



DELIVERY PROGRAM

2025 - 2029

OPERATIONAL PLAN

2025/26

MID-WESTERN REGIONAL COUNCIL

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Mid-Western Regional Council

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Mayor Councillor Des Kennedy
General Manager Brad Cam

Cover image: Angus Street, Kandos NSW



ACKNOWLEDGEMENT OF COUNTRY

Mid-Western Regional Council acknowledges the Wiradjuri people, the traditional custodians of the Wiradjuri Nation, we acknowledge people from other nations and language groups who have now made the Mid-Western Region their home, along with the descendants of the Wiradjuri Nation.

Message from the Mayor

I am pleased to present Mid-Western Regional Council's 2025/26 Operational Plan and 2025-29 Delivery Program. This budget accounts for \$73 million in capital expenditure, ranging from new and ongoing projects to maintenance of infrastructure and services.

This is a noticeably conservative budget as we make our best efforts to reserve expenditure for existing services. This is an intentional course of action, as a direct result of reduced funding from state and federal governments, and we will need to be fiscally prudent over the next few years.

We will continue to source funding wherever we can for roads and infrastructure, however to ensure our sustainability, we're being dynamic and diversifying our income streams to ensure we do not rely on a single source.

The Mudgee Solar Array at Mudgee Sewer Treatment Plant is just one example of our attempts to reduce Council's operating costs and support sustainable energy initiatives. Now complete, the solar array will save an estimated \$600,000 annually by supplying power directly to Council facilities.

The Mudgee Team Training Village is now complete and has already welcomed its

first guests after 18 months of construction. This premium sports training and accommodation centre, designed for athletes, corporate groups and school groups, can host up to 96 guests. All three levels of government contributed to see this facility come to fruition, with \$7.1 million from the NSW Government, \$2.7 million from the Federal Government and the remainder from Council. It is a commercial asset and will be marketed out of the region with the intention of generating revenue for Council.

Similarly, Council's owned and operated caravan parks provide Council with an alternate funding stream and will do for many years to come.

I look forward to reading the community's valuable feedback on the plan and projects outlined.



DES
KENNEDY
MAYOR



Message from the General Manager

This year's Operational Plan sets out a clear path of financial sustainability for the organisation, whilst still addressing the needs of our community.

As it does each year, Council called on the community to give feedback on the projects, services and infrastructure it would like to see improved, developed and maintained. Council received 128 Community Plan Proposals which have been considered and many adopted, including diving board replacements at Mudgee and Gulgong Pools at a cost of \$150,000 and the installation of a shade sail and agility equipment at Gulgong Dog Park for \$25,000 following 12 separate submissions.

Council has also committed to the following projects:

- \$242,000 for the replacement of public toilets at Lawson Park, including scoping to investigate the possibility of incorporating adult disability accessible bathroom facilities
- \$171,000 for playground equipment upgrades at Coomber Park Kandos
- \$80,000 for the Gulgong Memorial Hall including upgrades to change rooms and internal painting
- \$61,000 for the Mudgee Showground Woodworkers roof replacement and air-conditioning

We were lucky enough to be successful with three federal government grants recently including \$220,000 for upgrades

to Mudgee Airport's stormwater mitigation and drainage remediation, \$2 million for the development of plans for the Mortimer Street Precinct to activate the south-eastern section of the Mudgee CBD, and \$1.1 million for solar battery storage systems at four water treatment facilities. Each of these projects are due to commence this financial year.

Roads continue to be a major priority for Council and with 2460km to maintain, Council will invest \$19.2 million towards road projects, including \$1.36 million on Lue Road improvements across three locations.

To ensure we're acting on these commitments, Council will present quarterly budget review statements, six monthly Delivery Program progress reports and an annual report.



BRAD CAM
GENERAL
MANAGER



Welcome

More than 25,000 people call the Mid-Western region home.

One of the fastest growing centres in NSW, the region is the gateway to the Central and Far West areas of the state.

Just over three hours drive from Sydney and Newcastle, it is easily accessible and centrally located to other regional cities.

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, mining, construction, tourism and real estate.

Each of these industries continue 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.

FAST FACTS



LAND AREA
8752km²



POPULATION
26,214



GROSS REGIONAL
PRODUCT
\$5.647 bn



ROADS NETWORK
2460 km



JOB
14,059



REGISTERED BUSINESSES
2991

Major Towns and Centres



Mudgee, Gulgong, Kandos
and Rylstone

Major Industries



Agriculture, Mining, Tourism,
Retail and Construction

Competitive Advantages



- Diverse and growing economic base
- Centrally located to Sydney, Newcastle and major regional centres in NSW
- Skilled workforce
- Strong business services sector
- Great lifestyle benefits
- Thriving tourism, arts and cultural sectors
- Adequate water supply

Introduction of the Delivery Program and Operational Plan

TWO PLANS IN ONE

This document is Mid-Western Regional Council's combined 4 year Delivery Program 2025-2029 and annual Operational Plan 2025/26.

Delivery Program

The Delivery Program is a statement of commitment to the community from each newly elected Council and translates the long-term goals from the Community Strategic Plan (CSP) 2025-2035 into clear actions.

The Delivery Program describes the elected Council's commitment to deliver against the Community Strategic Plan over the 4-year term.

This program is designed to provide oversight of all services, sub-services, programs, projects and priorities in addition to the funding sources required to deliver on the four strategic goals to the community.

Operational Plan

The Operational Plan has been integrated into the Delivery Program and is Council's action plan for achieving the community priorities outlined in the Community Strategic Plan and the Delivery Program.

The Operational Plan identifies the actions that Council will conduct to achieve the commitments of the Delivery Program over the coming financial year, with measures, time-frames, and responsibilities identified.

RELATIONSHIP OF THE VARIOUS PLANS IN THE INTEGRATED, PLANNING AND REPORTING FRAMEWORK



Your Council

A Mayor and eight Councillors make up the elected Council.

Councillors represent residents and ratepayers, provide leadership and guidance to the community, and facilitate communication between the community and Council.

The elected Council meets every third Wednesday of the month from February to December.

Under the Local Government Act 1993, Councillors have a responsibility to:

- Provide effective civic leadership to the local community
- Ensure as far as possible the financial sustainability of Council
- 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 Council
- Develop and endorse the Community Strategic Plan, Delivery Program and other strategic plans, programs, strategies and policies of Council
- Determine and adopt a rating and revenue policy and Operational Plans that support the optimal allocation of Council's resources to implement the strategic plans (including the Community Strategic Plan) of Council and for the benefit of the local area
- Keep under review the performance of Council, including service delivery
- Participate in the development of the documents of the IP&R framework



Councillor
Des Kennedy
MAYOR



Councillor
Alex Karavas
**DEPUTY
MAYOR**



Councillor
Marcus
Cornish



Councillor
Katie Dicker



Councillor
Elwyn Lang



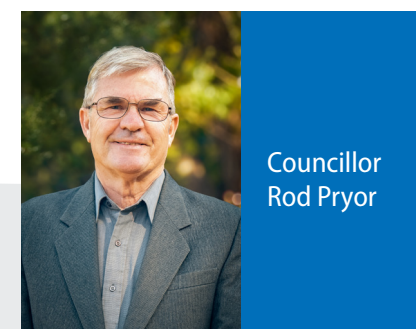
Councillor
Robbie
Palmer



Councillor
Peter Shelley



Councillor
Percy
Thompson



Councillor
Rod Pryor

Committees

Committees are established under Council's Code of Meeting Practice to provide advice to the elected Council on matters of strategic significance, and to provide advice to Council on implementation of relevant matters aligned to the Community Strategic Plan.

Advisory Committees may make recommendations to Council or a Committee of Council, but no functions are delegated to them by Council.

Advisory Committees

- Mid-Western Regional Youth Council
- Mid-Western Regional Access Committee
- Mudgee Sports Council
- Gulgong Sports Council
- Kandos and Rylstone Sports Council
- Seniors Week Planning Committee
- Gulgong Memorial Hall Committee
- Rail Committee

Consultative Committees

- Bowdens Silver Community Consultative Committee
- Inglenook and Charbon Community Consultative Committee
- Crudine Ridge Wind Farm Community Consultative Committee
- Moolarben Coal Community Consultative Committee
- Ulan Coal Mine Community Consultative Committee
- Wilpinjong Coal Community Consultative Committee
- Burrendong Wind Farm Community Consultative Committee
- Barneys Reef Wind Farm Community Consultative Committee

External Committees

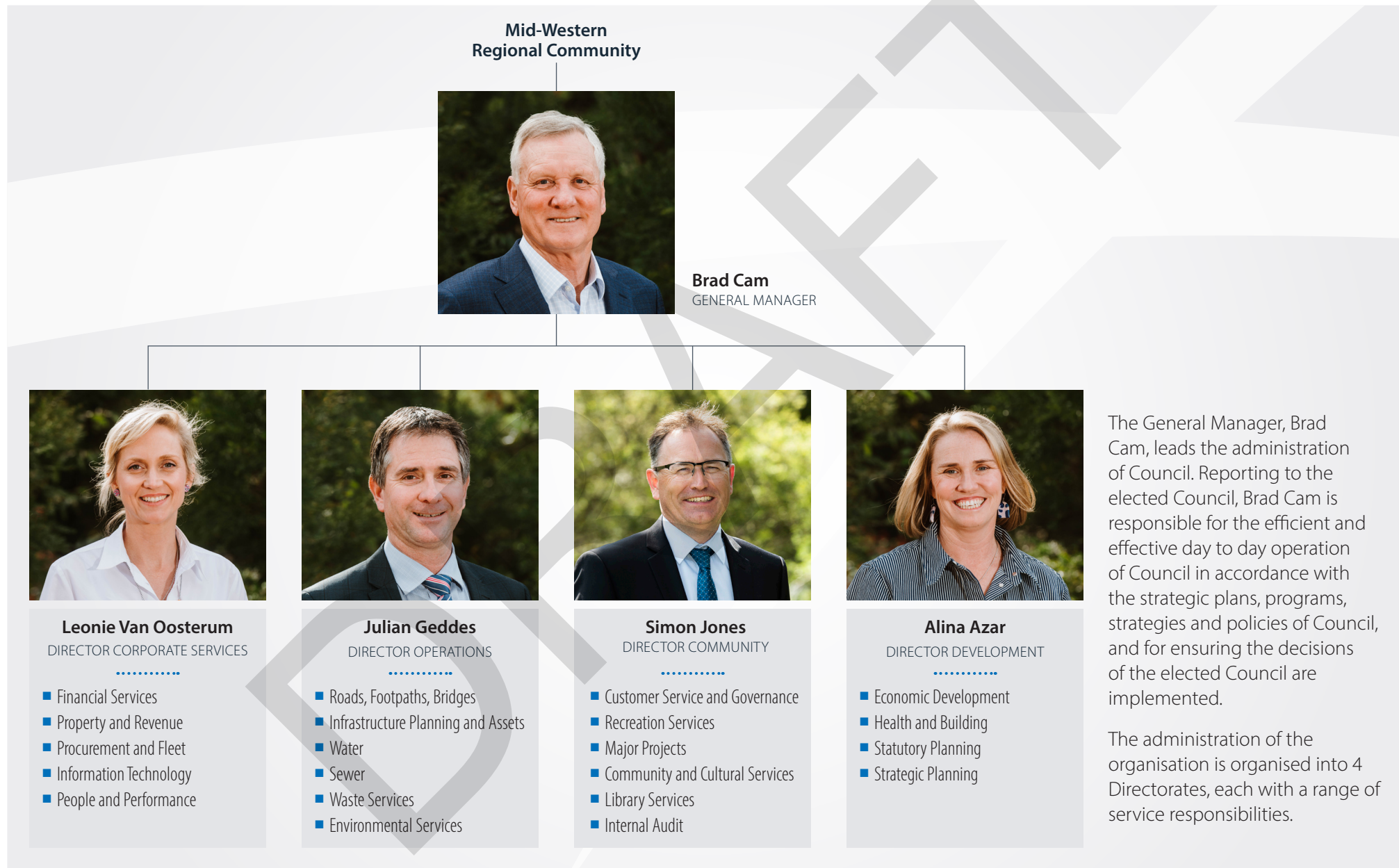
- Cudgegong Bushfire Management Committee
- Western Joint Regional Planning Panel
- Mid-Western Local Traffic Committee
- Mudgee Region Tourism
- Arts Out West
- Public Libraries NSW
- The Local Emergency Management Committee (LEMC)

AUDIT RISK AND IMPROVEMENT COMMITTEE

Each council in NSW is required to have an Audit, Risk and Improvement Committee (ARIC) that continuously reviews and provides independent advice to the council on how it is functioning and managing risk.

The Audit, Risk and Improvement Committee keep under review a range of Council's operations including oversight of the implementation of the strategic plan, delivery program and strategies, service reviews as well as the collection of performance measurement data by Council.

Organisation Structure



Vision and Values

Our values guide the day-to-day activities and behaviour of our staff and underpin the culture of our organisation.



“ **A prosperous and progressive community we proudly call home.** ”



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.

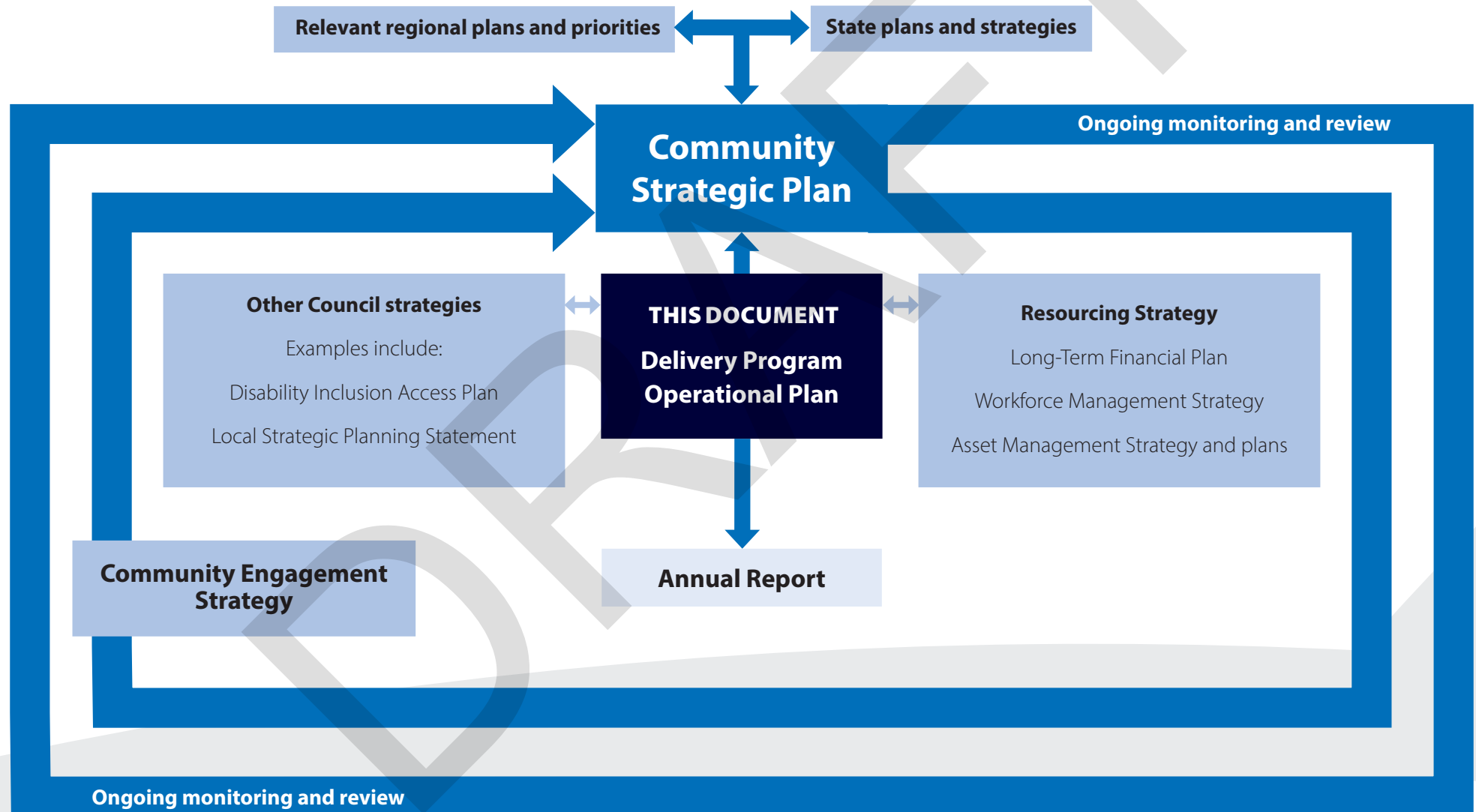
We seek continuous improvement both individually and collectively.

We admit our mistakes and focus on getting better.

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

Integrated Planning and Reporting

Integrated Planning and Reporting (IP&R) is a framework that allows councils to bring plans and strategies together in a way that supports a clear vision for the future for delivering community priorities and aspirations. The main components of the framework are outlined and summarised below:



Integrated Planning and Reporting Explained

Community Strategic Plan (CSP)	Community Engagement Strategy (CES)	Resourcing Strategy (RS)	Delivery Program (DP)	Operational Plan (OP)
<p>Highest level of strategic planning undertaken by a council. All other plans must support achievement of Community Strategic Plan objectives</p> <p>Articulates community vision and reflects aspirations</p> <p>Considers state and regional plans as they apply to the council</p> <p>Contains, as a minimum, community vision, strategic directions and outcomes and a means of measuring progress</p> <p>Based on social justice principles</p>	<p>To support the development of all plans, policies, programs and key activities</p> <p>Must demonstrate a commitment to genuine and inclusive engagement</p> <p>Based on social justice principles</p>	<p>Demonstrates how work identified in the Delivery Program and Operational Plan will be resourced, as identified through:</p> <ul style="list-style-type: none"> Long-Term Financial Plan Workforce Management Planning Asset Management Planning 	<p>Describes the elected Council's commitment to deliver against the Community Strategic Plan over a 4 - year term</p> <p>Describes what can be delivered with the available resources as outlined in the Resourcing Strategy</p> <p>Aligned with strategic directions and outcomes of the Community Strategic Plan</p>	<p>Identifies annual projects and activities to deliver against Delivery Program outcomes</p> <p>Includes Council's annual budget and Statement of Revenue Policy</p>
<p>Duration 10+ years</p> <p>Review In line with election cycle, generally every 4 years</p>	<p>Duration As required</p> <p>Review Within 3 months of the Local Government Elections</p>	<p>Duration 4-10 years in line with Delivery Program and Operational Plan</p> <p>Review Continual monitoring to measure effectiveness and respond to change; the Long-Term Financial Plan, Asset Management Strategy and Plans need to be reviewed and updated annually to cover a minimum 10 year period/ forecast. The Workforce Management Strategy is to be reviewed and updated every 4 years along with the, Delivery Program.</p>	<p>Duration 4 years</p> <p>Review Annual review with 6-monthly reporting</p>	<p>Duration 1 year</p> <p>Review One plan each year for the 4 years of the Council term, in line with Delivery Program</p>

Our Community Strategic Plan

A PLAN ON A PAGE

Looking After Our Community

OBJECTIVES

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

STRATEGIES

- 1.1 Provide high quality, accessible services that meet community needs
- 1.2 Advocate for improved health services and work with key partners to enhance community wellbeing, safety, and crime prevention
- 1.3 Preserve and enrich the historic character and heritage of our region
- 1.4 Support strategic land use planning and development while preserving and enhancing the aesthetic appeal of towns and villages
- 1.5 Deliver infrastructure and services that meet the evolving needs of the community while ensuring equitable access to public spaces for all
- 1.6 Support programs that foster stronger relationships with community groups
- 1.7 Support arts and cultural development across the region

Protecting Our Natural Environment

OBJECTIVES

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

STRATEGIES

- 2.1 Ensure management enhances and protects biodiversity, natural and cultural heritage including the impacts of major developments across the region
- 2.2 Increase community awareness of environmental and biodiversity issues and implement measures to control invasive weed species
- 2.3 Identify and implement innovative water conservation and sustainable water usage management practices
- 2.4 Protect and improve catchments across the region by supporting relevant agencies
- 2.5 Manage waste-water quality to meet Environmental Protection Agency (EPA) legislative requirements
- 2.6 Work locally and regionally to educate, promote and support the community in managing waste
- 2.7 Consider technologies in Council's facilities, infrastructure and service delivery to reduce our ecological footprint

Building a Strong Local Economy

OBJECTIVES

- A resilient and innovative region driving sustainable growth and a secure future

STRATEGIES

- 3.1 Support the attraction, retention and resilience of a diverse range of businesses and workforce
- 3.2 Attract and deliver events to increase the visitor economy
- 3.3 Support the expansion of essential infrastructure and services to match business and industry developments in the region
- 3.4 Develop and implement initiatives to enhance the regional workforce's skills and capabilities

Connecting Our Region

OBJECTIVES

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

STRATEGIES

- 4.1 Provide traffic management solutions that promote safer local roads and minimise traffic congestion
- 4.2 Provide a roads network that balances asset conditions with available resources and community needs
- 4.3 Develop a regional transport network in partnership with government agencies that grows with the needs of residents and businesses
- 4.4 Create a communication network that services the needs of residents and businesses
- 4.5 Develop and enhance walking and cycling networks across the region

COUNCIL'S COMMUNITY VISION

A prosperous and progressive community we proudly call home.

Good Government

OBJECTIVES

- Strong Civic Leadership
- Good Communications and Engagement
- An effective and efficient organisation

STRATEGIES

- 5.1 Provide clear strategic direction
- 5.2 Lead, govern and regulate in an ethical, equitable and transparent way
- 5.3 Provide strong representation for the community at Regional, State and Federal levels
- 5.4 Enhance communication and transparency between Council and the community, fostering awareness of Council's roles and encouraging active community participation in decision-making
- 5.5 Pursue efficiencies, ongoing business improvement and customer focused service delivery
- 5.6 Provide a safe, positive and supportive working environment for employees
- 5.7 Prudently manage risks associated with all Council activities

Council Strategies

Our strategic documents sit between the Community Strategic Plan (CSP) and the Delivery Program in the IP&R Framework. They provide specific and detailed guidance on strategic direction and, in some cases, actions linking to the identified objectives and strategies of the Community Strategic Plan.

THEME 1 Looking After Our Community			THEME 2 Protecting Our Natural Environment		THEME 3 Building a Strong Local Economy	THEME 4 Connecting Our Region	THEME 5 Good Government		
STRATEGIES	Recreation Recreation Strategy	Youth Youth Strategy	Strategic Planning Local Strategic Planning Statement Comprehensive Land Use Strategy Urban Release Strategy (Mudgee and Gulgong)		Sewer Strategic Business Plan for Sewerage Services Water Water Supply Strategic Business Plan	Waste Solid Waste Strategy	Tourism Tourism Wayfinding and Signage Strategy Economic Development Mid-Western Regional Economic Development Strategy	Walking and Cycling Walking and Cycling Strategy	RESOURCING STRATEGY Finance Long Term Financial Plan Resourcing Workforce Strategy Assets Asset Management Strategy Community Engagement Community Engagement Strategy Community Participation Plan Technology IT Strategic Plan 2024/28 Innovation Smart Community Strategy
	Art and Culture Mid-Western Regional Council Public Art Plan Mudgee Arts Precinct Strategic Plan Mid-Western Regional Cultural Plan 2023-2033 Disability Disability Inclusion Action Plan (DIAP) Asset Management Building Asset Management Plan Open Space and Recreational Asset Management Plan	Statutory Planning Mid-Western Regional Local Environmental Plan 2012 Development Control Plan Developer Contribution Plan Masterplans Health Precinct Rylstone Caravan Park Glen Willow Flirtation Hill, Mudgee Red Hill	Plans of Management – Parks Combined generic plan of management for parks Glen Willow Plans of Management Mudgee Showground Cudgegong Waters Park	Plan of Management Putta Bucca Wetlands Reserve Mudgee Common Environment Pesticide Use Notification Plan Sewer Sewerage Development Servicing Plan On-site Sewage Management Plan	Water Development Servicing Plan for Mid-Western Regional Council Water Supply Asset Management Sewerage Systems Asset Management Plan Solid Waste Asset Management Plan Stormwater Asset Management Plan Water Supply Systems Asset Management Plan	Saleyards Saleyards Strategic Plan Masterplans Airport	Asset Management Roads Asset Management Plan	Rangers Companion Animals Management Plan Governance Privacy Management Plan Agency Information Guide Plan of Management Old Gulgong Fire Station	Emergencies Adverse Event Plan Asset Management Plant and Equipment Asset Management Plan
PLANS									

Community Strategic Plan Engagement

The Towards 2040 Community Plan defines our shared vision for the year 2040, addressing four key questions: our current position, our desired future, the steps to achieve it, and how we will measure success. This plan fosters collaboration between Council and the community to strategically shape sustainable communities that reflect our local values and aspirations. It empowers residents to establish and align economic, social, cultural, and environmental goals for the region.

Community involvement was integral to developing the Towards 2040 Community Plan, with 4,380 individuals contributing through various consultation and engagement activities.

The key objectives identified are outlined here.

The results of extensive community consultation showed that we continue to value: our friendly community, the range of parks and facilities for all ages, activities for youth, ongoing improvements to our transport network and housing.

During consultation, the community was asked what they liked about the region. Further, they were asked what their priorities for the region were for the next four, ten and fifteen years.

Feedback was sought from the community on the range of services Council provides and satisfaction with existing service levels.

ENGAGEMENT RESULTS

The community played a key role in shaping and reviewing the Towards 2040 Community Strategic Plan, with 4,380 people participating in a variety of consultation and engagement activities.

Council’s Community Engagement Strategy, developed in accordance with the Local Government Act 1993, ensured the process was inclusive, accessible, and guided by the principles of equity, access, participation, and rights.

Between May 2024 and March 2025, community members contributed through:

- Telephone surveys
- Online surveys
- Focus groups
- Postcard exercises
- Youth engagement initiatives
- Direct mail campaigns
- Permanent public displays

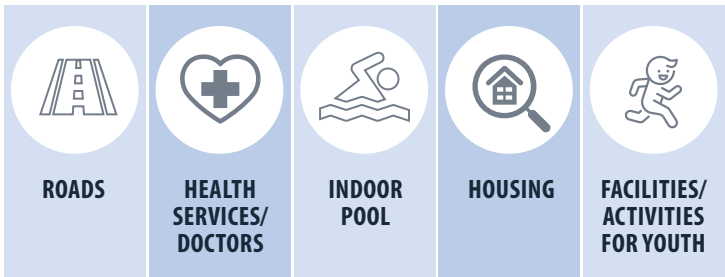
The engagement approach had a dual purpose: to raise awareness of the Community Plan and to collect meaningful feedback. Participants were asked what they value about the region now, their vision for the future, and what priorities Council should focus on over the next 4 to 15 years.



MOST LIKED ABOUT THE REGION



IMPORTANT PRIORITIES FOR THE REGION



Delivery Program Explained

THE DELIVERY PROGRAM MUST:



Directly address the objectives and strategies of the Community Strategic Plan



Identify principal activities that Council will undertake to meet the objectives



Provide principal activities that cover the full range of Council functions and operations



Allocate high level responsibilities for each activity



Identify the role Council will have in the delivery of a service



Identify areas of service that Council will review during its term



Provide financial estimates



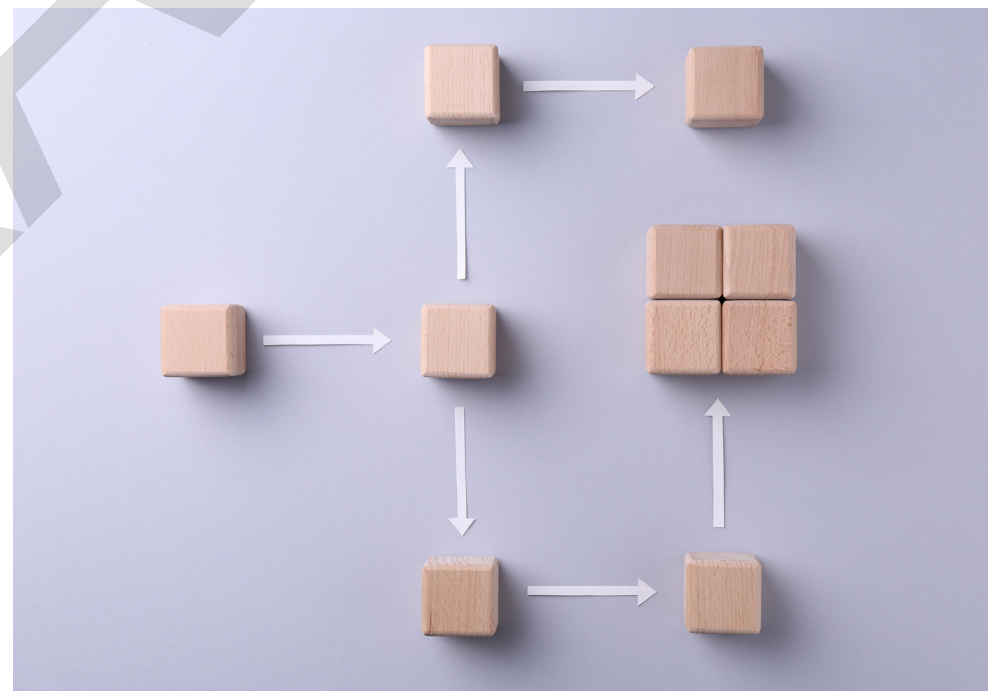
Report on progress

HOW PROGRESS IS MEASURED AND REPORTED

Progress reports from the General Manager are provided to the elected Council every 6 months. These provide an update on the principal activities of the Delivery Program through the progress of the projects, programs, strategies and business as usual (BAU) activities undertaken in the Operational Plan. These reports provide highlights for the service areas as well as status updates on projects.

In addition, Council will measure progress of the Delivery Program through six monthly performance reports.

The highlights and achievements from the performance reports are summarised at the end of the financial year in the Annual Report which also contains key statutory reports, audited financial statements and will include service review outcomes.



4 Year Major Projects



Highlights

- Mortimer Street Precinct Activation Project of \$2.5m
- Mudgee Waste Facility upgraded weighbridge and drop off zones, costing \$1m
- Mudgee Water Treatment Plant receiving \$11m worth of upgrades to cater to urban growth
- Battery Energy Storage System (BESS), \$2.16m
- Rylstone/Kandos Sewer Treatment Plant Upgrades of \$15m
- Flirtation Hill Adventure Playground, \$2.4m (grant required)
- Key Worker Housing, \$34 m (grant required)
- Riverside Caravan Park Upgrades of \$6.4m
- \$1.6m Extension of Lady Gowrie Childcare Facility (grant required)

Resourcing Strategy

The Resourcing Strategy sets out how Council will achieve the Community Strategic Plan and resource the Delivery Program and Operational Plan. The Resourcing Strategy consists of 3 components:



Resourcing Strategy

THE LONG TERM FINANCIAL PLAN (LTFP)

The Long-Term Financial Plan (LTFP) is a 10-year plan that is updated annually and adopted by Council. It informs decision-making and demonstrates how the objectives of the Community Strategic Plan and commitments of the Delivery Program and Operational Plan will be resourced and funded.

The LTFP captures financial implications of asset management and workforce planning as well as the Delivery Program and Operational Plan.

Building on the sound financial management principles as outlined in the Local Government Act:

- (a) Council spending should be responsible and sustainable, aligning general revenue and expenses.
- (b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- (c) Councils should have effective financial and asset management, including sound policies and processes for the following:
 - (i) performance management and reporting,

- (ii) asset maintenance and enhancement,
- (iii) funding decisions,
- (iv) risk management practices.

Building on these principles, Council has identified the three key strategies for long term financial planning to be:

- Ensure financial sustainability
- Support effective infrastructure and service management
- Monitor performance and economic risk

In addition, the LTFP Operating Performance Ratio, Own Source Operating Revenue Ratio and the Building and Infrastructure Asset Renewal Ratio are benchmarked and reported through the Quarterly Budget Review Statement (QBRs).

WORKFORCE MANAGEMENT STRATEGY

The Workforce Management Strategy (WMS) is a proactive, 4-year document that shapes the capacity and capability of the workforce to achieve Council's strategic goals and objectives. This document is endorsed by Council and implemented by the General Manager.

It clearly identifies how future staffing and skills requirements will be met, such as through recruitment, staff progression and development, internal redeployment, and succession planning.

Over the next 4 years Council will be focusing on the following three strategies:

- Attract and retain skilled professionals
- Enhance training and development programs
- Strengthen performance management practices

ASSET MANAGEMENT

Each council must account for and plan for all the existing assets under its control, and any new asset solutions proposed in its Community Strategic Plan and Delivery Program.

Asset Management at Mid-Western Regional Council comprises of 3 elements which are adopted by Council:

- Asset Management Policy – 4 years
- Asset Management Strategy – 10 years

- Asset Management Plans for asset management categories – 10 years

In accordance with the principles of the Local Government Act (the Act), Council will manage its assets so that current and future local community needs can be met in an affordable way and have sound policies and processes for asset maintenance and enhancement.

To support the principles of the Act, Council has developed 3 strategies for areas of focus for sound asset management:

- Grow asset management capability
- Improve asset management system and service processes
- Develop effective cost benefit analysis for assets

Service Delivery Reviews

To encourage continuous improvement across Council's operations, the Delivery Program has identified areas of service that the elected Council will review during its term, and how Council will engage with the community and other stakeholders to determine service level expectations and appropriate measures. In the Operational Plan, Council has specified the Service Delivery Reviews it will undertake annually.

For any Service Review it undertakes, Council will engage with the community and other stakeholders in accordance with the Community Engagement Strategy.

The Services that the elected Council has agreed to review over the course of the 4-year term are:

Service	2025/26	2026/27	2027/28	2028/29
Parks and Gardens	x			
Roads		x		
Pools			x	
Water Supply				x

Through the Annual Report, Council will report on how it has progressed on the delivery of the Service Delivery Reviews it has committed to undertake in that year, the results of those reviews and any changes made to levels of service in the areas under review.

For any Service Review it undertakes, Council will engage with the community and other stakeholders in accordance with the Community Engagement Strategy.

IDENTIFY AND MANAGING RISK

Council is committed to managing risks to the local community, area, and the organisation in a proactive and effective manner. Through comprehensive risk management strategies, Council aims to identify, assess, and mitigate potential risks, ensuring the safety and wellbeing of residents and Council workers, while safeguarding the integrity and operational efficiency of Council services.

By fostering a culture of resilience and preparedness, Council strives to minimise negative impacts, identify opportunities and ensure sustainable, resilient community development.



Council's Role

We undertake a range of roles and functions to support the needs and aspirations of community and achieve our vision and Community Strategic Plan. The Delivery Program must identify the role Council will have in the delivery of a service. These have been defined as follows:



PARTNER

Work with other stakeholders to achieve shared goals



EDUCATE

Share learnings to support broader understanding and action



FACILITATE

Assist others to undertake activities by bringing interested parties together



ADVOCATE

Promote the interests of our communities to influence decision makers



DELIVER

Plan, deliver services, programs and projects



REGULATE

Regulating activities and legislated responsibilities to deliver the service

Delivering Through Our Services

Council provides a range of services, infrastructure and resources to the community. Council plans strategically for the provision of effective and efficient services and regulation to meet the diverse needs of the Mid-Western Regional community through its 43 external and internal services and 73 sub-services.



THEME 1

Looking After Our Community

- Building Services
- Community Services
- Cultural Services
- Health and Building
- Library Services
- Major Projects
- Pools
- Parks and Gardens
- Statutory Planning
- Strategic Planning
- Emergency Management
- Disability Enterprise



THEME 2

Protecting Our Natural Environment

- Environmental Services
- Waste Services
- Water Supply
- Sewerage Services



THEME 3

Building a Strong Local Economy

- Events
- Economic Development
- Accommodation Services
- Mudgee Airport
- Mudgee Regional Saleyards



THEME 4

Connecting Our Region

- Development Engineering
- Road Network Infrastructure
- Strategic Asset Management
- Road Safety



THEME 5

Good Government

- Audit
- Communications
- Customer Services and Records
- Executive Management
- Financial Services
- Fleet
- Governance
- Human Resources
- IT
- Compliance Management
- Procurement and Contract Management
- Property Services
- Revenue
- Work Health and Safety
- Enterprise Risk Management
- Stores and Inventory Management
- Business Improvement
- Operations Admin

Operational Plan



The Operational Plan is Council's action plan for achieving the community priorities outlined in the Community Strategic Plan and Delivery Program.

An Operational Plan is prepared each year and adopted. Each Operational Plan identifies the projects, programs and activities that Council will conduct to achieve the commitments of the Delivery Program.

THE OPERATIONAL PLAN MUST:

- Allocate responsibilities for each project, program or activity to be undertaken by council that year
- Specify each service review to be undertaken that year
- Include a detailed annual budget
- Include a Statement of Revenue Policy
- Identify suitable targets and measures to determine the effectiveness and efficiency of the projects, programs, services and activities outlined in the Operational Plan

2025/26 Operational Plan Highlights

For the 2025/26 Operational Plan, Council are undertaking a range of projects across the region

GULGONG

- Gulgong Youth Centre \$175k (grant funding required)
- Flirtation Hill reservoir upgrades to service urban growth \$2m
- Billy Dunn Sporting Complex improvements \$590k (grant funding required)
- Gulgong War Memorial Upgrades \$80k

RYLSTONE

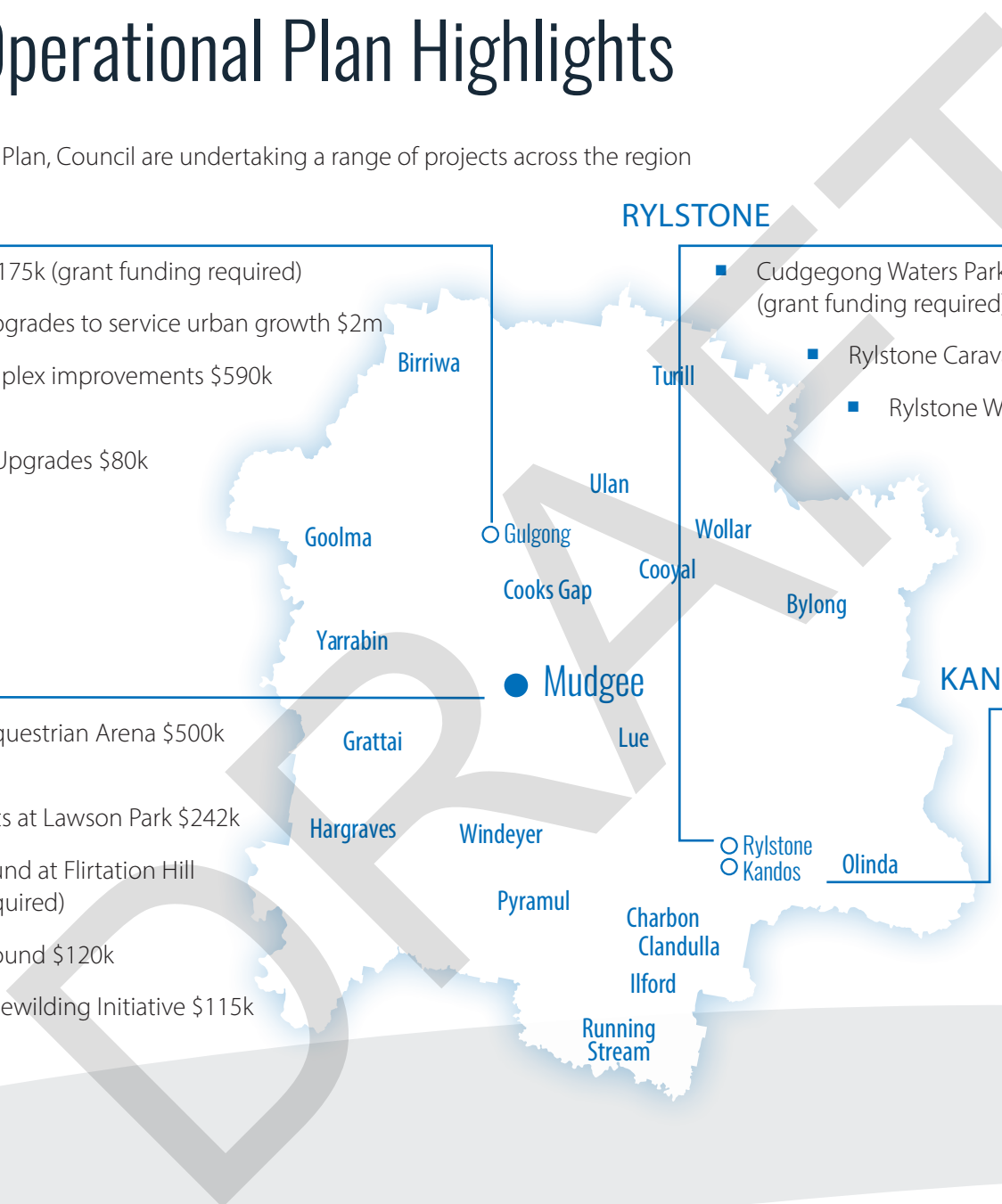
- Cudgegong Waters Park upgrades to amenities \$711k (grant funding required)
- Rylstone Caravan Park Stage 2 \$1m
- Rylstone Works Depot upgrades \$100k

MUDGEES

- Mudgee Showground Equestrian Arena \$500k (grant funding required)
- Upgrades of public toilets at Lawson Park \$242k
- New Adventure Playground at Flirtation Hill \$2.4m (grant funding required)
- Broadview Estate Playground \$120k
- Putta Bucca Wetlands - Rewilding Initiative \$115k

KANDOS

- Simpkins Park amenities \$400k
- Coomber Park Playground Upgrades \$171k
- Bylong Valley Way Entrance to Kandos road rehab \$140k



Investing in Our Services

CAPITAL WORKS TOTALS BY SERVICE

\$'000 2025/26 2026/27 2027/28 2028/29

Looking after our Community

Building Services	1,431	968	824	845
Community Services	250	77	79	81
Cultural Services	37	38	39	40
Library Services	98	101	104	107
Major Projects	100	0	0	0
Pools	398	116	119	122
Parks and Gardens	3,503	1,761	568	479
Property Services	15	0	0	0
Total	5,832	3,062	1,733	1,673

Protecting our Natural Environment

Environmental Services	132	303	56	21
Waste Services	763	1,114	324	55
Water Supplies	8,134	7,555	16,318	5,476
Sewerage Services	19,805	3,531	955	1,330
Road Network Infrastructure	346	357	366	375
Total	29,181	12,861	18,018	7,256

Building a Strong Local Economy

Building Services	61	0	120	0
Major Projects	711	0	0	0
Events	0	0	10	0
Economic Development	11,360	7,154	7,156	7,158
Accommodation Services	7,486	40	0	0
Mudgee Regional Saleyards	97	12	12	13
Property Services	1,000	600	0	0
Total	20,714	7,806	7,298	7,171

Connecting our Region

Development Engineering	100	0	0	0
Road Network Infrastructure	9,833	10,363	10,706	10,897
Property Services	76	62	64	65
Total	10,009	10,425	10,769	10,962

Good Government

Building Services	448	446	457	468
Stores and Inventory Management	100	0	0	0
Financial Services	2,130	0	0	0
Fleet	4,705	3,228	11,034	7,190
IT	0	16	0	0
Total	7,383	3,690	11,491	7,658

Total Capital Works Program 73,118 37,843 49,310 34,721

Annual Capital Works Program

\$'000	2025/26
Looking After Our Community	
Building Services	
Public Toilets - Lawson Park Replacement	242
Public Toilets - Simpkins Park Kandos Cap (Requires Grant)	400
Public Convenience Septic System Monitoring Upgrades	15
Hargraves Court House Building - External Works	44
Capital Upgrade - Kildallon	30
Public Hall Furniture Replacement	75
Capital Upgrade - Community Bld-Budget Only	134
Gulgong Memorial Hall Upgrades	80
Mudgee Town Hall Theater - Lighting Upgrades	50
Victoria Park Mudgee - Grandstand And Clubhouse Upgrades	50
Glen Willow - Stadium Elevator Replacement	311
	1,431
Community Services	
Gulgong Youth Centre - Capital (Requires Grant)	175
Comm. Transport- Vehicle Purchase	75
	250
Cultural Services	
Sculptures Across The Region	37
	37
Library Services	
Library Books	98
	98
Major Projects	
Gulgong War Memorial Upgrades	40
Mudgee Tennis Courts - Changeroom Replacement	60
	100
Pools	
Kandos Pool - Handrail Install & Amenities Steps Removal	25
Mudgee Pool Shade Sail	80

\$'000	2025/26
Mudgee And Kandos Pool - Filter Replacement	55
Pool Vacuum Replacement	48
Gulgong Pool - Concourse Repairs	40
Diving Board Replacement - Mudgee & Gulgong Pool	150
	398
Parks And Gardens	
Cemetery Capital Program	18
Cemetery Expansion - Mudgee & Gulgong	41
Storage Shed - Gulgong Cemetery	41
Indoor Sports Centre Feasibility Study	40
Billy Dunn Sporting Complex Improvements (Requires Grant)	489
Mudgee Skate Park - Capital	168
Billy Dunn Grandstand - Change Rooms And Storage	100
Sammy's Flat Cricket Nets Roof	12
Protective Fence - White Crescent Kandos	20
Street Scape Improvements	34
Mudgee Showground - Irrigation Renewal	66
Playground Equipment Upgrade - Coomber Park Kandos	171
Playground Shading Program	51
Playground Rubber Softfall Program	63
Flirtation Hill Adventure Playground (Requires Grant)	2,070
Playground - Broadview Estate	120
	3,503
Property Services	
Rural Fire Service - Land Matters	15
	15
Total	5,832

Annual Capital Works Program

\$'000	2025/26
Protecting Our Natural Environment	
Environmental Services	
Putta Bucca Wetlands Capital	19
Putta Bucca Wetlands - Rewilding Initiative	113
	132
Waste Services	
Rural Waste Depot Upgrades	323
Mudgee Waste Depot Upgrades	171
Recycling Plant Upgrades	260
Streetscape - Street Bins	9
	763
Water Supplies	
Water New Connections	104
Water Augmentation - Mudgee Headworks	2,000
Water Distribution - Mudgee	2,575
Water Mains - Capital Budget Only	1,100
Water Pump Station - Capital Renewals	102
Water Reservoir - Flirtation Hill Gulgong	2,000
Water Reservoir - Flirtation Hill Mudgee	105
Raw Water Systems Renewals	23
Water Treatment Plant - Renewals	125
	8,134
Sewerage Services	
Sewer New Connections	87
Sewer Augmentation - Rylstone & Kandos	12,100
Sewer Augmentation - Mudgee	5,401

\$'000	2025/26
Mudgee Sewerage Network & Treatment Plant Upgrade	1,400
Sewer Telemetry	56
Capital Upgrades - Sewer Mains	600
Sewer Pump Station - Capital Renewals	94
Sewer Treatment Works - Renewals	67
	19,805
Road Network Infrastructure	
Drainage Capital Improvements	279
Causeway Improvements	67
	346
Total	29,181



Annual Capital Works Program

\$'000

2025/26

Building A Strong Local Economy

Building Services

Mudgee Showground - Woodworkers Roof & Airconditioner Inst	61
	61

Major Projects

Cudgegong Waters - Amenities And Kitchen (Requires Grant)	711
	711

Economic Development

Signage Upgrade	88
Key Workers Housing Construction Mudgee	11,272
	11,360

Accommodation Services

Rylstone Caravan Park Stage 2 (Requires Grant)	1,060
Riverside Caravan Park Stage 1 Expansion	6,404
Riverside Caravan Park - Washing Machine & Dryers Purchases	22
	7,486

Mudgee Regional Saleyards

Saleyards - Post And Rail Replacement	12
Saleyards - Reader And Air Conditioners Replacement	30
Saleyards - Boundary Fence Upgrade	15
Saleyards - Cattle Crush Replacement	20
Saleyards - Bull Pen & Loading Ramp	20
	97

Property Services

Commercial Prop - Gowrie Childcare Centre Extension (Require	1,000
	1,000

Total **20,714**



Annual Capital Works Program

\$'000	2025/26	\$'000	2025/26
Connecting Our Region			
Development Engineering		Urban Rehab - Lions Drive Seg 10	353
Urban Road - Hone Creek Drive Extension	100	Urban Rehab - Perry Street Seg 30 & Seg 20	75
	100	Urban Rehab - Henry Bayly Drive Part Segment 90	40
Road Network Infrastructure		Rural Reseal - Cudgegong Rd Seg 10	27
Urban Reseals - Worobil Street Gulgong Seg 10-30	22	Rural Sealed Roads Reseals Budget Only	134
Urban Reseals - Tip Road Wollar Seg 10	14	Rural Reseal - Yarrabin Rd Seg 10	52
Urban Reseals - Bawden Road Mudgee	32	Rural Reseals - Tip Rd Gulgong Seg 10	15
Urban Reseals - Bell Street Segment 10 - 30	27	Rural Reseals - Whitehouse Road Seg 10	32
Urban Reseals - Belmore Street Mudgee Seg 10	16	Rural Reseal - Lue Road Seg 10,300 - 340	361
Urban Reseals - Denison Street Seg 60	31	Rural Reseal - Henry Lawson Drive	96
Urban Reseals - Industrial Road Mudgee Seg 10	71	Rural Reseal - Mebul Road	33
Urban Reseals - Madeira Road Mudgee Seg 10	15	Rural Reseals - Mudhut Creek Rd Seg 10-70	295
Urban Reseals - Short Street Mudgee Seg 50-70	65	Rural Reseals - Spring Ridge Rd	137
Urban Reseals - Douro Street Mudgee Shoulder	44	Rural Reseals - Beryl Rd	50
Urban Reseals - Canary Street Clandull Seg 10	28	Rural Reseal - Windeyer Rd	73
Urban Reseals - Tallawang Road Gulgong Seg 40-50	19	Rural Reseals - Queens Pinch Rd	185
Urban Reseals - Fisher Stret Gulgong Shoulder Seg 20-50	26	Rural Reseals - Brogans Creek Rd Seg 10	55
Urban Reseals - Moonlight Street Gulgong Seg 10	14	Rural Reseals - Spring Flat Road Seg 20	37
Urban Reseals - Railway Street Gulgong Seg 10	39	Rural Reseals - Upper Bylong Road Seg 20-45	180
Urban Reseals - Robert Hoddle Grove Bombira Seg 10	16	Rural Sealed Road Rehab & Widening - Budget Only	327
Urban Reseals - Russel Road Kandos Seg 20	28	Rural Rehab - Lue Road Segment 355, 150, 260	1,366
Urban Road Rehabs - Budget Only	124	Rural Rehabs - Cudgegong Road Segment 50	389
Urban Roads Kerb & Gutter Capital	124	Heavy Patching	58
Urban Heavy Patching	28	Rural Reseals - Summer Hill Rd Nth Seg 30 & 40	92
Resheeting - Urban Roads	13	Reg Rds Reseals - Bylong Valley Way Mr215	444
		Reg Rds Reseals - Hill End Road Mr216	94

Annual Capital Works Program

\$'000	2025/26
Reg Rds Reseals - Wollar Road Mr 208	376
Reg Rds Reseals - Bvw Seg 2115 Widening At Cox Ck Intersecti	100
Reg Rds Reseal - Mr215 Bylong Valley Way Part Seg 2073	140
Reg Rds Reseals - Maitland Street Mr208	13
Reg Rds Reseals - Phillip Street Mr208	29
Resheeting	2,366
Regional Road Bridge Capital	66
Ulan Road - Rehabs, Widening And Conforming Reseals - Budget	263
Ulan Road - Cope Rd To Ulan Wollar Rd Rehab	316
Footpath Replacement	153
Pedestrian Access And Mobility Plan Works	176
Carpark - South Mudgee Preschool Centre	40
	9,833
Property Services	
Urban Roads Land Matters Capital	16
Ulan Wollar Road - Stage 1	15
Rural Sealed Road Land Matters	14
Rural Sealed Regional Road Land Matters Capital	12
Unsealed Roads Land Matters Capital	19
	76
Total	10,009

DRAFT

Annual Capital Works Program

\$'000	2025/26
Good Government	
Building Services	
Corporate Buildings Upgrade Budget Only	63
Capital Upgrade - Mwrc Depot	20
Buildings Master Key System	50
Mudgee Workshop And Store Amenities Replacement	40
Recreation Building - Security Upgrades	20
Stables Meeting Room - Flooring Replacement	15
Corporate And Community Working At Heights Upgrades	150
People And Performance Hvac Replacement	50
Council Carport	40
	448
Stores And Inventory Management	
Capital Upgrade - Rylstone Depot	100
	100
Financial Services	
Battery Energy Storage System	2,130
	2,130
Fleet	
Plant Purchases	4,695
Plant Purchases - New	10
	4,705
Total	7,383
Total Capital Works Program	73,118



Unfunded Project Priorities

Project	Operational/Capital	Total Project Cost	Funding Required 2025-2029 (000's)
Key Workers Housing Construction Mudgee	Capital	32,464	31,796
Flirtation Hill Adventure Playground	Capital	2,400	1,200
Commercial Prop - Gowrie Childcare Centre Extension	Capital	1,600	1,477
Rylstone Caravan Park Stage 2	Capital	1,060	1,060
Local Connector Concierge Service	Operating	927	875
Cudgegong Waters - Amenities And Kitchen	Capital	711	711
Billy Dunn Sporting Complex Improvements	Capital	539	539
Mudgee Showground - Equestrian Arena Shelter	Capital	500	500
Natural Disaster Community Resilience Expo	Operating	392	156
Gulgong Youth Centre - Capital	Capital	175	175
Local Environmental Plans	Operating	150	150



Operating Result

This table provides a summary of Council's budgeted income and expenditure for 2025/26 to 2028/29.

More detailed information on income and expenditure is provided in the following pages.

FINANCIAL ASSUMPTIONS

The 2025/26 budget projects total operating expenditure of \$110 million, and a capital works program of \$73 million. The operating result shows a short-term deficit, driven by increasing depreciation and employee costs linked to the prior expansion of Council's assets and services. A return to surplus is expected from the third year, supported by the commencement of operations of revenue-generating assets which will improve ongoing financial sustainability.

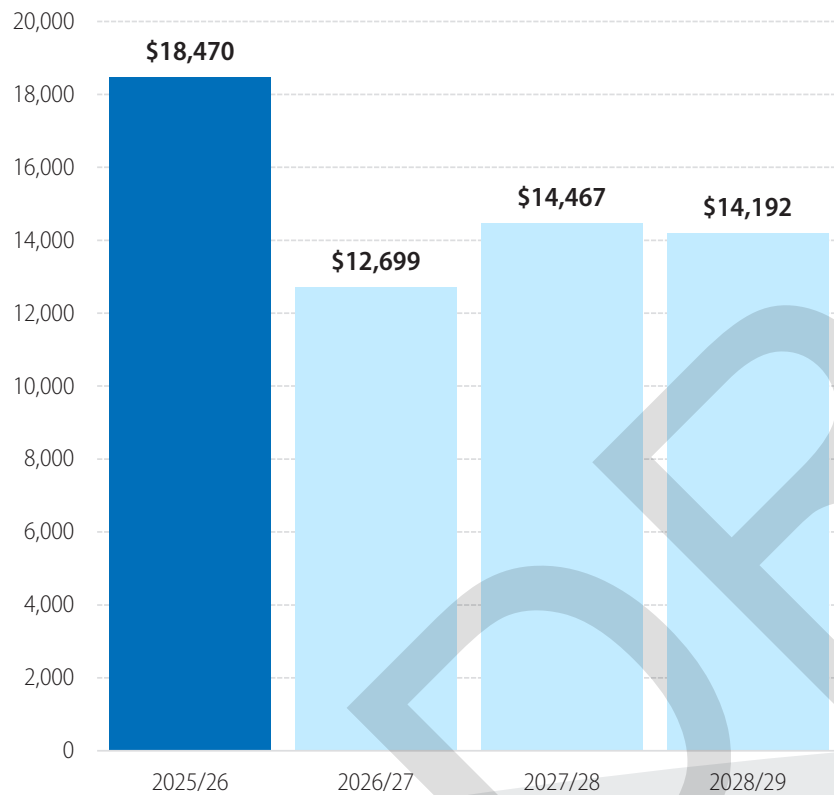
The budget provides for a 3.8% increase in ordinary rates yield for the 2025/26 year, in line with the rate cap determined by the NSW Independent Pricing and Regulatory Tribunal (IPART).

\$000's	2025/26	2026/27	2027/28	2028/29
Income				
Rates and Annual Charges	52,396	54,365	55,949	57,599
User Charges & Fees	23,045	24,623	26,018	26,901
Other Revenue	2,375	2,637	2,682	2,546
Grants & Contributions provided for Operating Purposes	21,634	19,280	19,478	19,644
Grants & Contributions provided for Capital Purposes	21,344	13,229	10,949	10,990
Interest & Investment income	5,868	5,516	5,618	5,819
Other Income	1,685	1,736	1,779	1,824
Total Income	128,347	121,385	122,472	125,323
Expenditure				
Employee Benefits & Oncosts	39,606	40,975	42,216	43,084
Materials & Services	35,889	32,596	32,817	34,037
Borrowing Costs	760	1,200	1,072	1,034
Depreciation, Amortisation & Impairment	27,880	27,765	27,664	27,622
Other Expenses	1,845	1,896	1,939	1,989
Net loss from the disposal of assets	3,897	4,255	2,299	3,365
Total Expenditure	109,877	108,686	108,006	111,130
Net Operating Result	18,470	12,699	14,467	14,192
Operating Result before Capital Grants & Contributions	-2,874	-531	3,518	3,202

Operating Result

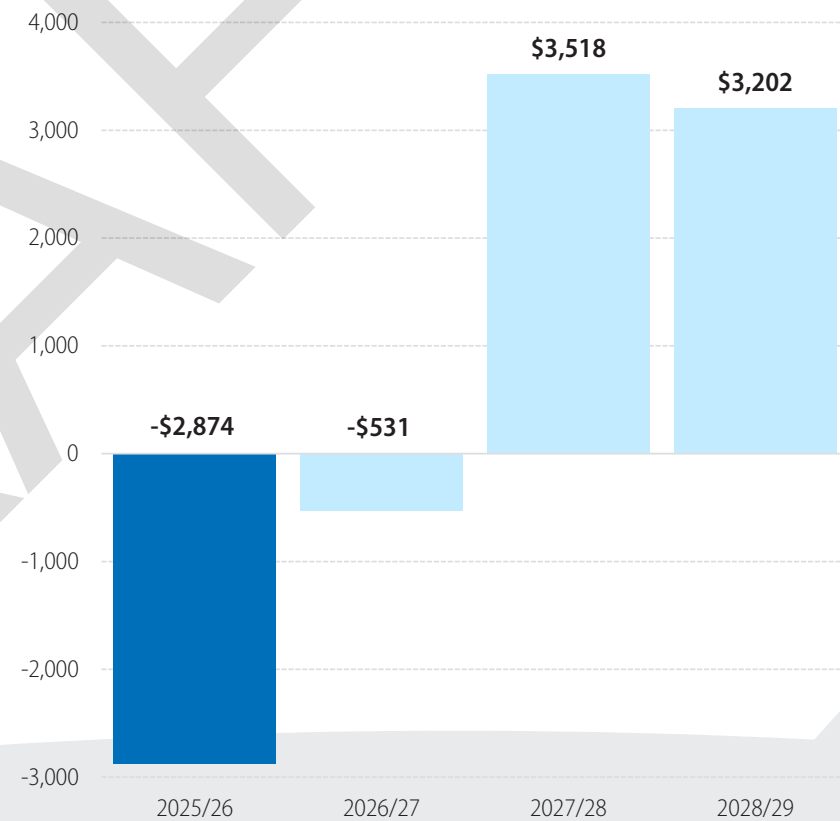
OPERATING RESULT

\$000



OPERATING RESULT BEFORE CAPITAL

\$000



Revenue

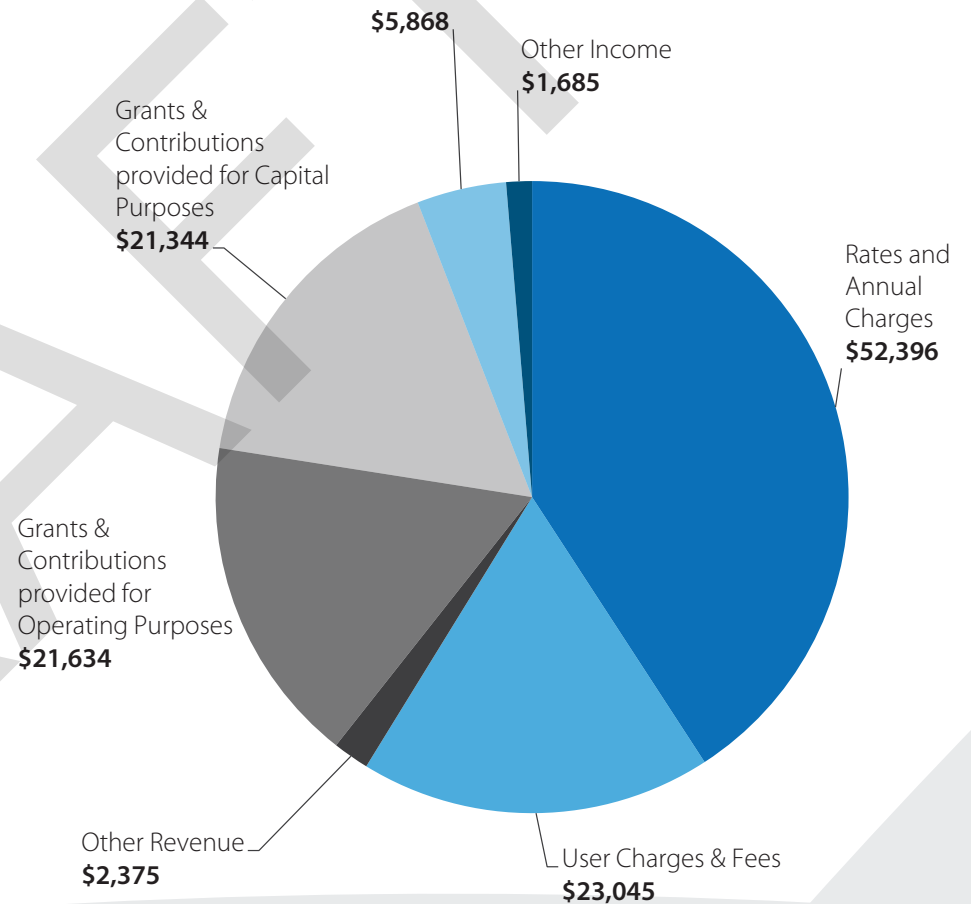
INCOME

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

Council's primary source of income is from Rates and Annual Charges of \$52 million or 41% of total income.

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 amounts to \$23 million or 18% of total revenue.

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 estimates to receive a total of \$43 million or 33% in grants and contributions for 2025/26.



Total Income 2025/26 = \$128,347 (000's)

Expenditure

EXPENDITURE

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.

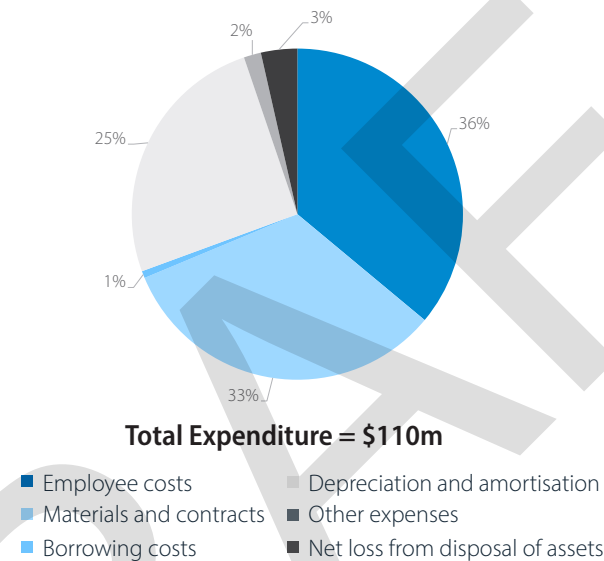
Council also continues to invest in new infrastructure to meet the demands of a growing community.

Council's major operating cash outflows include \$40 million (36%) employee benefits and oncosts for approximately 440 full time equivalent employees; materials and contractors \$36 million (33%); and other expenses such as NSW RFS Levy \$1 million.

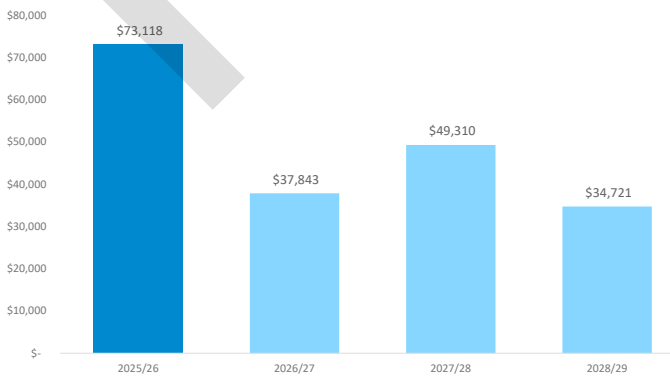
ASSET MANAGEMENT

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.

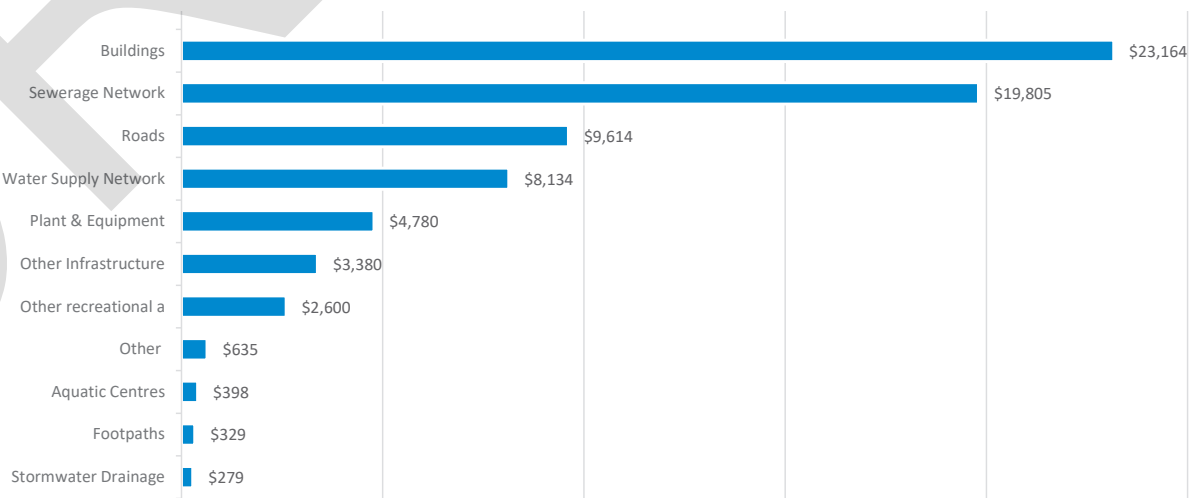
OPERATING EXPENDITURE BEFORE CAPITAL 2025/26



CAPITAL EXPENDITURE (\$000)



CAPITAL EXPENDITURE BY ASSET TYPE 2025/26 (\$000)

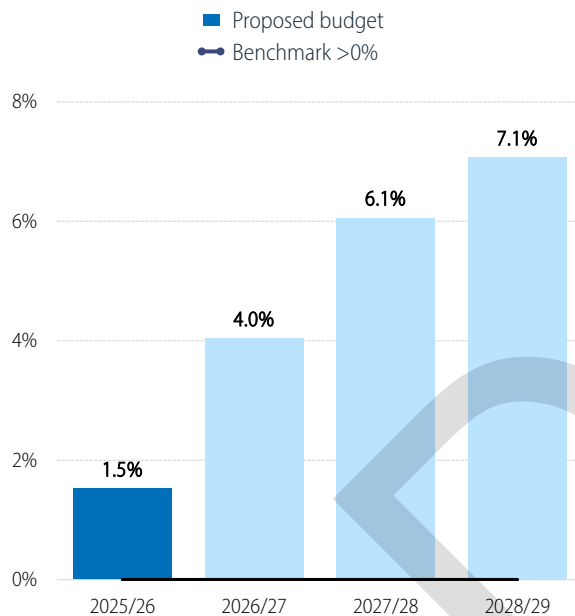


Performance Measures

OPERATING PERFORMANCE RATIO

This ratio measures operating expenditure against operating revenue. It is important to distinguish that this ratio is focusing on operating performance and hence capital grants and contributions, fair value adjustments and reversal of revaluation decrements are excluded.

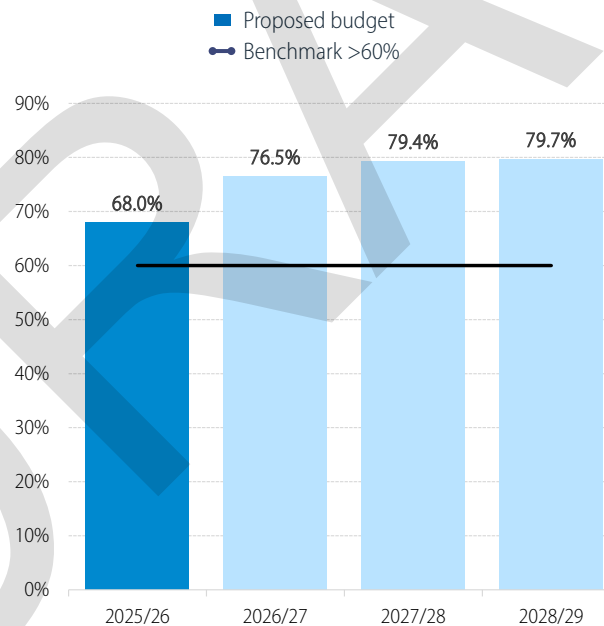
The benchmark is greater than 0%.



OWN SOURCE OPERATING REVENUE RATIO

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility is improved by a higher level of own source revenue.

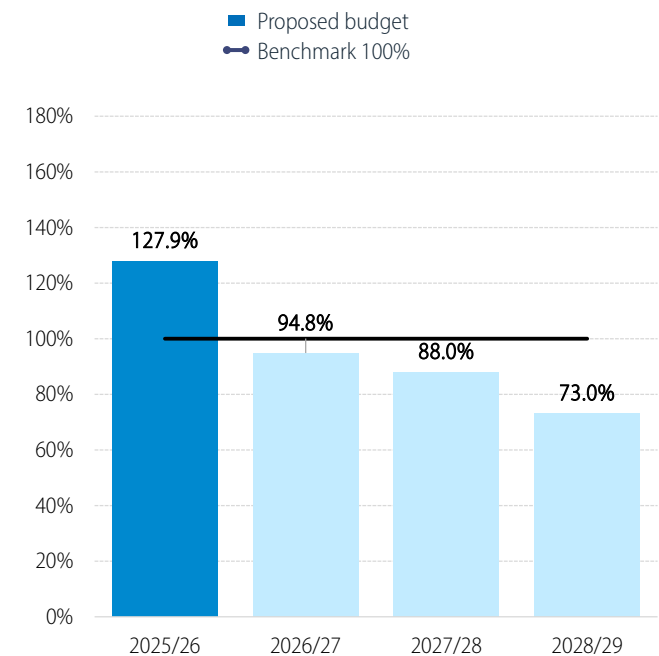
The benchmark is equal to or greater than 60%.



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.

The benchmark is 100%.



Statement of Revenue Policy

RATES

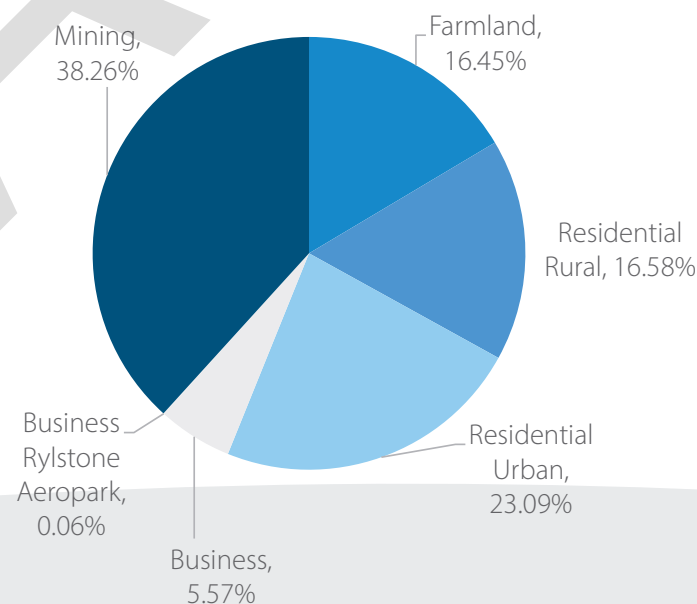
The total income that can be raised from levying rates on property is capped by IPART, which has determined that NSW Council's may increase general income from rates by a maximum of 3.8% in 2025/26. The proposed rate model applies the full IPART capped increase of 3.8% evenly across all rating categories.

Rate assessments are based upon property valuations (ad valorem), with minimum amounts applied where appropriate. No base amounts apply to the proposed rate structure. Annual rate liability shall be calculated based on the latest valuations received from the NSW Valuer General. Upon registration of a new strata plan or deposited plan Council will re-rate the property(s) from the commencement of the following quarter of the rating year.

For rating purposes, land in the Mid-Western Region is categorised as Farmland, Residential, Business or Mining with further subcategories existing for Residential and Business.

In February 2023 Council received from the NSW Valuer General updated land valuations with a base date of 1/7/2022 for all properties within our Local Government Area. The ad valorem amounts and the estimated yields cited in the table are compiled from these updated land values. After this time, Council may be issued with additional valuations as a result of objections or recent subdivision activity which could change the estimated yield from Ordinary rates.

Category	Sub Category	Minimum Amount	Ad Valorem (c in \$)	Estimated Yield
Farmland		\$805.17	0.267538	\$5,615,276
Residential		\$805.17	0.352243	\$5,659,035
Residential	Urban	\$805.17	0.352243	\$7,879,834
Business		\$805.17	0.594899	\$1,901,339
Business	Rylstone Aeropark	\$264.32	0.205400	\$19,703
Mining		\$805.17	1.055147	\$13,058,423
Estimated Total Yield from Ordinary rates				\$34,133,610



Estimated total yeild = \$34,133,610

Statement of Revenue Policy

SPECIAL RATES

Council will continue to levy a Special Rate for the Hunter Valley Catchment within the defined area.

Special Rate	Minimum Amount	Ad Valorem (c in \$)	Estimated Yield
Hunter Catchment Contribution	-	0.00629	\$99,057
Estimated Total Yield from Special Rates			\$99,057

CHARGES

Council will levy various charges which are incorporated in the attached Fees and Charges schedule.

Water Charges^{1,2}

This charge will be levied on all rateable and non-rateable properties where the service is available.

Charge Type	Detail	Amount	Estimated Yield
Service Availability	20mm meter	\$188	\$2,188,540
	25mm meter	\$294	
	32mm meter	\$481	
	40mm meter	\$752	
	50mm meter	\$1,175	
	80mm meter	\$3,008	
	100mm meter	\$4,700	
	150mm meter	\$10,575	
	200mm meter	\$18,800	
Usage - per kL	Residential	\$3.88	\$5,239,784
	Business	\$3.88	\$1,116,357
	Raw Water	\$1.60	\$179,367
	Standpipe	\$7.07	\$430,574

¹ In relation to any multi-unit residential development, including any strata development, each unit will be levied a 20mm service availability charge. In relation to vacant land where a water meter is not connected, each property will be levied with a 20mm service availability charge.

² Charges are developed in conjunction with the Water 30 Year Financial Plan, which is compliant with the requirements of the State Government Best Practice Guidelines.

Statement of Revenue Policy

DOMESTIC WASTE MANAGEMENT INCLUDING TOWN RECYCLING

This charge will be levied on all rateable and non-rateable properties where the service is available.

Charge Type	Detail	Amount	Estimated Yield
Service availability	All locations	\$358	\$3,119,712

Where there is more than one service, the annual charge will be multiplied by the number of services.

GENERAL WASTE DISPOSAL

This charge will be levied on all rateable and non-rateable properties. The charge is based on all waste management costs, less the cost of providing domestic waste management services and the cost of street and parks litter bins.

Charge Type	Detail	Amount	Estimated Yield
Service availability	All locations	\$270	\$4,170,674

Where there is more than one service, the annual charge will be multiplied by the number of services¹.

BUSINESS WASTE MANAGEMENT INCLUDING TOWN RECYCLING

This charge will be levied on all rateable and non-rateable properties where the service is available.

Charge Type	Detail	Amount	Estimated Yield
Service availability	All locations	\$277	\$205,351

Where there is more than one service, the annual charge will be multiplied by the number of services.

SEWERAGE CHARGES

This charge will be levied on all rateable and non-rateable properties where the service is available².

Charge Type	Detail	Amount	Estimated Yield
Service availability	Residential	\$1,067	\$8,425,224
	Non-Residential	\$596	\$438,227
Usage - Non Residential	Based on kLs of water that would reasonably be deemed to enter MWRC sewer schemes	\$3.41	\$787,833
Liquid Trade Waste - Annual Charge	Category 1 Discharger	\$118	\$4,602
	Category 2 Discharger	\$234	\$24,804
	Category 3 Discharger	\$775	\$0
	Re-inspection Fee	\$114	\$0
Liquid Trade Waste - Category 1 without appropriate equipment	Per kilolitre	\$2.20	\$0
Liquid Trade Waste - Category 2 with appropriate equipment	Per kilolitre	\$2.20	\$39,642
Liquid Trade Waste - Category 2 without appropriate equipment	Per kilolitre	\$19.30	\$0

¹ Except certain farmland property that can identify in the manner required by Council that they have a landholding that is comprised of multiple adjoining assessments, but with a lesser number of residences than assessments. They will be levied a charge for each residence on that holding.

² Charges are developed in conjunction with the Sewer 30 Year Financial Plan, which is compliant with the requirements of the State Government Best Practice Guidelines.

Borrowings

PROPOSED BORROWINGS

It is Council's intention to borrow money to support the following programmed works:

Project	Fund	2025/26	2026/27	2027/28	2028/29
Rylstone & Kandos Sewer Augmentation	Sewer	\$4,000,000	-	-	-
Mudgee Headworks Water Augmentation	Water	-	-	\$3,000,000	-
Mudgee Riverside Caravan Park	General	\$6,403,861	-	-	-
Total		\$10,403,861	\$0	\$3,000,000	\$0

Funds are to be sourced from lending authorities approved by the Office of Local Government in accordance with the Ministerial Order on Borrowings. Security is in the form of a charge over Council's consolidated funds and income from any source.

EXISTING BORROWINGS

Purpose	Bank	Original Amount	Drawdown Date	Rate	Term	Annual Re-payments	Maturity Date	Principal Outstanding at 30 June 2025	Proposed 2025/26	Proposed 2026/27	Proposed 2027/28	Proposed 2028/29
General Fund - Saleyards Lane Subdivision	TCorp	\$1,000,000	8/11/2019	2.02%	10 years	\$110,942	8/11/2029	\$474,935	\$373,074	\$269,145	\$163,108	\$54,916
Sewer Fund - Mudgee Augmentation	NAB	\$9,765,844	14/02/2013	2.68%	20 years	\$841,050	31/12/2031	\$5,103,066	\$4,431,039	\$3,741,261	\$3,033,122	\$2,305,629
General Fund - Mudgee Valley Park Stage 1	NAB	\$7,400,000	17/06/2022	5.02%	10 years	\$949,805	17/6/2032	\$5,552,795	\$4,872,401	\$4,158,797	\$3,406,962	\$2,617,496
General Fund - Mudgee Valley Park Stage 2	CBA	\$6,350,000	17/06/2022	5.53%	10 years	\$846,946	18/6/2032	\$5,859,119	\$5,340,717	\$4,793,251	\$4,217,141	\$3,606,025
Total		\$24,515,844				\$2,748,743		\$16,989,914	\$15,017,231	\$12,962,454	\$10,820,332	\$8,584,067

Cash Reserves

INTERNALLY RESTRICTED RESERVES BALANCES

Internally Restricted Reserves are funds that Council has determined to use for a specific purpose. Council may resolve to change the purpose of these funds.

	Proposed 2025/26	Proposed 2026/27	Proposed 2027/28	Proposed 2028/29		Proposed 2025/26	Proposed 2026/27	Proposed 2027/28	Proposed 2028/29
Internal Reserves					Other	45	45	45	45
Employee Leave Entitlements	3,801	3,961	4,124	4,291	Waste Fund Unrestricted Cash	3,452	4,519	5,690	6,958
Land Development	5,747	5,747	5,747	5,747	Sewer Fund Unrestricted Cash	3,227	2,366	2,668	3,220
Election	220	348	480	362	Water Fund Unrestricted Cash	3,308	3,702	1,283	2,376
Plant Replacement	3,032	4,877	1,111	341	Total External Reserves	24,736	23,317	19,539	24,895
Asset Replacement	3,000	3,779	4,472	5,286	Developer Contributions				
Capital Program	546	1,567	2,676	3,812	Developer Contributions	8,276	8,809	9,560	10,330
Livestock Exchange	14	14	14	14	Development Servicing Plan Water				
State Roads Warranty	388	388	388	388	Supply	5,346	5,155	2,556	2,003
Future Fund	2,289	2,319	2,359	2,408	Development Servicing Plan				
Community Plan	17	17	17	17	Sewerage	370	1,370	2,395	3,446
Seal Extension Program	122	122	122	122	Voluntary Planning Agreements	4,674	5,760	6,347	7,054
Commercial Reserve	100	300	500	700	Total Developer Contributions	18,666	21,093	20,858	22,833
Unspent Loan	0	0	0	0	Unspent Funds				
Other Internal Restrictions	0	0	0	0	Unspent grants	702	757	813	870
Total Internal Reserves	19,275	23,440	22,010	23,487	Contract liabilities	14,661	14,657	14,654	14,650
External Reserves					Trust Deposits	1,100	1,100	1,100	1,100
Waste	2,547	3,296	4,882	6,615	Total Unspent Funds	16,463	16,514	16,566	16,620
Sewer	768	339	1,488	2,266	Total Restricted Reserves	79,140	84,364	78,972	87,835
Water	9,323	6,955	1,357	1,260	Unrestricted Cash	13,427	13,725	14,867	15,931
Community Services	77	77	77	77					
Community Tenancy Scheme - Walter									
& Denison St Units	422	474	526	580					
Family Day Care	94	81	66	50					
Bequest - Simpkins Park	0	0	0	0					
Community Transport Vehicle									
Replacement	392	384	375	366					
Public Road Closure Compensation	1,080	1,080	1,080	1,080					



Looking After Our Community

OUR OBJECTIVES

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

OUR STRATEGIES

- 1.1 Provide high quality, accessible services that meet community needs
- 1.2 Advocate for improved health services and work with key partners to enhance community wellbeing, safety, and crime prevention
- 1.3 Preserve and enrich the historic character and heritage of our region
- 1.4 Support strategic land use planning and development while preserving and enhancing the aesthetic appeal of towns and villages
- 1.5 Deliver infrastructure and services that meet the evolving needs of the community while ensuring equitable access to public spaces for all
- 1.6 Support programs that foster stronger relationships with community groups
- 1.7 Support arts and cultural development across the region

Key Highlights

- A focus on improved health services across the region
- Access to well maintained community infrastructure and open spaces
- Investment in improved playground and recreational facilities
- Support for essential community programs such as Family Day Care, youth programs and Community Transport





Protecting Our Natural Environment

OUR OBJECTIVES

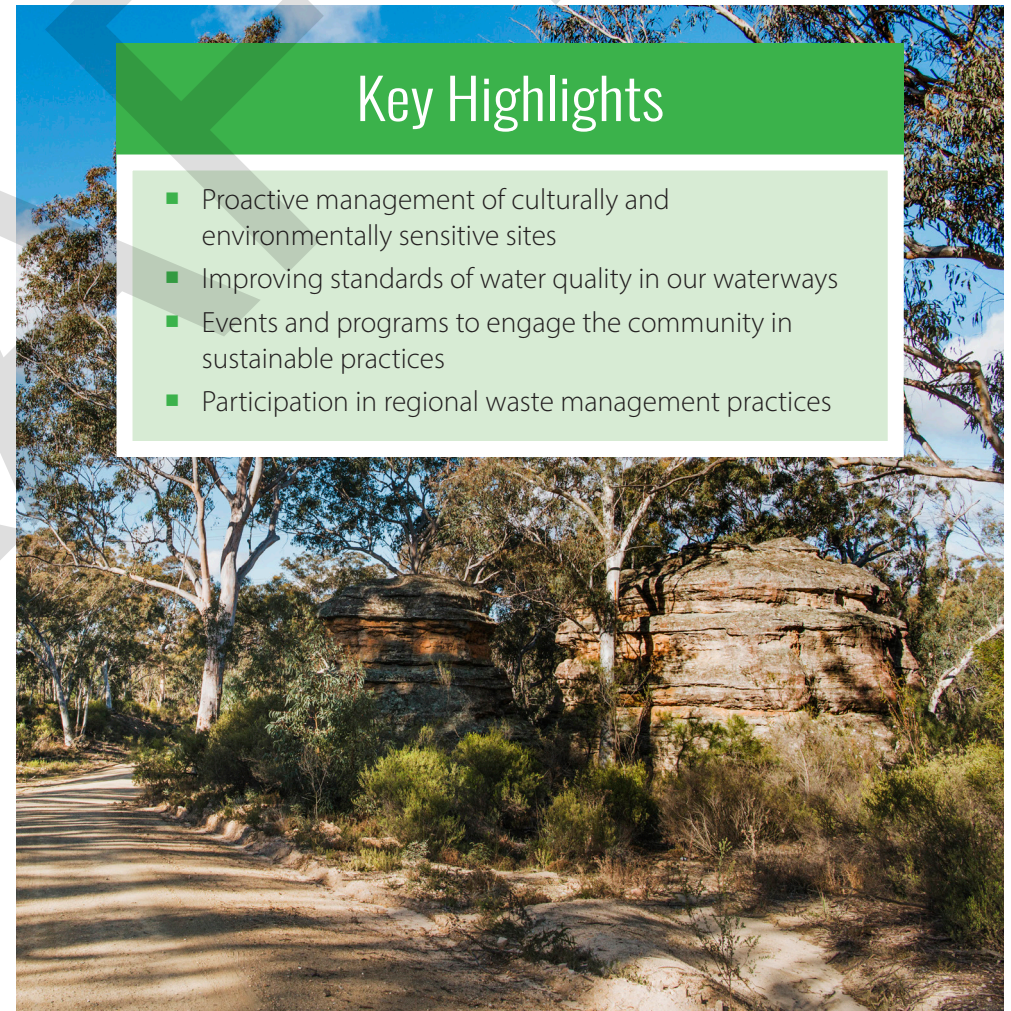
- Protect and enhance our natural environment
- Provide total water cycle management
- Live in a clean and environmentally sustainable way

OUR STRATEGIES

- 2.1 Ensure management enhances and protects biodiversity, natural and cultural heritage including the impacts of major developments across the region
- 2.2 Increase community awareness of environmental and biodiversity issues and implement measures to control invasive weed species
- 2.3 Identify and implement innovative water conservation and sustainable water usage management practices
- 2.4 Protect and improve catchments across the region by supporting relevant agencies
- 2.5 Manage waste-water quality to meet Environmental Protection Agency (EPA) legislative requirements
- 2.6 Work locally and regionally to educate, promote and support the community in managing waste
- 2.7 Consider technologies in Council's facilities, infrastructure and service delivery to reduce our ecological footprint

Key Highlights

- Proactive management of culturally and environmentally sensitive sites
- Improving standards of water quality in our waterways
- Events and programs to engage the community in sustainable practices
- Participation in regional waste management practices





Building a Strong **Local Economy**

OUR OBJECTIVES

- A resilient and innovative region driving sustainable growth and a secure future

OUR STRATEGIES

- 3.1 Support the attraction, retention and resilience of a diverse range of businesses and workforce
- 3.2 Attract and deliver events to increase the visitor economy
- 3.3 Support the expansion of essential infrastructure and services to match business and industry developments in the region
- 3.4 Develop and implement initiatives to enhance the regional workforce's skills and capabilities

Key Highlights

- Driving economic growth through events and tourism
- Supporting local businesses through industry diversification
- Ongoing monitoring of major developments to advocate for Council and community outcomes





Connecting Our Region

OUR OBJECTIVES

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

OUR STRATEGIES

- 4.1 Provide traffic management solutions that promote safer local roads and minimise traffic congestion
- 4.2 Provide a roads network that balances asset conditions with available resources and community needs
- 4.3 Develop a regional transport network in partnership with government agencies that grows with the needs of residents and businesses
- 4.4 Create a communication network that services the needs of residents and businesses
- 4.5 Develop and enhance walking and cycling networks across the region

Key Highlights

- Continued investment in upgrading road networks
- Focus on stormwater management and planning
- Improved strategic outcomes through asset management





Good Government

OUR OBJECTIVES

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

OUR STRATEGIES

- 5.1 Provide clear strategic direction
- 5.2 Lead, govern and regulate in an ethical, equitable and transparent way
- 5.3 Provide strong representation for the community at Regional, State and Federal levels
- 5.4 Enhance communication and transparency between Council and the community, fostering awareness of Council's roles and encouraging active community participation in decision-making
- 5.5 Pursue efficiencies, ongoing business improvement and customer focused service delivery
- 5.6 Provide a safe, positive and supportive working environment for employees
- 5.7 Prudently manage risks associated with all Council activities

Key Highlights

- A focus on strong community consultation
- Delivery of the Operational Plan at a minimum of 85% completion
- Improved efficient operations for better overall outcomes



How to Read the Operational Plan

The icon indicates which theme the strategy relates to (looking after our community, protecting our natural environment, building a strong local economy or connecting our region)

The strategy indicates how Council's objectives will be achieved

United Nations Sustainable Development Goals (SDG)

These are the global blue print for achieving a better and more sustainable future for all

↓

STRATEGY

1.3 Advocate for improved health services and collaborate with key partners to enhance community wellbeing, safety, and crime prevention

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Support and assist heritage preservation in the region	Maintain Council owned heritage buildings within the region	Sites maintained at agreed service levels	9 buildings per year		

Delivery Program (DP) Principle Activity

Identifies how Council will deliver against the Strategies of the Community Strategic Plan. This directly links the Delivery Program and Operational Plan

Operational Plan (OP) Action

Identifies how Council will deliver against the Strategies of the Community Strategic Plan. This directly links the Delivery Program and Operational Plan

Performance Measure

These are the quantifiable key measures for success that will be utilised to report on the success of Council's Operational Plan. Suitable targets and measures determine the effectiveness and efficiency of the projects, programs, BAU and activities outlined in the Operational Plan

Council's Role



Educate: Share learning to support broader understanding and action



Advocate: Promote the interest of our communities to influence decision makers



Deliver: Plan, deliver services, programs and projects



Regulate: Regulating activities and legislated responsibilities to deliver the service.



Partner: Work with other stakeholders to achieve shared goals



Facilitate: Assist others to undertake activities by bringing interested parties together

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Building Services

Manager Recreational Services

SERVICE DESCRIPTION

Building Services delivers Council's buildings infrastructure asset management for community facilities and operational buildings.

COMMUNITY STRATEGIC PLAN ALIGNMENT

1 Looking After Our Community

- 1.3 Preserve and enrich the historic character and heritage of our region
- 1.5 Deliver infrastructure and services that meet the evolving needs of the community while ensuring equitable access to public spaces for all
- 5.7 Prudently manage risks associated with all Council activities

APPLICABLE LEGISLATION

- Graffiti Control Act 2008
- Inclosed Lands Protection Act 1901
- Roads Act 1993
- Environmental Planning and Assessment Act 1979
- National Construction Code
- Public Health Act 2010
- DLG Integrated Planning NSW
- Protection of the Environment Operations Act 1997
- Crown Lands Management Act 2016
- Heritage Act 1977

LOOKING AFTER OUR
COMMUNITY



\$'000	2025/26
Income	
User Charges & Fees	26
Other Revenues	601
Grants & Contributions - Capital	43
Other Income	130
Total Income	800
Expenditure	
Employee Benefits & Oncosts	373
Materials & Services	1,565
Depreciation, Amortisation & Impairment	869
Other Expenses	336
Total Expenditure	3,144
Net Operating Surplus (Deficit)	(2,344)



Building Services



STRATEGY

1.3 Preserve and enrich the historic character and heritage of our region

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Support and assist heritage preservation in the region	Maintain Council owned heritage buildings within the region	Sites maintained at agreed service levels	9		



STRATEGY

1.5 Deliver infrastructure and services that meet the evolving needs of the community while ensuring equitable access to public spaces for all

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Provide a range of buildings and local community centres and halls for community use	Provide access to community facilities	Facilities confirmation available through online booking system	Bookings confirmed within 72 hours		
	Manage the maintenance of Buildings and complete upgrades in accordance with Capital Works Program	Works completed on schedule and on budget	>85% budget expenditure		
	Public toilets maintained and refurbishment in accordance with Capital Works Program	Public toilet upgrades	1		
		Works completed on schedule and on budget	>85% budget expenditure		
Ensure public facilities are accessible to all	Maintain Council's properties and buildings to safe operational standards	Inspections and maintenance undertaken in accordance with agreed levels of service	250		
		Days of planned maintenance as evidence of compliance with set standards	8000		



STRATEGY

5.7 Prudently manage risks associated with all Council activities

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Deliver strategic asset management plans underpinned by sound financial strategies	Review, update and implement the Building Asset Management Plan	Plan revised and updated within one year of the Council election	By December 2025		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Community Services

Manager Community and Cultural Services

SERVICE DESCRIPTION

This service contributes to the creation of an inclusive, safe and resilient community through the availability and participation in programs and services for all sectors of our community.

SUB-SERVICES

- Meals on Wheels
- Community Transport
- Youth Services
- Health
- Family Day Care
- Community Development
- Housing

COMMUNITY STRATEGIC PLAN ALIGNMENT

1 Looking After Our Community

- 1.1 Provide high quality, accessible services that meet community needs
- 1.2 Advocate for improved health services and work with key partners to enhance community wellbeing, safety, and crime prevention
- 1.5 Deliver infrastructure and services that meet the evolving needs of the community while ensuring equitable access to public spaces for all
- 1.6 Support programs that foster stronger relationships with community groups

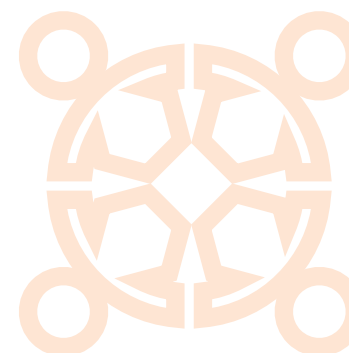
APPLICABLE LEGISLATION

- Local Government Act 1993
- Work Health Safety Act 2011
- National Disability Insurance Scheme
- Aged Care Act 1997
- NSW Disability Inclusion Act 2014
- Child Protection (Working with Children) Act 2012
- National Disability Strategy
- Children's Guardian Act 2019

LOOKING AFTER OUR
COMMUNITY



\$'000	2025/26
Income	
User Charges & Fees	359
Other Revenues	394
Grants & Contributions - Operating	1,150
Grants & Contributions - Capital	175
Other Income	70
Gain (Loss) on Disposal of Assets	11
Total Income	2,158
Expenditure	
Employee Benefits & Oncosts	977
Materials & Services	1,423
Depreciation, Amortisation & Impairment	17
Other Expenses	139
Total Expenditure	2,555
Net Operating Surplus (Deficit)	(397)



Community Services



STRATEGY

1.1 Provide high quality, accessible services that meet community needs

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Provide community support programs and services that embrace social justice, access and equity	Provide Meals on Wheels service <i>Grant funding required</i>	Number of meals delivered annually	9,500		
	Provide Community Transport service <i>Grant funding required</i>	Number of trips provided annually	5,700		
	Provide Family Day Care service <i>Grant funding required</i>	Number of places offered through scheme	28		
		Number of registered Family Day Care educators	7		
	Develop a homelessness policy	Policy endorsed	By 30 June 2026		



STRATEGY

1.2 Advocate for improved health services and work with key partners to enhance community wellbeing, safety, and crime prevention

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Explore funding opportunities for improved health services and programs	Liaise with Western NSW Local Health District and work with local Medical Services Organisations	Attend inter-agency meetings	2		
	Support programs which assist in attracting medical practitioners to the region	Number of programs supported	12		
Support networks, programs, facilities and infrastructure which promote health and wellbeing and encourage healthy lifestyles	Provide funding for Healthy Communities programs in accordance with service agreements	Delivery of agreed sessions for 2025/26	100%		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Community Services



STRATEGY

1.5 Deliver infrastructure and services that meet the evolving needs of the community while ensuring equitable access to public spaces for all

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Provide a range of buildings and local community centres and halls for community use	Provide subsidised community housing for a range of community needs	Community properties tenanted	95%		
Ensure public facilities are accessible to all	Deliver actions developed in the Disability Inclusion Action Plan	Number of DIAP actions implemented	10		



STRATEGY

1.6 Support programs that foster stronger relationships with community groups

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Deliver a range of activities for youth across the region	Provide secretarial support for Youth Council	Number of meetings held	4		
	Provide funding for delivery of youth oriented initiatives	Number of in person activities delivered	100		
		Number of attendees	1,800		
Work with lead community agencies to ensure adequate provision of a range of services	Attend inter-agency meetings and work with lead agencies and funding bodies to deliver positive community outcomes across the region <i>Grant funding required</i>	Meetings attended by Council staff	12		
Promote volunteering through Council's Community Services	Run community services programs that encourage volunteering <i>Grant funding required</i>	Number of volunteer hours	20		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Cultural Services

Manager Community and Cultural Services

SERVICE DESCRIPTION

Cultural Services provide opportunities for our community to engage and participate in arts and cultural experiences through the delivery of high quality cultural and community activities. This includes public art, exhibitions and events at the Mudgee Arts Precinct and Mudgee Town Hall Theatre. This service also engages in art and cultural development programs and supports the creative industries.

COMMUNITY STRATEGIC PLAN ALIGNMENT

1 Looking After Our Community

- 1.4 Support strategic land use planning and development while preserving and enhancing the aesthetic appeal of towns and villages
- 1.6 Support programs that foster stronger relationships with community groups
- 1.7 Support arts and cultural development across the region

APPLICABLE LEGISLATION

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

LOOKING AFTER OUR
COMMUNITY



\$'000	2025/26
Income	
User Charges & Fees	16
Other Revenues	42
Grants & Contributions - Operating	105
Total Income	163
Expenditure	
Employee Benefits & Oncosts	319
Materials & Services	272
Depreciation, Amortisation & Impairment	124
Other Expenses	21
Total Expenditure	736
Net Operating Surplus (Deficit)	(573)



Cultural Services



STRATEGY

1.4 Support strategic land use planning and development while preserving and enhancing the aesthetic appeal of towns and villages

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Maintain and beautify civic open space and street access scapes areas within towns and villages in the region	Work in partnership with local groups to identify opportunities for public sculpture installations across the region	Number of new art pieces installed	2		



STRATEGY

1.6 Support programs that foster stronger relationships with community groups

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Promote volunteering through Council's Community Services	Run community services programs that encourage volunteering <i>Grant funding required</i>	Number of volunteer hours	20		



STRATEGY

1.7 Support arts and cultural development across the region

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Promote cultural infrastructure for hire including the Mudgee Arts Precinct	Promote the use of Council's cultural facilities	Number of social media promotions	6		
	Provide a performance space at Mudgee Town Hall Theatre	Number of performance bookings	100		
	Implement the Mudgee Arts Strategic Plan	Number of measurables from strategic plan achieved	18		
Coordinate and facilitate cultural and arts projects throughout the region	Drive cultural and artistic projects at Mudgee Arts Precinct <i>Grant funding required</i>	Number of cultural events and activities instigated by MAP	4		
	Deliver and support arts events and programs in the region <i>Grant funding required</i>	Number of cultural and arts projects supported	12		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Health and Building

Manager Building and Development

SERVICE DESCRIPTION

This service safeguards and improves the health and safety of the community through regulating public health and building matters in accordance with relevant legislation.

SUB-SERVICES

- Public and Environmental Health
- Building Certification and Minor Development Assessment

COMMUNITY PLAN ALIGNMENT

1 Looking After Our Community

- 1.2 Advocate for improved health services and work with key partners to enhance community wellbeing, safety, and crime prevention
- 1.4 Support strategic land use planning and development while preserving and enhancing the aesthetic appeal of towns and villages

APPLICABLE LEGISLATION

- Biodiversity Conservation Act 2016
- Boarding Houses Act 2012
- Building and Development Certifiers Act 2018
- Building Products (Safety) Act 2017
- Contaminated Land Management Act 1997
- Environmental Planning and Assessment Act 1979
- Tattoo Parlours Act 2012
- Building Code of Australia
- Food Act 2003
- Home Building Act 1989
- Plumbing and Drainage Act 2011
- Protection of the Environment Operations Act 1997
- Public Health Act 2010
- Smoke-free Environment Act 2000
- Swimming Pools Act 1992
- Local Government Act 1993

LOOKING AFTER OUR
COMMUNITY



\$'000	2025/26
Income	
User Charges & Fees	637
Other Revenues	72
Total Income	709
Expenditure	
Employee Benefits & Oncosts	1,492
Materials & Services	130
Other Expenses	190
Total Expenditure	1,812
Net Operating Surplus (Deficit)	(1,103)



Health and Building



STRATEGY

1.2 Advocate for improved health services and work with key partners to enhance community wellbeing, safety, and crime prevention

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Support and implement programs which aim to reduce anti-social behaviour	Manage Alcohol Free Zones in Town Centres	Number of lodged applications assessed for the suspension of AFZs	100%		
Work effectively with State agencies to deliver effective public health regulation and education	Regulate, monitor, inspect and investigate food premises in partnership with the NSW Food Authority	Number of registered food premises inspected (once per year)	100%		
		Number of complaints investigated	100%		
	Continued support and promotion of Scores on Doors initiative	Number of participating businesses	100%		
		Number of scores issued to participating businesses	100%		
	Onsite sewerage management (OSSM) registration and inspections	Number of lodged applications determined	100%		
	Underground Petroleum Storage System (UPSS) registration and inspections	Number of UPSS's inspected (once per year)	100%		
	Assess and determine Certificate of Compliance applications for public swimming Pools	Number of registered public swimming pools inspected	100%		
	Assess and determine Certificate of Compliance applications for private swimming Pools	Number of registered private swimming pools inspected	100%		

KEY



Educate



Advocate



Deliver



Regulate



Partner





Facilitate

Health and Building



STRATEGY

1.4 Support strategic land use planning and development while preserving and enhancing the aesthetic appeal of towns and villages

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Application of appropriate building and development controls to protect and enhance the natural and built environment in the region	Deliver building regulation and certification functions in accordance with relevant legislation and adopted planning instruments	Number of Construction Certificate (CCs) applications determined within 20 days	>80%		
		Number of Complying Development Certificate (CDC) applications determined within 10 days	>80%		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Library Services

Manager Library Services

SERVICE DESCRIPTION

Library Services provides the community with a comprehensive, up-to-date, and accessible library services that enables members to fulfill their information, leisure, learning, and cultural needs.

COMMUNITY PLAN ALIGNMENT

1 Looking After Our Community

1.1 A safe and healthy community

APPLICABLE LEGISLATION

- Local Government Act 1993
- Copyright Act 1968
- Inclosed Lands Protection Act 1901
- Surveillance Devices Act 2007
- Work Health & Safety 2011
- Library Act 1939
- Library Regulation 2018
- Privacy and Personal Information Protection Regulation 2014

LOOKING AFTER OUR
COMMUNITY



\$'000	2025/26
Income	
Other Revenues	24
Grants & Contributions - Operating	163
Total Income	187
Expenditure	
Employee Benefits & Oncosts	923
Materials & Services	261
Depreciation, Amortisation & Impairment	211
Other Expenses	7
Total Expenditure	1,402
Net Operating Surplus (Deficit)	(1,215)



Library Services



STRATEGY

1.1 Provide high quality, accessible services that meet community needs

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Deliver dynamic and innovative library services that inspire lifelong learning	Deliver adaptable services and safe and welcoming spaces	Number of visits	70,000		
		Total membership	13,000		
		Number of connected hours for Wi-Fi and public PC usage	24,000		
		Public PC usage	7,000 uses		
	Provide a Mobile Library service	Number of Loans	4,000		
		Number of visits	1,000		
	Provide inclusive and dynamic programs	Total attendees	5,000		
		Programs delivered	400		
	Facilitate access to relevant resources and collections in accordance with the Collection Development Policy	New items added	20,000		
		Number of physical loans	50,000		
		eResource access	25,000		
	Implement the Library Strategic Plan	Number of actions completed	2		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Major Projects

Manager Major Projects

SERVICE DESCRIPTION

This service ensures the safe and efficient delivery of capital building and construction projects to meet the needs of the community as identified in Council's Capital Works Program

COMMUNITY STRATEGIC PLAN ALIGNMENT

1 Looking After Our Community

- 1.5 Deliver infrastructure and services that meet the evolving needs of the community while ensuring equitable access to public spaces for all

2 Protecting Our Natural Environment

- 2.7 Consider technologies in Council's facilities, infrastructure and service delivery to reduce our ecological footprint

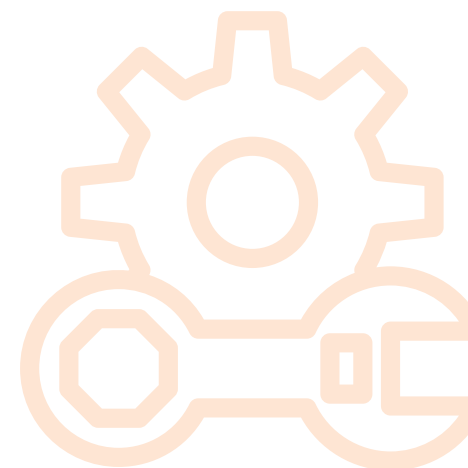
APPLICABLE LEGISLATION

- Building Code of Australia
- Work Health and Safety Regulation 2017
- Work Health and Safety Act 2011

LOOKING AFTER OUR
COMMUNITY



\$'000	2025/26
Income	
Grants & Contributions - Capital	711
Total Income	711
Expenditure	
Employee Benefits & Oncosts	199
Materials & Services	67
Total Expenditure	265
Net Operating Surplus (Deficit)	445



Major Projects



STRATEGY

1.5 Deliver infrastructure and services that meet the evolving needs of the community while ensuring equitable access to public spaces for all

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Provide a range of buildings and local community centres and halls for community use	Deliver new Council building infrastructure in accordance with the Capital Works Program	Works completed on schedule and on budget	>85% budget expenditure		
	Manage Mudgee Valley Park expansion works	Works completed on schedule and on budget	100% budget expenditure or with savings		
Ensure public facilities are accessible to all	Deliver new Council public buildings that are accessible to all members of the community	Number of new Council public buildings that are accessible	100%		



STRATEGY

2.7 Consider technologies in Council's facilities, infrastructure and service delivery to reduce our ecological footprint

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Implement alternative energy and sustainable technologies in physical works and service delivery	Consider opportunities for alternative energy and sustainable technologies as part of the Capital Works Program	Alternative energy opportunities identified	1		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Pools

Manager Recreation Services

SERVICE DESCRIPTION

The Pools Service provides the delivery, seasonal operation and asset management of Council's of three community heated swimming pools and a water park.

COMMUNITY PLAN ALIGNMENT

1 Looking After Our Community

- 1.5 Deliver infrastructure and services that meet the evolving needs of the community while ensuring equitable access to public spaces for all

5 Good Government

- 5.7 Prudently manage risks associated with all Council activities

APPLICABLE LEGISLATION

- Inclosed Lands Protection Act 1901
- Public Health Act 2010
- Royal Lifesaving Operation Guidelines for safe pool operations
- Public Health Regulation 2012
- Work Act 2011

LOOKING AFTER OUR
COMMUNITY





\$'000	2025/26
Income	
User Charges & Fees	327
Other Revenues	10
Other Income	2
Total Income	339
Expenditure	
Employee Benefits & Oncosts	1,050
Materials & Services	642
Depreciation, Amortisation & Impairment	288
Other Expenses	218
Total Expenditure	2,198
Net Operating Surplus (Deficit)	(1,859)

Pools



STRATEGY

1.5 Deliver infrastructure and services that meet the evolving needs of the community while ensuring equitable access to public spaces for all

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Maintain and operate swimming pool centres facilities across the region	Maintain and operate swimming pool facilities at Mudgee (including water park), Gulgong and Kandos in accordance with adopted service levels and Capital Works Program	Number of attendances	60,000		
		Number of seasonal tickets sold	3000		
		Number of operating days per season	160		
		Works completed on schedule and on budget	>85% budget expenditure		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Parks and Gardens

Manager Recreation Services

SERVICE DESCRIPTION

Parks and Gardens provides the delivery, operation and asset management of Council's of sporting and recreational facilities and public open space across the region.

SUB-SERVICES

- Sporting Grounds and Showgrounds
- Recreation Facilities
- Glen Willow Regional Sporting Complex
- Parks and Gardens
- Cemeteries

COMMUNITY STRATEGIC PLAN ALIGNMENT

1 Looking After Our Community

- 1.4 Support strategic land use planning and development while preserving and enhancing the aesthetic appeal of towns and villages
- 1.5 Deliver infrastructure and services that meet the evolving needs of the community while ensuring equitable access to public spaces for all

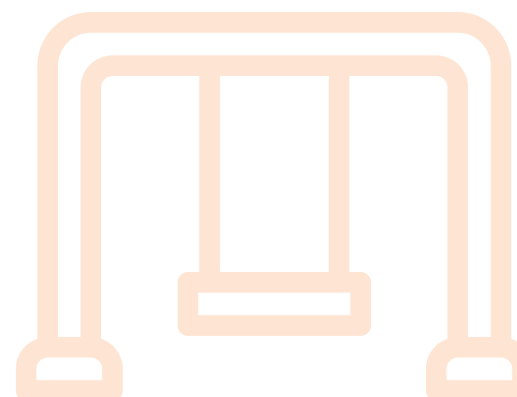
APPLICABLE LEGISLATION

- Crown Land Management Act 2016
- Inclosed Lands Protection Act 1901
- Graffiti Control Act 2008
- Pesticides Act 1999
- Roads Act 1993
- Surveillance Devices Act 2007
- Cemeteries and Crematoria Act 2022

LOOKING AFTER OUR
COMMUNITY



\$'000	2025/26
Income	
User Charges & Fees	642
Other Revenues	331
Grants & Contributions - Operating	56
Grants & Contributions - Capital	1,721
Other Income	3
Gain (Loss) on Disposal of Assets	(50)
Total Income	2,704
Expenditure	
Employee Benefits & Oncosts	3,408
Materials & Services	3,123
Depreciation, Amortisation & Impairment	1,948
Other Expenses	907
Total Expenditure	9,386
Net Operating Surplus (Deficit)	(6,682)



Parks and Gardens



STRATEGY

1.4 Support strategic land use planning and development while preserving and enhancing the aesthetic appeal of towns and villages

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Maintain and beautify civic open space and street access scapes areas within towns and villages in the region	Deliver the street beautification program including tree planting	Delivery of works program on schedule and on budget	>85% of budget expenditure		



STRATEGY

1.5 Deliver infrastructure and services that meet the evolving needs of the community while ensuring equitable access to public spaces for all

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Provide sportsgrounds, parks, reserves, and playgrounds and open spaces across the region	Maintain and operate public open space in accordance with Open Space and Recreational Asset Management Plan (AMP)	Complete maintenance works in accordance with the AMP levels of service	>85% budget expenditure		
	Deliver Parks and Gardens and facilities upgrades in accordance with Capital Works Program	Works completed on schedule and on budget	>85% budget expenditure		
	Deliver sporting grounds and showgrounds and facilities upgrades in accordance with Capital Works	Works completed on schedule and on budget	>85% budget expenditure		
	Review, update and adopt the Glen Willow Masterplan	Council to review, update and adopt the new Glen Willow Masterplan	By 30 June 2026		
Manage and maintain cemeteries throughout the region	Maintain and operate town and rural cemeteries in accordance with adopted service levels and capital works program	Works completed on schedule and on budget	>85% budget expenditure		
	Maintain accurate cemetery burial and reservation records	Update cemetery registers and make them publicly available on Council's Website in order to comply with Cemeteries Act	By 30 June 2026		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Statutory Planning

Manager Statutory Planning

SERVICE DESCRIPTION

This service provides processes, assesses and determines development applications in accordance with state, regional and local planning policies and provides advice to Council and stakeholders in all aspects of the development assessment process.

COMMUNITY STRATEGIC PLAN ALIGNMENT

1 Looking After Our Community

- 1.4 Support strategic land use planning and development while preserving and enhancing the aesthetic appeal of towns and villages

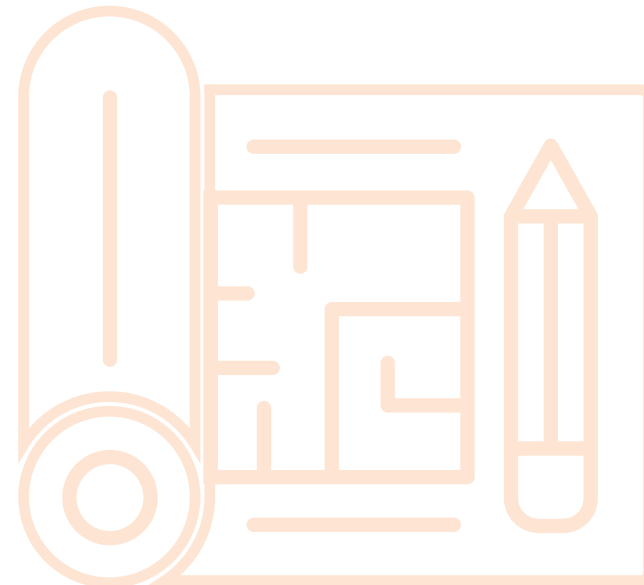
APPLICABLE LEGISLATION

- Environmental Planning & Assessment Act 1979
- Mid-Western Regional Local Environmental Plan 2012
- Environmental Planning & Assessment Regulation 2021

LOOKING AFTER OUR
COMMUNITY



\$'000	2025/26
Income	
User Charges & Fees	453
Total Income	453
Expenditure	
Employee Benefits & Oncosts	995
Materials & Services	514
Other Expenses	202
Total Expenditure	1,711
Net Operating Surplus (Deficit)	(1,258)







Statutory Planning



STRATEGY

1.4 Support strategic land use planning and development while preserving and enhancing the aesthetic appeal of towns and villages

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Application of appropriate building and development controls to protect and enhance the natural and built environment in the region	Prepare annual review of Development Control Plan (DCP)	Review completed every 5 years and updated DCP adopted	By 30 June 2026		
	Assess Development Applications	Reduction in days lodgement	5%		
		Reduction in assessment of development applications	5%		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Strategic Planning

Manager Strategic Planning

SERVICE DESCRIPTION

This service provides processes, assesses and determines development applications in accordance with state, regional and local planning policies and provides advice to Council and stakeholders in all aspects of the development assessment process.

COMMUNITY PLAN ALIGNMENT

1 Looking After Our Community

- 1.3 Preserve and enrich the historic character and heritage of our region
- 1.4 Support strategic land use planning and development while preserving and enhancing the aesthetic appeal of towns and villages

5 Good Government

- 5.7 Prudently manage risks associated with all Council activities

APPLICABLE LEGISLATION

- Environmental Planning & Assessment Act 1979
- Mid-Western Regional Local Environmental Plan 2012
- Environmental Planning & Assessment Regulation 2021

LOOKING AFTER OUR
COMMUNITY



\$'000	2025/26
Income	
User Charges & Fees	39
Grants & Contributions - Operating	716
Total Income	755
Expenditure	
Employee Benefits & Oncosts	742
Materials & Services	812
Other Expenses	163
Total Expenditure	1,717
Net Operating Surplus (Deficit)	(961)



Strategic Planning



STRATEGY

1.3 Preserve and enrich the historic character and heritage of our region

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Support and assist heritage preservation in the region	Provide access to heritage funding through Local Heritage Grants <i>Grant funding required</i>	Grant funds spent	100%		
	Provide access to Heritage Advisor to internal and external customers <i>Grant funding required</i>	Number of referrals	>50		



STRATEGY

1.4 Support strategic land use planning and development while preserving and enhancing the aesthetic appeal of towns and villages

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Provide for sustainable land use growth and development	Implement the annual land use actions in the Local Strategic Planning Statement (LSPS) and other strategies identified	Strategic planning statistic reports prepared for Executive half yearly	2		
		Implement the Housing Strategy actions identified for 2025/26	100%		
	Review and release land for development as required	Delivery of land supply monitor	By 30 June 2026		
		Population projections review completed	1		
		Progressing assessment of planning proposals in accordance with Department of Planning Housing and Infrastructure guidelines and meet designated timelines	100%		

KEY



Educate



Advocate



Deliver



Regulate



Partner





Facilitate

Strategic Planning



STRATEGY

5.7 Prudently manage risks associated with all Council activities

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Enhance the information systems that support delivery of Council activities	Maintained, updated and accurate Geographical Information System (GIS)	Number of internal customer requests processed	>52		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Emergency Management

Director Operations

SERVICE DESCRIPTION

This service provides support in the planning, preparation, response and recovery from significant emergencies and natural disasters that may impact the safety and security of residents and visitors to the region. The Service also involves Council's operational response to support emergency service agencies during incidents and emergencies.

COMMUNITY STRATEGIC PLAN ALIGNMENT

1 Looking After Our Community

- 1.2 Advocate for improved health services and work with key partners to enhance community wellbeing, safety, and crime prevention

APPLICABLE LEGISLATION

- State Emergency and Rescue Management Act 1989
- Local Government Act 1993

LOOKING AFTER OUR
COMMUNITY







\$'000	2025/26
Income	
Other Revenues	1
Grants & Contributions - Operating	437
Total Income	439
Expenditure	
Employee Benefits & Oncosts	142
Materials & Services	462
Depreciation, Amortisation & Impairment	319
Other Expenses	1,335
Total Expenditure	2,258
Net Operating Surplus (Deficit)	(1,819)

Emergency Management



STRATEGY

1.2 Advocate for improved health services and work with key partners to enhance community wellbeing, safety, and crime prevention

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Manage Emergency Management preparedness and response	Participate in review of Emergency Planning and preparedness for the community	Coordinate the quarterly LEMC meetings	4		
	Conduct a Practical dam safety emergency exercise for Rylstone Dam	Exercise conducted in accordance with requirements of Dam Safety Emergency Plan and Dam Safety Regulation	By 30 June 2026		

Disability Enterprise

Manager Environmental Services

SERVICE DESCRIPTION

This service is responsible for providing meaningful employment to members of the disabled community.

COMMUNITY PLAN ALIGNMENT

1 Looking After Our Community

- 1.6 Support programs that foster stronger relationships with community groups

APPLICABLE LEGISLATION

- Essential Services Act 1988
- Waste Avoidance and Resource Recovery Act 2001
- Waste Avoidance and Resource Recovery (Container Deposit Scheme) Regulation 2017
- Food Act 2003 (NSW)
- Food Regulation 2015
- Protection of the Environment Operations Act 1997 and (General) Regulation 2009
- Protection of the Environment Operations (Waste) Regulation 2014
- Disability Inclusion Act 2014
- Disability Service Standards

LOOKING AFTER OUR
COMMUNITY




\$'000	2025/26
Income	
Other Revenues	15
Grants & Contributions - Operating	519
Total Income	534
Expenditure	
Employee Benefits & Oncosts	470
Materials & Services	47
Other Expenses	11
Total Expenditure	529
Net Operating Surplus (Deficit)	6

Disability Enterprise



STRATEGY

1.6 Support programs that foster stronger relationships with community groups

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Provide meaningful employment to members of the disabled community	Manage the operations of Mudjee Recycling, Ironed Out and the Empower Cafe	Number of workers employed through Australian Disability Enterprise (ADE)	Nil		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Environmental Services

Manager Waste and Environment

SERVICE DESCRIPTION

Environmental services is responsible for environmental management in the region through the provision of biosecurity weeds management on all Council roads, weeds inspection and compliance on all land in the region. It is also responsible for the management of Putta Bucca Wetlands, environmental programs and assessments and river regeneration projects along the Cudgegong River.

SUB-SERVICES

- Environmental Management
- Biosecurity and Weeds Management

COMMUNITY STRATEGIC PLAN ALIGNMENT

2 Protecting Our Natural Environment

- 2.1 Ensure management enhances and protects biodiversity, natural and cultural heritage including the impacts of major developments across the region
- 2.2 Increase community awareness of environmental and biodiversity issues and implement measures to control invasive weed species
- 2.4 Protect and improve catchments across the region by supporting relevant agencies

PROTECTING OUR NATURAL ENVIRONMENT





APPLICABLE LEGISLATION

- Crown Land Management Act 2016
- Pesticides Act 1999
- Biodiversity Conservation Act 2016 and Regulations
- Biosecurity Act 2015
- Rural Fires Act 1997 and Regulations
- Protection of the Environment Operations Act 1997 and (General) Regulation 2022
- Environmental Planning and Assessment (EP&A) Act 1979
- Road Transport Act 2013
- Road Transport (General) Regulation 2013
- Road Rules 2014
- State Environmental Planning Policy (Koala Habitat Protection) 2021
- Water Management Act 2000
- Inclosed Lands Act 1901
- Work Health and Safety Act 2011
- Related Regulations and Environmental Planning Instruments









\$'000	2025/26
Income	
Other Revenues	50
Grants & Contributions - Operating	217
Grants & Contributions - Capital	113
Total Income	380
Expenditure	
Employee Benefits & Oncosts	751
Materials & Services	398
Other Expenses	44
Total Expenditure	1,193
Net Operating Surplus (Deficit)	(814)

Environmental Services

 **STRATEGY**
2.1 Ensure management enhances and protects biodiversity, natural and cultural heritage including the impacts of major developments across the region

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Manage environmental and cultural factors impacted by physical works on Council lands	Prepare Review of Environmental Factors (REF) for Council works and work with local Aboriginal groups or suitably qualified consultants to effectively plan works involving sites of cultural significance	REFs completed at each culturally significant site	100%		

 **STRATEGY**
2.2 Increase community awareness of environmental and biodiversity issues and implement measures to control invasive weed species

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Deliver programs which work towards protecting biodiversity and regeneration of native environment	Promote environmental awareness in the community through education and events	Number of participants	600		
		Number of events	5		
Priority weeds management and control in accordance with the act	Implement effective monitoring and management of priority weeds across region	Percentage of properties complying upon reinspection	>95%		
		Number of properties inspected and reinspected	750		
	<i>Grant funding required</i>				
	Deliver ongoing community education on priority weeds	Activities conducted	2		
	Undertake weed control on roadsides and Council land	Number of kilometres sprayed	3,500		

KEY



Educate



Advocate



Deliver



Regulate



Partner







Facilitate

Environmental Services



STRATEGY

2.4 Protect and improve catchments across the region by supporting relevant agencies

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Continue riparian rehabilitation Program along waterways	Implement and maintain riparian protection projects and educational activities	Number of projects and activities	2		
	Maintenance and promotion of Putta Bucca Wetlands	Works completed on schedule and on budget	>85% of budget expenditure		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Waste Services

Manager Waste and Environment

SERVICE DESCRIPTION

This service is responsible for waste collection, disposal, resource recovery, recycling, waste management and education that maximises environmental sustainability through waste minimisation and recycling. This service also provides meaningful employment to members of the disabled community.

SUB-SERVICES

- Waste Services
- Disability Enterprise
- Recycling

COMMUNITY STRATEGIC PLAN ALIGNMENT

1 Looking After Our Community

- 1.4 Support strategic land use planning and development while preserving and enhancing the aesthetic appeal of towns and villages

2 Protecting Our Natural Environment

- 2.6 Work locally and regionally to educate, promote and support the community in managing waste

5 Good Government

- 5.7 Prudently manage risks associated with all Council activities

PROTECTING OUR NATURAL ENVIRONMENT



APPLICABLE LEGISLATION

- Inclosed Lands Protection Act 1901
- Biosecurity Act 2015
- Essential Services Act 1988
- Waste Avoidance and Resource Recovery Act 2001
- Waste Avoidance and Resource Recovery (Container Deposit Scheme) Regulation 2017
- Protection of the Environment Operations Act 1997 and (General) Regulation 2009
- Protection of the Environment Operations (Waste) Regulation 2014
- Surveillance Devices Act 2007
- Disability Inclusion Act 2014
- Disability Service Standards

\$'000	2025/26
Income	
Rates & Annual Charges	7,489
User Charges & Fees	4,187
Other Revenues	642
Interest & Investment Income	363
Total Income	12,682
Expenditure	
Employee Benefits & Oncosts	3,280
Materials & Services	3,980
Borrowing Costs	24
Depreciation, Amortisation & Impairment	444
Other Expenses	3,333
Total Expenditure	11,062
Net Operating Surplus (Deficit)	1,620

Waste Services



STRATEGY

1.4 Support strategic land use planning and development while preserving and enhancing the aesthetic appeal of towns and villages

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Maintain and beautify civic open space and street access scapes areas within towns and villages in the region	Regular street cleaning and litter collection in town centres	Bins collected as per schedule	100%		
		Street sweeping completed as per schedule	100%		



STRATEGY

2.6 Work locally and regionally to educate, promote and support the community in managing waste

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Promote waste minimisation and reuse	Provide education on waste minimisation	Number of waste education sessions	60		
		Number of participants	1,800		
Provide a domestic recycling and waste services for all residents through kerbside collection and rural waste transfer stations	Provide kerbside services and waste transfer facilities	Bins presented in the collection area are collected	100%		
		Waste transfer stations serviced as per published schedule	100%		
Participate in regional procurement contracts and investigations for waste services and collaborative solutions that provided added value	Reduce landfill tonnes through regional solutions	Participate in NetWaste steering committee meetings for strategic direction of the group	80%		
		Tonnes of waste diverted through regional solutions	3,000		



STRATEGY

5.7 Prudently manage risks associated with all Council activities

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Deliver strategic asset management plans underpinned by sound financial strategies	Review, update and implement the Solid Waste Asset Management Plan (AMP)	AMP reviewed and updated as necessary	By 30 June 2026		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Water Supply

Manager Water and Sewer

SERVICE DESCRIPTION

The Water Supply service provides potable water to the urban community supporting the ongoing security of community public health. Non-potable water (chlorinated groundwater) is provided throughout the towns of Mudgee and Gulgong to irrigate open spaces and sporting fields. The service consists of dams, water treatment plants, pump stations, reservoirs and network assets.

COMMUNITY STRATEGIC PLAN ALIGNMENT

1 Looking After Our Community

- 1.1 Provide high quality, accessible services that meet community needs
- 1.4 Support strategic land use planning and development while preserving and enhancing the aesthetic appeal of towns and villages
- 1.5 Deliver infrastructure and services that meet the evolving needs of the community while ensuring equitable access to public spaces for all

2 Protecting Our Natural Environment

- 2.3 Identify and implement innovative water conservation and sustainable water usage management practices

APPLICABLE LEGISLATION

- Dams Safety Act 2015
- Dam Safety Regulation 2019
- Fluoridation of Public Water Supplies Act 1957
- Fluoridation of Public Water Supplies Regulation 2022
- Public Health Act 2010
- Public Health Regulation 2022
- Local Government Act 1993
- Water Management Act 2000
- Local Government (General) Regulation 2021

PROTECTING OUR
NATURAL ENVIRONMENT



\$'000	2025/26
Income	
Rates & Annual Charges	2,189
User Charges & Fees	7,740
Other Revenues	2
Grants & Contributions - Capital	345
Interest & Investment Income	832
Gain (Loss) on Disposal of Assets	(75)
Total Income	11,033
Expenditure	
Employee Benefits & Oncosts	2,533
Materials & Services	2,923
Depreciation, Amortisation & Impairment	3,310
Other Expenses	2,080
Total Expenditure	10,846
Net Operating Surplus (Deficit)	187



Water Supply



STRATEGY

1.1 Provide high quality, accessible services that meet community needs

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Sustainable supply of safe drinking water to our urban communities	Drinking water supplied complies with health-related criteria of Australian Drinking Water Guidelines	Quarterly report to Executive	4		
		Annual report to Council	By 30 June 2026		
		Annual report to NSW Health	By 30 June 2026		
Align with NSW Government Regulatory and Assurance Framework for Local Water Utilities	Participate in the DCCEEW Town Water Risk Reduction Program	Manager Water and Sewer, or their delegate, participates in each consultation processes led by DCCEEW Water	100%		



STRATEGY

1.4 Support strategic land use planning and development while preserving and enhancing the aesthetic appeal of towns and villages

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Provide for sustainable land use growth and development	Revise Water Supply and Sewerage Development Servicing Plans (DSPs)	Draft DSPs produced, exhibited and adopted by resolution of Council	By 30 June 2026		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Water Supply



STRATEGY

1.5 Deliver infrastructure and services that meet the evolving needs of the community while ensuring equitable access to public spaces for all

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Operate, maintain and renew water supply infrastructure to meet health requirements of the Australian Drinking Water Guidelines	Implement Backflow Prevention Management Policy	Draft Policy produced, exhibited and adopted by resolution of Council	By 30 June 2026		
		Commence compliance with Council backflow infrastructure compliant with policy	By 30 June 2026		
Operate, maintain and renew sewerage infrastructure to meet critical community sanitation related health requirements	Deliver a revised Water Supply Strategy	Draft Strategy produced, exhibited and adopted by resolution of Council	By 30 June 2026		



STRATEGY

2.3 Identify and implement innovative water conservation and sustainable water usage management practices

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Encourage reduced water consumption	Implement appropriate water supply, sewerage and trade waste tariffs aligned with the NSW Government Regulatory and Assurance Framework for Local Water Utilities	Pricing aligns with requirements of Regulatory and Assurance Framework	Meet the best practice pricing guidelines		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Sewerage Services

Manager Water and Sewer

SERVICE DESCRIPTION

Sewerage Services provides a safe and reliable sewerage system including collection, treatment and return of final effluent product to the environment. The service consists of gravity sewerage networks, low pressure sewerage systems, pump stations, rising mains, sewage treatment plants, and treated effluent disposal assets.

COMMUNITY STRATEGIC PLAN ALIGNMENT

1 Looking After Our Community

- 1.4 Support strategic land use planning and development while preserving and enhancing the aesthetic appeal of towns and villages
- 1.5 Deliver infrastructure and services that meet the evolving needs of the community while ensuring equitable access to public spaces for all

2 Protecting Our Natural Environment

- 2.5 Manage waste-water quality to meet Environmental Protection Agency (EPA) legislative requirements

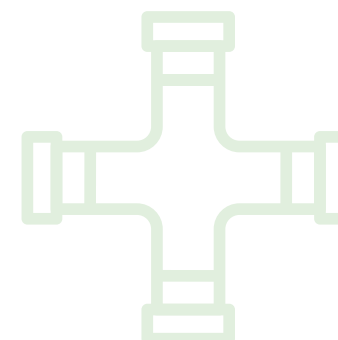
APPLICABLE LEGISLATION

- Water Management Act 2000
- Protection of the Environment Operations Act 1997
- NSW Local Government Act 1993
- Local Government (General) Regulation 2021

PROTECTING OUR
NATURAL ENVIRONMENT



\$'000	2025/26
Income	
Rates & Annual Charges	8,893
User Charges & Fees	879
Grants & Contributions - Capital	107
Interest & Investment Income	671
Other Income	38
Gain (Loss) on Disposal of Assets	(172)
Total Income	10,415
Expenditure	
Employee Benefits & Oncosts	2,419
Materials & Services	2,126
Borrowing Costs	129
Depreciation, Amortisation & Impairment	3,155
Other Expenses	2,256
Total Expenditure	10,084
Net Operating Surplus (Deficit)	331



Sewerage Services



STRATEGY

1.4 Support strategic land use planning and development while preserving and enhancing the aesthetic appeal of towns and villages

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Provide for sustainable land use growth and development	Revise Water Supply and Sewerage Development Servicing Plans (DSPs)	Draft DSPs produced, exhibited and adopted by resolution of Council	By 30 June 2026		



STRATEGY

1.5 Deliver infrastructure and services that meet the evolving needs of the community while ensuring equitable access to public spaces for all

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Operate, maintain and renew sewerage infrastructure to meet critical community sanitation related health requirements	Complete design and approvals for Kandos Sewer Treatment Plant (STP) Upgrade	Section 60 (LG Act) approval by DCCEEW received in Q1	By 30 September 2025		
	Deliver a revised Sewerage Strategy	Draft Strategy produced, exhibited and adopted by resolution of Council	By 30 June 2026		



STRATEGY

2.5 Manage waste-water quality to meet Environmental Protection Agency (EPA) legislative requirements

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Improve and develop treatment options to ensure wastewater effluent quality meets EPA Licencing requirements	Develop Wastewater Quality Policy and Management System	Draft Policy produced, exhibited and adopted by resolution of Council	By 30 June 2026		
	Following Section 60 approval, commence augmentation of Kandos Sewer Treatment Plan (STP)	Design and construction contract commenced following s60 approval of Kandos STP	By 30 June 2026		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Events

Manager Economic Development

SERVICE DESCRIPTION

This service facilitates and manages major events and supports community events in the region.

COMMUNITY STRATEGIC PLAN ALIGNMENT

3 Building A Strong Local Economy

3.2 Attract and deliver events to increase the visitor economy

5 Good Government

5.4 Enhance communication and transparency between Council and the community, fostering awareness of Council's roles and encouraging active community participation in decision-making

APPLICABLE LEGISLATION

- Defamation Act 2005
- Copyright Act 1968
- Local Government Act 1993







\$'000	2025/26
Income	
User Charges & Fees	(0)
Other Revenues	506
Grants & Contributions - Operating	30
Total Income	535
Expenditure	
Employee Benefits & Oncosts	97
Materials & Services	1,012
Other Expenses	383
Total Expenditure	1,492
Net Operating Surplus (Deficit)	(957)

Events



STRATEGY

3.2 Attract and deliver events to increase the visitor economy

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Deliver major events to drive economic value	Develop an Events Strategy for the region and meet strategy actions identified	Events Strategy and delivery actions	By 30 June 2026		
	Deliver 3 major events in the region p.a.	Economic value of events	>\$3m		



STRATEGY

5.4 Enhance communication and transparency between Council and the community, fostering awareness of Council's roles and encouraging active community participation in decision-making

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Lead and engage civic events	Deliver annual Australia Day celebrations regionally	Australia Day events held annually	1		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Economic Development

Manager Economic Development

SERVICE DESCRIPTION

Economic Development promotes sustainable economic development across the Mid-Western Region through planning and partnerships, marketing activities and local business support. The service also contributes to a number of economic development programs and initiatives in partnership with business and government agencies.

COMMUNITY STRATEGIC PLAN ALIGNMENT

1 Looking After Our Community

- 1.2 Advocate for improved health services and work with key partners to enhance community wellbeing, safety, and crime prevention

2 Protecting Our Natural Environment

- 2.1 Ensure management enhances and protects biodiversity, natural and cultural heritage including the impacts of major developments across the region

3 Building A Strong Local Economy

- 3.1 Support the attraction, retention and resilience of a diverse range of businesses and workforce
- 3.2 Attract and deliver events to increase the visitor economy
- 3.4 Develop and implement initiatives to enhance the regional workforce's skills and capabilities

4 Connecting Our Region

- 4.3 Develop a regional transport network in partnership with government agencies that grows with the needs of residents and businesses
- 4.4 Create a communication network that services the needs of residents and businesses

BUILDING A STRONG
LOCAL ECONOMY



APPLICABLE LEGISLATION

- Local Government Act 1993

\$'000	2025/26
Income	
Other Revenues	923
Grants & Contributions - Operating	275
Grants & Contributions - Capital	10,605
Total Income	11,803
Expenditure	
Employee Benefits & Oncosts	1,275
Materials & Services	1,874
Depreciation, Amortisation & Impairment	48
Other Expenses	352
Total Expenditure	3,548
Net Operating Surplus (Deficit)	8,255





Economic Development



STRATEGY



1.2 Advocate for improved health services and work with key partners to enhance community wellbeing, safety, and crime prevention

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Support and implement programs which aim to reduce anti-social behaviour	Participate in the Liquor Accord as required	Number of meetings attended	4		



STRATEGY



2.1 Ensure management enhances and protects biodiversity, natural and cultural heritage including the impacts of major developments across the region

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Work with key stakeholders to address issues and manage impacts associated with State Significant Developments (SSDs)	Monitor SSDs in the region and make submissions to promote and ensure Council interests	Number of meetings attended, and submissions raised	>50		



STRATEGY

3.1 Support the attraction, retention and resilience of a diverse range of businesses and workforce

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Ensure long term economic sustainability	Develop a comprehensive post-mining strategy to support the region's economic diversification and sustainable growth	Delivery of draft strategy and identified actions	By 30 June 2026		

KEY



Educate



Advocate



Deliver



Regulate



Partner

















Facilitate

Economic Development



STRATEGY

3.1 Support the attraction, retention and resilience of a diverse range of businesses and workforce

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Promote the region to attract new businesses and workforce	Implement targeted initiatives to promote the region as an attractive destination to live work and invest	Reach of activities	>50,000		
	Engage and support business investors coming to the region	Demonstrate contacts and activity through number of mass communications per annum	4		
		Maintain business page on the Council website (Number of regular updates)	12		
Provide support to local business and industry groups to grow and diversify	Support the business chambers and industry groups by attendance at meetings as required	Number of meetings attended	>10		
	Collect and monitor relevant economic data to identify emerging opportunities, trends, and the needs of local businesses	Quarterly reports	4		
	Work with MRT to increase visitation and visitor expenditure in the region	Visitor spend	>2024/25 spend		
	Hold an annual Entrepreneurs Summit	Attendees	>50		
	Conduct annual Think Tank forum to encourage business leaders to participate in local economic development	Forum held annually	By 31 May 2026		

KEY



Educate



Advocate



Deliver



Regulate



Partner





Facilitate

Economic Development



STRATEGY





3.2 Attract and deliver events to increase the visitor economy

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Attract a diverse range of events to the region	Submit bids for new events and conferences, and support event proponents holding or seeking to hold events in the region	Number of events supported by Council	>10		



STRATEGY

3.4 Develop and implement initiatives to enhance the regional workforce's skills and capabilities

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Build strong linkages with institutions providing education, training and employment pathways in the region	Work with key stakeholders in the region to identify opportunities for economic growth	Number of meetings attended	>12		
Encourage the development of a skilled and flexible workforce to satisfy local industry and business requirements	Engage business and industry groups to identify the main skills shortage areas and encourage business leaders to provide feedback on skills issues	Meetings held	>12		

KEY



Educate



Advocate



Deliver



Regulate



Partner





Facilitate

Economic Development



STRATEGY



4.3 Develop a regional transport network in partnership with government agencies that grows with the needs of residents and businesses

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Ongoing review of the needs for public transport in the region	Work with Transport for NSW to develop viable public transport options	Number of meetings	>4		



STRATEGY

4.4 Create a communication network that services the needs of residents and businesses

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Fair and equitable internet and mobile coverage across the region	Engage with providers for improved mobile and internet coverage throughout the region	Number of meetings held with providers	>4		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Accommodation Services

Manager Economic Development

SERVICE DESCRIPTION

Accommodation Services includes caravan parks and the Mudjee Team Training Village. These are commercial operations of Council that provide the region with short term accommodation to cater for holiday visitors, transient workers, sporting, school and corporate groups.

SUB-SERVICES

- Caravan Parks
- Mudjee Team Training Village

COMMUNITY STRATEGIC PLAN ALIGNMENT

3 Building A Strong Local Economy

- 3.1 Support the attraction, retention and resilience of a diverse range of businesses and workforce

APPLICABLE LEGISLATION

- Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Movable Dwellings) Regulation 2021
- Residential (Land Lease) Communities Act 2010
- Child Protection (Working with Children) Act 2012 (NSW)
- Public Health Act 2010 (NSW)
- Public Health Regulation 2012 (NSW)
- Local Government Act 1993
- Residential Tenancies Act 2010
- Holiday Parks (Long-Term Casual Occupation) Act 2002
- Work Health and Safety Act 2011
- Food Act 2003 (NSW)
- Food Regulation 2015 (NSW)

BUILDING A STRONG
LOCAL ECONOMY



\$'000	2025/26
Income	
User Charges & Fees	5,653
Grants & Contributions - Capital	1,060
Total Income	6,712
Expenditure	
Employee Benefits & Oncosts	1,598
Materials & Services	1,511
Borrowing Costs	585
Depreciation, Amortisation & Impairment	679
Other Expenses	330
Total Expenditure	4,703
Net Operating Surplus (Deficit)	2,010



Accommodation Services



STRATEGY

3.1 Support the attraction, retention and resilience of a diverse range of businesses and workforce

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Provide support to local business and industry groups to grow and diversify	Promote Council operated accommodation facilities to provide beds for visitors and identified temporary workers	Occupancy rate	>60%		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Mudgee Airport

Manager Economic Development

SERVICE DESCRIPTION

Mudgee Airport is a commercial operation of Council that supports a passenger service between Mudgee and Sydney, general aviation facilities and critical aeromedical use. This service provides the management and operation of Mudgee Airport to enable the movement of people and goods into and out of the region to support, economic and environmental outcomes for residents and visitors

COMMUNITY PLAN ALIGNMENT

3 Building A Strong Local Economy

- 3.3 Support the expansion of essential infrastructure and services to match business and industry developments in the region

4 Connecting Our Region

- 4.3 Develop a regional transport network in partnership with government agencies that grows with the needs of residents and businesses

APPLICABLE LEGISLATION

- Civil Aviation Safety Regulations 1998
- The Aviation Transport Security Act 2004
- Aviation Transport Security Regulations 2005
- CASR Part 139 MOS

BUILDING A STRONG
LOCAL ECONOMY



\$'000	2025/26
Income	
User Charges & Fees	68
Other Revenues	3
Total Income	71
Expenditure	
Employee Benefits & Oncosts	164
Materials & Services	177
Depreciation, Amortisation & Impairment	225
Other Expenses	119
Total Expenditure	685
Net Operating Surplus (Deficit)	(614)



Mudgee Airport



STRATEGY

3.3 Support the expansion of essential infrastructure and services to match business and industry developments in the region

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Enhance airport infrastructure to support the growth and operational needs of emerging industries	Implement key initiatives outlined in the Airport Masterplan	Projects delivered on time and on budget	>85% of budget expenditure		



STRATEGY

4.3 Develop a regional transport network in partnership with government agencies that grows with the needs of residents and businesses

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Promote the development of infrastructure at the Mudgee Airport as an opportunity for business expansion in the aviation industry	Undertake marketing activities to promote the airport	Leads generated	>10		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Mudgee Regional Saleyards

Manager Economic Development

SERVICE DESCRIPTION

The Mudgee Regional Saleyards is a commercial operation of Council. The Saleyards is a cattle and lamb selling facility and supports the local and regional cattle and sheep industry through the provision of a public sales facility, and holding yards. The Saleyards also offers a truck wash facility, stock impounding, stock stopovers for long haul carriers, and private kill sales.

COMMUNITY STRATEGIC PLAN ALIGNMENT

1 Looking After Our Community

- 1.5 Deliver infrastructure and services that meet the evolving needs of the community while ensuring equitable access to public spaces for all

3 Building A Strong Local Economy

- 3.1 Support the attraction, retention and resilience of a diverse range of businesses and workforce

APPLICABLE LEGISLATION

- Surveillance Devices Act 2007
- Inclosed Lands Protection Act 1901
- Work Health and Safety Act 2011
- Prevention of Cruelty to Animals Act 1979
- Biosecurity Act 2015
- Public Spaces (Unattended Property) Act 2021

BUILDING A STRONG
LOCAL ECONOMY



\$'000	2025/26
Income	
User Charges & Fees	304
Other Revenues	6
Total Income	310
Expenditure	
Employee Benefits & Oncosts	106
Materials & Services	133
Depreciation, Amortisation & Impairment	116
Other Expenses	125
Total Expenditure	480
Net Operating Surplus (Deficit)	(170)



Mudgee Regional Saleyards



STRATEGY



1.5 Deliver infrastructure and services that meet the evolving needs of the community while ensuring equitable access to public spaces for all

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Provide a range of buildings and local community centres and halls for community use	Undertake capital works in accordance with the Saleyards Strategic Plan	Works completed on schedule and on budget	>85% of budget expenditure		



STRATEGY

3.1 Support the attraction, retention and resilience of a diverse range of businesses and workforce

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Provide support to local business and industry groups to grow and diversify	Manage the operation of the Saleyards to provide support to the agriculture industry	Number of sales held per annum	36		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Development Engineering

Manager Infrastructure Planning

SERVICE DESCRIPTION

This service safeguards and improves the health and safety of the community through regulating public health and building matters in accordance with relevant legislation.

COMMUNITY STRATEGIC PLAN ALIGNMENT

1 Looking After Our Community

- 1.5 Deliver infrastructure and services that meet the evolving needs of the community while ensuring equitable access to public spaces for all

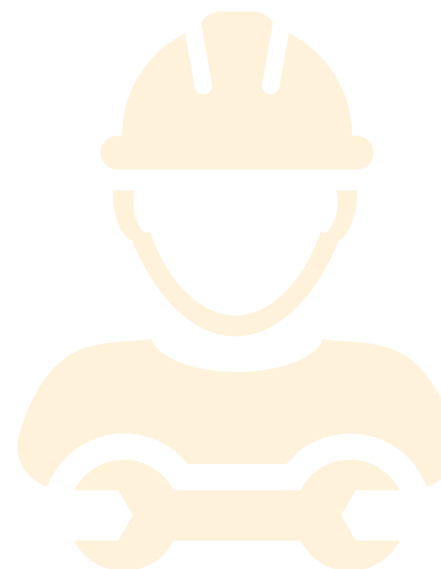
APPLICABLE LEGISLATION

- Local Government Act 1993
- Environmental Planning and Assessment Act 1979
- Roads Act 1993
- Mid-Western Regional Local Environmental Plan (LEP) 2012
- Protection of the Environment Operations Act 1997
- State Environmental Planning Policy (Transport and Infrastructure) 2021
- Water Management Act 2000

CONNECTING OUR
REGION



\$'000	2025/26
Income	
User Charges & Fees	49
Other Revenues	95
Total Income	144
Expenditure	
Employee Benefits & Oncosts	669
Materials & Services	52
Depreciation, Amortisation & Impairment	711
Other Expenses	209
Total Expenditure	1,642
Net Operating Surplus (Deficit)	(1,498)



Development Engineering



STRATEGY

1.5 Deliver infrastructure and services that meet the evolving needs of the community while ensuring equitable access to public spaces for all

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Identify and plan future maintenance, renewals and upgrades for Council's stormwater assets	Maintain existing drainage network including built infrastructure and overland drainage reserves in accordance with the Stormwater Asset Management Plan (AMP)	Works completed on schedule and on budget	>85% of budget expenditure		
	Update Mudgee Flood Study and Flood Risk Management Plan	Specific stormwater catchment management plans delivered	Within adopted timeframes		
	Deliver drainage renewal and new works undertaken in accordance with Capital Works Program	Works completed on schedule and on budget	>85% of budget expenditure		
	Identify and undertake culvert replacement and causeway improvement program in accordance with Capital Works Program	Works completed on schedule and on budget	>85% of budget expenditure		



STRATEGY

5.7 Prudently manage risks associated with all Council activities

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Review, update and implement the Stormwater Asset Management Plan	Complete revision and update of the Stormwater Asset Management Plan in accordance with the fair value process	Deliver strategic asset management plans underpinned by sound financial strategies	By 30 June 2026		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Road Network Infrastructure

Manager Works

SERVICE DESCRIPTION

Road Network Infrastructure provides for the delivery and management of roads and road related infrastructure that is safe, efficient, effective and sustainable.

SUB-SERVICES

- Roads
- Roadside Drainage
- Footpaths and Bike Paths
- Bridges

COMMUNITY STRATEGIC PLAN ALIGNMENT

4 Connecting Our Region

- 4.1 Provide traffic management solutions that promote safer local roads and minimise traffic congestion
- 4.2 Provide a roads network that balances asset conditions with available resources and community needs

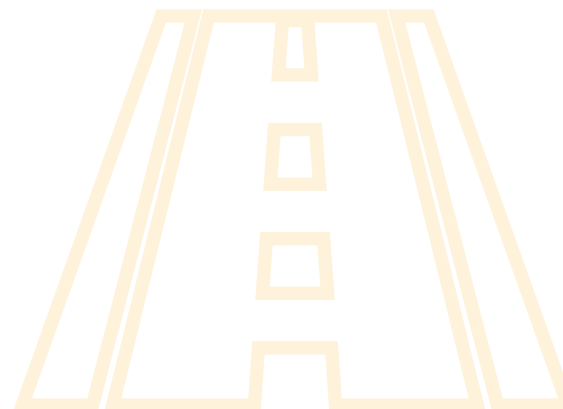
APPLICABLE LEGISLATION

- State Environmental Planning Policy (transport Infrastructure) 2021
- Civil Liability Act 2002
- Roads Act 1993
- Heavy Vehicle National Law (NSW)
- Heavy Vehicle (Adoption of National Law) Act 2013
- Environmental Planning and Assessment Act 1979
- Local Government Act 1993
- Protection of the Environment Operations Act 1997
- Work Health Safety Act 2011

CONNECTING OUR
REGION





\$'000	2025/26
Income	
User Charges & Fees	4,699
Grants & Contributions - Operating	10,286
Grants & Contributions - Capital	316
Gain (Loss) on Disposal of Assets	(3,196)
Total Income	12,105
Expenditure	
Employee Benefits & Oncosts	3,962
Materials & Services	9,526
Depreciation, Amortisation & Impairment	10,912
Other Expenses	1,572
Total Expenditure	25,972
Net Operating Surplus (Deficit)	(13,867)



Road Network Infrastructure





STRATEGY

4.1 Provide traffic management solutions that promote safer local roads and minimise traffic congestion

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Work with Transport for NSW (TfNSW) to improve road safety including the highway network	Manage Roads in accordance with the Roads Maintenance Council Contract (RMCC) and associated project works	Delivery of works in accordance with the contract	>85% of required works		
		RMCC contractor quarterly performance reports	Target acceptable level or above performance in the RMCC contractor quarterly performance reports		

STRATEGY

4.2 Provide a roads network that balances asset conditions with available resources and community needs

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Develop maintenance programs for roads assets in accordance with the Roads Asset Management Plan	Deliver the maintenance, renewal and upgrades of Regional Roads network and bridges	Works completed on schedule and on budget	>85% of budget expenditure		
	<i>Grant funding required</i>				
	Deliver the maintenance, renewal and upgrade of local road network and bridges	Works completed on schedule and on budget	>85% of budget expenditure		
	<i>Grant funding required</i>				
	Implementation of the Ulan Road Strategy in accordance with approved program	Works completed in accordance with approved program and on budget	>85% of budget expenditure		

KEY



Educate



Advocate



Deliver



Regulate



Partner





Facilitate

Road Network Infrastructure



STRATEGY

4.5 Develop and enhance walking and cycling networks across the region

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Implement the Walking and Cycling Strategy and consider the benefits alternate transport modes	Upgrade, renewal and development of footpaths and cycleways in accordance with the Walking and Cycling Strategy	Delivery of works on budget and on schedule	>85% budget expenditure		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Strategic Asset Management

Manager Infrastructure Planning

SERVICE DESCRIPTION

Strategic Asset Management service supports the strategic planning and the whole of life asset management of Council's roads and drainage infrastructure and is responsible for the maintenance of Council's Asset Management System.

COMMUNITY STRATEGIC PLAN ALIGNMENT

4 Connecting Our Region

- 4.2 Provide a roads network that balances asset conditions with available resources and community needs

5 Good Government

- 5.1 Provide clear strategic direction
- 5.7 Prudently manage risks associated with all Council activities

APPLICABLE LEGISLATION

- Local Government Act 1993
- Roads Act 1993

CONNECTING OUR
REGION





\$'000	2025/26
Income	
Other Revenues	326
Total Income	326
Expenditure	
Employee Benefits & Oncosts	379
Materials & Services	8
Total Expenditure	388
Net Operating Surplus (Deficit)	(61)

Strategic Asset Management



STRATEGY

4.2 Provide a roads network that balances asset conditions with available resources and community needs

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Develop maintenance programs for roads assets in accordance with the Roads Asset Management Plan	Update data for the Roads Asset Management Plan (AMP) In accordance with Fair Value revaluation schedule	AMP reviewed and updated as necessary	By 30 June 2026		



STRATEGY

5.1 Provide clear strategic direction

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Develop and implement a robust Integrated Planning and Reporting (IP&R) Framework led by thorough community consultation	Deliver the maintenance, renewal and upgrades of Regional Roads network and bridges	Number of improvement actions for 2025/26 complete	100%		

STRATEGY

5.7 Prudently manage risks associated with all Council activities

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Enhance the information systems that support delivery of Council activities	Maintain an Asset Management system	Number of system improvements implemented	1		
		Assets recorded in system	100%		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Road Safety

Manager Infrastructure Planning

SERVICE DESCRIPTION

Road Safety assists Transport for NSW (TfNSW) in the rollout of their community campaigns to improve road safety with the LGA and provides support and advice to the Local Traffic Committee.

COMMUNITY STRATEGIC PLAN ALIGNMENT

4 Connecting Our Region

- 4.1 Provide traffic management solutions that promote safer local roads and minimise traffic congestion

APPLICABLE LEGISLATION

- Roads Act 1993

CONNECTING OUR
REGION







\$'000	2025/26
Income	
Grants & Contributions - Operating	59
Total Income	59
Expenditure	
Employee Benefits & Oncosts	71
Materials & Services	61
Total Expenditure	132
Net Operating Surplus (Deficit)	(73)

Road Safety



STRATEGY

4.1 Provide traffic management solutions that promote safer local roads and minimise traffic congestion

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Work with Transport for NSW (TfNSW) to improve road safety including the highway network	Engage a road safety officer to implement road safety programs	Number of road safety programs delivered	4		
Participate in relevant regional transport committees and engage with stakeholders on strategic transport issues impacting the region	Facilitate the Local Traffic Committee	Number of recommendations delivered as adopted by Council	100%		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Internal Audit

Director Community

SERVICE DESCRIPTION

This service oversees the delivery of Council's internal audit function and the administration of the Audit Risk and Improvement Committee (ARIC).

COMMUNITY STRATEGIC PLAN ALIGNMENT

5 Good Government

- 5.7 Prudently manage risks associated with all Council activities

APPLICABLE LEGISLATION

- Local Government Act 1993
- Local Government (General) Regulation 2021
- Office of Local Government's Guidelines for Risk Management and Internal Audit



\$'000	2025/26
Income	
Total Income	0
Expenditure	
Materials & Services	47
Total Expenditure	47
Net Operating Surplus (Deficit)	(47)







Internal Audit



STRATEGY

5.7 Prudently manage risks associated with all Council activities

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Monitor and review Council's risks and support an internal audit function	Coordinate the internal audit program	Audits delivered	2		
	Coordinate Audit Risk and Improvement Committee Meetings	Meetings held	4		
		Annual Attestation attached to the Council Annual Report	By 30 June 2026		
		ARIC Annual Report published to the website	By 30 June 2026		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Communications

Manager Economic Development

SERVICE DESCRIPTION

Communications is responsible for external communications and engages with the community in order to provide timely and relevant information on Council news, initiatives, events and emergency information. The provision of graphic design and corporate branding of the Council is also managed through this service.

COMMUNITY STRATEGIC PLAN ALIGNMENT

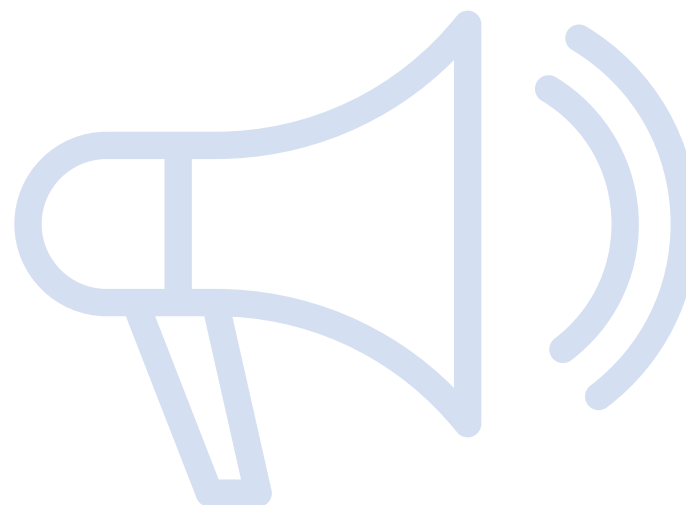
5 Good Government

- 5.4 Enhance communication and transparency between Council and the community, fostering awareness of Council's roles and encouraging active community participation in decision-making
- 5.5 Pursue efficiencies, ongoing business improvement and customer focused service delivery


APPLICABLE LEGISLATION







- Defamation Act 2005
- Local Government Act 1993

\$'000	2025/26
Income	
Total Income	0
Expenditure	
Materials & Services	159
Total Expenditure	159
Net Operating Surplus (Deficit)	(159)





Communications

 **STRATEGY**
5.4 Enhance communication and transparency between Council and the community, fostering awareness of Council's roles and encouraging active community participation in decision-making

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Engage with the community in order to provide timely and relevant information and educate the community on Council's roles and responsibilities	Community News distributed monthly to community	Number of Community News publications distributed to every household in the region	12		
		EDM Community News subscribers	>1,200		
	Utilisation use of all media avenues including social media, radio and television to communicate Council initiatives	Number of media releases issued	>50		
		Media interviews conducted	>35		
		Social posts delivered	>1000		
		Video content produced	>20		
	Manage web content and ensure it is kept up to date and relevant	Number of users	>170,000		
		Number of page views	>650,000		
		Number of # internal update requests	>350		

 **STRATEGY**
5.5 Pursue efficiencies, ongoing business improvement and customer focused service delivery

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Seek feedback on Policies, Budgets, Plans and Strategies and local issues	Utilise a range of formal and informal engagement tools to seek community feedback on matters of interest to the community in accordance with the Community Engagement Strategy, Policy and Procedure	Number of projects on YourSay	>8		
		Number of Council website submissions to YourSay	>1400		
		Number of people engaged (on and offline)	>2000		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Customer Services and Records

Manager Customer Services and Governance

SERVICE DESCRIPTION

Customer Services is responsible for providing a first point of contact with the community, providing internal referral of customer enquiries, works requests and complaints. This service also provides the management of and public access to Council information and documents.

SUB-SERVICES

- Records Management
- Customer Services

COMMUNITY STRATEGIC PLAN ALIGNMENT

5 Good Government

- 5.4 Enhance communication and transparency between Council and the community, fostering awareness of Council's roles and encouraging active community participation in decision-making
- 5.5 Pursue efficiencies, ongoing business improvement and customer focused service delivery
- 5.7 Prudently manage risks associated with all Council activities

APPLICABLE LEGISLATION

- Local Government Act 1993
- Government Information (Public Access) Act 2009
- Environmental Planning and Assessment Act 1979
- Privacy and Personal Information Protection Act 1998
- State Records Act 1998

\$'000	2025/26
Income	
User Charges & Fees	139
Other Revenues	386
Total Income	525
Expenditure	
Employee Benefits & Oncosts	1,332
Materials & Services	140
Depreciation, Amortisation & Impairment	1
Total Expenditure	1,473
Net Operating Surplus (Deficit)	(949)





Customer Services and Records



STRATEGY





5.4 Enhance communication and transparency between Council and the community, fostering awareness of Council's roles and encouraging active community participation in decision-making

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Engage with the community in order to provide timely and relevant information and educate the community on Council's roles and responsibilities	Operate and promote use of the works request through the "report a problem system" on the Council website to enable the community to submit works requests	Works Requests assessed within 14 days	>85%		



STRATEGY





5.5 Pursue efficiencies, ongoing business improvement and customer focused service delivery

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Ensure customers at the centre of service delivery	Register all incoming correspondence through counter, mail and council email	Registration rate within 2 business days	100%		
		Prepare annual statistics for emails received for Council	By 30 June 2026		
	Deliver an efficient, accurate and professional counter and call centre service	Number of formal customer service complaints received	0		



STRATEGY

5.7 Prudently manage risks associated with all Council activities

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Provide effective and efficient internal support functions	Adherence to State Records NSW FA450	Number of breaches under the State Records Act	0		
	Manage the Effective capture and allocate and management of corporate records across the organisation	Number of breaches reported under the State Records Act	0		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Executive Management

General Manager and Executive Team

SERVICE DESCRIPTION

Executive Management ensures that Council's legislative requirements are met, provides leadership, inspires and drives performance and provides strategic direction. The service also manages high level strategic projects and provides administrative support to the elected Council.

SUB-SERVICES

- Corporate Planning and Strategy
- Executive office, Mayoral and Councillor Support

COMMUNITY STRATEGIC PLAN ALIGNMENT

1 Looking After Our Community

- 1.2 Advocate for improved health services and work with key partners to enhance community wellbeing, safety, and crime prevention

2 Protecting Our Natural Environment

- 2.1 Ensure management enhances and protects biodiversity, natural and cultural heritage including the impacts of major developments across the region

3 Building a Strong Local Economy

- 3.3 Support the expansion of essential infrastructure and services to match business and industry developments in the region

4 Connecting Our Region

- 4.1 Provide traffic management solutions that promote safer local roads and minimise traffic congestion
- 4.2 Provide a roads network that balances asset conditions with available resources and community needs
- 4.3 Develop a regional transport network in partnership with government agencies that grows with the needs of residents and businesses

5 Good Government

- 5.2 Lead, govern and regulate in an ethical, equitable and transparent way
- 5.3 Provide strong representation for the community at Regional, State and Federal levels
- 5.4 Enhance communication and transparency between Council and the community, fostering awareness of Council's roles and encouraging active community participation in decision-making
- 5.5 Pursue efficiencies, ongoing business improvement and customer focused service delivery
- 5.6 Provide a safe, positive and supportive working environment for employees

APPLICABLE LEGISLATION

- Local Government Act 1993
- WHS Act 2011
- Public Health Act 2010
- EPA Act 2017
- POEO Act 1997
- State Emergency and Rescue Management Act 1989

\$'000	2025/26
Income	
Other Revenues	1,570
Grants & Contributions - Operating	199
Total Income	1,769
Expenditure	
Employee Benefits & Oncosts	2,468
Materials & Services	403
Total Expenditure	2,872
Net Operating Surplus (Deficit)	(1,103)

Executive Management



STRATEGY

1.2 Advocate for improved health services and work with key partners to enhance community wellbeing, safety, and crime prevention

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Work with key partners and the community to lobby for effective health services in our region	Lobby government for funding to provide essential services and supporting infrastructure for Mudgee Hospital	Number of demonstrated activities and meetings	12		
Support and implement programs which aim to reduce anti-social behaviour	Maintain effective working relationship with NSW Police	Meetings held with Police	4		



STRATEGY

2.1 Ensure management enhances and protects biodiversity, natural and cultural heritage including the impacts of major developments across the region

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Work with key stakeholders to address issues and manage impacts associated with State Significant Developments (SSDs)	Lobby government for funding to provide essential services and supporting infrastructure for Mudgee Hospital	Make representations on behalf on Council with relevant stakeholders and various levels of government in relation to SSD's	>50		
	Attend quarterly Mine Managers Meetings	Meet with mine managers	4		



STRATEGY

3.3 Support the expansion of essential infrastructure and services to match business and industry developments in the region

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Lobby State and Federal Government for education services	Lobby government agencies and departments on the provision of education services to meet community needs	Engagements undertaken	4		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Executive Management



STRATEGY



3.3 Support the expansion of essential infrastructure and services to match business and industry developments in the region

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Work with key stakeholders in various industries to improve local infrastructure and services	Lobby government agencies and departments on the provision of infrastructure to meet community needs	Engagements undertaken	4		



STRATEGY





4.1 Provide traffic management solutions that promote safer local roads and minimise traffic congestion

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Participate in relevant regional transport committees and engage with stakeholders on strategic transport issues impacting the region	Participate in Renewable Energy Zone (REZ) transport meetings	Number of meetings held	4		



STRATEGY

4.2 Provide a roads network that balances asset conditions with available resources and community needs

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Advocate, promote and lobby for upgrading of roads infrastructure	Lobby for additional funding for roads	Activities demonstrated	4		
	Ensure major developers contribute to local road upgrades for the impact of additional development	Major developments that contribute to road upgrades	100%		

KEY



Educate



Advocate



Deliver



Regulate



Partner







Facilitate

Executive Management



STRATEGY

4.3 Develop a regional transport network in partnership with government agencies that grows with the needs of residents and businesses

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Attract a commercial passenger service at to the Mudgee Airport	Work with operator to maintain regular passenger services to and from Sydney	Services engaged	1		
Safe and efficient highway linkages to the region from major cities	Participate in stakeholders working groups for improved access from major cities to the region	Issues documented	1		







STRATEGY

5.2 Lead, govern and regulate in an ethical, equitable and transparent way

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Provide support for elected members to deliver their legislated obligations	Prepare and deliver the Business Paper and deliver the minutes in a timely manner	Ordinary Business Papers and any extraordinary meeting business papers delivered in accordance with the Code of Meeting Practice	100%		
		Draft minutes delivered	Within 7 business days		

STRATEGY

5.3 Provide strong representation for the community at Regional, State and Federal levels

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Advocate on current community issues to deliver on better outcomes for the future	Work with the Mayor to access Local Members and Ministers on relevant issues	Regular meeting with Local MPs	>6		
Create a conducive environment to maximise state and federal government services and outcomes	Strengthen relationships with local State and Federal members	Regular meeting with Local MPs	>6		
	Engage with Regional Directors of State Government agencies	Regular meetings held	>6		

KEY



Educate



Advocate



Deliver



Regulate



Partner







Facilitate

Executive Management



STRATEGY

5.4 Enhance communication and transparency between Council and the community, fostering awareness of Council's roles and encouraging active community participation in decision-making

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Lead and engage civic events	Coordinate citizenship ceremonies	Number of requesting conferees	100%		
		Mayoral or delegate attendance at ceremonies	100%		
		Citizenship Ceremonies held (at least 1 on Australia Day)	>1		
Seek feedback on Policies, Budgets, Plans and Strategies and local issues	Ensure policies, strategies and proposals impacting the community are placed on public exhibition for public comment	Public exhibition of required items	100%		



STRATEGY

5.6 Provide a safe, positive and supportive working environment for employees

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Monitor and continuously improve the organisational culture	Align workplace behaviour with core values of Respect, Integrity and Recognition	Staff engagement in the Employee Opinion Survey	>55%		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Financial Services

Chief Financial Officer

SERVICE DESCRIPTION

Financial Services develops and supports reliable and accurate financial management, accounting as well as internal and external reporting. This involves the provision of financial management systems, taxation reporting and treasury management. In addition, Financial Services develops Council's strategic approach to sustainability and delivers the operational management of Council's Solar Array.

SUB-SERVICES

- Payroll
- Financial Planning
- Financial Operations
- Sustainability

COMMUNITY STRATEGIC PLAN ALIGNMENT

1 Looking After Our Community

- 1.2 Advocate for improved health services and work with key partners to enhance community wellbeing, safety, and crime prevention

2 Protecting Our Natural Environment

- 2.3 Identify and implement innovative water conservation and sustainable water usage management practices
- 2.7 Consider technologies in Council's facilities, infrastructure and service delivery to reduce our ecological footprint

5 Good Government

- 5.1 Provide clear strategic direction
- 5.5 Pursue efficiencies, ongoing business improvement and customer focused service delivery
- 5.7 Prudently manage risks associated with all Council activities

APPLICABLE LEGISLATION

- Local Government Act 1993
- Local Government Code of Accounting Practice and Financial Reporting
- Other relevant employment law
- Superannuation Guarantee (administration) Act 1992 (Cth)
- Local Government (State) Award
- Australian Accounting Standards
- Fringe Benefits Tax Assessment Act 1986 (Cth)
- Payroll Tax Act 2007 (NSW)
- Goods and Services Tax Act 1999 (Cth)
- Pay as you go Act 1999 (Cth)

\$'000	2025/26
Income	
Rates & Annual Charges	34,072
Other Revenues	982
Grants & Contributions - Operating	5,794
Grants & Contributions - Capital	5,135
Interest & Investment Income	4,002
Other Income	600
Total Income	50,584
Expenditure	
Employee Benefits & Oncosts	(509)
Materials & Services	(160)
Borrowing Costs	9
Depreciation, Amortisation & Impairment	442
Other Expenses	213
Total Expenditure	(5)
Net Operating Surplus (Deficit)	50,589

Financial Services



STRATEGY

1.2 Advocate for improved health services and work with key partners to enhance community wellbeing, safety, and crime prevention

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Support networks, programs, facilities and infrastructure which promote health and wellbeing and encourage healthy lifestyles	Provide financial assistance for local and regional bodies in accordance with Community Grants Program Policy	Report to Council quarterly	4		



STRATEGY

2.3 Identify and implement innovative water conservation and sustainable water usage management practices

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Encourage reduced water consumption	Implement appropriate water supply, sewerage and trade waste tariffs aligned with the NSW Government Regulatory and Assurance Framework for Local Water Utilities	Make representations on behalf on Council with relevant stakeholders and various levels of government in relation to SSD's	>50		



STRATEGY

2.7 Consider technologies in Council's facilities, infrastructure and service delivery to reduce our ecological footprint

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Implement alternative energy and sustainable technologies in physical works and service delivery	Work with Endeavour Energy to obtain funds for LED Street Lighting Retrofit in Kandos and Rylstone	Demonstrated activities	1		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Financial Services



STRATEGY

5.1 Provide clear strategic direction

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Develop and implement a robust Integrated Planning and Reporting (IP&R) Framework led by thorough community consultation	Implement improvement activities in the Long Term Financial Plan (LTFP) to deliver the LTFP strategies	Complete the improvement activities allocated for 2025/26	100%		
	Provide comprehensive Quarterly Budget Reviews against Operational Plan	Progress reports provided within two months of period end	4		
	Prepare and endorse an Annual Report	Annual Report completed	By 30 November 2025		



STRATEGY

5.5 Pursue efficiencies, ongoing business improvement and customer focused service delivery

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Monitor, measure and improve organisational performance	Desktop analysis of annual financial results and comparative data against other NSW councils	Analysis undertaken	By 30 June 2026		
	Participate in NSW LGPA, LGNSW and other industry body surveys and benchmarking exercises	Participation in industry benchmarking activities	1		
Provide sustainable solutions that deliver efficiencies and benefit the community	Operate and maintain Council's Solar Farm in accordance with sound financial management	Prepare an annual operating profit and loss statement	Return an operating profit that is better or equal to the business case		
		Amount of renewable energy needs met by Council generated source	100%		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Financial Services



STRATEGY













5.5 Pursue efficiencies, ongoing business improvement and customer focused service delivery

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Provide sustainable solutions that deliver efficiencies and benefit the community	Develop a sustainability framework throughout the organisation	Develop Sustainability Policy and Strategy	By 30 June 2026		



STRATEGY

5.7 Prudently manage risks associated with all Council activities

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Monitor and review Council's risks and support an internal audit function	Develop a Fraud Control Framework	Deliver the Fraud and Corruption Control Procedure	By 30 June 2026		
Provide long term financial sustainability through sound financial management	Monthly reporting against budget and schedule for major works programs/ strategic projects	Monthly Budget Reviews prepared for each council meeting	11		
	Examine opportunities to raise additional revenue	By 30 June 2026	By 30 June 2026		
Achieve a high standard of financial management	Deliver a timely unqualified annual audit report	Unqualified Audit Report submitted to the OLG	By 31 October 2025		
	Meet external audit requirements	Number of high risk or extreme issues in the Management Letter	0		
	Prepare and deliver the annual asset revaluation project	Number of issues raised in annual external audit of asset revaluation	0		

KEY



Educate



Advocate



Deliver



Regulate



Partner







Facilitate

Financial Services



STRATEGY

5.7 Prudently manage risks associated with all Council activities

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Deliver strategic asset management plans underpinned by sound financial strategies	Consider the full life cycle costs associated with the investment in new assets, with a focus on capital investment and existing assets	Number of capital expenditure reviews completed for assets that require it under the expenditure review guidelines	100%		
Enhance the information systems that support delivery of Council activities	Implement an electronic timesheet system that improves workforce productivity	Completion of project	By 30 June 2026		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Fleet

Manager Procurement and Fleet

SERVICE DESCRIPTION

This service safeguards and improves the health and safety of the community through regulating public health and building matters in accordance with relevant legislation.

SUB-SERVICES

- Workshop
- Fleet

COMMUNITY STRATEGIC PLAN ALIGNMENT

5 Good Government

- 5.7 Prudently manage risks associated with all Council activities

APPLICABLE LEGISLATION

- Local Government Act 1993
- Roads Transport Act 2013
- Work Health and Safety Act 2011
- Heavy Vehicle (Adoption of National Law) Act 2013 No 42



\$'000	2025/26
Income	
Other Revenues	242
Other Income	85
Gain (Loss) on Disposal of Assets	970
Total Income	1,297
Expenditure	
Employee Benefits & Oncosts	1,371
Materials & Services	(5,272)
Depreciation, Amortisation & Impairment	3,200
Other Expenses	104
Total Expenditure	(596)
Net Operating Surplus (Deficit)	1,893









Fleet



STRATEGY

5.7 Prudently manage risks associated with all Council activities

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Provide effective and efficient internal support functions	Provide effective Workshop services for Council plant and fleet	Preventative maintenance undertaken that meets OEM and TfNSW specification	100%		
	Replace plant and fleet in line with Council's plant replacement program	Quarterly reports to the Exec Team on the replacement progress completed	4		
		Adherence to the OEM standard	100%		
	Prepare fleet registrations for Common expiry deadlines (CED) are met and conditional registrations completed	Registrations to align to 1 October	100%		
		Conditional registrations completed	By 1 October 2025		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Governance

Manager Customer Services and Governance

SERVICE DESCRIPTION

Governance supports the organisation and elected body to operate within required legislative frameworks and perform statutory obligations. This service provides the internal controls for Council's operations to be conducted in an ethical and transparent manner and supports essential functions including legal assistance, insurance, claims management and corporate governance.

SUB-SERVICES

- Governance
- Insurance Management

COMMUNITY STRATEGIC PLAN ALIGNMENT

5 Good Government

- 5.2 Lead, govern and regulate in an ethical, equitable and transparent way
- 5.4 Enhance communication and transparency between Council and the community, fostering awareness of Council's roles and encouraging active community participation in decision-making
- 5.5 Pursue efficiencies, ongoing business improvement and customer focused service delivery
- 5.7 Prudently manage risks associated with all Council activities

APPLICABLE LEGISLATION

- Civil Liability Act 2002
- Health Records and Information Privacy Act 2002
- Privacy and Personal Information Protection Act 1998
- Government Information (Public Access) Act 2009
- Local Government Act 1993
- Public Interest Disclosures Act 1994



\$'000	2025/26
Income	
Other Revenues	372
Total Income	372
Expenditure	
Employee Benefits & Oncosts	438
Materials & Services	1,063
Total Expenditure	1,501
Net Operating Surplus (Deficit)	(1,128)



Governance



STRATEGY

5.2 Lead, govern and regulate in an ethical, equitable and transparent way

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Continued review and enhancement of the governance framework	Develop and implement a governance framework	Governance framework complete	By 30 June 2026	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Target
Provide a compliance and enforcement framework which supports consistency and transparency in decision making	Deliver effective compliance activities in accordance with relevant legislation and policies	Six monthly Exec report delivered	2	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Target
Provide support for elected members to deliver their legislated obligations	Deliver awareness sessions for potential candidates in the six months prior to each Council election and ensure information packages are available	Awareness session program delivered	Six months prior to election day	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Target
	Provide an onboarding program and access to professional development programs	Onboarding program delivered	Within 6 months after Councillor elections	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Target
		Number of Councillor training sessions	>6	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Target
	Deliver Council meetings in accordance with the code of meeting practice	Number of Code of meeting practice breaches	0	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Target

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Governance



STRATEGY

5.4 Enhance communication and transparency between Council and the community, fostering awareness of Council's roles and encouraging active community participation in decision-making

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Engage with the community in order to provide timely and relevant information and educate the community on Council's roles and responsibilities	Provide access to Council's documents on exhibition both through the website and Administration Centres	Documents available through website and admin centres within exhibition period	100%		
Provide opportunities and make it easy for the community to participate in and influence decision making	Facilitate attendance at Council Meetings and the public forum in person	Track number of Public Forum speakers	100%		
	Provide a live Council Meeting webcast and have meeting recordings available with closed captions	Availability of meetings live streamed	100%		
		Meetings recordings available online	100%		



STRATEGY

5.7 Prudently manage risks associated with all Council activities

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Monitor and review Council's strategies, plans and policies	Provide up to date strategy and policy register	Report quarterly to Exec Team on review compliance	4		
	Provide an effective Legislative Compliance function	Breach register maintained and reported to ARIC	4		
	Administer and report on public incident claims	Claim resolved within 28 days	100%		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Human Resources

Manager People and Performance

SERVICE DESCRIPTION

Human Resources delivers the entire employment lifecycle including recruitment and engagement, learning and development, industrial and employee relations, performance management as well as effective workforce strategic planning. As an employer of excellence, Human Resources supports an organisational culture rooted in Respect, Integrity, and Recognition (WES values). We strive to be a recognised competitive employer of excellence by fostering local and commercial relationships.

COMMUNITY STRATEGIC PLAN ALIGNMENT

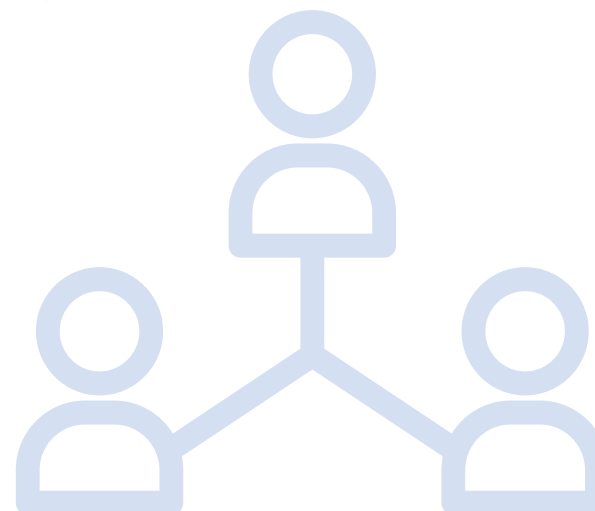
5 Good Government

- 5.1 Provide clear strategic direction
- 5.6 Provide a safe, positive and supportive working environment for employees
- 5.7 Prudently manage risks associated with all Council activities

APPLICABLE LEGISLATION

- Local Government Act 1993
- Local Government (State) Award
- Fair Work Act 2009
- Industrial Relations Act 1996
- Anti-Discrimination Act
- Sex Discrimination Act
- Workers Compensation Act 1987
- Work Health and Safety Act 2011
- Workplace Injury Management and Workers Compensation Act 1998
- National Employment Standards

\$'000	2025/26
Income	
Total Income	0
Expenditure	
Employee Benefits & Oncosts	878
Materials & Services	610
Total Expenditure	1,488
Net Operating Surplus (Deficit)	(1,488)





Human Resources



STRATEGY



5.1 Provide clear strategic direction

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Develop and implement a robust Integrated Planning and Reporting (IP&R) Framework led by thorough community consultation	Develop and implement Council's 4-year Workforce Management Strategy	Complete the action plans for 2025/26	100%		



STRATEGY



5.6 Provide a safe, positive and supportive working environment for employees

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Attract, retain and develop a skilled workforce in accordance with the objectives of the Workforce Management Strategy	Develop and deliver an annual Learning and Development program	Training program for 2025/26 delivered	100%		
	Review and improve annual performance management process	Staff moved to the new performance management process (anniversary dates)	100%		



STRATEGY

5.7 Prudently manage risks associated with all Council activities

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Provide effective and efficient internal support functions	Conduct quarterly Council Staff Updates across all work sites	Quarterly meetings held	4		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate



SERVICE DESCRIPTION

This service supports Council to deliver its program of works and services to our community through the secure delivery and operation of information, systems and technology.

SUB-SERVICES

- IT Service Desk
- Corporate System Development/Management and Support
- Cyber Security

COMMUNITY STRATEGIC PLAN ALIGNMENT

5 Good Government

- 5.7 Prudently manage risks associated with all Council activities

APPLICABLE LEGISLATION

- State Records Act 1998 and Regulation 2015
- Local Government Act 1993
- Spam Act 2003
- Privacy and Personal Information Protection Act 1998
- Work Health and Safety Act 2011
- Workplace Surveillance Act 2005
- Privacy Act 1988 (Cth)
- Health Records and Information Privacy Act
- 2002 (HRIP Act)

\$'000	2025/26
Income	
Other Revenues	1,297
Grants & Contributions - Operating	56
Total Income	1,353
Expenditure	
Employee Benefits & Oncosts	1,022
Materials & Services	3,410
Depreciation, Amortisation & Impairment	436
Total Expenditure	4,868
Net Operating Surplus (Deficit)	(3,515)



IT



STRATEGY

5.7 Prudently manage risks associated with all Council activities

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Monitor and review Council's risks and support an internal audit function	Provide a cyber security program that manages Council's risk and its risk appetite	Develop the Cyber Security Strategy	By 30 June 2026		
Enhance the information systems that support delivery of Council activities	Provide ongoing investment in Council's IT infrastructure to maintain availability and ensure it is fit for purpose in accordance with Capital Works Program	Works completed on schedule and on budget	>85% budget expenditure		
	Deliver professional, effective, and timely IT support through an IT Service Desk	Number of requests in accordance with Service Level Agreements	95%		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Compliance Management

Manager Customer Services and Governance

SERVICE DESCRIPTION

Compliance Management delivers environmental and development compliance, animal control, unattended property and parking with the objective of improving the liveability of our places and community through the education and enforcement of statutory requirements and Council Policies.

SUB-SERVICES

- Animal Control
- Public Order and Safety

COMMUNITY STRATEGIC PLAN ALIGNMENT

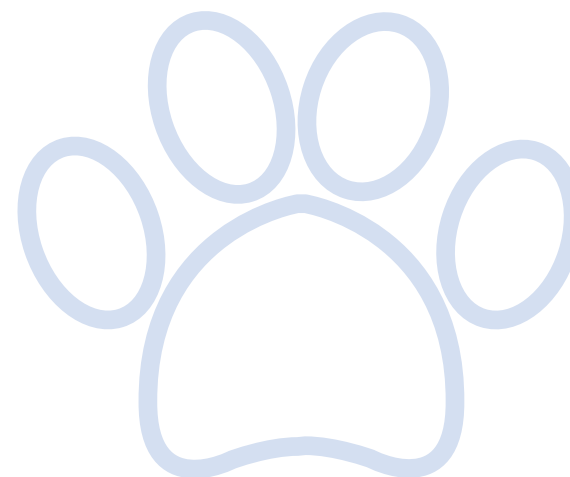
1 Looking After Our Community

- 1.2 Advocate for improved health services and work with key partners to enhance community wellbeing, safety, and crime prevention

APPLICABLE LEGISLATION

- Local Government Act 1993
- Roads Act 1993
- Protection of the Environment Operations Act 1997
- Biosecurity Act 2015
- Companion Animals Act 1998
- Fines Act 1996
- Public Spaces (Unattended Property) Act 2021
- Trees (Disputes between Neighbours) Act 2006
- Surveillance Devices Act 2007
- Civil Liability Act 2002
- Environmental Planning and Assessment Act 1979
- Inclosed Lands Protection Act 1901
- Plumbing and Drainage Act 2011

\$'000	2025/26
Income	
User Charges & Fees	19
Other Revenues	136
Total Income	155
Expenditure	
Employee Benefits & Oncosts	334
Materials & Services	132
Depreciation, Amortisation & Impairment	8
Other Expenses	2
Total Expenditure	477
Net Operating Surplus (Deficit)	(322)










Compliance Management



STRATEGY

1.2 Advocate for improved health services and work with key partners to enhance community wellbeing, safety, and crime prevention

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Deliver effective animal control regulation	Deliver proactive community education initiatives on responsible pet ownership	Ranger school program delivered	By 30 June 2026		 
	Operate and manage an impounding facility	Number of unregistered animals impounded	< 500		
Provide sufficient parking to the community	Undertake regular parking and restricted patrols and enforcement activities as required	Number of patrols completed	>150		
		Annual Rangers Exec Report delivered	By 30 June 2026		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Procurement and Contract Management

Manager Procurement and Fleet

SERVICE DESCRIPTION

The Procurement and Contract Management service provides support and advice regarding procurement, tendering and contract management matters to ensure Council's activities reflect sound governance practices, transparency and achieves best value for the community, whilst maintaining compliance to legislative requirements.

COMMUNITY STRATEGIC PLAN ALIGNMENT

5 Good Government

- 5.7 Prudently manage risks associated with all Council activities

APPLICABLE LEGISLATION

- Plastic Reduction and Circular Economy Act 2021
- Tendering Guidelines for NSW Local Government 2009
- Local Government Act 1993
- Work Health Safety Act 2011

GOOD
GOVERNMENT



\$'000	2025/26
Income	
Other Revenues	131
Total Income	131
Expenditure	
Employee Benefits & Oncosts	345
Materials & Services	14
Total Expenditure	358
Net Operating Surplus (Deficit)	(227)









Procurement and Contract Management



STRATEGY

5.7 Prudently manage risks associated with all Council activities

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Provide effective and efficient internal support functions	Monitor and maintain the Procurement and Contract Management Framework to ensure continuous improvement	Framework delivered and reviewed	By 30 June 2026		    
		Contracts registered that meet GIPA requirements	100%		
		Reporting website pages updated as contracts awarded	100%		
		Contractors insurance obligations (CoC) maintained	100%		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Property

Manager Revenue and Property

SERVICE DESCRIPTION

This service facilitates and delivers Council's property land administration functions and strategic property management. The service also has responsibilities for the maintenance of Council's Public Land Register and the provision of Native Title Manager's Advice.

COMMUNITY STRATEGIC PLAN ALIGNMENT

5 Good Government

- 5.7 Prudently manage risks associated with all Council activities

APPLICABLE LEGISLATION

- Local Government Act 1993 and regulations
- Crown Land Management Act 2016 and regulation 2018
- Land Acquisition (Just Terms Compensation) Act 1991
- Office Local Government, Land Acquisition Information Guide, December 2014
- Roads Act 1993
- Native Title Act 1993
- Independent Commission Against Corruption, Guidelines for managing risks in direct negotiation, May 2006
- Conveyancing Act 1919
- Real property Act 1990
- Residential (Land Lease) Communities Act 2010
- Residential Tenancies Act 2010
- Local Government (manufactured Home Estates, Caravan Parks, Camping Grounds, and Moveable Dwellings) Regulation 2021
- Holiday Parks (Long-term Casual Occupation) Act 2002
- Work Health & Safety Act 2011



\$'000	2025/26
Income	
Grants & Contributions - Operating	1,456
Grants & Contributions - Capital	1,015
Other Income	765
Total Income	3,236
Expenditure	
Employee Benefits & Oncosts	379
Materials & Services	2,091
Borrowing Costs	13
Depreciation, Amortisation & Impairment	250
Other Expenses	49
Total Expenditure	2,781
Net Operating Surplus (Deficit)	455









Property



STRATEGY

5.7 Prudently manage risks associated with all Council activities

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Provide long term financial sustainability through sound financial management	Identify opportunities to increase revenue from property related investments	Demonstrated opportunities	1		
Provide effective and efficient internal support functions	Develop and manage Council's owned and managed land portfolio	Number of new Native Title assessments facilitated	100%		
		Number of new Aboriginal Land Claims determinations facilitated	100%		
		Leases and licences recorded in Council's register	100%		
	Prepare and formalise all Plans of Management	Plans adopted for Crown Land categories	100%		
		Number of key stakeholders consulted	100%		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Revenue

Manager Revenue and Property

SERVICE DESCRIPTION

This service delivers Council's Revenue functions relating to rating, water billing and sundry debtors. This includes the levying and collection of rates, annual charges and fees as identified in Council's annual Operational Plan and Statement of Revenue Policy. The service also maintains Council's property database including customer data management, property addressing and road, bridge and place naming.

COMMUNITY STRATEGIC PLAN ALIGNMENT

5 Good Government

- 5.7 Prudently manage risks associated with all Council activities

APPLICABLE LEGISLATION

- Local Government Act 1993 and Regulation
- Valuation of Land Act 1916
- Fire and Emergency Services Levy Act 2017
- Roads Act 1993 and Regulation 2018
- Geographical Names Act 1966



\$'000	2025/26
Income	
User Charges & Fees	83
Other Revenues	808
Total Income	891
Expenditure	
Employee Benefits & Oncosts	660
Materials & Services	400
Total Expenditure	1,060
Net Operating Surplus (Deficit)	(169)







Revenue



STRATEGY

5.7 Prudently manage risks associated with all Council activities

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Provide long term financial sustainability through sound financial management	Review Council's rating structure to identify opportunities to raise additional revenue and options to offset revenue loss	Rating structure reviewed and adopted	By 30 June 2026		
	Manage the levying of Rates & Charges in accordance with the Local Government Act	Outstanding rate ratios at end of financial year	<10%		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Work Health and Safety

Manager People and Performance

SERVICE DESCRIPTION

Mid-Western Regional Council is committed to preventing work-related injury and illness by providing a safe and healthy working environment for all workers, and meeting its legislative obligations when an injury or illness occurs. This service fosters a safe and healthy workplace and provides support, advice and information to staff workers on work related, health and safety. This service also supports a return to work program and initiates and assists with workers compensation claims.

SUB-SERVICES

- Work Health and Safety
- Workers Compensation and Return to Work

COMMUNITY STRATEGIC PLAN ALIGNMENT

5 Good Government

- 5.6 Provide a safe, positive and supportive working environment for employees

APPLICABLE LEGISLATION

- Work Health Safety Act 2011
- Workplace Injury Management and Workers Compensation Act 1998



\$'000	2025/26
Income	
Grants & Contributions - Operating	118
Total Income	118
Expenditure	
Employee Benefits & Oncosts	484
Materials & Services	109
Total Expenditure	593
Net Operating Surplus (Deficit)	(475)



Work Health and Safety



STRATEGY

5.6 Provide a safe, positive and supportive working environment for employees

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Provide a safe and healthy working environment	Develop and implement WHS Training, Health and Wellbeing Schedule and participate in SafeWork month	Complete the approved wellbeing schedule for 2025/26	By 30 June 2026		
		Number of participants in workplace wellness initiatives	> in participants from previous years		
		Number of all new employees inducted within 3 months of commencement	0%		
	Implement and embed a WHS Management System that reflects legislative requirements	Procedures due in 2025/26 updated	By 30 June 2026		
	Implement the 3-yearly StateCover Self-Audit Program	Self-Audit and arising actions completed within Audit Program timeframes	100%		
	Review and update Council's Injury Management and Return to Work procedures	Procedures due in 2025/26 updated	By 30 June 2026		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Enterprise Risk

Manager People and Performance

SERVICE DESCRIPTION

This service ensures that risk is managed through a structured and consistent approach that enables risk-informed decision making aligned with Council's operational and strategic risk objectives.

COMMUNITY STRATEGIC PLAN ALIGNMENT

5 Good Government

- 5.7 Prudently manage risks associated with all Council activities

APPLICABLE LEGISLATION

- Local Government Act 1993





\$'000	2025/26
Income	
Total Income	0
Expenditure	
Employee Benefits & Oncosts	182
Total Expenditure	182
Net Operating Surplus (Deficit)	(182)

Enterprise Risk



STRATEGY

5.7 Prudently manage risks associated with all Council activities

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Monitor and review Council's risks and support an internal audit function	Review and maintain an effective Enterprise Risk Management Framework	Review risk registers annually	By 30 June 2026		
		Ensure the continuity of Council's critical services through annual testing of the Business Continuity Plan	By 30 June 2026		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Stores and Inventory Management

Manager Procurement and Fleet

SERVICE DESCRIPTION

Stores and Inventory Management supports Council's activities by sourcing, managing, maintaining and consulting with relevant stakeholders to ensure the effective control of Council Stores Inventory and project specific assets.

COMMUNITY STRATEGIC PLAN ALIGNMENT

5 Good Government

- 5.7 Prudently manage risks associated with all Council activities

APPLICABLE LEGISLATION

- Local Government Act 1993
- Work Health Safety Act 2011
- Plastic Reduction and Circular Economy Act 2021



\$'000	2025/26
Income	
Other Revenues	464
Gain (Loss) on Disposal of Assets	(1,386)
Total Income	(922)
Expenditure	
Employee Benefits & Oncosts	672
Materials & Services	(543)
Depreciation, Amortisation & Impairment	167
Other Expenses	68
Total Expenditure	364
Net Operating Surplus (Deficit)	(1,286)





Stores and Inventory Management



STRATEGY

5.7 Prudently manage risks associated with all Council activities

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Provide effective and efficient internal support functions	Operate and maintain Council's works depots and stores	Stocktakes completed	2		
		Stocktake error rate	< 5%		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Facilitate

Business Improvement

Manager People and Performance

SERVICE DESCRIPTION

By using a whole of organisation approach and with strong organisational support, Business Improvement coordinates the delivery of projects, systems and processes aimed at enhancing Council's performance and service delivery.

COMMUNITY STRATEGIC PLAN ALIGNMENT

5 Good Government

- 5.1 Provide clear strategic direction

APPLICABLE LEGISLATION

- Local Government Act 1993

\$'000	2025/26
Income	
Total Income	0
Expenditure	
Employee Benefits & Oncosts	144
Total Expenditure	144
Net Operating Surplus (Deficit)	(144)









Business Improvement



STRATEGY

5.1 Provide clear strategic direction

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Develop and implement a robust Integrated Planning and Reporting (IP&R) Framework led by thorough community consultation	Deliver six monthly progress reporting against Delivery Program	Six monthly progress reports provided including one in the Annual Report completed	2		
	Deliver a service review for the 25/26 financial Year on the Parks and Gardens service	Service Reviews completed per annum	1		
	Review and implement the Business Improvement Framework	Framework and annual program delivered	By 30 June 2026		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Operations Admin

Responsibility

SERVICE DESCRIPTION

This service safeguards and improves the health and safety of the community through regulating public health and building matters in accordance with relevant legislation.

SUB-SERVICES

- Public and Environmental Health
- Building Certification and Minor Development Assessment

COMMUNITY PLAN ALIGNMENT

5 Good Government

- 5.7 Prudently manage risks associated with all Council activities

APPLICABLE LEGISLATION

- Biodiversity Conservation Act 2016
- Boarding Houses Act 2012
- Building and Development Certifiers Act 2018
- Building Products (Safety) Act 2017
- Contaminated Land Management Act 1997
- Environmental Planning and Assessment Act 1979
- Tattoo Parlours Act 2012
- Building Code of Australia
- Food Act 2003
- Home Building Act 1989
- Plumbing and Drainage Act 2011
- Protection of the Environment Operations Act 1997
- Public Health Act 2010
- Smoke-free Environment Act 2000
- Swimming Pools Act 1992
- Local Government Act 1993





\$'000	2025/26
Income	
Other Revenues	1,337
Total Income	1,337
Expenditure	
Employee Benefits & Oncosts	1,011
Materials & Services	187
Total Expenditure	1,198
Net Operating Surplus (Deficit)	139

Operations Admin



STRATEGY

5.7 Prudently manage risks associated with all Council activities

Delivery Program Principle Activity	Operational Plan Action	Performance Measure	Target	United Nations SDG	Council's Role
Provide effective and efficient internal support functions	Deliver Administration and process improvement services to the Operations Directorate	Customer contacts addressed within 14 days	100%		
		Invoices processed within contract terms	100%		
		Deliver process improvements throughout the Operations Directorate.	>2		

KEY



Educate



Advocate



Deliver



Regulate



Partner



Legislation Checklist - IP&R Guidelines 2021

Section	Essential Element	Included	Section	Essential Element	Included
4.1	Each council must prepare and adopt its Delivery Program by 30 June in the year following a local government ordinary election.	✓	4.7	The Delivery Program must allocate high-level responsibilities for each activity or set of activities. Where the council has an oversight role for a Community Strategic Plan strategy but is not the key delivery agent, the Delivery Program should include activities which reflect the role the council will play in relation to the strategy, and how it will monitor its delivery.	p47-149
4.2	The Delivery Program must demonstrate the council's commitment to the community to perform all of its functions (including implementing the strategies set out in the Community Strategic Plan) by outlining the activities for which it is responsible over the term of the council, including how those activities will be prioritised, and how the council will measure and evaluate their implementation.	p47-149	4.8	Financial estimates for council's budget position for the 4-year period must be included in the Delivery Program.	p32-36
4.3	To encourage continuous improvement across the council's operations, the Delivery Program must identify areas of service that the council will review during its term, and how the council will engage with the community and other stakeholders to determine service level expectations and appropriate measures	p19	4.9	The general manager must ensure that progress reports are provided to the council, with respect to the principal activities detailed in the Delivery Program, at least every 6 months. Public exhibition requirements	p15
4.4	The Delivery Program must address ongoing improvements to the efficiency, productivity, financial management and governance of the council.	p107-149	4.10	A draft Delivery Program must be placed on public exhibition for a period of at least 28 days and submissions received by the council must be considered by the council before the Delivery Program is adopted by the council.	✓
4.5	When preparing its Delivery Program, the council must consider the priorities and expected levels of service, expressed by the community during the engagement process.	p14	4.11	The council must post a copy of its Delivery Program on the council's website within 28 days after the plan is adopted.	✓
4.6	The Delivery Program must:		4.12	The council must review its Delivery Program each year when preparing the Operational Plan.	✓
4.6.a	directly address the objectives and strategies of the Community Strategic Plan and identifies the principal activities that the council will undertake to meet the objectives and implement the strategies (councils must ensure that the principal activities cover the full range of council functions and operations)	p47-149	4.13	Where an amendment to the Delivery Program is proposed, it must be included in a council business paper which outlines the reasons for the amendment. The matter must be tabled and resolved to be noted at that meeting, must be and considered by the council at its next meeting (i.e. time must be set aside for the amendment to be considered).	✓
4.6.b	include a method of assessment to determine the effectiveness of each principal activity detailed in the Delivery Program in achieving the objectives.	p47-149	4.14	Where significant amendments are proposed are proposed, the Delivery Program must be re-exhibited.	✓

Legislation Checklist - IP&R Guidelines 2021

Section	Essential Element	Included	Section	Essential Element	Included
4.15	The Operational Plan must be prepared and adopted annually as a separate document that details the work that will be done in support of the Delivery Program. It must directly address the activities outlined in the Delivery Program and identify projects, programs or actions that the council will undertake within the financial year towards addressing these.	✓	4.21.e	a statement of the council's proposed pricing methodology for determining the prices of goods and the approved fees under Division 2 of Part 10 of Chapter 15 of the Act for services provided by it, being an avoidable costs pricing methodology determined by the council	P40
4.16	The Operational Plan must allocate responsibilities for each project, program or action.	P47-149 (by service)	4.21.f	a statement of the amounts of any proposed borrowings (other than internal borrowing), the sources from which they are proposed to be borrowed and the means by which they are proposed to be secured.	P37-38
4.17	With respect to service reviews identified in the Delivery Program (see Essential Element 4.3), the Operational Plan must specify each review to be undertaken in that year.	P19	4.22	The Statement of Revenue Policy with respect to an ordinary or special rate proposed to be levied must include the following particulars:	P37
4.18	The Operational Plan must identify suitable measures to determine the effectiveness of the projects, programs and actions undertaken.	P47-149	4.22.a	the ad valorem amount (the amount in the dollar) of the rate	P37-38
4.19	The Operational Plan must include a detailed budget for the actions to be undertaken in that year.	P47-149	4.22.b	whether the rate is to have a base amount and, if so: <ul style="list-style-type: none"> the amount in dollars of the base amount the percentage, in conformity with section 500 of the Act, of the total amount payable by the levying of the rate, or, in the case of the rate, the rate for the category or sub-category concerned of the ordinary rate, that the levying of the base amount will produce. 	P37
4.20	The Operational Plan must include council's Statement of Revenue Policy for the year covered by the Operational Plan.	P37-39	4.22.c	the estimated yield of the rate	P37-38
4.21	The Statement of Revenue Policy must be included in an Operational Plan and must include the following statements:		4.22.d	in the case of a special rate - the purpose for which the rate is to be levied	P38
4.21.a	a statement containing a detailed estimate of the council's income and expenditure	P32	4.22.e	the categories or sub-categories of land in respect of which the council proposes to levy the rate.	P37
4.21.b	a statement with respect to each ordinary rate and each special rate proposed to be levied	P38-39	4.23	The statement with respect to each charge proposed to be levied must include the following particulars:	
4.21.c	a statement with respect to each charge proposed to be levied	Appendix			
4.21.d	a statement of the types of fees proposed to be charged by the council and, if the fee concerned is a fee to which Division 3 of Part 10 of Chapter 15 of the Act applies, the amount of each such fee	Appendix			

Legislation Checklist - IP&R Guidelines 2021

Section	Essential Element	Included
4.23.a	the amount or rate per unit of the charge	P38-39
4.23.b	the differing amounts for the charge, if relevant	P38-39
4.23.c	the minimum amount or amounts of the charge, if relevant	Na
4.23.d	the estimated yield of the charge	P38-39
4.23.e	in relation to an annual charge for the provision by the council of coastal protection services (if any) - a map or list (or both) of the parcels of rateable land that are to be subject to the charge.	Na
4.24	The statement of fees and the statement of the pricing methodology need not include information that could confer a commercial advantage on a competitor of the council.	Na
4.25	The draft Operational Plan must be publicly exhibited for at least 28 days, and submissions received by the council in that period must be considered, before the final Operational Plan is adopted by the council.	✓
4.26	Council must publish a copy of its Operational Plan on the council's website within 28 days after the plan is adopted.	✓
4.27	A map showing those parts of the local government area to which the various rates will apply (including each category and sub-category of the ordinary rate and each special rate included in the Operational Plan) must be available on the council's website and available for public inspection at its office (and any other places it determines) during the exhibition of the Operational Plan.	✓
4.28	Where significant amendments are proposed to the Operational Plan, it must be re-submitted to council for adoption.	✓

Glossary

For each Function (Service), we have included a projected budget setting out the type of income and expenditure and funding expected for the next four years. A simple explanation of each line item contained in the budget summary for each theme is provided here.

Borrowing Costs represents the interest paid by Council on borrowings.

Capital Expenditure reflects the cost of purchasing or constructing new assets and renewing existing infrastructure. Those assets (excluding land) and are then depreciated over the course of their estimated useful life.

Contribution from General Purpose Funds is the total contribution required out of general purpose funds (such as financial assistance grants, ordinary rates, interest on investments) to support the activities undertaken in each theme. For the purposes of the Budgets by Service, this term can also be expanded to include contributions from “unrestricted” Water, Sewer and Waste Funds that would be externally restricted at a consolidated level.

Depreciation & Amortisation reflects the consumption of Council’s infrastructure, property, plant & equipment (net of residual values) over the estimated useful life of the asset. Depreciation is calculated using the straight line method.

Employee Benefits & Oncosts incorporates the cost of staff including salaries and wages, superannuation, workers compensation, and training.

Gain or Loss on Disposal of Assets represents the surplus or shortfall of proceeds received from the disposal of assets over their written down value. This typically relates to the sale of land developed by Council or surplus to our needs, and the sale of plant at the end of its useful life.

Grants & Contributions – Capital encompasses the majority of developer contributions including Voluntary Planning Agreements; capital grants provided for specific purposes such as roadwork, water infrastructure, and sporting facilities.

Grants & Contributions – Operating includes both general purpose grants and contributions such as the Financial Assistance Grant and specific purpose grants for services such as bushfire and emergency, environmental Programs, aged & disabled services, noxious weeds management, and roads maintenance.

Interest & Investment Revenue encompasses interest charged by Council on overdue rates and charges, and interest earned on Council’s investment portfolio. The majority of interest revenue will appear in Good Government as it forms part of General Purpose Revenue (treasury operations).

Internal Charges are transactions between the different funds and activities of Council, such as contributions from Water and Sewer Fund to General Fund for corporate support, internal plant hire charges, and employee oncosts.

Loan Repayments represents the principal component of loan repayments made by Council to service borrowings.

Materials & Contracts includes expenditure on materials, contractor and consultancy costs, payments for audit services, legal expenses, and operating lease payments.

New Loan Borrowings represents new loan funding drawn down by Council.

Non Cash Entries is an adjustment made to the income statement to show the impact of noncash entries such as depreciation.

Glossary

Other Expenses include payments to other levels of government for the Rural Fire Service and town fire brigades, councillor fees, donations and contributions made to local and regional bodies, election expenses, electricity, insurance premiums, street lighting, and telephone & communications expenditure.

Other Revenues includes fines, insurance claim recoveries, sales income, and rental income from Council properties.

Rates & Annual Charges includes the income generated by Council from the levying of ordinary rates (Farmland, Business, Residential, Mining), and annual charges for the provision of water, sewer and waste management services.

Transfers from Reserves, Developer Contributions & Unexpended Grants represents a transfer from Council's restricted funds (internal and external restrictions), and is usually associated with a specific project for which funds have been set aside.

Transfers to Reserves, Developer Contributions & Unexpended Grants represents transfers made to Council's restricted accounts (internal and external restrictions). For example, all developer contributions received by Council are externally restricted and can only be spent in accordance with the relevant Contributions Plan.

User Charges & Fees includes user charges for water and sewer, statutory fees for planning and building regulation, and other fees and charges for a variety of Council services including aged care, Transport for NSW contracts, waste depot fees, cemeteries and swimming pools.



Appendix

FEES AND CHARGES

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Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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ADMINISTRATION

Administration Services

Photocopying and Printing

Black & White – A4	FC0001	\$0.20	Per page	Y	DCR
Colour – A4	FC0002	\$0.50	Per page	Y	DCR
Black & White – A3	FC0003	\$0.30	Per page	Y	DCR
Colour – A3	FC0004	\$1.00	Per page	Y	DCR

Scanning (to customer email)

Scanning	FC0006	\$1.00	per document (up to a maximum of 20 pages)	Y	DCR
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Laminating

Credit card size	FC0011	\$1.00	Per item	Y	DCR
A4	FC0012	\$2.00	Per sheet	Y	DCR
A3	FC0013	\$3.00	Per sheet	Y	DCR

Processing of Companion Animal Forms

Change of Owner Form	FC0796	\$2.00		N	FCR
Permanent Identification Form	FC0797	\$4.00		N	FCR

Information Requests

All Other Requests for Information

Application Fee	FC0014 Open Forms GIPA	\$30.00		N	STAT
Processing Charge	FC0015 Open Forms GIPA	\$30.00	Per hour	N	STAT
All Other Administration Services Requests	FC0016 Open Forms GIPA	\$30.00	Per hour	N	SUB

Internal Review of Requests for Information

Request for Review	FC0017	\$40.00		N	STAT
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A reduction of up to 50% may be applied for financial hardship or public interest reasons. Refunds may apply as a result of successful internal reviews, and successful applications for amendment of records. Application fees may be waived for internal reviews in relation to the amendment of records.

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Maps & Plans

Maps – Paper Prints

Maps held by Council – Where Publicly Available	FC0018	As per plan printing charges below plus \$5 per map		N	DCR
Custom Maps	FC0019	\$160.00	Per map plus printing charges below	N	DCR

Plan Printing – Paper Prints

Plan Printing – A2/A3 – Paper	FC0020	\$15.00	Per sheet for the first 5 sheets, plus \$11 per sheet thereafter	N	DCR
Plan Printing – A1 – Paper	FC0021	\$19.00	Per sheet for the first 5 sheets, plus \$15 per sheet thereafter	N	DCR
Plan Printing – A1 – Film	FC0022	\$28.00	Per sheet for the first 5 sheets, plus \$22 per sheet thereafter	N	DCR
Plan Printing – A0 – Paper	FC0023	\$54.00	Per sheet for the first 5 sheets, plus \$25 per sheet thereafter	N	DCR
Specialised Printing	FC0024	Quotations available upon request for specialised printing or drafting services		N	DCR

Law Enforcement

Impounded Article

Release Fee	FC0025 Plus ADMArt RFee	\$61.00	Per article	N	SUB
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Impounding of Abandoned Vehicle

Release Fee – Abandoned Vehicle	FC0026 Plus ADMVe hRFee	\$95 plus towing at cost to relocate vehicle to MWRC Impounding yard		N	DCR
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AIRPORT

Mudgee Airport

Hangar Rental

Casual Hangar Rental – weekly	FC0027 Plus AirHRnt Wk	\$141.00		Y	SUB
Includes electricity					

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Hangar Rental [continued]

Casual Hangar Rental – daily	FC0028 Plus AirHRnt Day	\$29.00		Y	SUB
Includes electricity					
Long Term Hangar Rental	FC0029	By individual lease agreement only		Y	SUB

Landing Fees

Landing Fee – Annual Charge greater than 2 tonne	FC0030	\$955.00		Y	SUB
By agreement only, per aircraft per annum for MWRC residents private use.					
Landing Fee – Aircraft weight greater than 2 tonne	FC0032	\$18.10	Per tonne	Y	SUB
Weight measured by Maximum Take Off Weight.					
Landing Fee – Annual Charge less than 2 tonne	FC0033	\$303.00	Per annum	Y	SUB
For Mid-Western Regional Council residents only					
Landing Fee - Aircraft weight less than 2 tonne	FC0867	\$7.10	Per tonne	Y	SUB
Weight measured by Maximum Take Off Weight. Minimum charge of 1 tonne.					
Commercial Flying Schools - Aircraft less than 2 tonne	FC0034	\$2,500.00	Per aircraft, per annum	Y	SUB
Flight schools may elect to pay either an annual fee or per landing fee.					
Mudgee Aero Club	FC0035	\$840.00	Per annum	Y	SUB
for up to five general aviation or ultralight aircraft.					
Passenger Fees	FC0036	\$8.50	Per passenger, per landing	Y	SUB
RPT operators only					
Care flight, Child Flight, Sydney SLSA Helicopter, Air Ambulance, Angel Flight , Little Wings or RFS NSW or charity flights	FC0037	No charge		Y	SUB

Other Aerodrome Fees

Parking - Apron (non-hanger)	FC0908	24 hours free, then \$15/day		Y	
Hire of aerodrome facility	FC0038 Plus AirAero Fac	\$1,395.00	Per day	Y	SUB
Hire of conference room	FC0039 Plus AIRAer oCon	\$29.00	Per hour	Y	SUB
Longer rate by negotiation					

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Other Aerodrome Fees [\[continued\]](#)

Hire of terminal building office	FC0040 Plus AirAero Off	\$23.00	Per hour	Y	SUB
Longer rate by negotiation					
Hire of terminal building function area	FC0041 Plus AirAero Fun	\$58.00	Per hour	Y	SUB
Longer rate by negotiation					
Operate Car Rental Business at Airport	FC0042	\$850.00	Per annum	Y	SUB
Advertising and Sign Boards at Airport	FC0043	\$340.00	Per annum	Y	SUB

ANIMAL & STOCK CONTROL

Companion Animals

Lifetime Registrations

Dog - Desexed (sold by pound/shelter)	FC0046	\$0.00		N	STAT
Desexed dog sold by an eligible pound/shelter					
Dog - Working	FC0896	\$0.00		N	STAT
Dog - Service of the State	FC0897	\$0.00		N	STAT
Assistance Animal	FC0898	\$0.00		N	STAT
Cat - Desexed (sold by pound/shelter)	FC0873	\$0.00		N	STAT
Desexed cat sold by an eligible pound/shelter					

Animal Surrender Fees

Small Dog or Cat	FC0050 Open Forms ANIMS UR	\$54.00	Per animal	N	SUB
Medium / Large Dog	FC0052 Open Forms ANIMS UR	\$87.00	Per animal	N	SUB
Greyhound / Commercial	FC0053 Open Forms ANIMS UR	\$87.00	Per animal	N	SUB
Collection Fee	FC0054 Open Forms ANIMS UR	\$21.00	per animal	N	SUB
Council ranger collection of animal for surrender					

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Impound & Release Fees

Release Fees – Second and Subsequent Release	FC0056	\$73.00		N	SUB
Within 12 months of first release					
Sustenance Fee	FC0057	\$27.00	Per day	N	SUB

Trap Hire

Cat Trap Hire Fee	FC0058 Plus TrapHir e	\$47.00	Per week	Y	SUB
Cat Trap Hire – Refundable Deposit	FC0059	\$150.00	per trap	N	BON D

Animal Adoption Fees

Rehome/Adoption Fee – Cat or Dog	FC0063 Open Forms ADOPT	\$110.00	Each animal	Y	SUB
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Stock Impounding

Stock Impounding

Sale of impounded stock	FC0064	Impounded stock not claimed by owners will be sold at auction and sales proceeds, less any outstanding charges, will be returned to the stock owner if they can be identified		Y	REF
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Impounding Fees – First Offence

Sheep, Goats & Pigs	FC0065	\$11.00	Per head	N	DCR
All Other Animals	FC0066	\$44.00	Per head	N	DCR

Impounding Fees – Repeat Offence (within 3 months of the first offence)

Sheep, Goats & Pigs	FC0067	\$14.00	Per head	N	DCR
All Other Animals	FC0068	\$81.00	Per head	N	DCR

Impounding Travel & Labour

Impounding Officer – Travel	FC0069	\$0.98	Per kilometre	N	DCR
Impounding Officer – Labour	FC0070	\$70.00	Per hour	N	DCR
After Hours Callout	FC0071	\$140.00	Per person, per hour.	N	DCR
Minimum charge of 4 hours					

Sustenance

Sheep, Goats & Pigs	FC0072	\$11.00	Per head, per day	N	DCR
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Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Sustenance [continued]

All Other Animals	FC0073	\$15.40	Per head, per day	N	DCR
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Other Stock Impounding Fees

Transport of Impounded Stock	FC0074	At direct cost, plus 10% admin recovery		N	FCR
Damage to Property by Trespassing Stock	FC0075	At direct cost, plus 10% admin recovery		Y	FCR

BUILDING APPROVALS & CERTIFICATES

Where a development consent, complying development certificate or construction certificate was required for the erection of the building and no such consent or certificate was obtained, the fee to be applied is the total sum of each of the relevant building certificate fee, development application fee, complying development certificate fee, and construction certificate fee.

Construction Certificate & Complying Development Certificates

All Classes

For development in respect of which Council does not employ staff that are registered to the extent required to determine a construction certificate or complying development certificate application	FC0943 Rams CCThir dPar	MWRC Construction Certificate / Complying Development Certificate Fee relevant to the development + Direct costs of all third parties engaged by Council to process the application		Y	DCR
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Building – Class 1

Class 1 fees also apply to Section 68 applications for transportable homes

Less than 100m2	FC0076 Rams CCClass1	\$640.00		Y	ROR
Greater than 100m2	FC0077 Rams CCClass1	\$905.00		Y	ROR
Alterations and additions to a Class 1 dwelling	FC0784 Rams CCClass1AL	\$640.00		Y	ROR
Residential dual occupancies including construction of a secondary dwelling associated with a new dwelling	FC0785 Rams CCClass1DU	\$1,205.00	Per development	Y	ROR

Building – Class 2 to 9

Under 300m2	FC0080 Rams CCClass3569	\$1,135.00		Y	ROR
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Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Building – Class 2 to 9 [continued]

300 to 499m2	FC0081 Rams CClass 3569	\$2,205.00		Y	ROR
500 to 1,999m2	FC0082 Rams CClass 3569	\$3,060.00		Y	ROR
2,000m2 and over	FC0083 Rams CClass 3569	\$7,740.00		Y	ROR

Building – Class 10a

Under 100m2	FC0084 Rams CCClass s10	\$401.00	Per application	Y	ROR
Include the sum of multiple buildings					
100m2 and above	FC0085 Rams CCClass s10	\$590.00	Per application	Y	ROR
Include the sum of multiple buildings					

Building – Class 10b

Swimming Pool	FC0088 Rams CCPool s	\$505.00	Per Swimming Pool	Y	ROR
Other Structures such as fences, retaining walls, masts etc	FC0786 Rams CCOth Struc	\$227.00	Per Structure	Y	ROR

Building – Class 10c

Private Bushfire Shelter	FC0787 Rams CCClass s10c	\$635.00	Per Shelter	Y	ROR
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General Development Code including B&B, Home Businesses, Tents or Marquees

CDC approval under Part 4A of the SEPP (Exempt and Complying Codes) 2008	FC0089 Rams CDCGe nDC	\$690.00		Y	ROR
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Note: additional inspection fees apply based on number of inspections required dependent on building classification.

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Container Recycling Facilities Code

CDC approval under Part 5B of the SEPP (Exempt and Complying Codes) 2008	FC0090 Rams CDCCR F	\$690.00		Y	ROR
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Note: additional inspection fees apply based on number of inspections required dependent on building classification.

Demolition Code

CDC approval under Part 7 of the SEPP (Exempt and Complying Codes) 2008	FC0091 Rams CDCDe mC	\$690.00		Y	ROR
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Note: additional inspection fees apply.

Fire Safety Code

CDC approval under Part 8 of the SEPP (Exempt and Complying Codes) 2008	FC0092 Rams CDCFir eSC	\$750.00		Y	ROR
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Note: Inspection packages based on number of inspections required dependent on building classification.

Assessment of Alternative Fire Solution

Assessment of Performance Solution – up to 2 separate performance solutions per development	FC0093 Rams BACAs sFire	\$660.00		Y	FCR
Assessment of Performance Solution – 3 or more separate performance solutions per development	FC0094 Rams BACAs sFir3	\$1,245.00		Y	FCR

Modification of Construction Certificate or Complying Development Certificate

All classes	FC0095 Rams BACMo dAll	50% of original application fee		Y	FCR
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Appointment of Principal Certifier and Building Compliance Inspections

Inspection Package Fees where Council is the Principal Certifier

Class 1 – Residential Dwelling under 100m2	FC0096 Rams CCPIDr nDwl	\$525.00	Per dwelling	Y	REF
Class 1 Residential Dwellings 100m2 and above	FC0788 Rams CCPIDr nDwl	\$825.00		Y	REF
Residential dwelling alterations/additions	FC0097 Rams BACIns pRes	\$165.00	Per inspection	Y	REF

To be determined on assessment of proposal at lodgement of CC and notification of PCA

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Inspection Package Fees where Council is the Principal Certifier [\[continued\]](#)

Residential Attached Dual Occupancies	FC0098 Rams CCPIDr nDO	\$1,165.00	Per Development	Y	REF
Includes mandatory inspections of both dwellings					
Residential Detached Dual Occupancies	FC0099 Rams CCPIDr nDE	\$825.00	Per dwelling	Y	REF
Class 10a buildings (less than 100m2)	FC0101 Rams CCPIDr nShd	\$332.00	Sum of all new buildings	Y	REF
Class 10a buildings (100m2 and above)	FC0789 Rams CCPIDr nShd	\$493.00		Y	REF
Sum of all new buildings					
All Swimming Pools	FC0102 Rams CCPIDr nSwm	\$498.00	Per swimming pool	Y	REF
Class 10b structures (Fences, retaining walls)	FC0103 Rams CCClas s10b	\$338.00	Per structure	Y	REF
Residential Units	FC0104 Rams CCPIDr nUnt	\$430.00	Per unit	Y	REF
Additional building inspections as required greater than 30km from MWRC Mudgee Administration Centre	FC0105 Rams CCPIDr nBI2	\$172.00	Per additional inspection	Y	REF
Commercial or Industrial Class 2, 3, & 4 – 2,000m2 and under	FC0106 Rams CCPICo m2-4	\$1,415.00	Per building	Y	REF
Commercial or Industrial Class 2, 3, & 4 – over 2,000m2	FC0107 Rams CCPICo m2-4	\$2,550.00	Per building	Y	REF
Additional inspections required for class 2, 3, & 4	FC0108 Rams CCPIC m2-4A	\$382.00	Per inspection	Y	REF
Commercial or Industrial Class 5-9, 2,000m2 and under	FC0109 Rams CCPIC om5-9	\$1,515.00	Per building	Y	REF
Commercial or Industrial Class 5-9 over 2,000m2	FC0110 Rams CCPIC m5-9O	\$2,725.00	Per building	Y	REF
Additional inspections required for Class 5-9	FC0111 Rams CCPIC m5-9a	\$382.00	Per inspection	Y	REF

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Inspection Package Fees where Council is the Principal Certifier [continued]

Building Inspection for Approvals (older than 5 years)	FC0112 Rams CCPIDr nBI4	\$215.00	Per inspection	Y	REF
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Major Projects Integrated Construction Certificate & Principal Certifying Service

Service includes pre Construction Certificate consultation; processing of Construction Certificate(s), progress inspections; consultations; and processing of Occupation Certificate(s)	FC0113 Rams BACMjr Prj	Cost + 10% + GST. Fee may be varied by up to 50% based on complexity and scale. Quotations available upon request.		Y	FCR
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Inspections required under the LG Act

Inspection Package Fees

Section 68 Transportable Home	FC0100 Rams S68Ins pDwl	\$337.00	Per dwelling	N	REF
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Appointment of MWRC as the Principal Certifier to replace private certifier

Inspection Package Fees where Council is not the Principal Certifier

For Class 1 or 10 buildings	FC0114 Rams RPrivC ert1	\$895.00	Per appointment	Y	REF
For Class 2 to 9 buildings	FC0115 Rams RPrivC ert2	\$1,800.00	Per appointment	Y	REF

Other Building Approvals & Certificates

Application and Inspection Fees for Plumbing & Drainage

Section 68 Application – to be charged for any works involving plumbing and drainage when connecting to Councils reticulated networks	FC0116 Rams S68Cla ss1a	\$198.00		N	REF
Plus inspection fees as listed below:					
Residential Dwellings	FC0118 Rams S68Ins pDPD	\$660.00	Per dwelling	N	REF
Dual Occupancies	FC0119 Rams S68Ins pDPD	\$660.00	Per dwelling	N	REF
Units	FC0120 Rams S68Ins pUnt	\$660.00	Per unit	N	REF

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Application and Inspection Fees for Plumbing & Drainage [continued]

Alterations and garages	FC0121 Rams S68Ins pshd	\$660.00	Per structure	N	REF
Fee based on extent of works	FC0790 Rams S68Ins pExt	\$165.00	Per inspection	N	REF
Where plumbing and drainage works require less or more than 3 inspections					
Commercial or Industrial Class 2 to 9	FC0122 Rams S68Ins pCom	\$785.00	Per unit	N	REF
Trade waste	FC0123 Rams S68Ins pTrW	\$111.00	Per inspection	N	REF

Building Information Certificates

Building Certificate Classes 1 and 10	FC0124 Certs 317AEF ee1	\$500.00	For each dwelling on the allotment	N	FCR
Building Certificate Classes 2 to 9 under 200m2	FC0125 Certs 317AEF ee2	\$500.00	Per building	N	FCR
Building Certificate Classes 2 to 9 200m2 to 2,000m2	FC0126 Certs 317AEF ee2	\$750 plus \$0.50/m2 over 200m2 Min. Fee: \$750.00		N	FCR
Building Certificate Classes 2 to 9 over 2,000m2	FC0127 Certs 317AEF ee2	\$2300 plus \$0.075/m2 over 2,000m2 Min. Fee: \$2,300.00		N	FCR
Building Certificate reinspection	FC0128 Certs BldCrtR ein	\$90.00		N	STAT
Copy of Building Certificate	FC0129 Certs BldInfC opy	\$13.00		N	STAT

Caravan Parks & Camping Grounds

Initial approval inspection fee	FC0130 Rams CampG rdIns	\$15.40	Per site	N	DCR
Initial approval inspection fee – minimum fee for development (less than 12 sites)	FC0131 Rams CampG rdIns	\$136.00	Per site	N	DCR

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Caravan Parks & Camping Grounds [continued]

Approval renewal or continuation inspection fee	FC0132 Rams CampG rdIns	\$15.40	Per site	N	DCR
Approval renewal or continuation inspection fee – minimum fee for development (less than 17 sites)	FC0133 Rams CampG rdIns	\$136.00	Per site	N	DCR
Amended approval fee	FC0134 Plus Carava nPkA	\$87.00		N	DCR

Drainage Diagrams

Drainage Diagram (Council Sewer Mains)	FC0136 Certs/ Open Forms Drainag eCS/ DDCER T	\$40.00	Per certificate	N	FCR
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Manufactured Home Estates

Home inspection fee	FC0137 Rams MHEH mInsF	\$89.00	Per unit	N	DCR
Home reinspection fee	FC0138 Rams MHEH mRInsF	\$89.00	Per unit	N	DCR
Associated structure inspection fee	FC0139 Rams MHEAs rtFee	\$89.00	Per unit	N	DCR
Associated structure reinspection fee	FC0140 Rams MHEAs rtRfe	\$89.00	Per unit	N	DCR

Occupation Certificates

Council registered Occupation Certificates – Class 10 Buildings/Structures	FC1027 Rams TBC	\$150.00	Per certificate	N	FCR
Council registered Occupation Certificates – Class 2 – 9 Buildings	FC1028 Rams TBC	\$450.00	Per certificate	N	FCR
Council registered Occupation Certificates - Class 1 Buildings	FC0141 Rams OccCer t1	\$255.00	Per certificate	N	FCR
Occupation Certificates for a change of use with no building works – Involving Class 1 or Class 10 buildings	FC0142 Certs NoBld1- 10	\$255.00	Per use	Y	FCR

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Occupation Certificates [continued]

Occupation Certificates for a change of use with no building works – Involving Class 2 – 9 buildings	FC0143 Certs NoBld2-9	\$460.00	Per use	Y	FCR
Registration of privately issued Occupation Certificates	FC0144 Rams OccPriv C10	\$46.21	Per certificate	N	STAT

Construction Certificates

Registration of privately issued Construction Certificates	FC0145 Rams OccPriv 1	\$46.21	Per certificate	N	STAT
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Other Building Services

Building specification	FC0146 Rams OthBld Spec	At cost plus 10% plus GST		N	FCR
General Health & Building search fee	FC0147 Certs/ Open Forms HBSEA RCH/ BSEAR CH	\$160.00		N	FCR
Section 735A Certificate for Outstanding Health & Building Notices	FC0148 Certs/ Open Forms oustand hb/ 735AC ERT	\$111.00		N	REF
Supply of building statistics	FC0149 Rams OthSup Stat	\$412.00	Per annum	N	FCR

Amusements & Events

Event inspection fees	FC0150 Plus Amuse. Ride	\$87.00	Per operator	N	ROR
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Swimming Pools Act

Application under s22 of the Swimming Pools Act for an exemption to swimming pool barrier requirements	FC0887	\$250.00		N	STAT
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Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Swimming Pools Act [continued]

Inspection of Swimming Pools – First Inspection	FC0151 Certs/ Open Forms SWIMM ING/ POOLC OMP	\$150.00		Y	STAT
Inspection of Swimming Pools – Second Inspection	FC0152 Certs SwmIns pSec	\$100.00		Y	STAT
Notice of Public Swimming Pool	FC0153 Plus SwmNt cePub	\$100.00		N	STAT

CEMETERIES

Monumental / Lawn Cemeteries and Rural Cemeteries

Land – All Lawn & Monumental Sections

Purchase of Interment Right	FC0155 CemLn d	\$1,465.00		N	SUB
Includes maintenance as per Council works program. No charge for infant under 6 months (childrens section only)					
Temporary marking fee	FC0157 CemFe eMark	\$67.00	Per site	Y	SUB

Interment – All Lawn & Monumental Sections

Administration transfer fee	FC0981	\$27.50	per transfer	Y	SUB
Interment Services Levy for Cremation	FC1009	\$45.10	2680	Y	DCR
Infant (under 6 months)	FC0158 CemIntl nfy	\$328.00		Y	SUB
Child (6 months – 17 years old)	FC0159 CemInt Chld	\$515.00		Y	SUB
Adult (over 18 years old)	FC0160 CemInt Adlt	\$1,035.00		Y	SUB
Weekends and Public Holidays	FC0161 CemInt WkPH	\$1,580.00		Y	SUB
Fee to replace standard fees for all age categories.					
Interment Services Levy for Ash Interment	FC1010 CemInt LAsh	\$69.30		Y	DCR
Interment Services Levy for burial	FC1011 CemInt LAsh	\$171.60		Y	DCR

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Interment – Memorial Tree Plot

Interment Fee- Single Plot	FC0162 CemInt FeeS	\$165.00		Y	SUB
Purchase Interment Right – Single Plot	FC0163 Debtors CemLn d	\$252.00		N	SUB
Purchase of Interment Right – Family	FC0165 CemLn d	\$1,950.00	Includes 8 plots	N	SUB

Cremations

Purchase of Interment Right- Niche Wall	FC0166 CemLn d	\$140.00		N	SUB
Ashes Interment	FC0167 Plus CemCr eAshG	\$165.00		Y	SUB

Headstone – Monumental Section Only (Permits)

Erect stonework around or on grave	FC0168 CemGe nX	\$81.00		N	SUB
Erect single monument	FC0169 CemGe nX	\$106.00		N	SUB
Erect double monument – 1 headstone	FC0170 CemGe nX	\$190.00		N	SUB
Erect double monument – 2 headstones	FC0171 CemGe nX	\$221.00		N	SUB

Plaques

Design, proof and quote for plaque	FC0172 Plus CemPlq Desg	\$86.00		Y	DCR
Standard size 230mm x 160mm. Does not include actual plaque					
Purchase of plaque	FC0173 Plus CemPlq Prch	At cost		Y	DCR
Installation of plaque by Council	FC0174 Plus CemPlq Inst	\$106.00		Y	DCR
Applies to all areas including memorial wall					

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Exhumation

Exhumed land maintenance	FC0175 Plus CemEx hLand	\$265.00		Y	SUB
Administrative, contractor and maintenance fee					

ACCOMODATION SERVICES

Mudgee Valley Park

Accommodation

Cabins	FC0894	Prices are seasonal and available on the website mudgeevalleypark.com.au or by contacting Mudgee Valley Park.	Per cabin	Y	ROR
A variety of cabins including studio units, one-bedroom cabins and delux two-bedroom cabins.					
Caravans and Camping	FC0895	Prices are seasonal and available on the website mudgeevalleypark.com.au or by contacting Mudgee Valley Park.	Per site	Y	ROR
Powered and unpowered sites for caravans and camping.					

Amenities & Miscellaneous

Drying Fee	FC0906	\$5.00	Per 45 min drying cycle	Y	REF
Merchandise and Food Sales	FC0975	Prices as marked on item	price as marked on item	Y	REF
Washing Fee	FC0905	\$5.00	per wash	Y	REF

Mudgee Riverside Park

Accommodation

Cabins	FC0973	Prices are seasonal and available on the website mudgeeriverside.com.au or by contacting Mudgee Riverside Park.	Per cabin	Y	ROR
Caravans and Camping	FC0974	Prices are seasonal and available on the website mudgeeriverside.com.au or by contacting Mudgee Riverside Park.	Per site	Y	ROR

Amenities & Miscellaneous

Drying Fee	FC0976	\$5.00	Per 45 min drying cycle	Y	REF
Merchandise and Food Sales	FC0978	Prices as marked on item	price as marked on item	Y	REF
Washing Fees	FC0977	\$5.00	PER WASH	Y	REF

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Mudgee Team Training Village

Accommodation	FC1014	Prices vary based on configuration requirements and are available upon enquiry at mudgeevillage.com.au	Per room	Y	ROR
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Amenities & Miscellaneous

Activities	FC1041	Prices vary depending on requirements and are available upon enquiry at mudgeevillage.com.au	Per activity	Y	DCR
Catering	FC1026	Prices vary depending on requirements and are available upon enquiry at mudgeevillage.com.au		Y	DCR
Drying Fee	FC1015	\$5.00	Per Drying Cycle	Y	REF
Hire of Facilities	FC1018	Prices vary based on configuration requirements and are available upon enquiry at mudgeevillage.com.au		Y	ROR
Merchandise and Food Sales	FC1017	Prices as marked on item	Per Item	Y	
Washing Fee	FC1016	\$5.00	Per Wash	Y	REF

COMMUNITY BUILDINGS

Cancellation Terms for Council Venue Hires: If a booking is cancelled **30+ days** from hire then **100%** of fees will be returned, if cancelled **14-29 days** from hire then **50%** of hire fees will be returned & if cancelled **less than 14 days** from hire **0%** hire fees will be returned.

All Community Buildings

Business Hire – businesses, government agencies, and other for profit organisations

Private Hire – Weddings, parties, private functions

Community Hire – Schools, youth organisations, not for profit community groups

Local Artist status to be determined by MWRC Cultural staff

The hire and use of Council community buildings is subject to the relevant terms and conditions, which covers aspects such as access, payment terms, and cancellation fees. Prior to entering into a facility hire arrangement, users should review the applicable terms and conditions. A cancellation fee of 50% of the hire fee will apply when less than 14 days notice is provided of cancellation

Cleaning Fee

Cleaning fee (if additional cleaning is required following a hire)	FC0887	\$47.00	Per hour	Y	SUB
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Gulgong Memorial Hall, Rylstone Memorial Hall, Kandos Community Hall

All user groups to supply own materials, and clean facilities after use

Private or Business Hire

Hall hire – half day	FC0181 Bookable	\$158.00	Maximum of 4 hours	Y	SUB
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Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Private or Business Hire [continued]

Hall hire – daily	FC0182	\$198.00		Y	SUB
Hall hire – weekly	FC0183 Bookable	\$760.00		Y	SUB

Community or Local Artist Hire

Hall hire – half day	FC0184 Bookable	\$86.00	Maximum of 4 hours	Y	SUB
Hall hire – daily	FC0185	\$113.00		Y	SUB
Hall hire – weekly	FC0186	\$324.00		Y	SUB

Gulgong Memorial Hall

All user groups

Kitchen Hire	FC0187 Bookable	\$39.00	Per day	Y	SUB
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Rylstone Memorial Hall

Community or Local Artist Hire

Twin Town Players – Rehearsals	FC0188	No charge		Y	SUB
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Mudgee Library

Private or Business Hire – Library Meeting Room (large)

Library Meeting Room (large) hire – half day	FC0190	\$108.00		Y	SUB
Maximum of 4 hours Cancellation Terms for Library Event Zone Hire: If a booking is cancelled 7+ days from hire then 100% of fees will be returned, if cancelled 3-7 days from hire then 50% of hire fees will be returned & if cancelled less than 3 days from hire 0% hire fees will be returned.					
Library Meeting Room (large) hire – daily	FC0191	\$207.00	Per day	Y	SUB

Community Hire – Library Meeting Room (large)

Library Meeting Room (large) hire – half day	FC0192	\$54.00		Y	SUB
Maximum of 4 hours Cancellation Terms for Library Event Zone Hire: If a booking is cancelled 7+ days from hire then 100% of fees will be returned, if cancelled 3-7 days from hire then 50% of hire fees will be returned & if cancelled less than 3 days from hire 0% hire fees will be returned.					
Library Meeting Room (large) hire – daily	FC0193	\$97.00	Per day	Y	SUB

Library Meeting Room (small)

Private or Business Hire	FC0194	\$14.00	Per hour	Y	SUB
Community Hire	FC0195	\$7.00	Per hour	Y	SUB

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Mudgee Town Hall Theatre

Private or Business Hire – Auditorium, Green Room & Dressing Room

Upper floor and equipment hire – daily	FC0197	\$810.00	Per day	Y	SUB
Upper floor and equipment hire – weekly	FC0198	\$2,835.00	Per week	Y	SUB
Monday to Sunday					

Community Hire – Auditorium, Green Room & Dressing Room

Upper floor and equipment hire – daily	FC0199	\$260.00	Per day	Y	SUB
Upper floor and equipment hire – half daily	FC0200	\$145.00	Per half day	Y	SUB
Maximum 4 hours					
Upper floor and equipment hire – weekly	FC0201	\$780.00	Per week	Y	SUB

Town Hall Cinema – Ticket Prices

Adult	FC0202	\$15.00		Y	SUB
Concession	FC0203	\$10.00		Y	SUB
Child Under 5	FC0204	No charge		Y	SUB

Rural Fire Service

Brigade Buildings

All user groups other than RFS	FC0205	\$32.00	Per day	Y	SUB
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Rylstone Amenities Building

Private or Business Hire

Building hire – daily	FC0207 Bookable	\$187.00	Per day	Y	SUB
Building hire – weekly	FC0208 Bookable	\$715.00	Per week	Y	SUB

Community or Local Artist Hire

Building hire – daily	FC0209	\$74.00	Per day	Y	SUB
Building hire – weekly	FC0210	\$221.00	Per week	Y	SUB

Mudgee Arts Precinct

Private, Business or Government Hire

Community Gallery Space Hire - Weekly	FC0881	\$580.00	Per week	Y	SUB
Conference/Seminar Room - Daily	FC0882	\$467.00	Per day	Y	SUB
Conference/Seminar Room - Weekly	FC0883	\$1,395.00	Per week	Y	SUB
Conference/Seminar Room and Community Gallery Space Package – Daily	FC0954	\$540.00	Per Day	Y	FCR
Conference/Seminar Room and Community Gallery Space Package – Weekly	FC0953	\$1,675.00	Per Week	Y	FCR

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Private, Business or Government Hire [continued]

Entire Cultural Workshop Site – Daily	FC0950	\$550.00	Per Day	Y	FCR
Entire Cultural Workshop Site – Weekly	FC0949	\$2,385.00	Per Week	Y	FCR
Large Workshop with Technical Suites Access – Daily	FC0921	\$208.00	Per Day	Y	
Large Workshop with Technical Suites Access - Weekly	FC0947	\$825.00	Weekly	Y	FCR
Workshop (Large) Hire - Daily	FC0913 FC0913	\$208.00	Per Day	Y	
Workshop (Large) Hire - Weekly	FC0915 FC0915	\$825.00	Per Week	Y	
Workshop (Small) Hire - Daily	FC0917	\$99.00	Per Day	Y	
Workshop (Small) Hire - Weekly	FC0919 FC0919	\$394.00	Per Week	Y	
Workstation Hire - Daily	FC1002	\$46.00	per day	Y	
Workstation Hire - Weekly	FC1003	\$228.00	per week	Y	
Workstation Hire – per hour or part thereof	FC1004	\$13.50	per hour	Y	FCR

Community or Local Artist Hire

Community Gallery Space Hire - Weekly	FC0884	\$291.00	Per week	Y	SUB
Conference/Seminar Room - Daily	FC0885	\$234.00	Per day	Y	SUB
Conference/Seminar Room - Weekly	FC0886	\$700.00	Per week	Y	SUB
Conference/Seminar Room and Community Gallery Space Package – Daily	FC0956	\$272.00	Per Day	Y	FCR
Conference/Seminar Room and Community Gallery Space Package – Weekly	FC0955	\$815.00	Per Week	Y	FCR
Entire Cultural Workshop Site – Daily	FC0952	\$269.00	Per Day	Y	FCR
Entire Cultural Workshop Site – Weekly	FC0951	\$1,105.00	Per Week	Y	FCR
Large Workshop with Technical Suites Access – Daily	FC0920 FC0920	\$97.00	Per Day	Y	
Large Workshop with Technical Suites Access - Weekly	FC0948	\$326.00	Per Day	Y	FCR
Workshop (Large) Hire - Daily	FC0912	\$97.00	Per Day	Y	
Workshop (Large) Hire - Weekly	FC0914 FC0914	\$326.00	Per Week	Y	
Workshop (Small) Hire - Daily	FC0916	\$54.00	Per Day	Y	
Workshop (Small) Hire - Weekly	FC0918	\$247.00	Per Week	Y	
Workstation Hire - Daily	FC0910	\$23.00	Per Day	Y	
Workstation Hire - Weekly	FC0911	\$114.00	Per Week	Y	
Workstation Hire – per hour or part thereof	FC1005	\$7.30	per hour	Y	FCR

Cultural Development - Workshops and Events

Commission on art sales	FC0958	To be negotiated		Y	
Cultural Workshop Supplies	FC0922	Price as advertised for each event.	Price as advertised for each event.	Y	

Rylstone Small Hall

Hall hire – daily	FC0892	\$83.00	Per day	Y	SUB
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Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Rylstone Small Hall [continued]

Hall hire – half day	FC0891 Bookable	\$67.00	Maximum of 4 hours	Y	SUB
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COMMUNITY SERVICES

Community Transport

Car Transport – Outside of MWRC Region – Single Passenger

Trip – Dubbo, Lithgow or Bathurst	FC0216	\$82.00		N	SUB
Trip – Orange	FC0217	\$116.00		N	SUB
Trip – Penrith	FC0218	\$140.00		N	SUB
Trip – Parramatta	FC0219	\$152.00		N	SUB
Trip – Sydney	FC0220	\$163.00		N	SUB

Car Transport – Outside of MWRC Region – Multiple Passenger

Trip – Dubbo, Lithgow or Bathurst	FC0221	\$58.00	Per client	N	SUB
Trip – Orange	FC0222	\$75.00	Per client	N	SUB
Trip – Penrith	FC0223	\$99.00	Per client	N	SUB
Trip – Parramatta	FC0224	\$105.00	Per client	N	SUB
Trip – Sydney	FC0225	\$116.00	Per client	N	SUB

Car Transport – Within MWRC Region

Wellness Centre Program Participants (5km radius)	FC0937	\$5.00	each way	N	SUB
Zone 1 – Single	FC0226	\$6.00	Town	N	SUB
Zone 1 – Return	FC0227	\$11.00	Town	N	SUB
Zone 2 – Single	FC0228	\$12.00		N	SUB
Zone 2 – Return	FC0229	\$20.00		N	SUB
Zone 3 – Single	FC0230	\$16.00		N	SUB
Zone 3 – Return	FC0231	\$29.00		N	SUB
Zone 4 – Single	FC0232	\$19.00		N	SUB
Zone 4 – Return	FC0233	\$36.00		N	SUB
Zone 5 – Single	FC0234	\$23.00		N	SUB
Zone 5 – Return	FC0235	\$42.00		N	SUB
Zone 6 – Single	FC0236	\$26.00		N	SUB
Zone 6 – Return	FC0237	\$49.00		N	SUB
Zone 7 – Single	FC0238	\$28.00		N	SUB
Zone 7 – Return	FC0239	\$54.00		N	SUB
Additional stops during local trips	FC0240	\$2.00	Per stop	N	SUB

Transport for NDIS Participants

Booking fee	FC0241	\$2.00	Per booking	N	FCR
Kilometre rate	FC0242	\$0.77	Per kilometre	N	FCR

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Transport for Full Cost Passengers

Booking fee	FC0243	\$2.20	Per booking	Y	FCR
Kilometre rate	FC0244	\$0.86	Per kilometre	Y	FCR

Passengers not covered under Transport for NSW funding

Point to point levy	FC0245	\$1.32	Per passenger, per booking	Y	STAT
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Family Day Care

Family Day Care

Fees range based on Educator qualifications and years of experience

Plus redPay transaction and dishonour fees

Before and after school	FC1023	\$9.00 - \$11.50	Per hour	N	SUB
Casual booking (non-standard hours 6pm to 8am)	FC1022	\$10.50 - \$13.50	Per hour	N	SUB
Casual booking (Standard hours 8am to 6pm)	FC1020	\$9.50 - \$12.50	Per hour	N	SUB
Permanent Fees (non- standard hours 6pm to 8am)	FC1021	\$10.00 – \$12.50	Per hour	N	SUB
Permanent Fees (Standard hours 8am to 6pm)	FC1019	\$9.00 – \$11.50	Per hour	N	SUB
Public Holidays	FC1024	\$16.00 - \$25.00	Per hour	N	SUB
Re-registration fee	FC1026	\$20.00	Per family	N	SUB
Sundries eg laundry	FC1024	\$1.00 - \$3.00	Per item	N	SUB
Weekend Care	FC1025	\$10.00 - \$20.00	Per hour	N	SUB
Parents Administration Fee	FC0246	\$1.60	Per hour	N	SUB
Educators Levy	FC0247	\$18.50	Per week	N	SUB
New Family Registration	FC0769	\$55.00	per family	Y	SUB
One-off charge					

Meals on Wheels

Hot Meals

Main Meal	FC0249	\$9.90		N	SUB
Soup	FC0250	\$5.00		N	SUB

Chilled Meals

Sweets	FC0251	\$4.70		N	SUB
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Frozen Meals

Main Meal	FC0252	\$8.40		N	SUB
Roasts	FC0253	\$8.60		N	SUB

Sandwiches

Sandwiches – Non Meat	FC0255	\$4.80		N	SUB
Sandwiches – Meat	FC0256	\$6.20		N	SUB

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Meals on Wheels – NDIS Participants

NDIS plans only cover costs of meal preparation and delivery (two thirds of the total price per meal).

Ingredients (one third of the total price per meal) will be invoiced to the client directly.

Hot Meals

Main Meal	FC0258	\$10.80		N	DCR
Soup	FC0259	\$5.20		N	DCR

Chilled Meals

Sweets	FC0260	\$5.20		N	DCR
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Frozen Meals

Main Meal	FC0261	\$9.30		N	DCR
Roasts	FC0262	\$9.60		N	DCR

Sandwiches

Sandwiches – Non Meat	FC0264	\$5.20		N	DCR
Sandwiches – Meat	FC0265	\$7.00		N	DCR

Meals on Wheels – Full Cost Recovery

Hot Meals

Main Meal	FC0266	\$15.60		N	DCR
Soup	FC0267	\$8.00		N	DCR

Chilled Meals

Sweets	FC0268	\$8.20		N	DCR
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Frozen Meals

Main Meal	FC0269	\$10.80		N	DCR
Roasts	FC0270	\$11.40		N	DCR

Sandwiches

Sandwiches – Non Meat	FC0272	\$8.50		N	DCR
Sandwiches – Meat	FC0273	\$10.00		N	DCR

ENVIRONMENTAL HEALTH

Onsite Sewage Management Systems

Inspection frequency: High risk – 1 every 2 years; Medium risk – 1 every 4 years; Low risk – 1 every 5 years. Risk categories are determined at initial inspection.

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Septic Systems

*Commercial – system servicing a building used for commercial, industrial or other non-residential purposes.

Inspection package for the installation of a new on-site sewage management system (total of 4 inspections)	FC0274 Rams S68Septic	\$610.00		N	ROR
Application Fee for Installation of a Residential On-site Sewage Management System	FC1006 Rams InstRes Sew	\$595.00		N	REF
For the assessment of residential on-site sewage management systems (no more than 10 persons)					
Application Fee for Installation of a *Commercial On-site Sewage Management System up to 5,000 litres per day (lpd) system treatment capacity (STC)	FC1007 Rams INSCo mSew2	\$1,195.00		N	REF
Application Fee for Installation of a *Commercial On-site Sewage Management System greater than 5,000 lpd STC	FC1008 Rams INSCo mSew2	Standard Commercial Application Fee + \$10 for each 1,000 lpd above 5000 lpd + direct costs of all third parties engaged by Council to assess and/or peer review the proposal.		N	REF
Modification to a Section 68 approval to install	FC0275 Rams EnHSe pMod	\$198.00		N	DCR
Where the design of an approved system is modified					
Septic Registration Fee	FC0276 Rams SepticReg	\$30.00	Per assessment	N	DCR
Approval to Operate renewal for existing Onsite Septic systems	FC0277 Rams S68Inst pSep	\$165.00	Per assessment	N	DCR
Inspection of existing systems requiring a new Approval to Operate					

Other Environment

Bushfire Hazard Assessment

Bushfire Attack Level (BAL) Certificate for Complying Development Application (for either Council or Privately certified CDC's)	FC0279 Plus EnHBs hCDA	\$408.00		Y	DCR
Bushfire Hazard Assessment for DA/CC/CDC	FC0280 Rams EnHBs hDADC	\$670.00		Y	DCR

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Public Health & Food Hygiene

Mortuaries & Undertakers

Registration of Mortuary	FC0281 Plus s609Reg	\$160.00		N	DCR
Inspection	FC0282 Plus s609Insp	\$165.00		N	DCR
Approval to operate as an Undertaker	FC0283 Plus s609Apprv	\$160.00		N	DCR
Exhumation	FC0284 Plus EnHMrt Exhm	\$387.00		N	DCR
Application for burial on private land	FC0285 Plus/ Open Forms EnHMrt Burl/ BURPR IV	\$172.00		N	DCR

Business Premises

New registration – barbers, hairdresser, beauticians (Non skin penetration procedures)	FC0286 Open Forms RHAIR	\$100.00		N	DCR
New registration – skin penetration	FC0287 Plus/ Open Forms SkinPR eg	\$100.00		N	DCR
Inspections – Low Risk premises (barber, hairdresser, beautician)	FC0288 Plus CATCG ENRL	\$185.00	Per inspection	N	DCR
Inspections – High Risk premises (skin penetration, tattoo, waxing)	FC0289 Plus SkinPIn sp	\$247.00	Per inspection	N	DCR
Inspections – street traders	FC0290 Rams strader	\$185.00	Per inspection	N	DCR

Food Inspections

Food inspection charges – Low Risk premises (including Home Based Food businesses)	FC0292 Plus FoodRi skC	\$185.00	Per inspection	N	DCR
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Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Food Inspections [continued]

Food inspection charges – Medium Risk premises	FC0293 Plus FoodRi skB	\$247.00	Per inspection	N	DCR
Food inspection charges – High Risk premises	FC0294 Plus FoodRi skA	\$247.00	Per inspection	N	DCR
Inspections exceeding 1 hour	FC0295 Plus EnHFdl Exc1	\$92.00	For each additional half hour or part thereof	N	DCR
Reinspection fee due to unhygienic conditions	FC0297 Plus FoodRe insp	As per re-inspection, 50% of the original inspection fee based upon the property risk rating (low, medium or high)		N	DCR
Service of Food Premises Improvement Notice	FC0298 Plus FoodIm pNot	\$330.00	Per Improvement Notice	N	STAT

Mobile Vending Vehicles and Temporary Stalls in a Public Place

Section 68 application for Low Risk Food or non-food sales as a Temporary trader operating on Community land or in a Public Place (does not include registration fee) - one off event approval	FC0888 EnHFdl Vs68	\$40.00	Per event	N	STAT
Section 68 application for a Temporary trader operating on Community land or in a Public Place (does not include registration fee) - annual approval	FC0296 Rams ENHFdl Vs68	\$174.00	Per application	N	DCR

Other Public Health Fees

Cooling Towers - Inspection fee	FC0903 Plus CoolTo wlns	\$212.00		N	STAT
Cooling Towers - Notification fee	FC0902 Open Forms NCOOL	\$115.00		N	DCR
Public Swimming Pools & Spas - Inspection fee	FC0901 PLUS PoolSp alns	\$212.00		N	DCR
Public Swimming Pools & Spas - Notification fee	FC0900 NPOOL	\$100.00		N	DCR
Resuscitation chart	FC0299 Plus EnHPH FResC	\$38.00		Y	DCR
Accommodation overflow inspections	FC0300 Plus Overflo w	\$136.00		N	ROR

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Business Use of the Footpath

New application	FC0302 Plus/ Open Forms FPathP R/ BUSFT P/ NM210 6	\$136.00		N	ROR
Area fee	FC0304 Plus/ Open Forms FPathN ew/ BUSFT P/ NM210 6	\$14.00	Per square metre of footpath used	N	ROR

Enclosure of a Public Place

Works with a duration of up to a week	FC0305 Plus EnHEP PW1wk	\$147.00		N	ROR
Works involving the construct or maintenance of a single dwelling or units	FC0306 Plus EnHEP PWSdU	\$221.00	For two months, then \$80 per month thereafter	N	ROR
All Other Works	FC0307 Plus EnHEP PWall	\$295.00	For two months, then \$106 per month thereafter	N	ROR

Inspection of Water Carts Drawing from Town Water Supply

Application Fee	FC0308 Rams EnHWtr Fee	\$305.00		N	ROR
Inspection Fee	FC0309 Rams EnHWtr Insp	\$167.00		N	ROR

Overgrown Blocks

Administration Fee (when notice to enter is issued)	FC0310 Plus EnHOvr Admn	\$242.00		N	DCR
Clean-up Fee	FC0311 Plus EnHOvr ClnF	At cost		N	DCR

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Weed Management

Weed Spraying

1 operator and vehicle	FC0312 Debtors	\$134.00	Per hour including travel from and to weeds depot.	N	DCR
Cost of chemical is not included in this rate. Chemical costs will vary depending on target species, POA for chemical costs.					
2 operators and vehicle	FC0313 Debtors	\$183.00	Per hour including travel from and back to weeds depot	N	DCR
Cost of chemical is not included in this rate. Chemical costs will vary depending on target species, POA for chemical costs.					
1 operator and boom spray vehicle	FC0314 Debtors	\$196.00	Per hour including travel from and back to weeds depot	N	DCR
Cost of chemical is not included in this rate. Chemical costs will vary depending on target species, POA for chemical costs.					

Weeds Administration

Biosecurity enforcement action - 2nd or greater reinspection	FC0316 Debtors	\$188.00	Per inspection	N	DCR
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Environmental Protection

Underground Petroleum Storage Systems (UPSS) - Inspection Fee	FC0904 Plus UPSSIn spe	\$212.00		N	DCR
Fee for clean-up, prevention and noise control notices	FC0301 Plus EnHPH FCIn	\$619.00		N	STAT

FINANCIAL SERVICES

Certificates

Section 603 Certificates

Section 603 Certificate Fee	FC0317 Certs/ Open Forms 603fee/ 603CE RT	\$100.00		N	STAT
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Aim to have 603 Certificates completed within 4 working days of receipt of 603 application

Refund Processing

Refund Processing Fee	FC0318	\$20.00	Per refund request	Y	SUB
One refund per financial year is free.					
Subsequent requests for refund of a credit balance on rates, water usage and general debtor accounts will be charged the refund processing fee.					

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Debt Recovery

Interest on Overdue Rates & Annual Charges

Interest on Overdue Rates & Annual Charges Fee	FC0319	In accordance with section 566(3) of the Act, it has been determined that the maximum rate of interest payable on overdue rates and charges for the 2025-26 rating year will be: 10.5% per annum.		N	STAT
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Process Filing & Issue Fees

Debt recovery fees are based upon the Local Court Fees & Professional Costs structure, and will be charged in relation to the recovery of outstanding rates, fees or charges. Debt recovery fees are subject to change without notice in accordance with any changes made to the Local Court Fees & Professional Costs structure.

Filing Fee – Statement Liquidated Claim – \$0.01 to \$20,000 – Corp	FC0321	\$336.00		N	STAT
Filing Fee – Statement Liquidated Claim – \$20,000.01 to \$100,000 – Corp	FC0322	\$694.00		N	STAT
Filing Fee – Examination Order – \$0.01 to \$100,000	FC0323	\$212.00		N	STAT
Filing Fee – Writ of Execution – \$0.01 to \$100,000	FC0324	\$104.00		N	STAT
Filing Fee – Warrant of Apprehension	FC0325	\$104.00		N	STAT
Service of Documents Fee	FC0326	\$81.00	Per defendant	N	STAT
Field Call Fee – Rural Areas	FC0327	\$60.00		N	STAT
Field Call Fee – Township Areas	FC0328	\$25.00		N	STAT
Preparation Fees – bankruptcy notice/winding up	FC0329	\$440.00		N	STAT
Preparation Fees – other documents	FC0330	\$300.00	Per hour	N	STAT

Miscellaneous Debt Recovery Fees

Avdata Debt Management Fees	FC0980	\$50.00	No unit fee	N	STAT
Fee is to cover the cost of the preparation of a letter of demand (or similar debt management/recovery document) and the postage of some via certified or registered post and relevant follow-up					
Printing & Postage Costs – general debt management/recovery document and postage by Certified/Registered mail	FC0944	\$31.00		N	STAT
Certificate of Judgment	FC0331	\$66.00		N	STAT
On-line business or Company Searches	FC0332	\$90.00		N	STAT
Location Searches	FC0333	\$150.00		N	STAT
Title Searches	FC0334	\$80.00		N	STAT

Professional Costs – Amount of Claim \$0.01 to \$1,000

Issue Statement of Claim	FC0335	\$252.00		N	STAT
Default Judgment – Liquidated	FC0336	\$112.80		N	STAT

Professional Costs – Amount of Claim \$1,000.01 to \$5,000

Issue Statement of Claim	FC0337	\$378.00		N	STAT
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Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Professional Costs – Amount of Claim \$1,000.01 to \$5,000 [continued]

Default Judgment – Liquidated	FC0338	\$169.20		N	STAT
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Professional Costs – Amount of Claim \$5,000.01 to \$20,000

Issue Statement of Claim	FC0339	\$504.00		N	STAT
Default Judgment – Liquidated	FC0340	\$225.60		N	STAT

Professional Costs – Amount of Claim \$20,000.01 to \$100,000

Issue Statement of Claim	FC0341	\$630.00		N	STAT
Default Judgment – Liquidated	FC0342	\$282.00		N	STAT

Professional Costs – Enforcement after Judgement – Amount of Claim \$0.01 to \$100,000

Writ of Execution	FC0343	\$253.00		N	STAT
Examination Order	FC0344	\$374.00		N	STAT
Attend Examination	FC0345	\$273.00		N	STAT
Attend and Examination – Non-appearance	FC0346	\$199.00		N	STAT
Warrant of Apprehension	FC0347	\$199.00		N	STAT
Application to Set Aside Default Judgment	FC0348	\$165.00		N	STAT

Appearances on Behalf of Council

Objections to or Refusal of Instalment Order	FC0349	\$300.00	Per hour	N	STAT
Defended Hearings of Claim	FC0350	\$300.00	Per hour	N	STAT
Winding-Up Costs Lump Sum	FC0351	\$2,990.00		N	STAT
Winding-Up Costs in addition to Winding-Up Costs Lump Sum	FC0352	\$300.00	Per hour	N	STAT

Dishonoured Payments

Dishonour fees are recovered at cost, and are subject to change without notice in line with changes made by individual financial institutions	FC0353	Dishonour fees are recovered at cost, and are subject to change without notice in line with changes made by individual financial institutions		N	DCR
Dishonour Administration Fee	FC0354	\$32.00		N	DCR
This fee will be applied in addition to the dishonour fee that is charged to Council by individual financial institutions					

LIBRARY

Library Borrowings

Library Services

Inter Library Loans – Universities, specialist libraries, non-participating libraries	FC0945	\$30.30	3581	Y	REF
Replacement of lost items	FC0360	Replacement cost plus \$5		N	DCR
Replacement of lost Library Card	FC0361	\$2.00		N	DCR

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Library Services [continued]

Inter Library Loans – State and other Public Libraries	FC0363	\$7.50	Per item	Y	SUB
Library Bag	FC0364	\$6.00	Per item	Y	DCR

Other Library Fees

Disposable Headphones	FC0936	\$1.00		Y	DCR
USB Sticks 8G	FC0935	\$9.00	Per Item	Y	DCR

LIVESTOCK EXCHANGE

Mudgee Saleyards

Annual Agents Licence

Annual Agents Licence Fee	FC0365	\$4,545.00		Y	SUB
Agents License Supplementary Fee	FC0366	0.25% of gross turnover per week		Y	SUB

Regular Sales – Vendor Fees

Sheep Sales	FC0367	\$0.75	Per head	Y	SUB
Cattle Sales	FC0368	\$7.70	Per head	Y	SUB
Scale Fees	FC0369	\$2.70	Per head	Y	SUB

Regular Sales – Agent Fees

Sheep Sales	FC0370	\$0.35	Per head	Y	SUB
Cattle Sales	FC0371	\$0.75	Per head	Y	SUB
Scale Fees	FC0372	\$0.53	Per head	Y	SUB

Special Sales Booking Fees

Special Sale Annual Booking Fee	FC0373	\$225.00	1 day per month	Y	SUB
Special Sale Booking Fee	FC0374	\$135.00		Y	SUB

Special Sales Turnover Fees

Special Sale Turnover Fees	FC0375	\$9.90	Per animal	Y	SUB
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Sustenance

Sheep, Goats & Pigs	FC0376	\$7.00	Per head per day	Y	DCR
All Other Animals	FC0377	\$14.50	Per head per day	Y	DCR

Other Saleyards Fees

Casual Pen Hire - Horses	FC0979	\$8.50	per head	Y	SUB
After Hours Yard Callout	FC0378	\$348.00	Per call out	Y	SUB
Carrier Use of Yard for Transaction of Sheep	FC0379	\$96.00	Per month	Y	SUB
Casual Pen Hire – all animals excluding horses minimum charge of \$10	FC0380	\$4.60	Per head	Y	SUB

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Other Saleyards Fees [continued]

Casual Weigh – all animals minimum charge of \$20	FC0381	\$5.80	Per head	Y	SUB
Private Weighing – all animals minimum charge of \$20	FC0382	\$4.60	Per head	Y	SUB
Saleyards Canteen Facility Hire	FC0383	\$0.00	Per week	Y	SUB
Sand or Manure Mix	FC0384	\$28.00	Per tonne	Y	SUB
Emergency Stock NILS tags	FC1042	\$11.00	Per tag	Y	DCR
Sheep handling and Identification fee	FC1043	\$20.00	per head	Y	DCR

Truck wash

Truck wash Key	FC0385	\$40.00	Per key	Y	DCR
Truck wash Use	FC0386	\$0.80	Per minute	Y	DCR

PARKS – ACTIVE & PASSIVE

Cancellation: as per terms and conditions outlined on Council online booking system at time of booking. See online booking system at <https://www.midwestern.nsw.gov.au/Community/Book-a-venue>

Parks & Gardens

Council does not permit exclusive use of space or facilities at MWRC Parks & Gardens

MWRC Parks & Gardens

Event booking- MWRC Parks & Gardens Fee for more than 50 in attendance excluding local schools, approved markets, RSL functions and not for profit events	FC0388	\$176.00		Y	SUB
Bond- MWRC Parks & Gardens event booking	FC0389	\$550.00		N	BOND
Access to power Excludes markets and RSL functions	FC0390	\$40.00	Per day	Y	SUB
Fitness trainer annual registration fee Including but not limited to commercial fitness groups and personal trainers. Copy of insurance need to be provided. Bookings required through Councils online booking system.	FC0391	\$257.00	Per annum (pro-rata)	Y	SUB
Bond- Fitness trainer access to amenities Bond for the provision of a key to the amenities, Key needs to be returned week end 30 June.	FC0392	\$50.00		N	BOND
Key replacement Replacement of lost key or purchase of additional keys for Mid-Western Regional Council residents, or key for out of local government area residents.	FC0393	\$38.00		Y	FCR

Mid-Western Sports Groups

The below fees are applied to Financial Sports Advisory Group Members

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Sports Advisory Membership

Yearly membership fee	FC0400 Debtors SptCncl Afl	\$29.00	Per registered club	Y	EXT
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Junior Sport

Junior Players	FC0394 Debtors SptCncl Fee SptCFe eRyl,Sp tCFeeG ul	\$19.00	Per player	Y	SUB
18 years and under					

Senior Sport – No Gate Takings

Senior Players	FC0395 Debtors SptCncl Fee SptCFe eRyl,Sp tCFeeG ul	\$46.00	Per player	Y	SUB
Over 18 years					

Senior Sport – Gate Takings

First Team	FC0396 Debtors SptCncl Fee SptCFe eRyl,Sp tCFeeG ul	\$2,825.00	Per team	Y	SUB
Second Team	FC0397 Debtors SptCncl Fee SptCFe eRyl,Sp tCFeeG ul	\$2,135.00	Per team	Y	SUB
Third and Subsequent Teams	FC0398 Debtors SptCncl Fee SptCFe eRyl,Sp tCFeeG ul	\$760.00	Per team	Y	SUB

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Utilities

Electricity consumption on lighting towers used by Sporting Groups	FC0411	50% of cost as per consumption recorded by illuminators. Full cost of lights will be charged after 11pm. Applies to all fields with illuminators installed.		Y	SUB
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Glen Willow Sports Complex

All bookings for Glen Willow, including bookings by Local Schools, require the relevant booking form found on Councils website.

School hire – field hire free of charge (stadium fees apply). Cleaning fees may apply. Use of canteen to be negotiated by hirer with local club.

Field Hire

1/2 day field hire available at 60% of full field hire fees	FC0982	1/2 day field hire available at 60% of full field hire fees	Per field for half day hire	Y	SUB
Glen Willow Junior League Fields 1, 2 and 3 - full day	FC0939	\$144.00	Per field for full day hire	Y	SUB
Glen Willow Rugby Union Fields 1 and 2 - full day	FC0938	\$290.00	Per field for full day hire	Y	SUB
Glen Willow Field 2 - full day	FC0402	\$290.00	Per field for full day hire	Y	SUB
Glen Willow Fields 3,4,5,6,7,8 - full day	FC0403	\$144.00	Per field for full day hire	Y	SUB

Glen Willow Grandstand

Clubs that elect to play their home games on the Glen Willow Main Field must play all home games on the Main Field. Such clubs will pay per game day fees as set out below, rather than the normal MWRC Team Fees (Junior/Senior).

Facility Hire

Hire of playing field, grandstand seating, ground level facilities and broadcast room. Includes cleaning fees.	FC0405	\$1,520.00	Per game day	Y	SUB
Maximum of 4 games per day after 10am.					
Hire of level two facilities. Includes cleaning fee.	FC0407	\$760.00	Per game day	Y	SUB

All Other MWRC Sports Complexes excluding Glen Willow

All bookings, including bookings made by Local Schools, for sporting fields require the relevant booking form found on Councils website.

- School hire - free of charge. Cleaning fees may apply.

Field Hire

Event – Gate Takings	FC0424	\$290.00	Per day	Y	SUB
Event – No Gate Takings	FC0425	\$144.00	Per day	Y	SUB

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Showground

Security Bonds

A cleaning fee will be deducted from bond if premises are not cleaned within 24 hours. All cleaning and restoration costs incurred by Council will be deducted from bonds at cost, and any shortfall in available funds will be recovered by Council from the Hirer.

Bond for Hire of Horse stables	FC0889	\$100.00		N	BOND
Showground Security Bond for parties and functions	FC0432	\$550.00		N	BOND

Horse Accommodation

Daily stable hire	FC0442	\$8.50	One stable per day	Y	SUB
Daily day yard hire	FC0444	\$8.50	One yard per day	Y	SUB

Annual Building Occupancy

Cudgegong Cruisers	FC0446	\$382.00	Per annum – plus electricity	Y	SUB
Mudgee Dressage Club Building	FC0448	\$382.00	Per annum – plus electricity	Y	SUB
Pony Club Building	FC0450	\$382.00	Per annum – plus electricity	Y	SUB
Poultry Club	FC0451	\$382.00	Per annum – plus electricity	Y	SUB
Woodworkers Group	FC0452	\$382.00	Per annum – plus electricity	Y	SUB

Approved Regular Hirers

Pony Club – special events held at Rylstone	FC0459	\$154.00	Per event	Y	SUB
Rylstone Swap Meet	FC0460	\$154.00		Y	SUB
Rylstone Showground Committee- show hire fees	FC0461	No charge		Y	SUB
Riding for the Disabled-hire fees	FC0794	No charge		Y	SUB

Mudgee Showground Hire Fees

Animal Nursery	FC0462	\$122.00	Per day	Y	SUB
Animal Stall	FC0463	\$122.00	Per day	Y	SUB
Caravan Sites – Powered Available at Mudgee only	FC0465	\$28.00	Per night	Y	SUB
Caravan Sites – Unpowered Available at Mudgee only	FC0466	\$17.00	Per night	Y	SUB
Cattle Pavilion	FC0467	\$122.00	Per day	Y	SUB
Equestrian Arena – hourly	FC0468	\$25.00	Per hour	Y	SUB
Equestrian Arena – daily	FC0469	\$177.00	Per day	Y	SUB
Grassed Areas – Douro Street, Nicholson Street and Madeira Road	FC0470	\$98.00	Per day	Y	SUB

Applies per day to each separate area designated as Douro Street, Nicholson Street and Madeira

Main Arena	FC0471	\$185.00	Per day	Y	SUB
Main Pavilion	FC0474	\$715.00	Per day	Y	SUB

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Mudgee Showground Hire Fees [continued]

Main Pavilion – Chair hire	FC0478	\$1.50	Per chair	Y	SUB
Main Pavilion – Table hire	FC0479	\$5.00	Per table	Y	SUB
Main Pavilion - bar area only	FC0984	\$123.00	per day	Y	SUB
Event Bond	FC0983	\$550.00		N	BOND
High Impact Event	FC0480	\$1,900.00	Per day	Y	SUB
Over 1,000 participants, including rodeos and concerts. Entire Showground excluding stables, annual building occupancy sites and main showground campground area. Fee inclusive of camping and power (event camping area pre-allocated at time of booking).					
Low Impact Event	FC0481	\$1,110.00	Per day	Y	SUB
Under 1,000 participants. Negotiated partial hire excluding stables, annual building occupancy sites and main showground campground area. Inclusive of camping and power (event camping area pre-allocated at time of booking).					
Poultry Pavilion	FC0484	\$119.00	Per day	Y	SUB
Sheep Pavilion	FC0485	\$405.00	Per day	Y	SUB
Local Schools – Ground hire only	FC0488	No charge		Y	SUB
Grassed Sheepdog Trials area	FC0489	\$392.00	Per event	Y	SUB

Rylstone Showground Hire Fees

BBQ Area	FC0964	\$118.00	Per day	Y	SUB
Cattle Yards	FC0965	\$118.00	Per day	Y	SUB
Event Bond	FC0985	\$550.00		N	BOND
High Impact Event	FC0967	\$1,900.00	Per day	Y	SUB
Over 1,000 participants, including rodeos and concerts. Entire Showground excluding stables and annual building occupancy sites. Inclusive of camping and power.					
Local Schools – Ground hire only	FC0972	No Charge		Y	SUB
Low Impact Event	FC0968 Bookable	\$1,110.00	Per day	Y	SUB
Under 1,000 participants. Negotiated partial hire excluding stables and annual building occupancy sites. Inclusive of camping and power.					
Main Arena	FC0963	\$185.00	Per day	Y	
Pony Club rally Day	FC0940	\$63.00	Per Day	Y	SUB
Sheep Pavilion	FC0966	\$405.00	Per day	Y	SUB
Bar Area	FC0464	\$122.00	Per day	Y	SUB
Canteen	FC0476	\$122.00	Per day	Y	SUB

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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PROPERTY SERVICES

Council Road Reserves

Roads Closures – Permanent

Application Fee (non-refundable) Road Closure – Council Road Reserve	FC0584 Open Forms S1RCL S	\$1,840.00	Per road reserve	N	DCR
Processes include preliminary internal investigations, status search/report and report back to applicant with investigation result and may also include administration and submission of a report to Council to determine if a road closure application will be accepted or refused for progression to the next Stage of the process.					
Application Progress Fee (non-refundable) Road Closure – Council Road Reserve	FC0585	\$1,230.00	Per Road Reserve	N	DCR
Process includes Council administration of notification requirements under S38B of the roads act, review of submissions, and compilation of final report to Council seeking approval or rejection of the application.					
Formal Road Closure Processing Fee (non-refundable)	FC0586 Open Forms S3RCL S	\$3,995.00		N	DCR
Process includes Council administration, internal/external department referrals, and contractor sourcing, engagement and management. Where actual costs exceed this fee, Council will invoice for the balance. The fee does not include the costs for survey/s, valuation/s, legal fees or value of the land which is subject to negotiation in accordance with Council's Land Acquisition Disposal Policy, valuation and any other relevant considerations.					
Processing Fee (non-refundable) Road Closure – Survey	FC0587	\$9,455.00	Per plan	N	DCR
Applicants will be requested to supply the survey plan. If Council is required to source the survey plan, this fee is payable. Where actual costs exceed this fee, Council will invoice for the balance. The fee does not include the value of the land which is subject to negotiation in accordance with Council's Land Acquisition and Disposal Policy, valuation and any other relevant considerations.					
Processing Fee (non-refundable) Road Closure – Valuation for formed road	FC0588	\$5,910.00	Per plan	N	DCR
Where actual costs exceed this fee, Council will invoice for the balance. The fee does not include the value of the land which is subject to negotiation in accordance with Council's Land Acquisition and Disposal Policy, valuation and any other relevant considerations.					
Processing Fee (non-refundable) Road Closure – Legal/Transfer costs	FC0589	\$4,190.00		N	DCR
Where actual costs exceed this fee, Council will invoice for the balance. The fee does not include the value of the land which is subject to negotiation in accordance with Council's Land Acquisition and Disposal Policy, valuation and any other relevant considerations.					

Road Openings initiated by individuals requiring compulsory acquisition by the Council

Application Fee (non-refundable) Road Opening (compulsory acquisition) – Council Road Reserve	FC0770	\$1,840.00	Per Road Reserve	N	DCR
Processes include preliminary internal investigations and report back to applicant with investigation results and whether a road opening (compulsory acquisition) application will be accepted.					
Application Progress Fee (non-refundable) Road Opening (compulsory acquisition) – Council Road Reserve	FC0771	\$3,995.00	Per Road Reserve	N	DCR
If the application is accepted, Application Progress processes incur costs which include those revolving around Council administration costs, consultation with land owners and compilation of Council report.					

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Road Openings initiated by individuals requiring compulsory acquisition by the Council [continued]

Processing Fee (non-refundable) Road Opening – Formal Road Opening (compulsory acquisition) Process	FC0772	\$1,230.00		N	DCR
Where actual cost exceeds this fee, Council will invoice for the balance.					
Processing Fee (non-refundable) Road Opening (compulsory acquisition) – Acquisition Plan Survey	FC0773	\$9,455.00	Per plan	N	DCR
Applicants will be requested to supply the survey plan. If Council is required to source the survey plan, this fee is payable. Where actual costs exceed this fee, Council will invoice for the balance.					
Processing Fee (non-refundable) Road Opening (compulsory acquisition) – Valuation in accordance with Land Acquisition (Just Terms Compensation) Act 1991	FC0774	\$5,910.00		N	DCR
Where actual costs exceed this fee, Council will invoice for the balance.					
Processing Fee (non-refundable) Road Opening (compulsory acquisition) – Legal/Solicitor costs	FC0775	\$4,190.00		N	DCR
Where actual costs exceed this fee, Council will invoice for the balance.					

Fee for consent s138-s139 & s233 Roads Act 1993 & s608 LG Act

Fee for consent – Part of road reserve at Bond Street Lue	FC0946	\$3,876.80		N	DCR
Fee for consent – Part of road reserve at Hill End Road Grattai	FC0945	\$3,876.80		N	DCR

Fee for processing Road Definition under Sec's 18-21 Roads Act 1993

Fee for processing Road Definition	FC1025	\$500.00		N	STAT
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Crown Reserves

Transfer of a Crown Road Reserve to Council Control

Application Fee – Transfer of a Crown Road Reserve to Council Control	FC0598	\$226.00		N	DCR
This fee does not include any fees payable to other government authorities in relation to the road closure application					

Leases & Licences on Council Owned and Council Managed Crown Land

Leases & Licences on Council Owned and Council Managed Crown Land

Application for New Leases and Licences on Council Owned or Council Managed Crown Land	FC0599	\$358.00		Y	DCR
Plus legal fees at cost associated with the preparation of an agreement					

General Administration

General property or Road enquiry

Investigation fee for general property or road enquiries	FC0909	\$125.00		N	
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Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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PLANNING & DEVELOPMENT

Developer Contributions

Section 64 Developer Contributions

Section 64 Sewer	FC0556 Rams DCSwr*	\$4,732.00		N	SUB
Fee is for 1.00 Equivalent Tenement/Unit. Total Fee will be calculated in accordance with the DSP					
Section 64 Water	FC0557 Rams DCWtr*	\$10,366.00		N	SUB
Fee is for 1.00 Equivalent Tenement/Unit. Total Fee will be calculated in accordance with the DSP					

Section 7.11 – Residential Development (Mudgee Catchment) per Mid-Western Regional Contribution Plan

Secondary dwelling or self-contained seniors dwelling	FC0798 Rams DCM*	\$6,169.00	Per secondary dwelling or self-contained seniors dwelling	N	SUB
Studio or one bedroom dwelling	FC0799 Rams DCM*	\$6,169.00	Per studio or one bedroom dwelling	N	SUB
Separate lot	FC0800 Rams DCM*	\$10,273.00	Per separate lot	N	SUB
Two or more bedroom dwelling	FC0801 Rams DCM*	\$10,273.00	Per two or more bedroom dwelling	N	SUB

Section 7.11 – Residential Development (Outside Mudgee Catchment) per Mid-Western Regional Contribution Plan

Secondary dwelling or self-contained seniors dwelling	FC0802 Rams DCOM*	\$3,570.00	Per secondary dwelling or self-contained seniors dwelling	N	SUB
Studio or one bedroom dwelling	FC0803 Rams DCOM*	\$3,570.00	Per studio or one bedroom dwelling	N	SUB
Separate lot	FC0804 Rams DCOM*	\$5,947.00	Per separate lot	N	SUB
Two or more bedroom dwelling	FC0805 Rams DCOM*	\$5,947.00	Per two or more bedroom dwelling	N	SUB

Section 7.11 – Extractive Industries per Mid-Western Regional Contribution Plan

Transport Management	FC0806 Rams DCExtl ndst	\$0.78	Per tonne	N	SUB
Per tonne of resource removed from the site per quarter by road transport					

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Section 7.12 – Other Forms of Development per Mid-Western Regional Contribution Plan

Development valued up to \$100,000	FC0807 Rams DCOthe rDev	Nil		N	DCR
Development valued from \$100,000 – \$200,000	FC0808 Rams DCOthe rDev	0.5% of development costs		N	DCR
Development valued over \$200,000	FC0809 Rams DCOthe rDev	1.0% of development costs		N	DCR

Planning Enquiries & Documents

Maps & Documents

Custom Map	FC1033 Rams	\$154.00	per hour per map	N	FCR
Plus printing charges					

Land Use Planning

Fees to offset the cost of preparing amendment to Local Environment Plan initiated by Developers (non-refundable)

Basic - Pre lodgement	FC0988	\$943.54	per application	N	DCR
Basic - Lodgement and assessment	FC0989	\$3,775.21	per application	N	DCR
Basic - Final assessment and notification	FC0990	\$943.54	per application	N	DCR
Standard - Pre lodgement	FC0991	\$1,886.05	per application	N	DCR
Standard - Lodgement and assessment	FC0992	\$3,775.21	per application	N	DCR
Standard - Final assessment and notification	FC0993	\$1,886.05	per application	N	DCR
Complex - Pre lodgement	FC0994	\$5,665.40	per application	N	DCR
Complex - Lodgement and assessment	FC0995	\$11,327.69	per application	N	DCR
Complex - Final assessment and notification	FC0996	\$5,665.40	per application	N	DCR

Roads & Grids

Application under Section 138

Approval to undertake work within the Road/Road Reserve	FC0583 Rams S138Fe e	\$280.00	Per application	N	DCR
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PRIVATE WORKS

Private Works

Private Works

Advertising for Approval – Road Closing	FC0596	\$107.00		N	DCR
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Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Private Works [continued]

Bond for approval of a private pipeline to be located in a public road reserve	FC0597	Price on application based on value of works, including but not limited to, trench excavation, backfill and re-establishment of pavement.		N	BOND
Charged in accordance with the Water Pipes Across and Along Roads Policy					
Private Works Fee	FC0600	Available upon application for private works estimation. Council will provide an estimate for the works based on approved construction plans and site visit.		Y	ROR

Tourism Directional Signage

Manufacture and installation of tourism directional signage	FC0601	Quotes will be provided upon request		Y	DCR
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SERVICES – OTHER

Art Gallery Coffee Shop

Art Gallery Coffee shop - various	FC1029	Prices as per menu		Y	FCR
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Ironed Out

Ironing

Clothing	FC0602	\$3.10	Per Item	Y	REF
Up to 4 items – Shirts, Blouses, Trousers, Jeans, Jumpers, Skirts, Sleepwear and Tee-Shirts					
Clothing – Basket	FC0603	\$2.20	Per Item	Y	REF
More than 4 items – excluding Linen					
Suits	FC0604	\$12.80	Per item	Y	REF
Dresses	FC0605	Price on application – dependant on assessed difficulty		Y	REF
Linen – Sheets – Single	FC0606	\$5.00	Per item	Y	REF
Linen – Sheets – Double	FC0607	\$5.50	Per item	Y	REF
Linen – Sheets – Queen	FC0608	\$7.00	Per item	Y	REF
Linen – Sheets – King	FC0609	\$7.00	Per item	Y	REF
Linen – Pillow Slips	FC0610	\$0.50	Per item	Y	REF
Linen – Serviettes	FC0611	\$0.30	Per item	Y	REF
Doona Covers – Single	FC0612	\$6.00	Per item	Y	REF
Doona Covers – Double	FC0613	\$6.50	Per item	Y	REF
Doona Covers – Queen	FC0614	\$7.00	Per item	Y	REF
Doona Covers – King	FC0615	\$8.00	Per item	Y	REF
Table Cloths – Small	FC0616	\$3.00	Per item	Y	REF
Table Cloths – Medium	FC0617	\$4.00	Per item	Y	REF
Table Cloths – Large	FC0618	\$5.00	Per item	Y	REF

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Costume Hire

Costume Hire – Deposit	FC0620	\$20.00		N	BON D
Refundable Deposit					
Costume Hire – Up to 3 consecutive days	FC0621	Price range \$15-50 per outfit – Price on application		Y	DCR

Pre Loved Clothing Sales

Various	FC0622	Prices as marked on item		Y	SUB
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Ironed Out / Mudgee Recycling

Labour Intensive Administrative Services

Cut Rags - Cotton	FC0931	\$2.60	Per Kg	Y	
Cut Rags - Mixed	FC0625	\$1.15	Per kg	Y	SUB
Labour Intensive Administrative Services	FC0626	Bulk manual labour service – Price on application		Y	SUB

National Disability Insurance Scheme

NDIS - Finding and Keeping a Job	FC0863	Price as per NDIS price guide		N	REF
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These supports provide workplace assistance that enables a participant to successfully obtain and/or retain employment in the open or supported labour market.

SEWERAGE SERVICES

Sewerage Annual & User Charges

Sewerage Service Availability Charge

Residential	FC0627	\$1,067.00		N	ROR
Business	FC0628	\$596.00		N	ROR

Sewerage Service User Charge

Business – User charge	FC0629	\$3.41	Per kilolitre	N	ROR
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Based on kilolitres of water used that would reasonably be deemed to enter sewerage system

Liquid Trade Waste - Annual Charges

LTW discharge strength charges	FC0864	Based on strength of pollution and the average amount of the volumetric discharge factor of 90% of water used.	Per test	N	FCR
Category 1 Discharger	FC0630	\$118.00		N	FCR
Category 2 Discharger	FC0631	\$234.00		N	FCR
Category 3 Discharger	FC0632	\$775.00		N	FCR
Re-inspection Fee	FC0634	\$114.00		N	FCR
Category 1 Discharger with appropriate equipment	FC0635	No charge		N	FCR

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Liquid Trade Waste - Annual Charges [continued]

Category 1 Discharger without appropriate equipment	FC0791	\$2.20	Per kilolitre	N	FCR
Category 2 Discharger with appropriate equipment	FC0636	\$2.20	Per kilolitre	N	FCR
Category 2 Discharger without appropriate equipment	FC0792	\$19.30	Per kilolitre	N	FCR
Food Waste Disposal Charge	FC0793	\$35.00	Per bed	N	FCR
Application Fee for Class A & B	FC0637 Rams LTWAp pAB	\$239.00	Per application	N	FCR
Application fee LTW for Class C & S	FC0997 Rams LTWAp pCS	\$460.00	per application	N	REF
Renewal fee for Class A & B	FC0998 Rams LTWRe newAB	\$80.00	per application	N	REF
Renewal of LTW for Class C & S	FC0999 Rams LTWRe newCS	\$250.00	per application	N	REF

Liquid Trade Waste - Excess Mass Charges

Aluminium	FC0814	\$1.19	per kg	N	FCR
Ammonia (as N)	FC0815	\$3.52	Per kg	N	FCR
Arsenic	FC0816	\$117.94		N	FCR
Barium	FC0817	\$58.97	Per kg	N	FCR
Biochemical Oxygen Demand (BOD)	FC0818	\$1.19		N	FCR
Boron	FC0819	\$1.19	Per kg	N	FCR
Bromine	FC0820	\$23.82		N	FCR
Cadmium	FC0821	\$547.81	Per kg	N	FCR
Chloride	FC0822	No Charge		N	FCR
Chlorinated hydrocarbons	FC0823	\$58.97	Per kg	N	FCR
Chlorinated phenolics	FC0824	\$2,370.46	Per kg	N	FCR
chlorine	FC0825	\$2.39	Per kg	N	FCR
Chromium	FC0826	\$39.70	Per kg	N	FCR
Cobalt	FC0827	\$23.82	Per kg	N	FCR
Copper	FC0828	\$23.82	Per kg	N	FCR
Cyanide	FC0829	\$117.94	Per kg	N	FCR
Fluoride	FC0830	\$5.90	Per kg	N	FCR
Formaldehyde	FC0831	\$2.39	Per kg	N	FCR
Herbicide/defoliants	FC0833	\$1,185.23	Per kg	N	FCR
Iron	FC0834	\$2.39	Per kg	N	FCR
Lead	FC0835	\$58.97	Per kg	N	FCR
Lithium	FC0836	\$11.92	Per kg	N	FCR
Manganese	FC0837	\$11.92	Per kg	N	FCR
Mercaptans	FC0838	\$117.94	Per kg	N	FCR

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Liquid Trade Waste - Excess Mass Charges [continued]

Mercury	FC0839	\$3,946.97	Per kg	N	FCR
Methylene Blue Active Substance (MBAS)	FC0840	\$1.19	Per kg	N	FCR
Molybdenum	FC0841	\$1.19	Per kg	N	FCR
Nickel	FC0842	\$39.70	Per kg	N	FCR
Nitrogen (Total Kjeldahl - Ammonia) as N	FC0843	\$0.31	Per kg	N	FCR
Non-Compliance pH Charge	FC0893	Charge determined upon extent of non compliance in accordance with Liquid Trade Waste Policy.		N	FCR
Oil and Grease (total O&G)	FC0832	\$2.15	Per kg	N	FCR
Organoarsenic Compounds	FC0844	\$1,185.23	Per kg	N	FCR
Pesticides General (excludes organochlorines and organophosphates)	FC0845	\$1,185.23	Per kg	N	FCR
Petroleum hydrocarbons (Non-flammable)	FC0846	\$3.97	Per kg	N	FCR
Phenolic Compounds (non-chlorinated)	FC0847	\$11.92	Per kg	N	FCR
Phosphorous (total P)	FC0848	\$2.39	Per kg	N	FCR
Polynuclear Aromatic Hydrocarbons	FC0849	\$23.82		N	FCR
Selenium	FC0850	\$83.93	Per kg	N	FCR
Silver	FC0851	\$2.21	Per kg	N	FCR
Sulphate (SO4)	FC0852	\$0.25	Per kg	N	FCR
Sulphide	FC0853	\$2.39	Per kg	N	FCR
Sulphite	FC0854	\$2.60	Per kg	N	FCR
Suspended Solids (SS)	FC0855	\$1.53	Per kg	N	FCR
Thiosulphate	FC0856	\$0.42	Per kg	N	FCR
Tin	FC0857	\$11.92	Per kg	N	FCR
Total Dissolved Solids (TDS)	FC0858	\$0.10	Per kg	N	FCR
Uranium	FC0859	\$11.92	Per kg	N	FCR
Zinc	FC0860	\$23.82	Per kg	N	FCR

Sewer Trade Waste

Septic Waste

LTW discharge booking fee	FC1001	\$28.00	per booking	N	FCR
Non-refundable if booking is cancelled. Booking fee includes discharge of up to 1kL. Available only 7am – 3pm Monday – Friday. Subject to a Liquid Trade Waste Approval.					
Discharge of Septic Tank Waste and Portable Toilet Waste at Mudgee Sewage Treatment Works	FC0638	\$29.00	Per kilolitre	N	FCR
Charged per load in excess of 1 kL, rounded up to the nearest kilolitre. Available only 7am – 3pm Monday – Friday. Subject to a Liquid Trade Waste Approval.					
After Hours fee Monday to Friday – Discharge of Septic Tank Waste and Portable Toilet Waste at Mudgee Sewage Treatment Works	FC0639	\$171.00	Per delivery	N	ROR
In addition the discharge fee per kL will be charged					
Weekend & Public Holiday - Discharge of Septic Tank Waste and Portable Toilet Waste at Mudgee Sewage Treatment Works	FC1031	\$431.00	Per delivery	N	ROR

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Sewerage Services Connections & Disconnections

Sewer Connections & Disconnections

E1 Pressure Sewer Units	FC0865	\$10,063.41		N	FCR
Sewer Connection Fee	FC0640 Rams DCSwC nFee	\$2,345.00		N	FCR
Junction and sideline up to 6m length if existing sewer main accessible outside of property boundary.					
Sewer Extensions (all other connections excluding junction and sideline on existing main)	FC0641	Estimation upon application.		N	FCR
Sewer Disconnection Fee	FC0642 Rams/ Open Forms DCSwC nDscn// S2WSC ONN	\$1,215.00		N	FCR
Locating of Existing Sewer Junction	FC0643 Rams DCSW CnlCjn	\$348.00		N	FCR

SWIMMING POOLS

Cancellation Terms for Council Venue Hires: If a booking is cancelled **30+ days** from hire then **100%** of fees will be returned, if cancelled **14-29 days** from hire then **50%** of hire fees will be returned & if cancelled **less than 14 days** from hire **0%** hire fees will be returned.

Mudgee, Gulgong & Kandos Swimming Pools

Entry Fees

Adult	FC0644	\$7.00	Per adult	Y	SUB
Concession	FC0645	\$5.00	Per entry	Y	SUB
Children under 2	FC0646	No charge	Per child with paying adult	Y	SUB
Spectators	FC0648	\$1.00	Per spectator	Y	SUB
Swimming Lesson Participation Fee	FC0649	\$1.00	Per participant	Y	SUB
Family	FC1040	\$20.00	Per Family	Y	SUB

Season Tickets

Half Season Tickets are available from 1 January at 60% of the annual Season Ticket fees set out below.

Season Tickets - Adult	FC0650	\$140.00	Per adult	Y	SUB
Season Tickets - Concession	FC0652	\$100.00	Per entry	Y	SUB
Season Tickets - Family	FC0653	\$310.00	5 Persons (max 2 adults) plus \$15 for each additional child	Y	SUB
Season Tickets - Family – Pensioners/Seniors	FC0654	\$220.00	2 x adults and 3 x children plus \$15 for each additional child	Y	SUB

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Season Tickets [\[continued\]](#)

Replacement Card	FC0779	\$6.20	Fee for replacing lost season pass	Y	DCR
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Swimming Lessons

Accredited Lifesaving Program participant	FC0656	\$1.00		N	SUB
Council swim lesson	FC0657	\$15.00	Per participant	N	SUB
Includes lesson and entry					

Facility Hire

Local school-based activities	FC0658	No charge. Includes local school and pre-school facility hire and participant entry.		Y	SUB
Lane Hire	FC0661	\$18.00	Per hour plus normal entry fees for each participant	Y	SUB

Lane hire to be paid upfront prior to booking date.

Full exclusive use of the entire facility (closed to the public) only available to relevant registered community sporting clubs/associations and school carnival events.

TOURISM & ECONOMIC DEVELOPMENT

Filming

Film Location Fees

Film Location Fees	FC0663	Individual estimates will be provided for direct cost recovery as per the Filming Related Legislation Amendment Act 2008		Y	DCR
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Events

MWRC Event Stallholder

Stallholder Fee	FC0664 Plus TsmStl Fee	\$144.00		Y	SUB
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Sales

Sponsorship of Event Activities	FC0925	Prices as advertised for each event.	Price as advertised for each event.	Y	
Merchandise Sales – Miscellaneous Items	FC0665	Prices as marked on item		Y	ROR
Ticket Sales	FC0666	Prices as advertised for each event		Y	REF

Sponsorship

Sponsorship Fee	FC0924	Prices as marked on item.	Price as marked on item	Y	
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Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Sponsorship [continued]

Sponsorship of Council Assets	FC0923	Prices as advertised for each asset.	Price as advertised for each asset	Y	
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WASTE MANAGEMENT

Only landfill waste originating from within the Mid-Western Regional Council LGA is accepted. Landfill waste from the construction and commissioning of projects in the Central West Renewable Energy Zone is not accepted.

Waste Annual Charges

Waste Annual Charges

Business Waste Management Charge	FC0667	\$277.00		N	ROR
For collection of the following 240L bins: Weekly - landfill/general waste (red or dark green lid) - Recycling (yellow and blue lid) On alternate weeks					
Domestic Waste Management Charge	FC0668	\$358.00		N	FCR
For collection of the following 240L bins: Weekly - organics (light green lid) - landfill/general waste (red or dark green lid) - Recycling (yellow and blue lid) On alternate weeks					
Schools Waste Management Charge	FC0810	No charge		N	SUB
Available to schools actively participating in or delivering waste minimisation activities with students. For collection of the following 240L bins: Weekly - organics (light green lid) - landfill/general waste (red or dark green lid) - Recycling (yellow and blue lid) On alternate weeks OR for schools without a kerbside service access to their closest rural waste transfer Station.					
General Waste Management Charge	FC0669	\$270.00		N	ROR
Commercial or Additional Domestic FOGO Collection	FC0670	\$126.00	Per annum per service	N	FCR
service = 1 x 240 litre MGB per week on normal collection day. Other days by agreement only					

Recycling

Business Recycling

Recyclables from Renewable Energy Zone Projects	FC1036	As quoted by Manager of Waste and Environment		N	FCR
Bulk Collection of Recycling Materials, Cardboard or Co-mingled – Level 1	FC0671	\$490.00	Per quarter	N	FCR
This level of service entitles you to: Two collections of up to 1 cubic metre (or two collections of up to 500kg of baled paper and cardboard) per week of cardboard or commingled recycling as selected by you.					
Bulk Collection of Recycling Materials, Cardboard or Co-mingled – Level 2	FC0672	\$247.00	Per quarter	N	FCR
This level of service entitles you to: One collection of up to 1 cubic metre (or 500kg of baled paper and cardboard) per week of cardboard or commingled recycling, as selected by you.					

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Business Recycling [continued]

Bulk Collection of Recycling Materials, Cardboard or Co-mingled – Level 3	FC0673	\$126.00	Per quarter	N	FCR
This level of service entitles you to: Fortnightly collections of up to 1 cubic metre of cardboard (or 500kg of baled paper and cardboard) or commingled recycling as selected by you.					
Bulk Collection of Recycling Materials, Cardboard or Co-mingled – Level 4	FC0674	\$63.00	Per quarter	N	FCR
This level of service entitles you to: One Collection of up to 1 cubic metre (or 500kg of baled paper and cardboard) per calendar month of cardboard or commingled recycling as selected by you.					
Kerbside Collection	FC0675	\$255.00		N	FCR
Available in kerbside collection areas only - Collection of 1 x 240 litre recycling bin on normal collection day. (where BWMC cannot be applied to rates)					
Special Recycling Collection	FC0676	\$50.00	Per cubic metre	N	FCR
Charge for one off collection of up to 1m3 of cardboard or commingled recycling as selected by customer. By arrangement only and payment required in advance.					

Bin Purchases

240 Litre Bins – Green, Red, Blue or Yellow (Delivery Not Included)	FC0677 Open Forms BINS	\$88.00	Per bin	N	ROR
Replacement Bin Lids (including 2 x pins) – Green, Red, Blue or Yellow	FC0678	\$25.00	Per lid	N	DCR
Bin Wheel – Suit Sulo Bin 240L per wheel	FC0679	\$16.00	Per Wheel	N	DCR
Bin Axle – Suit Sulo Bin 240L	FC0680	\$15.00	Per axle	N	DCR
Delivery of bin/s	FC0987	\$30.00	per delivery	N	DCR
Delivery of bin/s (delivery may take up to 2 weeks)					

Recycled Products Available for Sale

Second Hand Items

Various	FC0681	Items sold at the Recycle Shops located at Mudgee, Gulgong and Kandos Waste Facilities		Y	REF
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Business Waste Collection – Mudgee & Gulgong

Waste Removal Service

For customers with Waste Disposal debtor accounts, invoices will be issued monthly, and a minimum charge of \$15 applies unless there are no transactions during that month

Bin - 0.6 Cubic Metres	FC0868	\$59.00	Per Service	N	FCR
Bin - 1.1 Cubic Metres	FC0862	\$65.00	Per service	N	FCR
Bin – 3 Cubic Metres	FC0682	\$81.00	Per service	N	FCR
3 cubic metre bins available for long term use, greater than 12 months and at least 1 empty per month. Service available subject to suitable access for truck and in existing collection areas. Supply and Delivery of bin POA					

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Waste Removal Service [continued]

Additional waste removal service – Level 1	FC0704	\$425.00	Per quarter	N	FCR
Two collections/ week - 240 litre wheeled garbage bin. This service is available in existing collection areas.					
Additional waste removal service – Level 2	FC0705	\$213.00	Per quarter	N	FCR
Weekly collection of 1 x 240 litre waste bin. Bin must be placed in an area accessible by collection truck. This service is available in existing collection areas.					
Additional waste removal service – Level 3	FC0706	\$108.00	Per quarter	N	FCR
Collection of 1 x wheeled garbage bin per fortnight. Bin must be placed in an area accessible by collection trucks. This service is available in existing collection areas.					
Additional waste removal service – Level 4	FC0707	\$63.00	Per quarter	N	FCR
collection of 1 additional 240 litre wheel garbage bin per month. Bin must be place in an area accessible by the truck. Service available in existing collection area.					
Waste Collection 'One Off' pick up (payment in advance)	FC0708	\$61.00	Per 240 litre MBG	N	FCR
One off collection of 240 litre waste bin. Service available in existing collection area. Payment in advance required.					

Waste Disposal

Asbestos (Mudgee only)

All asbestos must be wrapped in accordance with asbestos disposal guidelines and Council requirements. Specific requirements exist for unloading. Contact Council for information.

Residential – Ute or 6 x 4 Box Trailer. Max 10m2 or 100kg	FC0686	No charge		Y	SUB
By appointment at Mudgee Waste Depot only					
Commercial – sorted asbestos products	FC0687	\$346.00	Per tonne	Y	DCR
By appointment at Mudgee Waste Depot only. This is for products manufactured containing asbestos. See council webiste for disposal requirements					
Asbestos contaminated building waste / Asbestos contaminated Soils / Mixed waste containing Asbestos	FC0688	\$413.00	Per tonne	Y	DCR
All products contaminated with asbestos fibres. Mudgee Waste Depot only					

Animal Waste Disposal (Mudgee only)

Dead Animals – Large (Horse, Cattle, sheep, pigs)	FC0684	\$57.00	Each	Y	FCR
By appointment at Mudgee Waste Depot only					
Dead Animals – Small/Medium (Dogs, Cats)	FC0685	\$19.80	Each	Y	FCR
By appointment at Mudgee Waste Depot only					

Commercial Waste Disposal – Mudgee Waste Depot

Mattress Disposal Fee	FC0926	\$23.00	Per Item	Y	
Waste Disposal - Weighbridge unavailable	FC0861	\$61.00	per cubic metre	Y	DCR
Mixed Waste C&I including pallets – not mining related waste	FC0690	\$182.00	Per tonne	Y	FCR
Sorted Bricks, Concrete and Tiles	FC0691	\$86.00	Per tonne	Y	FCR
Mixed Construction and demolition Waste	FC0692	\$199.00	Per tonne	Y	FCR

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Commercial Waste Disposal – Mudgee Waste Depot [continued]

Mining related waste – Loads containing belts/vents/shafts/ non Hydraulic hoses and similar	FC0693	\$362.00	Per tonne	Y	FCR
Vineyard Dripper line no wire and rolled	FC0694	\$199.00	Per tonne	Y	FCR
Vineyard Dripper Line with wire must be rolled	FC0695	\$362.00	Per tonne	Y	FCR
Bio Solid (up to 25 tonnes per day)	FC0697	\$167.00	Per tonne	Y	FCR
Biosolids up to 25 tonnes per day accepted. For additional quantities requiring additional handling and blending at the waste facility a quote will be provided by the Manager of Waste and Environment.					
Hydrocarbon Contaminated Soil (Complying with EPA Guidelines)	FC0698	\$323.00	Per tonne	Y	FCR
Commercial E Waste	FC0699	\$120.00	Per tonne	Y	FCR
Hydraulic Hoses	FC0700	\$362.00	Per tonne	Y	FCR
Hydraulic hoses must be drained, must have fittings removed and must be cut into 1m lengths.					
Clean fill VENM or ENM only (over 100 tonnes per day)	FC0701	\$15.00		Y	FCR
Quantities over 100 tonnes accepted by arrangement only, subject to operational requirements.					
Clean fill VENM or ENM only (100 tonnes or less per day)	FC1029	Free		Y	FCR
Clean fill suitable for cover material (no contamination) Over 100 tonnes per day	FC0778	\$15.00		Y	FCR
Clean fill suitable for cover material (no contamination) (100 tonnes or less per day)	FC1030	Free		Y	FCR
Document Destruction Burial	FC0702	\$188.00	Per tonne	Y	FCR
Document Destruction Recycling	FC0703	\$23.00	Per tonne	Y	FCR
Commercial Green Waste	FC0717	\$77.00	Per tonne	Y	FCR
Hospital Waste/ Clinical Waste	FC0718	\$323.00	Per tonne	Y	FCR
By appointment at Mudgee Waste Depot only					

Commercial Waste Disposal – Gulgong Waste Transfer Station and Kandos Waste Depot

Mattress Disposal Fee	FC0927	\$23.00	Per Item	Y	
Mixed Waste – Single Axle Box Trailer	FC0710	\$53.00	Per load or pro rata rate for part loads	Y	FCR
Mixed Waste – Double Axle Box Trailer	FC0711	\$87.00	Per load or pro rata rate for part loads	Y	FCR
Commercial Green Waste – Single Axle Box Trailer	FC0712	\$41.00	Per load or pro rata rate for part loads	Y	FCR
Commercial Green Waste – Double Axle Box Trailer	FC0713	\$54.00	Per load or pro rata rate for part loads	Y	FCR
Green Waste – Small Truck Single rear axle	FC0714	\$81.00	Per load or pro rata rate for part loads	Y	FCR
Large Green waste loads per cubic metre	FC0715	\$56.00	Per cubic metre	Y	FCR
Large Trucks - Charged at per cubic metre rate.					

Residential Waste

Green Waste/Household Waste	FC0813	No charge		Y	SUB
Loads from your own property sorted into drop off area as directed (no landfill access)					

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Recyclable Items - Domestic only

Community Recycling Centre - items	FC0986	No charge		Y	FCR
Cooking Oil Disposal Domestic Only	FC0696	No charge		Y	FCR
Sorted Recyclables	FC0719	No charge		Y	SUB
Scrap Metal	FC0720	No charge		Y	SUB

Event Bins

Event Bin Delivery – Rylstone/Kandos 15 Bins	FC0724	\$680.00	Delivery, collection and servicing of up to 15 bins	Y	FCR
Event Bin Delivery - Rylstone/Kandos 10 bins	FC1032	\$485.00	Delivery collection and servicing of up to 10 bins	Y	FCR
Event Bin Delivery – Mudgee/Gulgong 15 Bins	FC0725	\$382.00	Delivery, collection and servicing of up to 15 bins	Y	FCR
Event Bin Delivery - Mudgee/Gulgong 10 bins	FC1034	\$331.00	Delivery, collection and servicing of up to 10 bins	Y	FCR
Event Bins Collected and returned by Event Coordinator from Mudgee and Kandos Waste Facility	FC1035	Waste disposal to be paid for at time of bin return as per fees and charges for mixed commercial waste		Y	FCR
Additional event bin servicing	FC0726	\$185.00	Per empty for up to 15 bins	Y	FCR

Hard to Recycle Waste

These charges apply to all customers with the exception for tyre disposal.

Council accepts tyres at the Mudgee Waste Depot, Gulgong Waste Transfer Station and Kandos Waste Depot from Residential customers only.

Car & motorcycle Tyres with Rim	FC0928	\$11.40	Per Item	Y	
Mattress	FC1028	\$23.00	Each	Y	FCR
Tractor & Heavy Plant Tyres with Rim	FC0929	\$73.00	Per Item	Y	
Truck Tyres with Rim	FC0930	\$37.00	Per Item	Y	
Solar Panel Disposal	FC1039	\$11.00	Per Panel	Y	EXT
Car & Motorcycle Tyres	FC0728	\$7.00	Each	Y	FCR
Truck Tyres	FC0729	\$32.00	Each	Y	FCR
Tractor & Heavy Plant Tyres	FC0730	\$70.00	Each	Y	FCR

Waste Disposal - Waste Transfer Station

Access to locked rural waste transfer station for adjoining LGA residents	FC0869	\$359.00	Per annum, per household	Y	ROR
Replacement/ Additional and out of LGA Key or Access Fob for Waste Transfer Station	FC0890	\$85.00		Y	FCR

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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WATER SUPPLY

Water Availability & Usage

Water Availability – Residential and Non Residential

Water Meter – 20mm	FC0731	\$188.00	Per annum	N	ROR
Water Meter – 25mm	FC0732	\$294.00	Per annum	N	ROR
Water Meter – 32mm	FC0733	\$481.00	Per annum	N	ROR
Water Meter – 40mm	FC0734	\$752.00	Per annum	N	ROR
Water Meter – 50mm	FC0735	\$1,175.00	Per annum	N	ROR
Water Meter – 80mm	FC0736	\$3,008.00	Per annum	N	ROR
Water Meter – 100mm	FC0737	\$4,700.00	Per annum	N	ROR
Water Meter – 150mm	FC0738	\$10,575.00	Per annum	N	ROR
Water Meter – 200mm	FC1009	\$18,800.00	Per annum	N	ROR

Potable Water Usage – Residential and Non Residential

Water Usage – Rural Water Filling Stations	FC0944	\$3.88	Per kilolitre	N	FCR
Water Usage – Standpipes Commercial Use	FC0739	\$7.07	Per kilolitre	N	FCR
Water Usage – Residential	FC0740	\$3.88	Per kilolitre	N	ROR
Water Usage – Business	FC0741	\$3.88	Per kilolitre	N	ROR

Non-Potable Water Usage – Residential and Non Residential

Water Usage – Standpipes	FC0742	\$2.13	Per kilolitre	N	FCR
Water Usage – Raw Water & Parks Irrigation	FC0743	\$1.60	Per kilolitre	N	FCR

Interest & Penalties on Overdue Water Accounts

Interest on Overdue Water Accounts	FC0744	In accordance with section 566(3) of the Act, it has been determined that the maximum rate of interest payable on overdue rates and charges for the 2025-26 rating year will be: 10.5% per annum		N	STAT
Penalty for Restriction Action Notice	FC0745	\$163.00	Per notice	N	FCR

Other Water Availability & Usage Fees

Meter Check and Confirmation of Operation	FC0870	\$147.00		N	
Meter Reading – Transfers	FC0746	\$102.00		N	FCR
	Certs/ Open Forms WtrMtr Read/ WMRC ERT				
Meter Reading – Testing	FC0747	\$328.00		N	FCR

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Other Water Availability & Usage Fees [\[continued\]](#)

Mains Pressure Testing	FC0748	\$246.00		N	FCR
Fee is per test and includes up to 2 hydrants that are adjacent the subject property at the time of day requested. More than 2 hydrants or additional time will require a separate application.					
Large Meter Cover Box	FC0932	\$260.00		N	
Small Meter Cover Box	FC0750	\$99.00		N	FCR
Existing services only. Pick up Mudgee Depot Office.					
Standpipe Access Key	FC0751	\$42.00	Per key	N	DCR

Water Service Connections & Disconnections

Excludes water meter maintenance

Water Service Connections – 20mm 'short'

New connection	FC0752 Rams/ Open Forms DCWtC nNew// S2WSC ONN	\$2,625.00		N	FCR
Fee is per 'short' water service connection up to 3m in length					
Service Renewal/Relocation	FC0753 Rams DCWtC nRnwl	\$2,670.00		N	FCR
Meter Assembly	FC0754 Rams DCWtC nMtAs	\$770.00		N	FCR

Water Service Connections – 20mm 'long'

New Connection	FC1036 Rams/ Open Forms DCWtC nNew/ S2WSC ONN	\$3,714.00		N	FCR
Fee is per long connection where the length of service exceeds 3m in length.					
Service Renewal/Relocation	FC1038 Rams/ Open Forms DCWtC nRnwl	Estimation upon Application		N	FCR

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Water Service Connections – 25mm 'short'

New Connection	FC0755 Rams/ Open Forms DCWtC nNew// S2WSC ONN	\$4,125.00		N	FCR
Fee is per 'short' water service connection up to 3m in length.					
Service Renewal/Relocation	FC0756	\$4,125.00		N	FCR
Meter Assembly	FC0757 Rams DCWtC nMtAs	\$865.00		N	FCR

Water Service Connections – 25mm 'long'

New Connection	FC1037 Rams/ Open Forms DCWtC nNew/ S2WSC ONN	\$6,090.00		N	FCR
Fee is per long connection where the length of service exceeds 3m in length Fee is per long connection where the length of service exceeds 3m in length					
Service Renewal/Relocation	FC1038 Rams/ Open Forms DCWtC nRnwl	Estimation upon Application		N	DCR

Water Service Connections – 32mm

New Connection	FC0758 Open Forms S2WSC ONN	Estimation upon application		N	FCR
Service Renewal/Relocation	FC0759	Estimation upon application		N	FCR
Meter Assembly	FC0760	Estimation upon application		N	FCR

Water Service Connections – 40mm

New Connection	FC0761 Open Forms S2WSC ONN	Estimation upon application		N	FCR
Service Renewal/Relocation	FC0762	Estimation upon application		N	FCR
Meter Assembly	FC0763	Estimation upon application		N	FCR

Name	Ref No	Year 25/26 Fee (incl. GST)	Fee Unit	GST	Pricing Policy
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Water Service Connections – 50mm

New Connection	FC0764 Open Forms S2WSC ONN	Estimation upon application		N	FCR
Service Renewal/Relocation	FC0765	Estimation upon application		N	FCR
Meter Assembly	FC0766	Estimation upon application		N	FCR

Water Service Disconnections

Disconnections – All Meter Sizes	FC0768 Rams/ Open Forms DCWtC nDscn/ S2WSC ONN	\$610.00		N	FCR
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Explanation Table

Classifications

Pricing Policy

BOND	Security Bond
DCR	Direct Cost Recovery
EXT	External Cost
FCR	Full Cost Recovery
REF	Reference
ROR	Rate of Return
STAT	Statutory
SUB	Subsidised/Partial Cost Recovery

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