures.
Maintain local road network in accordance with established levels of service	General maintenance has been performed across the sealed and unsealed local network. Maintenance grading and significant gravel re-sheeting has been completed on the unsealed local road network in line with the program. Significant wet weather made this challenging.
Upgrade, renewal and extension of local roads in accordance with Capital Works Program 2021/22	Widening and rehabilitation work on approximately 1km of Lue Road at Monivae and an intersection upgrade at Pyangle Road was completed. 2km of Lower Piambong Road Seal extension, 2km of Aarons Pass Road and 4km of Mebul Road seal extension are complete. 9kms of Coxs Creek Road seal extension is under construction but on schedule with approximately 3km fully constructed with only seal remaining. 6km of Botobolar Road seal extension and 6km of Queens Pinch Road seal extension are also under construction. Approximately 50km of urban and rural reseals are complete.
Upgrade and renewal of local bridges in accordance with Capital Works Program 2021/22	The construction of the Goulburn River Bridge replacement was completed by June 2022. Maintenance and inspections continue throughout the year. The design and construction tender for the replacement of the Bridge on Spring Ridge Road over the Goodiman Creek has been awarded. Construction of the precast bridge planks has commenced with construction of the onsite works programmed for March 2023. This is funded through the Fixing Country Bridges program. The tender for a new bridge at Glen Willow has also been awarded and on site establishment commenced in July 2022 with construction programmed for completion in February 2023.
Implementation of the Ulan Road Strategy	The major upgrade works for Ulan Road are complete. Other works including shoulder widening at various locations and reseal were completed..

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Pursue additional funding for upgrading of roads infrastructure

ACTION	COMMENTS
Lobby for additional funding for roads	Council continues to identify and pursue new funding for additional road projects.
Ensure major developers contribute to local road upgrades for the impact of additional development	Council continues to identify and pursue new funding for additional road projects. Council was successful in its applications for Repair Program (Gollan Road), Fixing Local Roads R3 (Queens Pinch Road), Fixing Country Bridges (Goodiman Creek Bridge, Spring Ridge Road) and School Zone Infrastructure Program (Perry/Denison Street intersection) funding. In addition to completing a fully funded upgrade to part of the Barigan Road in 2021, Council secured a \$200,000 contribution to local roads maintenance from the Wollar Solar Farm. The negotiated agreement with Bowdens Silver also includes road maintenance contributions.

Goal 4.2 Efficient connection of the region to major towns and cities

Strategy 4.2.1 Develop a regional network in partnership with government agencies, that grows with the needs of residents and businesses.

Support the continuation of commercial passenger services at Mudgee Airport

ACTION	COMMENTS
Work with operator to maintain regular passenger services to and from Sydney	FlyPelican commenced services in June 2015. In response to the significant impact of COVID-19 on the aviation sector, Council has provided a regional aviation support subsidy to support the continuation of the FlyPelican service. The service remained operational at 30 June 2022.
Operation and maintenance of Mudgee Airport in accordance with agreed service levels	Mudgee Airport meets current safety and security requirements.

Lobby for improved highway linkages along the Great Western Highway and Bells Line

ACTION	COMMENTS
Lobby for improved access to Western NSW from Sydney	Council continues to participate in transport infrastructure planning groups and meetings with relevant government agencies.

Strategy 4.2.2 Create a communication network that services the needs of our residents and businesses.

Pursue improved broadband and mobile coverage with Government and major service providers

ACTION	COMMENTS
Lobby for improved internet speeds and mobile coverage throughout the region	Council continues to pursue grant opportunities and lobby for improved mobile coverage and internet speeds. Council receives regular updates and raises issues relating to NBN rollout and coverage.

Goal 4.3 An active travel network within the region

Strategy 4.3.1 Develop and enhance walking and cycling networks across the region.

Implement the Pedestrian Access Mobility Plan

ACTION	COMMENTS
Upgrade and renewal of footpaths and cycleways in accordance with Capital Works Program 2021/22	Council has renewed numerous footpaths that were in poor condition as well as extended the footpath/cycle-way network in all four of the major centres throughout 2021-2022 utilising both Council allocated funds and grant funding.
Maintain existing footpath and cycleway network in accordance with established levels of service	Council has renewed numerous footpaths that were in poor condition as well as extended the footpath/cycle-way network in all four of the major centres throughout 2021-2022 utilising both Council allocated funds and grant funding . This included works identified in the Pedestrian Access Mobility Plan (PAMP).
Extension of Cudgong River shared pathway to Glen Willow/Putta Bucca	Council continues to develop the shared pathway extension. It is anticipated the project will be complete in Q1 2022/2023.

Strategy 4.3.2 Support viable public transport options across the region.

Examine opportunities to develop viable public transport options

ACTION	COMMENTS
Investigate the demand for public transport with the community	Transport for NSW undertook a trial for public transport between Mudgee, Gulgong and Dubbo. Results demonstrated this was under-utilised. Ongoing discussions continue regarding public transport options across the region.

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GOOD GOVERNMENT



Goal 5.1 Strong civic leadership

Strategy 5.1.1 Provide clear strategic direction through the Community Plan, Delivery Program and Operational Plan
 Ensure actions of the Operational Plan and Delivery Program are completed on time, on budget and meets performance criteria

ACTION	COMMENTS
Successful delivery of 2021/22 Operational Plan	80% of the combined capital and operating budgets were completed.
Six-monthly progress reporting against Delivery Program and comprehensive Quarterly Budget Reviews against Operational Plan	Six-monthly progress reporting against the Delivery Program and comprehensive Quarterly Budget Reviews against Operational Plan have been reported to Council.

Strategy 5.1.2 Provide accountable and transparent decision making for the community.

Ongoing review and enhancement of governance framework

ACTION	COMMENTS
Continue to hold 'Open Day' prior to Council Meetings	With COVID-19 health orders relaxed, Council's Public Forum recommenced during the first quarter of 2022.
Promotion of upcoming Council meetings	The Council meeting schedule is published on Council's website. Monthly Council meetings are advertised in the Mudgee Guardian and on social media.
Webcast of Council Meetings	Webcasting of Council meetings was maintained through the year.

Provide professional development opportunities to support elected members in fulfilling their obligations as Councillors

ACTION	COMMENTS
Provide access to professional development programs for elected members	The induction program for new Councillors promoted professional development opportunities for Councillors. Budgets and delegations with the Mayor to approve development opportunities are in place.

Hold awareness sessions for potential candidates in the six months leading up to each Council election and ensure information packages are available

ACTION	COMMENTS
Develop program for candidate awareness sessions (next election due in 2024, or in case of a by-election)	The Councillor induction program was successfully implemented from January 2022 to May 2022.

A strong Council that is representative of our community and effective in meeting the needs of the community.

Strategy 5.1.3 Provide strong representation for the community at Regional, State and Federal levels.

Continue to lobby State and Federal Government on all matters that are of relevance to the region

ACTION	COMMENTS
Work with the Mayor to access Local Members and Ministers on relevant issues	Regular meetings were held with local members and access provided to various ministers for specific issues.
Strengthen relationships with local State and Federal members	Regular meetings were held with local members and access provided to various ministers for specific issues.
Engage with Regional Directors of State Government agencies	Regular meetings were held with Regional Directors to discuss regional priorities.

Goal 5.2 Good communications and engagement

Strategy 5.2.1 Improve communications between Council and the community and create awareness of Council's roles and responsibilities.

Publish monthly editions of Community News

ACTION	COMMENTS
Community News distributed monthly to every household in the region	Community News has been delivered monthly in print, Electronic Direct Mail and video format.

Provide an up to date and functional web interface

ACTION	COMMENTS
Ensure web content is kept up to date and relevant	A new website was launched to the public in December 2021. Content on the Council website is continually updated.

Regularly report to the community in a variety of interesting ways

ACTION	COMMENTS
Increased use of all media avenues including social media, radio and television to communicate Council initiatives	Council continued to increase reach and engagement across all social media platforms including Facebook and Instagram. Council introduced TikTok to engage a younger audience in region.

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Operate and maintain a community works request system that provides timely and accurate information and responses

ACTION	COMMENTS
Maintain works request system and produce regular reporting on response times	Council continues to operate a Works Request System and Council management staff monitor current and overdue requests from the community. A monthly report is produced to manage all overdue work requests (14+ days). In addition, Council's new website has improved functionality and accessibility for the community to process a works request online.
Promote use of works request system for community to submit works requests	Council continues to promote the use of Council's works request system which is available via the new website. The website includes customer 'top tasks' which has improved functionality and accessibility for the community to process a works request easily online.

Ensure the community has clear information about who to contact in Council

ACTION	COMMENTS
Provide a customer focused website	Council implemented a new website in December 2021 that incorporates detailed information on Councillors and senior Council staff. The new corporate website provides the community with improved access to information due to it being mobile responsive.

Educate the community on Council's roles and responsibilities

ACTION	COMMENTS
Provide access to Council's corporate documents both through the website and Administration Centres	Council's new website was launched to the public in December 2021. The website makes available all of Council's strategic and operational plans and policies. All Documents on Exhibition are available at all Administration Centres in a hard copy format, in addition to being available on the new website.

Strategy 5.2.2 Encourage community access and participation in Council decision making.

Seek feedback on policy development and local issues

ACTION	COMMENTS
Ensure policies, strategies and proposals impacting the community are placed on exhibition for public comment	Policies and strategies have been placed on public exhibition as required.
Utilise a range of formal and informal engagement tools to seek community feedback on a broad range of issues	Council continues to promote opportunities for the community to contribute to Council's decision making process through a range of platforms including Council's website, forms, mail, social media and face to face contribution and feedback sessions.

Provide opportunities and make it easy for the community to participate in and influence decision making

ACTION	COMMENTS
Encourage attendance at Council Meetings in person and via webcast	Council meeting notices are published in local newspapers and on Council's website. The webcasting of meetings was maintained during COVID-19 health orders.
Investigate and consult with the community on high priority projects as defined in the community consultation report for the Community Strategic Plan	Council continues to promote opportunities for the community to contribute to Council's planning and budgeting process through a range of platforms including Council's new website that improves accessibility for the community.

Goal 5.3 An effective and efficient organisation

Strategy 5.3.1 Pursue excellence in service delivery.

Benchmark Council's service delivery against relevant organisations

ACTION	COMMENTS
Provide planning and building statistics to Department of Planning	Reports are completed and submitted to the NSW Department of Planning Industry and Environment as required.
Participate in NSW LGPA, LGNSW, JO and other industry body surveys and benchmarking exercises	Staff continue to participate in relevant activities.
Desktop analysis of annual financial results against other NSW councils	A service delivery benchmarking report was presented to the February 2022 Council meeting.
Report on OLG group comparative data	A report on Council comparative data was presented to the February 2022 Council meeting.

Conduct biennial community surveys

ACTION	COMMENTS
Undertake community surveys in 2018/19 and 2021/22	A community wide survey was completed in 2021 as part of preliminary engagement for the upcoming review of the Community Plan.

Monitor community expectations regarding service delivery

ACTION	COMMENTS
Engage with the community on desired levels of service across Council functions	Council's <i>YourSay</i> and website communications tool supports community engagement activities and provides a forum to receive community feedback.
Develop program of internal service reviews	The Audit, Risk & Improvement Committee has completed reviews of Council's Tourism Services and Private Works.

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Provide a responsive customer service function

ACTION	COMMENTS
Reply to all correspondence within 14 days	Correspondence is allocated to departments and relevant staff for actioning and response through Council's record management system. A monthly report monitors any correspondence not actioned within 14 days and helps ensure a timely and professional response to customers.
Review Customer Service Charter and deliver positive, informative, and professional front-of-house and phone customer service function	Council has developed both a Customer Service Charter and Staff Service Charter. These charters will help provide a consistent, professional and accountable delivery of service to the public. It will be displayed on Council's website in 2022/2023.

Strategy 5.3.2 Provide a positive and supportive working environment for employees.

Attract, retain and develop a skilled workforce

ACTION	COMMENTS
Implement a Leadership program that includes merit based recruitment, performance management and legal responsibilities	Leadership training has been implemented internally and external training was facilitated by LG Professionals.
Develop a Learning and Development program targeted towards achievement of Delivery Program and areas of risk identified in Workforce Plan	The Learning and Development Program continued to be implemented throughout the year focusing on individual and group training opportunities.
Ensure all employees have clearly articulated accountabilities against which they will be assessed annually	All employees have position descriptions which detail key accountabilities. Performance reviews were undertaken in September 2021.

Provide a safe, healthy and non-discriminatory working environment

ACTION	COMMENTS
Establish a culture of workplace safety which includes daily pre-start meetings for outdoor staff and monthly Safety Toolbox Talks	Daily pre-start meetings form part of the daily risk assessment process for outdoor workers. Monthly safety talks are forwarded to Department Managers for inclusion at Department meetings. Additional Toolbox Talks are distributed as the need arises eg COVID-19 related matters.
Implement and embed a WHS Management System that reflects AS4801 requirements	Council's WHS management system continues to be regularly reviewed and updated where required to reflect Australian Standard requirements.
Align workplace behaviour with core values of Respect, Integrity and Recognition	Behaviours aligned to core values are included in position descriptions, induction and orientation. These are measured during annual performance reviews. They are promoted and reinforced via staff update meetings, department meetings and the fortnightly GM's and monthly People and Performance Newsletters.
Implement and review the Equal Employment Opportunity Management Plan	The Equal Employment Opportunity Management Plan was reviewed and updated and a new plan put in place for 2021/2022. Implementation of the plan during 2021/2022 was completed.

Conduct biennial employee opinion survey

ACTION	COMMENTS
Identify and implement improvement strategies based on feedback from Employee Opinion Survey	Improvement strategies are being developed and implemented following the last Employee Opinion Survey.

Strategy 5.3.3 Prudently manage risks associated with all Council activities.

Monitor and review Council's policies and strategies

ACTION	COMMENTS
Provide up to date Policy Register	Council's policy register is routinely reported to the Executive Team and policy managers.
Identify and resolve existing policy gaps	Council's policy register includes a policy review status report which is routinely provided to the Executive Team.
Education program to ensure staff understand policy requirements	Council maintains a policy register which identifies scheduled review dates. Regular reports are provided to managers to monitor the progress of reviews. Staff are made aware of new and updated policies through internal communication as well as team and directorate meetings.

Monitor and review Council's risks

ACTION	COMMENTS
Review and update risk registers annually	Council adopted an Enterprise Risk Management Framework (ERM) in June 2020 and risk registers were developed. The ERM Framework and the registers are in the process of being reviewed.

Provide long term financial sustainability through sound financial management

ACTION	COMMENTS
Examine opportunities to raise additional revenue	Council is pursuing commercial property and development opportunities to raise additional revenue. An improvement plan is in place for the management of these functions. Council continues to ensure fees and charges are appropriate for all services. During 2021/2022 Council sold all the lots within Stage 1 of the Saleyards Lane subdivision.
Explore a special rate variation with the community	A material increase in rating revenue was achieved through revised land valuations, especially in the mining category. A special rate variation is no longer required.
Identify opportunities to increase revenue from property related investments	Council continues to pursue commercial property opportunities to increase own source revenue. In the last 6 months, this includes expansion of the Mudgee Valley Park, final sales of vacant land in Stage 1 of the Saleyards Lane subdivision and the planning for Stage 2.

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Provide long term financial sustainability through sound financial management

ACTION	COMMENTS
Update Long Term Financial Plan (LTFP)	The Long Term Financial Plan for 2022/2032 was adopted at the September 2022 Council meeting.
Monthly reporting against budget and schedule for major works programs/ strategic projects	All monthly budget reports were prepared for Council in accordance with the schedule.
Comprehensive Quarterly Budget Review reporting	All Quarterly Budget Review Statements were completed within schedule and in accordance with the Office of Local Government Guidelines.
Development of Rating Strategy to support LTFP	At the May 2017 Council meeting a supplementary motion concerning a proposal to adopt a rating strategy for the term of Council was put and lost.
Integration of long term impacts on financial sustainability indicators incorporated into Council decision making process	A reporting template was introduced in August 2017, which includes Fit For Future sustainability ratio impacts of Council recommendations and options, with long term financial planning and asset management impacts included.

Comply with relevant accounting standards, taxation legislation and other financial reporting obligations

ACTION	COMMENTS
To achieve a high standard of financial management	Council has met all reporting obligations and timeframes..
All rating, taxation, statutory, and grant reporting obligations satisfied in an accurate and timely manner	All statutory reporting obligations have been completed accurately and in a timely manner to date this financial year.

Strategy 5.3.4 Pursue efficiencies and ongoing business improvement.

Provide effective and efficient internal support functions

ACTION	COMMENTS
Conduct quarterly Council Staff Updates across all work sites	Quarterly update meetings were held in June 2021, October 2021, March 2022 and June 2022.
Effective capture and management of corporate records	Council captures and manages corporate records through Council's Records Management System. A review of the Records Policy is scheduled to be completed in Q1 2022/2023.
Ongoing enhancements to Council procurement including Roadmap Best Practice Procurement project	The Procurement and Supplier Hub are progressing and will be released to staff in September 2022.
Provide effective Workshop services for Council fleet	Council continues to review its processes in the workshop. The introduction of iPads to mechanic staff have created efficiencies with reporting of legislative requirements and diagnostic ability.

Enhance the information systems that support delivery of Council activities

ACTION	COMMENTS
Investigate options to increase speed and reliability of Council's network	Council continues to investigate new and existing network technologies. A microwave radio upgrade of the Mudgee Sewer Treatment Plant network connection was completed and Council's network was reconfigured to improve redundancy to critical sites.
Continued investment in existing information systems to delivery productivity enhancements	Council continues to invest in systems and applications to increase productivity and create efficiencies.
Implementation of mobility solutions for integrated asset management	The TechOne mobility app is being used for asset inspections and data collection for roads. It is planned to be rolled out for water and sewer assets in 2022.

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Ensure strategic and asset management plans are underpinned by sound financial strategies

ACTION	COMMENTS
Consider the full life cycle costs associated with the investment in new assets, with a focus on capital investment and existing assets	Full life-cycle costs of new assets are considered through preparation of a business plan for new Community Plan Proposals, ratio reporting in Council Business Paper reports and Quarterly Business Reviews. Improvements in contract and project management to create consistent methodologies across Council are currently underway. Council completes all Capital Expenditure Review Business Cases as required, and completes Business Case assessments for other material projects.
Review depreciation methodology and process	Depreciation methodology is reviewed as a part of the Fair Value process for assets each year. For 2021/2022 the revaluation of water supply and sewerage service assets has been completed by external valuers.
Ongoing improvements to asset data and asset system capabilities	A data review has been completed for water and sewerage network assets as part of the revaluation project. Data is assessed for asset management plans and future budgets.
Integrate long term asset management considerations into Council decision making process	A reporting template was introduced in August 2017, which includes Fit For Future sustainability ratio impacts of Council recommendations and options, with long Term Financial Planning and asset Management impacts included.
Improved integration of Asset Management Plans and Long Term Financial Plan	Financial data within Asset Management Plans (AMPs) is updated in line with asset revaluation data. Progress continues as AMPs are scheduled for review. Further work is to be completed linking AMP data into (Long Term Financial Plan) LTFP sensitivity analysis. The LTFP is scheduled for completion in September 2022.

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MANAGING THE MONEY

Mid-Western Regional Council receives money in the form of rates on residential, business, mining and farmland properties; interest on investments; government grants and subsidies; contributions from major industry; annual charges for services like water, sewer and waste; and user charges and fees.

Major cash outflows include construction of new assets and renewal of existing infrastructure; labour; materials and contractor payments; insurances; and contributions to local and regional bodies.

The following information provides a brief summary of Council's 2021/22 financial statements in a format that is readily understood by the community, customers, employees and other stakeholders.

Income

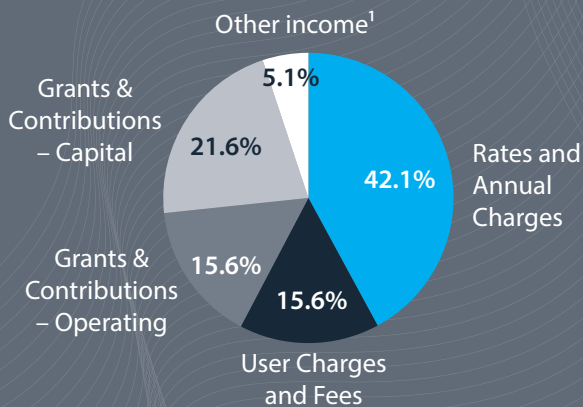
This year, Council's primary source of income was from Rates and Annual Charges of \$44.7 million or 42.1% of total income (2020/21: \$43.7 million or 37.8%).

Council generates a significant portion of revenue from fees and charges associated with the provision of services and facilities such as swimming pools; contract works; planning and building regulation; water consumption; and waste management.

This amounted to \$16.5 million or 15.6% in 2021/22 (2020/21: \$19 million or 16.5%).

Grants and contributions from Government and Industry continue to be an important funding source for provision of services to, and maintenance and construction of infrastructure for the community. Council received a total of \$39.5 million or 37.2% in grants and contributions in 2021/22. (2020/21: \$47.7 million or 41.3%).

TOTAL INCOME 2021/22 \$106M

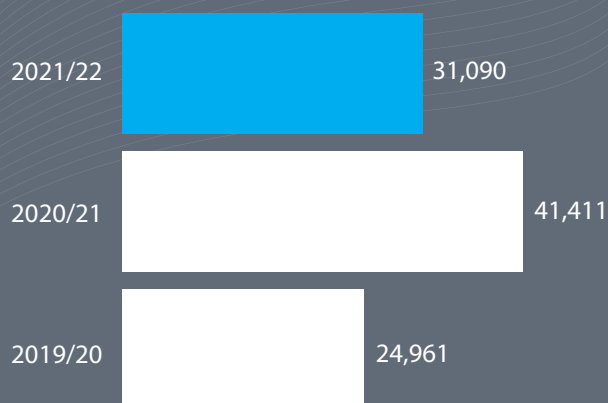


¹ Other income: Interest and investment income, other revenues and other income.

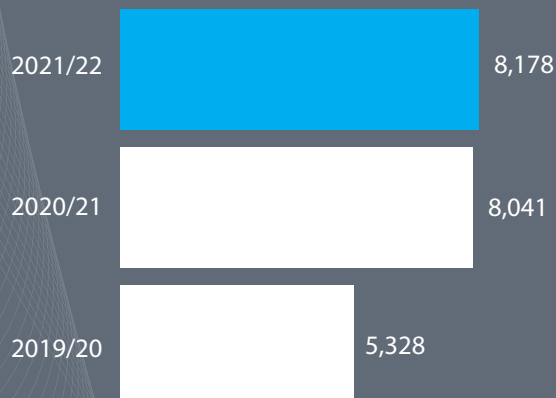
Operating Result

Council's operating result this year was \$31.0 million, this result is an indirect measure of Council's efficiency and ability to successfully cover its operating expenditure within operating revenue. (2020/21: operating result was \$41.4 million).

OPERATING RESULT (\$000)



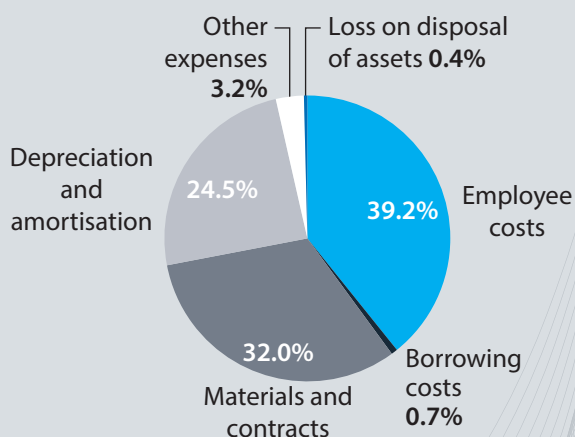
OPERATING RESULT BEFORE CAPITAL (\$000)



Council continues to invest as much money as possible into the renewal of existing infrastructure to ensure it is in a satisfactory and serviceable condition.

Council also continues to invest in new infrastructure to meet the demands of a growing community. Council delivered \$36.7 million of capital expenditure this year (2020/21: \$50.3 million).

Operating Expenditure Before Capital

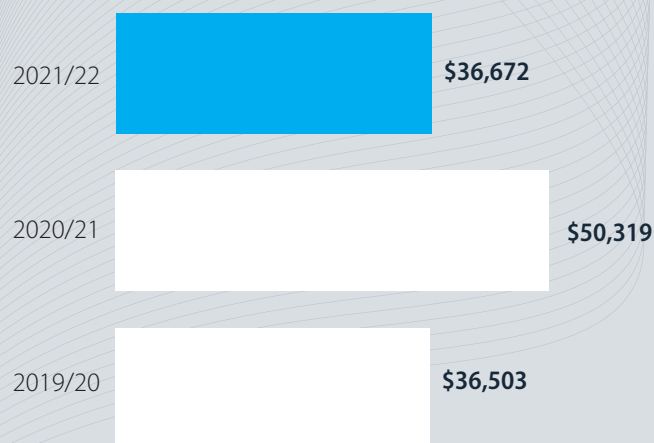


TOTAL OPERATING EXPENDITURE \$75M

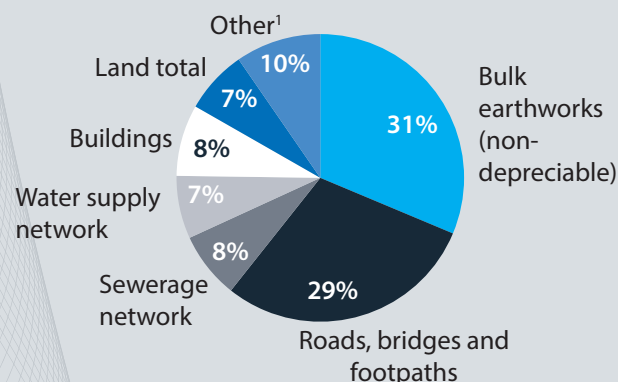
Asset Management

Council owns and maintains over half a billion dollars' worth of infrastructure including roads, parks, buildings, swimming pools, sports grounds, stormwater drainage, water and sewer networks, footpaths, buildings, and waste management facilities. These assets, which are used by the community every day, deteriorate over time, and require ongoing maintenance and renewal or replacement to keep them in a satisfactory condition.

Capital Expenditure (\$'000)



Infrastructure, Property, Plant and Equipment 2021/22



TOTAL WRITTEN DOWN VALUE \$1.1B

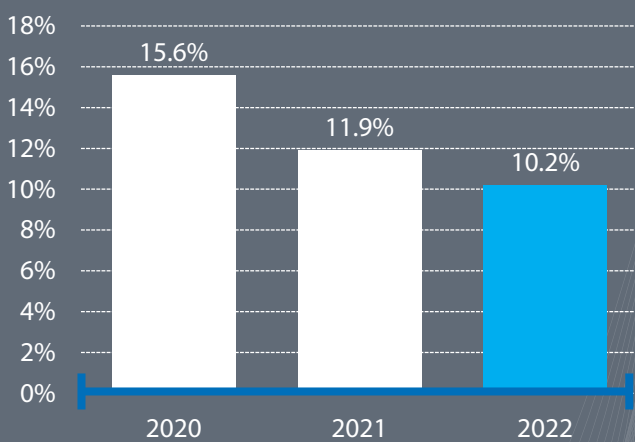
¹ Other: Stormwater drainage, plant and equipment, pools, open space etc

PERFORMANCE MEASURES

Operating Performance Ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

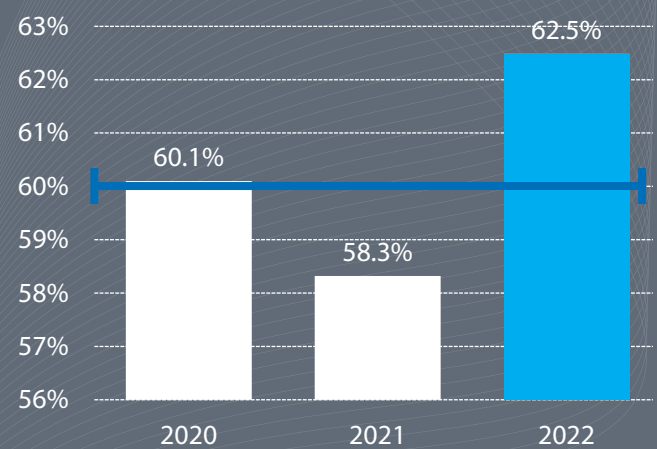
The benchmark is equal to or greater than 0%



Own Source Operating Revenue

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

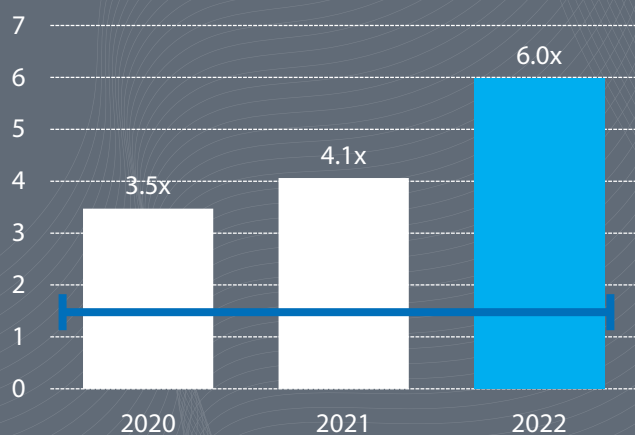
The benchmark is equal to or greater than 60%



Unrestricted Current Ratio

This ratio is designed to assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

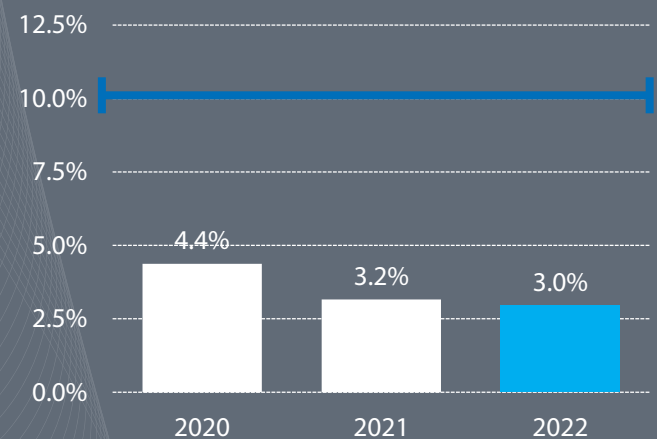
The benchmark is equal to or greater than 1.5x



Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage

This ratio is designed to assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

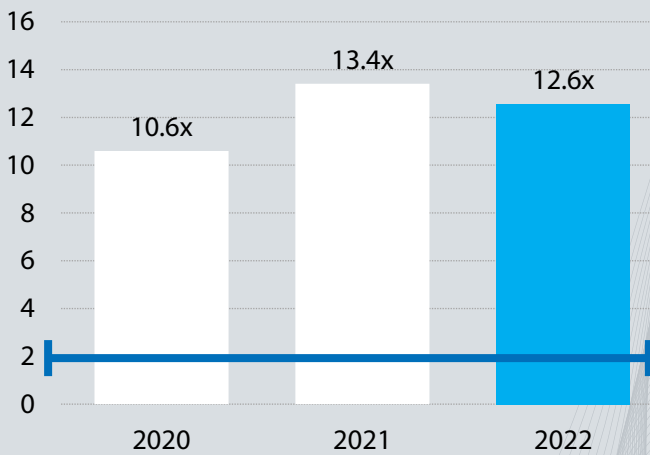
The benchmark is equal to or less than 10%



Debt Service Cover Ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

The benchmark for this ratio is greater than 2.0x

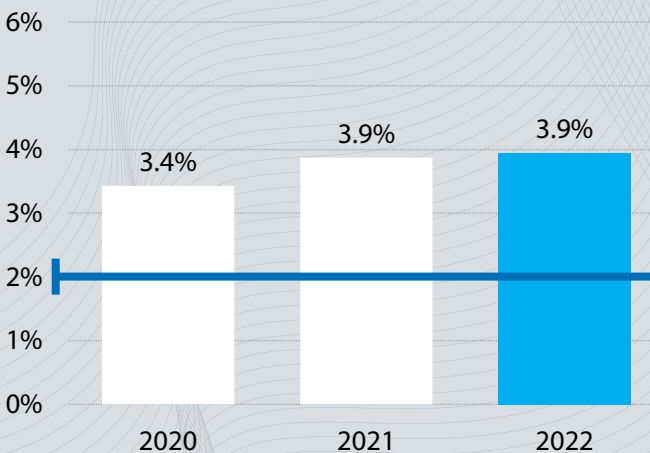


Infrastructure Backlog Ratio

This ratio shows what proportion the backlog is against the total value of Council's infrastructure.

* Condition assessment is the main factor that results in changes in this ratio. The backlog amount increase mostly relates to water and sewerage assets.

A benchmark of <2% was indicated as part of the Fit for the Future self-assessment tool

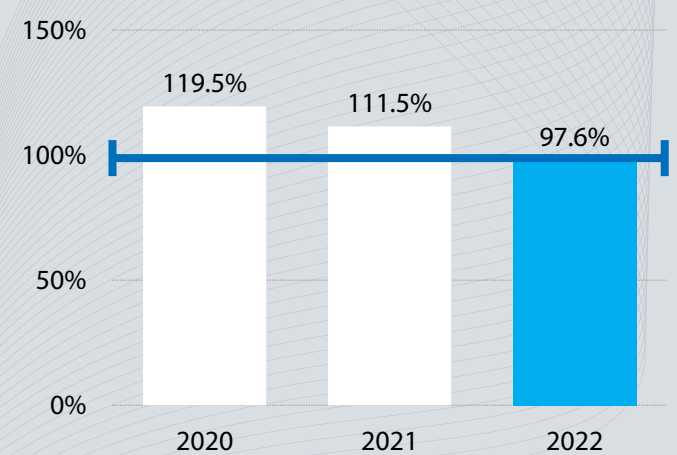


Buildings and Infrastructure Asset Renewal Ratio

This ratio assesses the rate at which assets are being renewed against the rate at which they are depreciating.

* Council continues to renew assets at a rate close to depreciation, reflecting the aim to maintain or reduce the infrastructure backlog. The majority of the renewal expenditure was on roads, bridges and footpaths, which was \$9.5M.

The benchmark for this ratio is 100% or greater

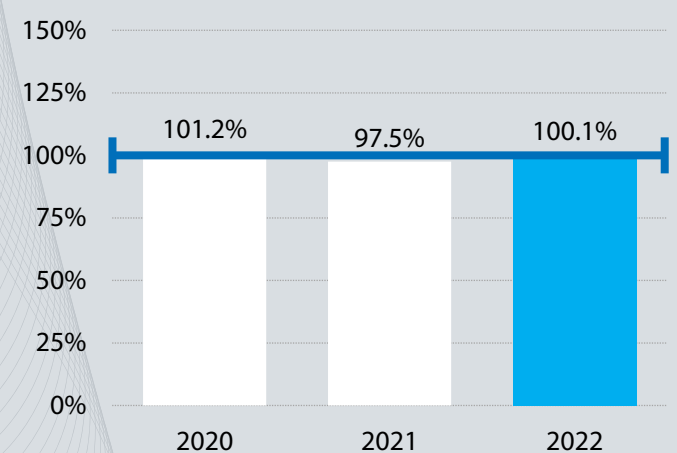


Asset Maintenance Ratio

This ratio compares actual versus required annual asset maintenance. A ratio above 1.0 indicates that Council is investing enough funds within the year to stop the infrastructure backlog from growing.

* Council's asset maintenance ratio still remains close to the 100% target.

The benchmark for this ratio is 100% or greater



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Local Government Act 1993 and Local Government (General) Regulation 2021

References to 'section' refer to the Local Government Act 1993, while references to 'clause' refer to the Local Government (General) Regulation 2021.

Council's general reporting requirements are set out in Section 428 of the Local Government Act 1993 and the Local Government (General) Regulation 2021 (Part 9, Division 7). To access copies of the Acts and Regulations visit legislation.nsw.gov.au

Audited Financial Reports

Local Government Act 1993 – Local Government (General) Regulation 2021 Section 428 A

A summary of Council's financial performance for the year can be found in the 'Managing the Money' (page 62) and 'Performance Measures' (page 64) sections of this report. A full copy of the Financial Reports are available on Council's website. Hard copies of financial statements are available from Council upon request.

Councillor training and professional development

Local Government Act 1993 - Section 428(4)(b), Local Government (General) Regulation 2021 - Clause 186

No Councillor undertook professional development during the 5th year of the extended term which ended in December 2021. Extensive restrictions were imposed on Councillors by way of COVID19 public health orders during this period. The table below shows Councillor training and professional development from the start of the new term in January 2022.

Councillor	Training Course/Module Completed/Conference	Training Provider/Conference Name	Cost
Cr Paul Cavalier	Post Elected Life Workshop ¹	Local Government Professionals	\$5136.36
Cr Russell Holden	Nil	-	-
Cr Alex Karavas	Post Elected Life Workshop ¹	Local Government Professionals	\$5,136.36
Des Kennedy	Legal Presentation ²	Lindsay Taylor Lawyers	\$4200.00
	Post Elected Life Workshop ¹	Local Government Professionals	\$5136.36
Cr Esme Martens	Nil	-	-
Cr John O'Neill	Nil	-	-
Cr Sam Paine	Post Elected Life Workshop ¹	Local Government Professionals	\$5136.36
Cr Peter Shelley	Post Elected Life Workshop ¹	Local Government Professionals	\$5136.36
Cr Percy Thompson	Post Elected Life Workshop ¹	Local Government Professionals	\$5136.36
Cr Phil Stoddart	Legal Presentation ²	Lindsay Taylor Lawyers	\$4200.00
	Post Elected Life Workshop ¹	Local Government Professionals	\$5136.36
Cr Robbie Palmer	Legal Presentation ²	Lindsay Taylor Lawyers	\$4200.00
	Post Elected Life Workshop ¹	Local Government Professionals	\$5136.36
Cr Katie Dicker	Legal Presentation ²	Lindsay Taylor Lawyers	\$4200.00
	Post Elected Life Workshop ¹	Local Government Professionals	\$5136.36
	2022 ALGWA ³ NSW Annual Conference	Local Government Women's Association	\$1025.45

¹ Group training offered to all Councillors; ² Course includes Model Code of Meeting Practice, Pecuniary and Non Pecuniary Conflict of Interests and Bias Workshop, Councillor Use of Social Media Workshop, Confidentiality Obligations of Councillors Workshop, General Legal Liability of Councillors, Councillor Involvement in P&D Decisions and the Role of Other Planning Bodies; ³ Australian Local Government Women's Association

Rates and Charges Written Off

Local Government Act 1993 - Section 428, Local Government (General) Regulation 2021 Clause 132

During the year Council abandoned \$730,575 in rates and charges (including postponed rates).

Pensioner rebate	Postponed rates	Other rates and charges
\$709,012	\$4,779	\$42

Overseas Visits

Local Government Act 1993 - Section 428(4)(b), Local Government (General) Regulation 2021 - Clause 217(1)(a)

Council is required to disclose details of any overseas visits undertaken by any Council officers including Councillors and staff. No overseas visits were undertaken by any Council officers including Councillors and staff in 2021/22.

Councillor Expenses and Provision of Facilities

Local Government Act 1993 – Section 428, Local Government (General) Regulation 2021 – Clause 217(1)(a1)

The Local Government Remuneration Tribunal is constituted under Sections 239 and 241 of the Local Government Act 1993 and is responsible for categorising Councils, County Councils and Mayoral Offices to determine the amounts of fees to be paid to Councillors, members of County Councils and Mayors in each category.

The Mayor and Councillors receive an annual fee established by Council and set within the approved range by the Local Government Remuneration Tribunal.

The Mayor's Fee for 2021/22 was \$45,139.92 plus a Councillor Fee of \$20,689.92. Please note that during the 2021/22 financial year there was a period where the Deputy Mayor acted as the Mayor whilst the Mayor was on leave and was accordingly due the Mayoral fee.

The Councillor's Fee for 2021/22 was \$20,689.92 for each Councillor who served the entire 2021/22 financial year. Noting that as there was an election during the 2021/22 financial year some Councillors only served for part of the year.

Councillor Expenditure 2021/22

Local Government Act 1993 - Section 428, Local Government (General) Regulation 2021 - Clause 217(1)(a1)(i-viii)

(A\$)	General Operations	Cr Cavalier	Cr Holden	Cr Karavas	Cr Kennedy	Cr Martens	Cr O'Neill	Cr Paine	Cr Shelley	Cr Thompson	Cr Stoddart	Cr Palmer	Cr Dicker	TOTAL
Councillor Fees	–	20,689.92	10,344.96	20,689.92	20,689.92	10,344.96	10,344.96	20,689.92	20,689.92	20,689.92	10,344.96	10,344.96	10,344.96	186,209.28
Mayoral Fees	–	–	–	–	42,005.20	–	–	3,134.72	–	–	–	–	–	45,139.92
Council meeting expenses ¹	8,774.24	–	–	–	407.72	578.19	–	–	–	–	–	–	–	9,760.15
Seminar expenses ²	–	–	–	–	127.73	753.44	–	–	1,132.56	2,932.80	–	–	0.00	4,946.53
Provision of Vehicle	–	–	–	–	13,335.88	–	–	–	–	–	–	–	–	13,335.88
Memberships/subscriptions	22,267.16	–	–	–	–	–	–	–	–	–	–	–	–	22,267.16
Misc expenses ³	921.83	–	–	–	–	–	–	–	–	–	–	–	–	921.83
Office equipment ⁴	2,044.26	2,668.46	915.60	3,460.61	854.30	76.75	234.09	3,399.14	3,214.60	4,293.95	3,170.80	3,170.78	3,220.77	30,724.11
Training	9,336.36	–	–	–	–	–	–	–	–	–	–	–	1,025.45	10,361.81
TOTAL	43,343.85	23,358.38	11,260.56	24,150.53	77,420.75	11,753.34	10,579.05	27,223.78	25,037.08	27,916.67	13,515.76	13,515.74	14,591.18	323,666.67

¹ Council meeting expenses (accommodation, travel and meals)

² Conferences, seminars and representational/lobbying expenses (accommodation, travel and meals)

³ Miscellaneous expenses (meals, sundries, stationery etc)

⁴ Provision of office equipment, such as laptop computer and telephones

No expenses were incurred for the provision of care for a child, or an immediate family member of a Councillor to allow the Councillor to undertake his or her civic functions. No overseas or interstate visits were undertaken by elected members in 2021/22.

Contracts Awarded

Local Government Act 1993 - Section 428, Local Government (General) Regulation 2021 - Clause 217(1)(a2)

In accordance with the Local Government Act 1993 and Council's Procurement Policy, Council calls for tenders for the supply of various goods and services where the estimated spend under that contract exceeds \$250,000. The requirement to tender excludes the purchase or sale of land; purchases at public auction; contracts for employees of Council; purchase of goods and services under State Government or Commonwealth procurement contracts; emergency contracts; or where because of extenuating circumstances, remoteness of locality or the unavailability of competitive or reliable tenderers, Council decides by resolution (which states the reasons for the decision) that a satisfactory result would not be achieved by inviting tenders.

The following contracts were awarded during 2021/22:

Contractor	Goods/Services Provided	Amount payable under the contract (ex GST)
LG Community Partners	Acting Finance Manager Agreement	\$133,700.00
A1 Earthworx Mining & Civil Pty Ltd	Footpath Works	\$150,000.00
Aqua Irrigation Holdings	Glen Willow Sporting Complex - Stormwater Recirculation	\$182,000.00
Hunter H2O Holdings Pty Limited	Contract 2021/07 PLC Upgrade Mudgee	\$196,129.00
D & C Powerline Constructions Pty Ltd	Mudgee Valley Caravan Park - electrical mains upgrade	\$201,645.00
Marathon Group Pty Ltd	Mudgee Valley Caravan Park - amenities block	\$216,225.34
Taylor Made Buildings Pty Ltd	Cudgong Waters Park - Supply & install transportable house	\$253,128.18
Big Screen Video Sales Pty Ltd	Supply and install scoreboard at Glen Willow	\$288,000.00
Graymont (Australia) Pty Ltd	Graymont - Provision of Hydrated Lime	\$300,000.00
Nick Harvey Constructions Pty Ltd	Rylstone Caravan Park - amenities building	\$377,574.10
EnergyAustralia Pty Ltd	Small Site Electricity 1 Jan 2022 to 30 June 2023	\$386,583.00
Technology One Limited	Technology One Software as a Service Agreement and Scope of Works	\$2,896,819.00
HOEK Modular Homes Pty Ltd	Supply & install 31 cabins at Mudgee Valley Caravan Park	\$5,027,983.60
Dezign	Structural design and construction of amenities block at Billy Dunn Oval Gulgong	\$358,836.70
Diverse Property Services	Tree removal	\$138,300.00
Komatsu Australia Pty Ltd	Plant purchase	\$381,425.10
Mudgee Region Tourism Inc	Provision of Tourism services	\$624,558.00
J R Richards & Sons	FOGO Management Service	\$690,000.00
Tracserv Pty Ltd	Plant purchase	\$262,931.35
Tracserv Pty Ltd	Plant purchase	\$207,577.26
Tracserv Pty Ltd	Plant purchase	\$189,449.08
VCV Sydney	Plant purchase	\$552,298.09
Superior Pak Pty Ltd	Front Lift Garbage Truck - Isuzu cab chassis	\$420,727.00
Cutting Edge Earthmoving & Excavations	Construction of leachate dam at Mudgee Waste Facility	\$142,863.77
Waeger Constructions Pty Ltd	Goulburn River Bridge	\$868,800.00
Waeger Constructions Pty Ltd	Glen Willow Access Road and Pedestrian Bridge	\$1,200,000.00
Waeger Constructions Pty Ltd	Goodiman Creek Bridge	\$760,000.00
NSW Electoral Commission	2021 Local Election cost	\$188,804.00
Manly Warringah Sea Eagles	NRL Manly Game Glen Willow Stadium	Confidential
Civic Risk Mutual	2021/22 Insurance contributions	\$1,057,111.00
National Australia Bank	Loan \$7,400,000 at fixed rate 5.02% over 10 years	\$2,102,745.00

Legal Expenses

Local Government Act 1993 - Section 428, Local Government (General) Regulation 2021 - Clause 217(1)(a3)

Council expended \$432,398 on legal costs during 2021/22. A total of \$287,764 related to the cost of obtaining legal advice or opinion in relation to various matters, and also includes the amounts incurred by Council in relation to legal proceedings as listed below.

Matter	Amount (ex GST)	Status
LEC Case 2020/342147 – Development Application decision appeal	\$9,236.50	Complete
Supreme Court/District Court/Local Court – Impounding of Alpaca	\$24,984.53	Complete
LEC Case 2021/00361625 – Class 1 LEC Application	\$77,720.63	Proceeding

In addition, Council expended \$144,634 during the period in recovering outstanding rates and charges. These costs are debited as a charge against individual rate assessments. Council recovered \$142,525 of such costs during the period.

Statement of Proposed Charges for the Carrying Out of Work on Private Land

Local Government Act 1993 - Section 428, Local Government (General) Regulation 2021 - Clause 217(1)(a4)

By agreement with owners or occupiers of private land, Council carried out works such as paving and roadmaking, traffic control for private events and water, sewerage and drainage connections.

Council undertook private works in 2021/22 to the value of \$167,697 resulting in a profit of \$44,667. This represents a profit margin of 26.6%.

No subsidies were provided, and all work was intended to be carried out on a for profit basis in accordance with Council's Private Works Policy.

CONTRIBUTIONS AND DONATIONS

Local Government Act 1993 - Section 356, Local Government (General) Regulation 2021 - Clause 217(1)(a5)

The total amount contributed or otherwise granted by Council under Section 356 of the Local Government Act, 1993 was \$564,201.

Significant contributions are listed below.

Recipient	Amount
FlyPelican air service	\$83,918
Housing Plus crisis accommodation	\$85,000
Mudgee Golf Club – raw water	\$106,196
GP Respiratory and Vaccine Clinics – in-kind facility hire	\$82,003

Delegates to external committees and other Bodies

Local Government Act 1993 - Section 428, Local Government (General) Regulation 2021 - Clause 217(1)(a6)

During 2021/22 Council resolved the delegates to external committees and other bodies.

These committees provide advice and feedback to Council on key issues that impact on the residents of the Mid-Western Regional Council LGA.

These are:

- Burrendong Wind Farm Community Consultative Committee
- Cudgegong Bushfire Management Committee
- Mudgee Region Tourism Inc
- Ulan Coal Mine Community Committee
- Wilpinjong Coal Community Consultative Committee
- Moolarben Coal Community Consultative Committee
- Charbon Colliery and Inglenook Community Consultative Committee
- Western Joint Regional Planning Panel
- Murray Darling Association
- Arts Out West
- Local Traffic Committee
- Bowdens Silver Project Community Consultative Committee
- Crudine Ridge Wind Farm Consultative Committee
- Public Libraries NSW
- Barneys Reef Wind Farm Community Consultative Committee

Advisory Committees

Local Government (General) Regulation 2021 - Clause 217(1)(a6)

These committees are established by Council to exercise specific functions. They comprise of local community members and Council representatives. Both these committees also provide advice and feedback to Council on key issues.

For 2021/22 there were 12 Advisory Committees operating within the region. Further information on these committees, including minutes and terms of reference, can be found on Council's website.

Audit Risk and Improvement Committee (ARIC)

Councillor Representative: Cr O'Neill, Cr Dicker

This committee was created under section 428A of the Local Government Amendment (Governance and Planning) Act 2016, to review a variety of Council's operations, such as risk management, fraud control and governance etc. It will also provide information to Council to assist with improvement of these functions.

Australia Day Selection Committee

Councillor Representative: Mayor, (Cr Kennedy), Deputy Mayor (Cr Paine), Cr Shelley

The Australia Day Selection Committee selects the recipients of Council's annual Australia Day Awards.

Botobolar Community Committee

Councillor Representative: Cr Kennedy

This committee assists Council in community engagement and events, and maintenance of the grounds for the rural fire shed.

Seniors Week Planning Committee

Councillor Representative: Cr Thompson, Cr Martens, Cr Dicker

The Seniors Week Planning Committee assists Council with the planning of events for Seniors Week.

Gulgong Memorial Hall Committee

Councillor Representative: Cr Thompson

The Gulgong Memorial Hall Committee assists Council with the management and promotion of the Gulgong Memorial Hall.

Gulgong Sports Council Sub Committee

Councillor Representative: Cr Thompson

The Gulgong Sports Council Sub Committee assists Council to manage active recreational facilities in Gulgong.

Mid-Western Regional Council Access Committee

Councillor Representative: Cr Karavas, Cr Paine

This committee provides advice to Council on matters relating to accessibility in the Mudgee, Gulgong, Rylstone and Kandos areas.

Rail Committee

Councillor Representative: Cr Shelley

The Rail Committee provides advice and recommendations to Council on strategic and long term issues related to passenger rail services and keeps Council informed on relevant matters related to rail services in the region.

Mid-Western Regional Youth Council

Councillor Representative: Cr Karavas, Cr Paine, Cr Holden

The Mid-Western Regional Youth Council provides consultation with and advocacy for youth.

Mudgee Showground Management Committee

Councillor Representative: Cr Karavas, Cr Holden, Cr Kennedy

The Mudgee Showground Management Committee assists Council to manage the showground facility.

Mudgee Sports Council Sub Committee

Councillor Representative: Cr O'Neill, Cr Stoddart

The Mudgee Sports Council Sub Committee assists Council to manage active recreational facilities in Mudgee.

Red Hill Reserve Working Party

Councillor Representative: Cr Thompson, Cr Cavalier

The Red Hill Reserve Working Party provides advice to Council on the development of a precinct master plan, and management of the site.

Rylstone and Kandos Sports Council Sub Committee

Councillor Representative: Cr Shelley

The Rylstone and Kandos Sports Council Sub Committee assists Council to manage active recreational facilities in Rylstone and Kandos.

Statement of controlling interest

Local Government Act 1993 - Section 428, Local Government (General) Regulation 2021 - Clause 217(1)(a7)

Council does not hold a controlling interest in any company, partnership, trust, joint venture or syndicate.

Statement of Participation – corporations, Partnerships, Co-operatives, Joint Ventures, Syndicates or Other Bodies

Local Government Act 1993 - Section 428, Local Government (General) Regulation 2021 - Clause 217(1)(a8)

Council was a party to the following partnerships, Co-operatives, Joint Ventures and other bodies throughout 2021/22:

- State Cover
- Orana Regional Organisation of Councils
- Orana Joint Organisation
- Mudgee Region Tourism Inc
- Orana Water Utilities Alliance (OWUA)
- Civic Risk Mutual Ltd

Equal Employment Opportunity

Local Government Act 1993 - Section 428, Local Government (General) Regulation 2021 - Clause 217(1)(a9)

Council is committed to the vision of fostering a progressive and prosperous community we proudly call home. We want to ensure that we encourage a culture that is supportive of Equal Employment (EEO) Principles in the workplace as well as having a diverse and inclusive workforce with a collection of skills, experiences and perspectives that is reflective of the community we serve.

As an organisation, Council is committed to the following EEO principles as outlined in the Local Government Act 1993 (section 344):

- To eliminate and ensure the absence of discrimination in employment on the grounds of race, sex, marital or domestic status and disability in councils, and
- To promote equal employment for women, members of racial minorities and persons with disabilities in councils

We aim to provide an environment where employees and others in the workplace are treated fairly with respect, and are free from unlawful discrimination, harassment, vilification and bullying.

Council aims to ensure that when employment decisions are made, they are based on merit, not on irrelevant attributes or characteristics that an individual may possess. Council also aims to create a work environment which promotes good working relationships.

In order to achieve our objective, Mid-Western Regional Council will:

- Develop and implement an Equal Employment Opportunity (EEO) Management Plan
- Incorporate Council's core values of respect, integrity and recognition and the principles of diversity, equality and merit into all relevant policies and procedures
- Base all selection decisions on merit and the individual's ability to meet the requirements of the position
- Provide training and development that is consistent with the principles of equity and that supports Council's EEO objectives
- Provide a workplace free from bullying, harassment and discrimination
- Promote EEO and workplace diversity throughout Council to ensure that every employee is aware of and understands Council's policies on EEO related matters
- Provide those who work at Council with the Anti-Discrimination and Equal Employment Opportunity Policy, which provides guidance on what is acceptable behaviour and establishes what may constitute discrimination, vilification, harassment and bullying at work
- Provide effective mechanisms to resolve complaints

The Achievements for 2021–2022

- Positions
 - Reviewed position descriptions for new and vacant positions to ensure that essential and desirable criteria are non-discriminatory.
- Communication and Awareness Raising
 - Ensured all staff involved with recruitment and selection processes are trained in merit based selection and new staff complete the online

- learning module
- The Anti-Discrimination and Equal Employment Opportunity Policy, Workplace Bullying Policy, Workplace Environment Statement and Code of Conduct are accessible on Council's Intranet and given to new employees
- An overview of EEO, discrimination and harassment is included in Council's induction program. Wherever possible, all staff attend induction within three months of commencement with Council
- Employee Opinion Survey completed March 2021. Data collected from the survey developed action items that were implemented and delivered by the Executive team and Managers
- Training
 - Refresher training presented to all current Managers, Supervisors and recruiting panel members on the importance of Equal Employment objectives and Anti-Discrimination policy
 - We reviewed training needs to align with Council's capability framework to ensure all staff have access to training opportunities
 - Developed and facilitated government funded training program, focusing on digital skills to upskill staff across the workforce
- Recruitment and Selection
 - Successfully recruited and appointed three apprentices and four trainees in the fields of Business Administration and Civil Construction
 - Reviewed and monitored Council's recruitment procedures to ensure compliance with EEO principles and merit based recruitment
 - Ensured all advertisements for vacant positions include Council's commitment to EEO and workplace diversity and use non-discriminatory language
 - Development of standardised interview question template to ensure merit based selection criteria and EEO principles are followed
- Leadership
 - Training and mentoring provided to all new Supervisors and Managers on workplace bullying, sexual harassment and EEO principles during induction and orientation
- EEO Target Groups
 - Women: 2021-2022 financial year saw Council increase the level of women joining in comparison to the previous year

- Carers: Ensured that all employees with carer responsibilities were provided with the provision of flexible working arrangements whilst ensuring operational needs and service delivery is met
- People with a Disability: Ensured ongoing support and commitment to the recruitment and employment of people with disabilities

Senior Staff

Local Government Act 1993 - Section 428, Local Government (General) Regulation 2021 - Clause 217 (1)(b-c)(i-v)

Council's organisation structure included four Senior Staff positions for 2021/22. Those positions were:

- General Manager
- Director Community
- Director Development
- Director Operations

The remuneration package for the General Manager totalled \$367,045, and included:

Salary component	\$319,550
Bonuses	NIL
Superannuation component	\$33,155
Non-cash benefits	\$12,078
Fringe Benefits Tax on non-cash benefits	\$2,262

The combined remuneration packages for all Directors for 2021/22 totalled \$652,443, and included:

Salary component	\$545,485
Bonuses	NIL
Superannuation component	\$60,695
Non-cash benefits	\$38,363
Fringe Benefits Tax on non-cash benefits	\$7,900

Labour Statistics

Local Government Regulation 2021 - cl 217 (1)(d) (i),(ii),(iii),(iv)

Statement of total number of persons who performed paid work on **Wednesday 25 May 2022**, including, in separate statements, total number of:

Persons employed by the council on a permanent full-time, permanent part-time or casual basis or under a fixed-term contract	472
Persons employed by the council as senior staff members	4
Persons engaged by the council, under a contract or other arrangement with the person's employer, wholly or principally for the labour of the person	1
Persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	10

Stormwater Management

Local Government (General) Regulation 2021 - Clause 217(1)(e)

Council has not levied an annual charge for stormwater management services during the year.

Coastal Protection Services

Local Government (General) Regulation 2021 - Clause 217(1)(e1)

Council has not levied an annual charge for coastal protection services during the year.

State of the Environment

Local Government Act 1993 - Section 428A(1)

A snapshot of the State of Environment report is provided as part of this report. A full copy of the State of Environment report can be found on Council's website midwestern.nsw.gov.au

Capital Works Projects

OLG Capital Expenditure Guidelines

Council has completed a capital expenditure review in accordance with the NSW OLG Capital Expenditure Guidelines for the below projects.

\$000	2021/22 Budget	2021/22 Actuals	Project Status at 30 June 2022
Glen Willow Stage 2	4,831,507	4,354,352	Commencing in 2019 this project involves the senior rugby union facilities, multi-purpose playing fields, junior rugby league facilities and new access roads, bridge, pathway and parking. The total project cost is \$17.35 million and 100% funded by grants from State and Federal governments. This project is nearing completion with the major components having being finalised. Work remaining to be completed includes some fencing, pathway construction, lighting, landscaping and signage. This will be completed in the 2022/23 financial year.
Solar Farm Initiative	1,727,118	305,785	Commencing in 2020 this project involves the construction and ownership of the 5MW solar array to supply all of Council's energy demands with any excess to be used to support local businesses with affordable energy. The total project cost is \$8.93 million funded through \$4 million in borrowings, \$4.747 million in internally restricted reserves and \$183,000 through unrestricted cash. It is anticipated that the project will be completed by December 2023. The project is currently in detail design stage with tender packages currently being prepared for construction works planned to begin by the end of 2022.
Glen Willow Training Camp	100,000	108,156	Commencing in 2022 this project involves 3 stages. Stage 1 of the facility will involve the construction of a building featuring a gymnasium, conference/lecture room, dining/lounge room, kitchen, storeroom/laundry, and toilets. Stage 2 and 3 of the Glen Willow Training Camp will involve the construction of 2 more buildings featuring dormitory style accommodation and amenities. These facilities will help meet the needs of visiting and local athletes, sporting teams and groups as they will be able to use these facilities for activities, training and events. The total project code is \$6.55 million and 100% funded by grants from State and Federal governments. It is anticipated that the project will be completed in September 2023. The project is currently in procurement stage and is progressing well.

Reporting Requirements under the Disability Inclusion Plan

Disability Inclusion Act 2014 - Section 13(1)

Supporting an **inclusive workforce**

Action	Expected outcome	Key stakeholders	Reporting	2021/22 Progress report
Facilitate opportunities for people with disability or volunteer within Council	Increased diversity of Council workforce	People with disability	Workforce strategy	Council is a registered NDIS provider and employs people in a supported environment, assisting them in maintaining and gaining new skills, with the aim to open employment. Employees are trained in different areas, including recycling and retail. Volunteer opportunities exist within Council's Meals on Wheels and Community Transport services. In the past, people with disability have opted to volunteer with the Meals on Wheels service and continue to be welcome to do so. Volunteers from the local Rotary Clubs also assist with the facilitation of monthly movies at Mudgee Town Hall Cinema.
Engage with local disability service providers to identify strategies to enhance employment opportunities for people with a disability	Increase knowledge sharing between Council and local disability service providers	People with disability	Annual report	Council teams work with local disability service providers in terms of negotiating supported employment opportunities and access to Council auspiced Community Services.

Providing **effective and efficient** governance and leadership

Action	Expected outcome	Key stakeholders	Reporting	2021/22 Progress report
Review and amend the Access Committee's Terms of Reference to broaden its focus and purpose	Access Committee is provided with Terms of Reference that clearly outlines Access Committee's purpose, roles, responsibilities and processes to Council and the community. This will not be exclusive to issues of physical access.	Council/ Access Committees	Updated Terms of Reference	The Access Committee Terms of Reference were reviewed previously in 2018 and most recently at its July 2022 meeting.
Enhance community and visibility between Access Committees and Council	Provide Access Committees with more visibility about Council's decision-making processes.	Council/ Access Committees	Updated Terms of Reference	Council's Access Committee now meets biannually to discuss strategic inclusion and accessibility issues affecting visitors and residents of our community. Where relevant, different areas of Council are invited to educate and collaborate with the Access Committee.

Action	Expected outcome	Key stakeholders	Reporting	2021/22 Progress report
Support better collaboration between Advisory (355) Committees	Improved collaboration between Advisory Committees for youth, recreation and inclusion so that all Council Advisory (355) Committees have a disability inclusion agenda.	Council/ Advisory Committees/ Access Committees	DIAP 2020	Disability inclusion is discussed where appropriate and relevant amongst Council staff responsible for its various consultative committees

Supporting the community **to promote and celebrate diversity and inclusion**

Action	Expected outcome	Key stakeholders	Reporting	2020/21 Progress report
As appropriate, incorporate disability awareness and inclusion across key Council activities and events	Encourage outreach, awareness and education about disability. Encourage people with disability to interact, showcase their talents and ability alongside people without disability.	Community/ People with disability/ Disability service providers	Annual report	Events and activities facilitated by Council's Community Development and Youth Services Officers welcome participation by a broad range of community members and do not discriminate against people with disability. Council's libraries work with local disability services and provide regular craft activities for people with disability. Council's Cultural Staff also provided workshop to people with disability for its annual community art competition and exhibition and continue to welcome disability groups and high school support units to the Mudgee Arts Precinct regularly for personalised tours. Monthly interagency meetings and communications also promote disability awareness and opportunities (such as grant funding and access to the NDIS) for people with disability. Council also collaborates with Rotary clubs to facilitate monthly accessible movie screenings for local disability service providers' participants.
Establish collaboration between Council's Access Committees and all Council departments	Cross collaboration and education of Council staff. Increased understanding of accessibility and inclusion in all Council areas.	All of Council/ Community	Annual report	Internal staff training includes topics such as anti-discrimination and disability inclusion, particularly around activities such as merit based recruitment.
Increase avenues for young people to support and promote an inclusive and diverse community	Council seeks to include initiatives within programs and events that enable young people to be involved in activities that promote disability inclusion.	Youth/ Community	Annual report	A workshop was facilitated by Council staff with a local disability service to encourage and facilitate its clients to participate in an annual art competition and exhibition. Council also partners with local Rotary Clubs to facilitate monthly movies at the Mudgee Town Hall Cinema and sessions are run specifically for disability support services to bring their clients and carers, if this is the preferred option to public screenings coordinated each month.

Council **actively promotes meaningful communication and engagement** with the community

Action	Expected outcome	Key stakeholders	Reporting	2021/22 Progress report
Council seeks to provide local services and businesses with information on how to appropriately engage with people with disability and how their business could be more inclusive	Businesses are aware of Council's commitment and resources to assist with disability inclusion.	Local businesses	Annual report	Council has a broad range of accessible facilities and services, including local swimming pools with accessibility ramps and accessible change facilities, and accessible parks and playgrounds This past financial year shade sails were installed over a liberty swing in Mudgee to increase its usability throughout summer months. Council continually considers accessibility when planning new infrastructure, such as the Cultural Workshop site at Mudgee Arts Precinct, where concerted efforts have been made to ensure the facility is accessible throughout, including accessible bathrooms and wheelchair accessible wash stations.
Investigate the opportunity to provide a 'one-stop-shop' on Council's website that provides people with disability access to essential information e.g. accessible and appropriate services and facilities	Improved processes for engaging with people with a disability.	Council/People with disability	Annual report	<p>Accessible services for which Council is responsible are listed on Council's website, including Meals on Wheels and Community Transport services, as well as accessible playground and bathroom facilities. Council also regularly updates its listings on the National Public Toilet register, which notes accessible facilities. Accessibility is always considered when updating or constructing new Council facilities.</p> <p>Council staff are currently working on a new website for the Mudgee Arts Precinct, having regard to accessibility requirements when building the site.</p>
Council develops and implements Awards and criteria for local businesses who drive and practice disability inclusion	Businesses are rewarded and promoted for driving change in disability inclusion	Local businesses	Annual reporting	Council is a proud supporter of local business 'Clock Awards', which includes awards for excellence in community services and disability access.

Supporting **improved physical access** in the community

Action	Expected outcome	Key stakeholders	Reporting	2021/22 Progress report
Continue to implement the Pedestrian Access and Mobility Plan (PAMP)	Increase pathway infrastructure to improve physical access of public space	Community/ Council	Pathways inspected every four years and PAMP is updated every two years	<p>Four PAMP projects were completed:</p> <ul style="list-style-type: none"> ▪ Footpath extension to fill the gap in existing pathway between Robertson Street & Lions Drive, Mudgee. This totals approx. 590 lineal metres at 1.2 metre width, with 8 kerb ramps ▪ Perry Street (western side) from end of new footpath near Skate park heading north to Robertson Park driveway ▪ Fleming Street (south side) from McDonald street existing path to Noyes Street ▪ Putta Bucca Rd shared path – finalised restoration works (earthworks to improve grade to allow maintenance and new fencing) <p>Note that much of the budget was not expended due to lack of resources and weather conditions.</p>
Auditing physical accessibility of Council owned buildings to consider leading practice prioritisation of upgrades	Physical accessibility of Council owned facilities is reviewed with priority upgrades identified.	Council	DIAP 2020	<p>Council's building network comprises over 200 buildings and its Asset Management Plan establishes condition inspection program.</p> <p>Council's Asset Management Plan acknowledges greater demand for accessibility and services for an ageing cohort. It also notes that renewal plans are to include increased access at facilities.</p>
Inclusion objectives to be referred to and considered when allocating community grants	Increase consideration of disability and inclusion in awarding Council grants	Community/ Council	Annual report	<p>Council's Community Grants Program closely aligns with its Towards 2030 Community Plan, including strategies on providing equitable access to a range of places and spaces for all in the community, providing infrastructure and services to cater for the current and future needs of our community and maintaining the provision of high quality, accessible community services that meet the needs of our community.</p>

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Reporting Requirements – Inspection of private swimming pools

Swimming Pools Act 1992 (SP Act), s224F(2) Swimming Pools Regulation 2018 (SP Reg) cl23



Companion Animals

Local Government (General) Regulation 2021 - Clause 217(1)(f), Companion Animals Act 1988 (CA Act), Companion Animals Regulation 2018, and Companion Animals Guidelines (CA Guidelines)

Council undertakes companion animal management functions and activities in accordance with the Companion Animals Act 1998 and the associated Regulations.

Lodgement of data relating to dog attacks with OLG

Data relating to dog attacks is required to be lodged by Council with the Office of Local Government.

During the 2021/22 period, there were 98 separate dog attack incidents within the region, the victims of these attacks included humans, livestock and non-registerable pet animals.

Actions taken following dog attacks can include infringement notices, animal seizure, police action, and euthanasia of the attacking dog.

Over the last 12 months all animal activities has decreased, we believe this is due to COVID and more people working from home and spending more time with their pets.

Animal management/activities expenditure

During 2021/22, Council spent \$226,965 on companion animal management activities.

Council employs three full time and one part time Law Enforcement Officers to enforce the provisions of the Companion Animals legislation.

As part of running an animal pound facility, Council utilises additional staff resources to ensure 7 day a week animal care and coverage.

The Office of Local Government provided \$34,501 of revenue to Council in 2021/22 for Animal Management Services.

A further \$54,153 was received from stock impounding fees, animal release fees, fines, animal sales and other related revenue, helping to partially offset the total cost of companion animal management to the community.

Companion Animal and Desexing Community Education Programs

Council strongly encourages residents to have their dogs and cats micro-chipped. Micro-chipping is quick, painless and easy. It is the easiest way a pet can be returned home, so it should be top priority for every pet owner. Council has a micro-chipping service, and charged \$37 for the service in 2021/22. During 2021/22, 272 companion animals were registered through Council.

During the 2021/22 period Council was unable to conduct their quarterly free microchipping days due to COVID restrictions. Instead Council has been providing free microchipping of any companion animals that come into their care. Microchipping days are planned for the 2022/23 period in Mudgee, Rylstone and Gulgong. It is anticipated the combined effect of these strategies will facilitate responsible ownership as the animal is identified and the animal can in future be returned to its owner.

Strategies to comply with S64(5) - euthanasia alternatives for unclaimed animals

Council works with a number of organisations regarding foster care of impounded animals, including the Hunter

Animal Rescue. Council's website links to the Friends of Mudgee Pound Facebook page with the advertising of impounded animals who are lost or looking for a new home.

Across 2021/22, Council compiled Pound Data Collection Returns for the Office of Local Government. 484 animals were seized. Of those, 113 dogs and 14 cats were able to be released to their owners. Unfortunately due to the low identification rate for cats, returning these animals to their owners is more difficult.

Of all the companion animals seized or surrendered during the 2021/22 period, 183 were rehomed through rehoming organisations or sold directly to the public.

A total of 90 animals were required to be euthanased as they were unsuitable to be rehomed.

Off-Leash Area

Council has three off-leash areas for companion dogs, located at Glen Willow Regional Sports Complex in Mudgee, Peoples Park in Gulgong, and the Rylstone Showground.

Mudgee has a new off-leash area which is located within the Glen Willow Regional Sports Complex near the suspension bridge. It consists of 3 areas; small dogs, active dogs (all dogs) and large dogs.

Summary of Pound Data	Cats	Dogs	Total
Seized and transferred to Council's facility	204	280	484
Abandoned/stray	112	137	249
Surrendered by owners	69	64	133
Returned to owners	0	63	63
Released to owners	14	113	117
Euthanased	52	38	90
Sold	47	33	80
Released to organisations for re-homing	84	19	103
Died at Council facility	2	0	2
Stolen or escaped from Council facility	0	1	1
Holding pending court action	0	0	0

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Reporting Requirements under the Government Information (Public Access) Act 2009

Government Information (Public Access) Act 2009 – Section 125(1) Government Information (Public Access) Regulation 2018 – Clause 8, Schedule 2

Under Section 7 of the GIPA Act agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. Council's program for the proactive release of information involved providing as much information as possible on Council's website and where proactive making other information available free of charge in accordance with Council's Information Guide.

During the 2021/22 reporting period, Council received a total of 5 formal access applications as detailed in the table below.

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with Application	Refuse to Confirm/deny whether information is held	Application withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	1	2	0	0	1	0	0	1	4	67%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	0	0	0	0	0	0	0	0	0	0%
Members of the public (other)	0	0	0	0	1	0	0	1	2	33%
Total	1	2	0	0	1	0	0	2	6	
<i>% of Total</i>	<i>17%</i>	<i>33%</i>	<i>0%</i>	<i>0%</i>	<i>17%</i>	<i>0%</i>	<i>0%</i>	<i>33%</i>		

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with Application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of Total
Personal information applications*	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	1	1	0	0	1	0	0	2	5	83%
Access applications that are partly personal information applications and partly other	0	1	0	0	0	0	0	0	1	17%
Total	1	2	0	0	1	0	0	2	6	
% of Total	17%	33%	0%	0%	17%	0%	0%	33%		

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	Number of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	0	0%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	0	0%
Invalid applications that subsequently became valid applications	0	0%

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Table D: Conclusive resumption of overriding public interest against disclosure – matters listed in Schedule 1 of the Act

	No. of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Privilege generally – Sch 1(5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
Total	0	

* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure – matters listed in table to Section 14 of the Act

	No. of times consideration used*	% of Total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	1	50%
Business interests of agencies and other persons	1	50%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	2	

Table F: Timeliness

	No. of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	5	83%
Decided after 35 days (by agreement with the applicant)	1	17%
Not decided within time (deemed refusal)	0	0%
Total	6	

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total	% of Total
Internal review	0	0	0	0%
Review by Information Commissioner*	0	0	0	0%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
Total	0	0	0	
<i>% of Total</i>	<i>0%</i>	<i>0%</i>		

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	No. of Applications for review	% of Total
Applications by access applicants	0	0%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	0	

Table I: Applications transferred to other agencies

	No. of Applications transferred	% of Total
Agency-Initiated Transfers	0	0%
Applicant-Initiated Transfers	0	0%
Total	0	

Public Information Disclosures

Public Interest Disclosures Act 1994 – Section 31 Public Interest Disclosures Regulation 2011, Clause 4

Council received no public interest disclosures during the 2021/22 financial year.

Planning Agreements

Environmental Planning and Assessment Act 1979 – Section 7.5(5)

Company	Effective	Purpose	Amount	Due Date	Paid
Caerleon	Sep-13	Fairydale Lane Contribution	\$500,000	Lump sum payment on connection of Fairydale Lane to the spine road, based on \$500 per lot of registered plans for the subdivision. Thereafter a per lot contribution upon registration	No
		Community Open Space Network	Land for parks, recreation, stormwater and sewer	As stages are released	Yes – for stages released

Company	Effective	Purpose	Amount	Due Date	Paid
Charbon Coal	Sep-10	Annual Contribution - Road Maintenance	\$0.05 per tonne per kilometre	Due by 31 July each year for coal hauled in previous year	No
		Annual Contribution - Road Maintenance	\$0.77 per tonne	\$75,000 paid as bond. To be charged with calculated contribution on an annual basis until \$75,000 exhausted. A further \$75,000 shall then be paid to Council, with annual charges payable whilst mining continues	Yes – completed
		Lump Sum - Carwell Creek Bridge Upgrade	\$210,000	\$210,000 due within 30 days of commencement of construction works by Council	Yes - completed
		Annual Contribution - Community Facilities	\$0.01 per Run of Mine tonnes per annum	Due by 31 July each year for coal hauled in previous year	No
		Lump Sum - Community Facilities	\$50,000	\$50,000 payable within one month of receipt of project approval for a community project in Rylstone, Kandos, Charbon and/ or Clandulla	Yes - completed
Moolarben Coal Stage 1	Aug-08	Lump Sum - Open Cut Coal	\$1,000,000	Payable in three equal annual instalments, with the first payment due within 7 days of first loading and dispatch of coal produced from the open cut operation	Yes – completed
		Lump Sum - Underground Coal	\$300,000	Payable in three equal annual instalments, with the first payment due within 7 days of first loading and dispatch of coal produced from the underground operation	Yes – completed
		Lump Sum - Road Maintenance	\$1,000,000	Payable in three equal annual instalments, with the first payment due within 7 days of the commencement of construction	Yes – completed
	Jan-15	Annual Contribution - Road Maintenance	\$1,250,000	\$62,500 per annum for 20 years, with the first instalment due on the anniversary of the first loading and dispatch of coal	13 of 20
		Annual Contribution - Community Infrastructure	\$1,000,000	\$100,000 per annum for 10 years, with the first instalment due on the anniversary of the first loading and dispatch of coal	Yes – completed
Ulan Coal Mines Limited	Mar-11	Lump Sum - Community Infrastructure	\$3,475,000	\$2 million to be paid within 30 days of date of agreement. Balance of \$1.475 million to be paid within a year of the date of the first contribution	Yes - Completed
		Annual Contribution - Road Maintenance Cope Road	\$1,050,000	\$50,000 per annum for 21 years, with the first instalment due within 30 days of date of agreement. Subsequent annual payments due on anniversary date of first contribution	12 of 21

Company	Effective	Purpose	Amount	Due Date	Paid
Wilpinjong Coal Pty Ltd	Mar-06	Lump Sum - Coal Shipment	\$450,000	Payable prior to the first shipment of coal from the land	Yes – completed
		Annual Contribution - Community Infrastructure	\$800,000	\$40,000 per annum for 20 years, with the first instalment due on the anniversary of the first loading and dispatch of coal	15 of 20
		Annual Contribution - Road Maintenance	\$30,000 per annum	\$30,000 per annum for the life of the mining operation, with the first instalment due on the anniversary of the first loading and dispatch of coal	15 of life
		Annual Contribution - Bus Routes	\$60,000	\$20,000 per annum for three years	Yes – completed
		Wilpinjong Coal Pty Ltd	Jan-11	Lump Sum - Ulan-Wollar Road	\$50,000
Wilpinjong Coal Pty Ltd	Jan-11	Lump Sum - Ulan-Wollar Road Upgrade	\$600,000	\$600,000 payable by instalments within 14 days of invoices as issued by Council at each stage of the primary road works	Yes – completed
		Annual Contribution - Community Infrastructure	\$600 per annum per permanent employee contractor in excess of 100 for 20 year consent period	31 March each year	10 of 15
		Annual Contribution - Community Infrastructure	\$600 per annum per permanent employee contractor for extended project life	Per annum starting in 2028 for approximately 7 years (end of project)	No
	Oct-16	Annual Contribution - Community Infrastructure	\$600 per annum per permanent employee contractor for extended project life	Per annum starting in 2028 for approximately 7 years (end of project)	No
Crudine Ridge Wind Farm Pty Ltd	Aug-17	Annual Contribution	\$1,250 pa multiplied by the name plate megawatt (MW) capacity of the wind turbine generators multiplied by the number of wind turbine generators installed	Payment to commence on the first anniversary of the operation date	1 of life
Moolarben Coal Stage 2	Jan-15	Community Enhancement	\$515 per annum for each full-time equivalent employee in excess of 320 employees	Payable from commencement of construction until mining operations under this approval cease	6 of life
		Cope Road Maintenance	\$480,000	\$120,000 plus CPI, with the first payment to be made on the commencement of mining	Yes – completed
Phillip and Vicki Orr		Catchment A Drainage	\$5,000 per allotment - CPI	Payable prior to release of linen plan	Yes – completed
Wollar Solar Development		Maintenance of the Local Road Network	\$200,000	Payable prior to commencement of construction	Yes – completed

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STATE OF THE ENVIRONMENT REPORT

A State of the Environment (SoE) Report is an important management tool which aims to provide the community and Local Council with information on the condition of the environment in the local area to assist in decision-making.

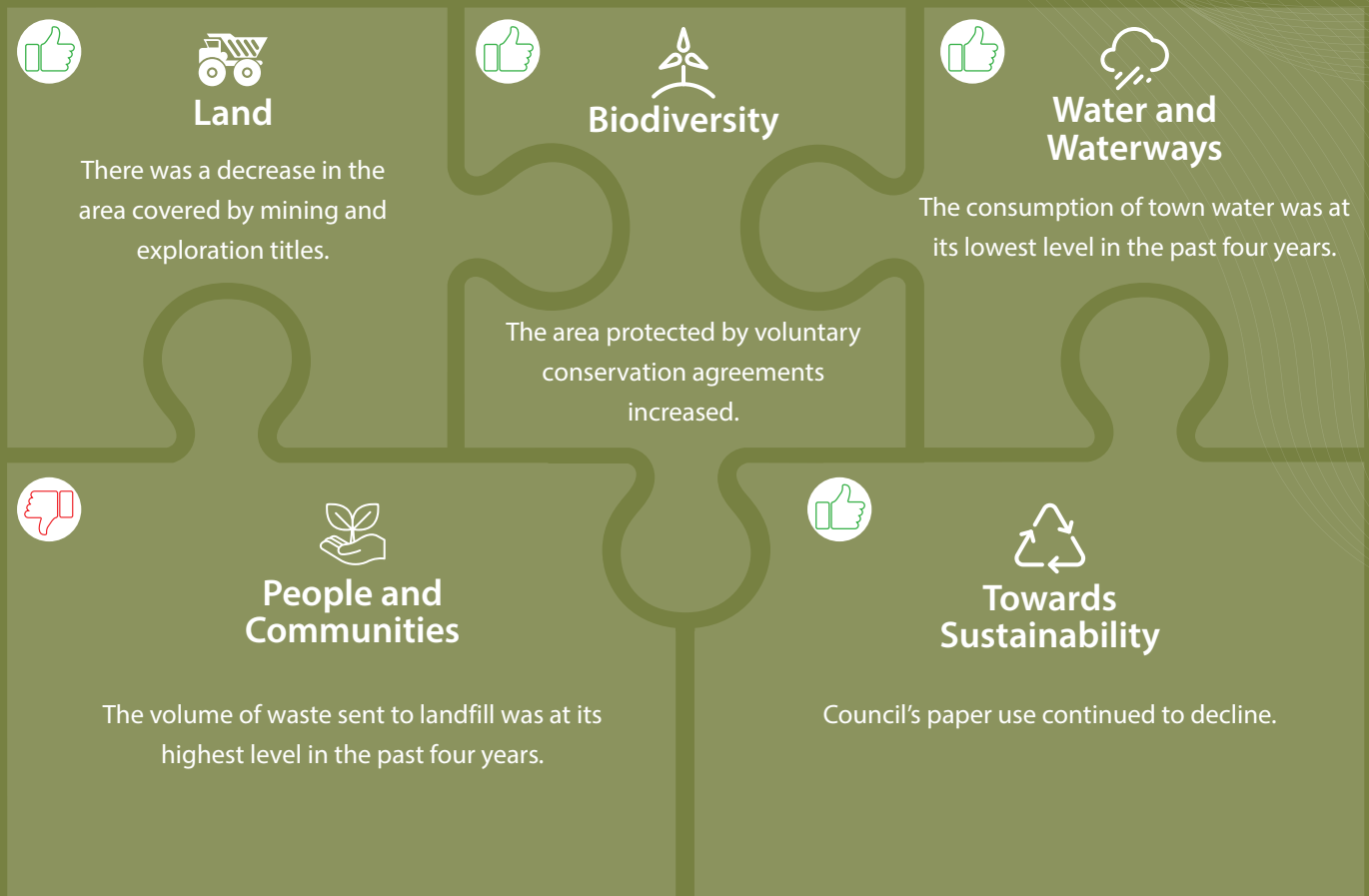
Since 2007, the Councils of the Greater Central West Region of NSW¹ have joined to produce Regional SoE Reports as part of Council reporting requirements.

Changes to NSW legislation mean that Councils are no longer required to produce SoE Reports each year, but only once every four years, in the year of the Council election.

However, the participating Councils have decided to continue reporting on an annual basis so that they can provide a detailed Regional SoE report that covers trends in the intervening years.

This is a brief snapshot of data for the Mid-Western Local Government Area in 2021-22 across a range of environmental indicators as shown in the tables below. The tables provide an understanding of trends by comparing this year's data with an average of previous years.

2021-22 Highlights



¹ Bathurst, Blayney, Bourke, Bogan, Cabonne, Coonamble, Cowra, Gilgandra, Lachlan, Mid-Western Regional, Narromine, Oberon, Orange, Warren and Warrumbungle Councils

LAND

Issue	Indicator	2017-18	2018-19	2019-20	2020-21	2021-22	Trend
Contamination	Contaminated land sites – Contaminated Land Register (number)	1	1	1	1	1	→
	Contaminated land sites – potentially contaminated sites (number)	0	0	0	0		
	Contaminated sites rehabilitated (number)	0	0	0	0		→
Erosion	Erosion affected land rehabilitated (ha)	0	0	0	0		→
Land use planning and management	Number of development consents and building approvals	266	439	409	688	685	↓
	Land use conflict complaints (number)	30	39	44	49	46	↓
	Loss of primary agricultural land through rezoning (ha)			0	0	192	→
Minerals and petroleum	Number of mining and exploration titles			627	218	125	↑
	Area covered by mining and exploration titles (ha)	650,000	593,000	606,000	606,000	471,000	↑

↑ Improvement → No or little change ↓ Worsening trend

Note: the trend is based on comparing the average of the four previous years of reporting with 2021/22

BIODIVERSITY

Issue	Indicator	2017-18	2018-19	2019-20	2020-21	2021-22	Trend
Habitat Loss	Total area in the National Parks Estate (ha)	100K	101K	101K	101K	101K	↑
	Total area of State Forests (ha)	16,841	16,841	16,841	16,841	16,824	→
	Total area protected in Wildlife Refuges (ha)			8,253	6,987	8,296	↑
	Area protected in conservation reserves and under voluntary conservation agreements (ha)	2,204	2,294	4,651	4,676	4,862	↑
	Extent of Travelling Stock Reserves in LGA (ha)		1,378	1,463	1,125	1,091	↓
	Proportion of Council reserves that is bushland/ remnant vegetation	76%	73%	76%	77%	77%	↑
	Habitat areas revegetated	2	1	1	10	0	↓
	Clearing complaints (number)	7	9	4	1		↑
	Roadside vegetation management plan (Yes/No)	Yes	Yes	Yes	Yes	Yes	→
Roadside vegetation rehabilitated (ha)	15	0	0	0	2	↓	
Threatened Species	Threatened species listed (number)			181	181	180	↑
	Threatened species actions implemented (e.g. PAS, recovery plans) (number)	1	1	1	0	4	↑
	Fish restocking activities: native species (number)	55,005	39,750	47,500	88,673	82,876	↑
Priority weeds and feral animals	Fish restocking activities: non-native species (number)	27,667	29,000	30,000	17,000	18,500	↑
	Number of declared priority weeds	95	96	98	104	105	↓
	Invasive species (listed priority or WONS) under active management	19	21	17	16	22	↑

↑ Improvement → No or little change ↓ Worsening trend

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WATER AND WATERWAYS

Issue	Indicator	2017-18	2018-19	2019-20	2020-21	2021-22	Trend
Dam levels	Average dam levels	45.0%	37.0%	29.0%	30.0%	44.0%	↑
Water extraction	Number of Water Supply Work Approvals from surface water sources			284	325		↓
	Volume of surface water permissible for extraction under licences (GL)			28	34		↓
	Actual volume extracted through surface water licences (GL)				2.6		→
	Number of Water Supply Work Approvals from groundwater resources			2,583	2,579		↑
	Volume of groundwater permissible for extraction under licences (GL)			29	35		↓
	Actual volume extracted through groundwater licences (GL)			3.7	3.5		↑
Council water consumption	Area of irrigated Council managed parks, sportsgrounds, public open space (ha)	71	72	72	85	85	↓
	Water used by Council for irrigation (including treated and untreated) (ML)	236	192	209	189	154	↑
Town water consumption	Annual metered supply (ML)	2,190	2,019	2,104	1,924	1,744	↑
	Annual consumption (Total from WTP) (ML)	2,554	2,484	2,439	2,096	1,979	↑
	Average annual household mains potable water usage (kL)	214	198	200	162	148	↑
	Average level of water restrictions implemented	0	0	2	2		↑
	Water conservation programs (number)	0	0	1	0		↓
Surface and Ground Water Quality	Average salinity levels in selected streams (EC)	585	614	610	565	460	↑
	<i>E.coli</i> remote from wastewater treatment plants (per 100ml)	0	0	0	0		→
Riparian	Riparian vegetation recovery actions (number)	2	2	2	2	2	→
	Riparian vegetation recovery area (ha)	4	5	5	5	5	↑
Industrial/ agricultural pollution	Load Based Licencing Volume (kg)	12,012	10,605	24,172	17,601	22,995	↓
	Exceedances of licence discharge consent recorded (number)	0	0	0	3	1	↓
	Erosion and sediment control complaints received by Council (number)	5	7	5	13	30	↓
Stormwater pollution	Number of gross pollutant traps installed	4	4	4	4		→
	Total catchment area of GPTs (ha)	118	118	118	118		→
	Water pollution complaints (number)	1		5	1	1	↑
Town water quality	Number of instances drinking water guidelines not met	34	26	27	18	13	↑
	Number of drinking water complaints	94	48	36	32	41	↑

↑ Improvement
 → No or little change
 ↓ Worsening trend

TOWARDS SUSTAINABILITY

Issue	Indicator	2017-18	2018-19	2019-20	2020-21	2021-22	Trend
Waste generation	Total waste entombed at primary landfill (tonnes)	21,783	19,789	20,617	23,591	32,452	↓
	Total waste entombed at other landfills (excl recyclables) (tonnes)	0	0	0	0	0	→
	Average total waste generated per person (tonnes)	0.88	0.79	0.82	0.93	1.26	↓
	Average cost of waste service per residential household	\$383	\$500	\$517	\$517	\$530	↓
Hazardous / liquid waste	DrumMuster collections (number of drums)	1,705	3,009	2,605	4,169	2,473	↓
	Household Hazardous Wastes collected (kg)	13,042	17,211	12,474	25,103	16,991	↑
Reduce	Organics collected (diverted from landfill) (tonnes)	2,277	3,330	3,031	4,414	1,513	↓
	E-Waste collected (diverted from landfill) (tonnes)	35	29	36	43	12	↓
Recycle	Volume of material recycled (tonnes)	4,222	1,680	3,090	2,652	2,468	↓
	Volume of material recycled per person (kg)	170	67	122	105	96	↓
Littering and illegal dumping	Number of illegal waste disposal complaints to Council	48	8	30	0	21	↑
Engineering, infrastructure and civil works	New road construction (km)	0.25	0.55	0	2		↑
	Road upgrades (km)	71	55	59	80	64	↑
Risk management	Flood management plans / flood mapping – increase in area covered	0	0	0	7,229		↑
	Hazard reduction burns (number)	11	11	4	10	2	↑
Climate change mitigation	Office paper used by Council (A4 & A3 reams)	1,817	1,980	1,916	1,861	1,631	↑
	Council sustainability initiatives (number)	1	3	1	0	0	↓
	Council mitigation initiatives (number)	0	0	0	0	0	→
Council greenhouse gas emissions	Annual electricity consumption for Council controlled facilities (MWh)	6,315	6,100	5,938	5,749	6,007	↑
	Annual natural gas consumption for Council controlled facilities (GJ)	0	0	0	0	0	→
	Annual bottled gas consumption for Council controlled facilities (L)		9,003	6,604	4,382	14,114	↓
	Total fuel consumption (KL)	971	1,022	1,242	996	1,013	↑
	Proportion of Council's electrical energy demand met from Council-owned renewable energy infrastructure	0.0%	0.0%	1.7%	1.6%	1.5%	↑
	Council total operational greenhouse gas emissions (tCO ₂ -e/year)	24,401	25,978	27,067	23,691	24,297	↑
Community greenhouse gas emissions	Small scale renewable energy uptake (kW installed)	1,889	3,219	3,710	4,971	3,735	↑
	Number of solar water heaters and heat pumps installed	18	36	9	13	7	↓

↑ Improvement → No or little change ↓ Worsening trend

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PEOPLE AND COMMUNITIES

Issue	Indicator	2017-18	2018-19	2019-20	2020-21	2021-22	Trend
Active community involvement	Environmental volunteers working on public open space (hrs)	272	141	171	0	0	↓
	Number of environmental community engagement programs	4	4	4	0	0	↓
	Number of growers markets/local food retailers specialising in local food	3	3	3	5	6	↑
Indigenous heritage	Number of indigenous sites on AHIMS register	4,566	4,856	5,097	5,243		↑
	Inclusion in DCPs and rural strategies (Yes/No)	Yes	Yes	Yes	Yes		→
	Extent of liaison with indigenous communities (self-assessed from 0= none to 3=high)	2.0	2.0	2.0	2.0	2.0	→
	Development approvals on listed indigenous sites (number)	0	0	0	0		→
	Number of indigenous heritage management actions/responses	0	1	0	1		→
Non-Indigenous heritage	NSW Heritage items (number)	14	15	15	15	15	↑
	Locally listed heritage items (number)	526	526	482	482		↓
	Actions to protect non-indigenous heritage (including management plans) (number)	0	1	1	1	0	↓
	Heritage buildings on statutory heritage lists demolished/degraded in past year (number)	2	0	2	0	2	↓
	Heritage buildings on statutory heritage lists renovated/improved in past year (number)	9	29	61	24	7	↓

↑ Improvement → No or little change ↓ Worsening trend

CASE STUDY: YOURWATER PORTAL

Residents can now monitor their water usage in real time with the launch of Council’s new Smart Water Meter portal, YourWater.

Along with real time data on the amount of water being used each day, customers can receive and pay water bills and set up email and SMS alerts to notify them of possible water leaks and high consumption periods.

The Customer Portal assists Council in providing improved customer service as detailed information can be provided including quantity of water consumed and day and time of water use that assists in troubleshooting and resolving issues quickly.

The ability to notify customers of potential leaks and high water consumption can save them money and reduce the demand on Council’s water supply.

The Dashboard in the Portal offers a great tool to inform customers of their consumption patterns and assists with

budgeting for bills and empowers customers to modify their behaviours for more efficient water use.

In 2015/16, 140 million litres of water were lost due to leakages. The new meters will relay data on an hourly basis to Council, allowing Council’s Water Team to expedite repairs and preserve the regions water supply.

Installation of Smart Water Meters began in 2019 after Council secured \$1.2m through the Australian Government’s Smart Cities and Suburbs Program.

The Smart Water Meter Network will provide an estimated \$445,000 annual cost saving to ratepayers by detecting leakages in real time.

To date just over 9,000 smart water meters have been installed throughout the region and the total average consumption per person during February 2022 was 7,447 litres.



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