



STATE OF OUR REGION REPORT 2021-2024

MID-WESTERN REGIONAL COUNCIL





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Mid-Western Regional Council

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MAYOR FOR TERM	Cr Des Kennedy
GENERAL MANAGER	Brad Cam

INTRODUCTION



PURPOSE AND CONTEXT OF THIS REPORT

The State of our Region Report 2021-2024 has been prepared in accordance with the Integrated Planning and Reporting requirements of the Local Government Act 1993. This report provides an account of the outgoing Council's achievements and effectiveness over the past three years in advancing the objectives of the Towards 2040 Community Plan.

The Towards 2040 Community Plan's purpose is to set out the communities' vision for the future – where we are, where we want to be, how we will get there, and how we know that we are there. The State of our Region report aims to inform and guide the incoming Council by reviewing the progress made in the previous term identifying areas for future focus.



MESSAGE FROM THE GENERAL MANAGER



“ I am pleased to present the 2024 State of our Region Report, highlighting the accomplishments of the previous Council and providing a snapshot of where we are at. I look forward to collaborating with the newly elected Council to build on these successes and deliver future projects that enhance the quality of life for all residents across our region. ”

As we conclude this term, I am pleased to reflect on the significant progress and accomplishments that Mid-Western Regional Council has achieved. This period has been marked by notable growth and transformation, driven by Council's dedication to improving the quality of life for residents in Mudgee, Gulgong, Rylstone, Kandos, and surrounding villages.

During this term, we have focused on delivering vital projects and services that address the evolving needs of residents. Notable achievements include urban and rural road reseals and sealed road extensions completed. Council has completed the Cultural Workshops building at Mudgee Arts Precinct providing facilities that support creative and educational community needs. The regions playgrounds have seen substantial upgrades to play equipment along with shade sails providing a fun and safe environment for children.

Additionally, the new Council solar array has strategically positioned us to manage future energy costs effectively, enhancing Council's economic stability. In 2022 Council received the states top local government award - the AR Bluett award. This is testament to Council's employees who give their all, and are passionate about providing for their community.

These successes are the result of the hard work and commitment of our Council staff and the invaluable feedback from our community. Looking ahead, we remain focused on maintaining transparency, fostering engagement, and advancing initiatives that enhance the well-being and prosperity of our region.

A stylized, handwritten signature in white ink on a blue background, representing Brad Cam.


BRAD CAM
GENERAL MANAGER

COMMUNITY STRATEGIC PLAN

The Towards 2040 Community Plan outlines our collective vision for the year 2040, answering four fundamental questions: where we stand today, where we aspire to be, the path to get there, and how we'll gauge our progress.

This plan presents a unique opportunity for collaboration between Council and our community to strategically cultivate sustainable communities that mirror our local values and ambitions. It empowers the community to define and harmonise economic, social, cultural, and environmental objectives for our region. In crafting the Towards 2040 Community Plan, the community played a pivotal role, with more than 1,500 individuals participating in diverse consultation and community engagement initiatives.

The key goals identified are outlined here.

 Looking After Our Community	<ul style="list-style-type: none">1.1 A safe and healthy community1.2 Vibrant towns and villages1.3 Effective and efficient delivery of infrastructure1.4 Meet the diverse needs of the community and create a sense of belonging	 Connecting Our Region	<ul style="list-style-type: none">4.1 High quality road network that is safe and efficient4.2 Efficient connection of the region to major towns and cities4.3 An active travel network within the region
 Protecting Our Natural Environment	<ul style="list-style-type: none">2.1 Protect and enhance our natural environment2.2 Provide total water cycle management2.3 Live in a clean and environmentally sustainable way	 Good Government	<ul style="list-style-type: none">5.1 Strong civic leadership5.2 Good communications and engagement5.3 An effective and efficient organisation
 Building a Strong Local Economy	<ul style="list-style-type: none">3.1 A prosperous and diversified economy3.2 An attractive business and economic environment3.3 A range of rewarding and fulfilling career opportunities to attract and retain residents		

PREVIOUS TERM COUNCILLORS



▲ Cr Des Kennedy
MAYOR



▲ Cr Sam Paine
DEPUTY MAYOR

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

Councillors are elected to a four year term, with the most recent elections occurring in December 2021, which saw 9 candidates elected to serve the Mid-Western Region. Councillors elected were Paul Cavalier, Des Kennedy, Katie Dicker, Peter Shelley, Percy Thompson, Alex Karavas, Sam Paine, Robbie Palmer and Phil Stoddart.

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

The three year term of the outgoing Council concluded with Local Government elections held in September 2024.



Cr Paul Cavalier



Cr Katie Dicker



Cr Alex Karavas



Cr Robbie Palmer



Cr Peter Shelley



Cr Phil Stoddart



Cr Percy Thompson

REPORTING HIGHLIGHTS



LOOKING AFTER
OUR COMMUNITY

MUDGEES ARTS PRECINCT

Opened in August 2021 the gallery was awarded the 2022 NSW Country Division Award for public architecture.

CULTURAL WORKSHOPS BUILDING

Situated near Mudgee CBD, this project provides facilities that support creative and educational pursuits within the community.

COUNTRY UNIVERSITIES CENTRE (CUC)

Opened in March 2024, the new CUC enables local student's to pursue university studies without leaving the region.



PROTECTING OUR
NATURAL ENVIRONMENT

PUTTA BUCCA WETLANDS UPGRADE

Upgrades included a new boardwalk, picnic shelters, sheltered BBQ area and car parking. The wetlands provide an educational resource for schools and encourages outdoor activity.

MUDGEES RIVER WALK

This scenic walk stretching from Lawson Park to Glen Willow offers residents and visitors an opportunity to enjoy Mudgee's natural environment.

COUNCIL SOLAR ARRAY

Council has constructed a solar array with 9,048 panels. This is expected to reduce annual running costs by approximately \$600,000.



BUILDING A STRONG
LOCAL ECONOMY

FLAVOURS OF MUDGEES

Flavours of Mudgee is Council's flagship event. In 2023 the street festival featuring the region's best produce celebrated its 10th anniversary.

CENTRAL WEST ENTREPRENEURS SUMMIT

This event is designed to mentor, encourage and inspire business owners and budding entrepreneurs with insightful sessions led by guest speakers.

MUDGEES VALLEY PARK

Mudgee Valley Park has seen significant expansion with 38 new cabins installed, increasing the accommodation capacity at the park supporting the region's growing demand for worker and tourism accommodation.



CONNECTING OUR
REGION

URBAN AND RURAL ROAD RESEALS COMPLETED

Council has completed the resealing of urban and rural roads helping to maintain and improve the quality of road infrastructure.

SEALED ROAD EXTENSIONS COMPLETED

Council has completed an extensive program of sealed road extensions totalling 58.8 kilometres.

AIRPORT AMBULANCE WAITING BAY

Mudgee Airport ambulance waiting bay has been upgraded enhancing conditions for medical personnel and patients.



GOOD
GOVERNMENT

COMMUNITY ENGAGEMENT STRATEGY AND POLICY

The Strategy was adopted to ensure that Council's engagement with the community involves a diverse range of methods and reaches the whole community.

MUDGEES AND GULGONG URBAN RELEASE STRATEGY

This strategy provides a comprehensive residential land audit, analysing zoning, supply, and demand trends up to 2041.

MIGRATING ENTERPRISE RESOURCE PLANNING TO THE CLOUD THROUGH TECHNOLOGY ONE

This improvement has significantly improved Council's agility and adaptability in a dynamic business environment.

LOOKING AFTER OUR COMMUNITY

KEY ACHIEVEMENTS



LOOKING AFTER
OUR COMMUNITY



Cultural Workshops Building

Mudgee Arts Precinct (MAP)

The Mudgee Arts Precinct, which opened in 2021, has hosted several successful exhibitions, including the Wynne exhibition, MAP Portrait Prize, and Guwayu: for all time. In 2022, the building received the prestigious World Architectural Festival Award, an accolade that celebrates architectural excellence from across the globe.

The precinct's design is a striking blend of old and new, paying homage to the region's rich heritage. To have the building recognised on the world stage, alongside projects from around the globe, is a tremendous achievement.

Cultural Workshops Building

The opening of the Mudgee Arts Precinct (MAP) Cultural Workshops in 2023 represents a significant milestone in the outgoing Council's efforts to enhance the region's cultural and educational infrastructure. This fully accessible, multipurpose facility in the heart of Mudgee offers a versatile space designed to meet the diverse needs of the community, fostering creative thinking, education, collaboration, and development.

The centre features a range of hireable spaces suitable for various activities, including a

digital classroom and technical suite equipped with recording and editing facilities, large and small workshop areas, co-working spaces, and internal and external breakout areas. A kitchenette and high-speed Wi-Fi further enhance the functionality of the space.

Located within the Mudgee Arts Precinct and just steps away from the main gallery, café, and Mudgee Region Tourism, the MAP Cultural Workshops are ideally situated near the Mudgee CBD, sculpture walk, the serene Cudgegong River and surrounding parks. This project provides state-of-the-art facilities that support creative and educational pursuits within the community.

New Grandstand at Mudgee Showground

The 150-seat grandstand at the Mudgee Showground was completed early 2023. Overlooking the main arena, the grandstand includes adjoining storage and office space, catering to the diverse needs of community groups that regularly use the facility.

Council successfully secured grant funding to bring this project to fruition, obtaining \$500,000 through the NSW Government's Drought Communities Programme and \$250,000 through Resources for Regions. The previous grandstand was demolished

KEY ACHIEVEMENTS



LOOKING AFTER
OUR COMMUNITY

after failing to meet modern safety standards, making this new development a vital addition to the Showground's infrastructure.

Mudgee Pound Renovation

The pound has undergone a significant renovation and expansion, enhancing its functionality and appeal. The project included a new office space for staff, upgraded isolation pens for cats and dogs with improved amenities, a welcoming reception area, and the addition of unisex toilets to increase accessibility. These improvements provide better care for animals and a more inviting experience for visitors.

Kandos Rotary Park and Lawson Park Playground Upgrades

Upgrades have been completed at both Lawson Park and Kandos Rotary Park playgrounds, enhancing community spaces. At Lawson Park, the playground now features a pirate ship design, encouraging climbing, imaginative play, and role-playing, with new slides adding to the fun. The area has also benefited from the installation of new seating, tables, and landscaping, creating a more welcoming environment. The expansion of rubber impact-absorbing material throughout the

playground further demonstrates Council's focus on safety.

Kandos Rotary Park playground also had substantial improvements. A new climbing tower and skyrider zip line were introduced, offering more adventure for children. The addition of extra seating and expanded impact-absorbing material continues to prioritise both safety and comfort for all park visitors.

Rylstone Showground Playground

In 2023 Council completed an all-new inclusive play space at the Rylstone Showground. The playground features an inclusive carousel, swings, a climbing tower with slides, flying fox, sensory play stations, nature play stations, shaded seating, and a picnic area, offering a fun and accessible environment for all children. The project was made possible through funding secured from Round 4 of the NSW Government's Everyone Can Play in NSW grant program, matched with funding provided by Council.

Glen Willow Sporting Complex Lighting Upgrades

Glen Willow Sporting Complex has undergone significant lighting upgrades, at the main stadium. The stadium now boasts 1500 lux lighting, greatly improving

visibility and safety during night games. Additionally, fields 5 and 6 have been upgraded with LED lighting, offering training-standard illumination through the replacement of 16 light fittings on four 15-metre poles. These improvements ensure better lighting conditions for players and spectators alike.

New Country Universities Centre Mudgee Region

Council built and contributed funding towards the Country Universities Centre (CUC), in Mudgee. This facility is transforming local higher education by enabling students to pursue university studies without leaving the region.

The Mudgee CUC offers state-of-the-art study facilities, including a terminal room, a shared tutorial room, small break-out areas, and indoor/outdoor social spaces. Local students can access these resources at no cost, with support from a dedicated Centre Manager and a community of peers.

This centre has over 100 students enrolled, reinforcing Mudgee's role as a key educational hub in the region. Council's investment in this project highlights the commitment to enhancing educational opportunities for the local community.

Upgrades to Red Hill Cottage in Gulgong

The renovations at Red Hill, Gulgong, have revitalised a key local tourism asset. The project included the restoration of the historic Miners Cottage and the construction of new public amenities at the Gulgong Gold Experience.

The restored Miners Cottage now serves as a welcoming hub for visitors, featuring tea rooms, gift shop, fully-equipped kitchen, bathroom, and a dedicated visitor information centre. These enhancements are designed to enrich the visitor experience, offering both practical amenities and a space to learn more about Gulgong's rich mining heritage.

The Miners Cottage is expected to attract more visitors to the region, encourage longer stays, and contribute to local economic growth.

Flirtation Hill Viewing Platform and BBQ Area

Council has completed infrastructure improvements at Flirtation Hill, a project made possible through a \$375,000 contribution from the NSW Government's Regional Tourism Activation Fund. This project included a new eco-tourism

KEY ACHIEVEMENTS



platform, seating, lighting, barbecue area, amenities and carpark, offering locals and visitors a perfect spot to take in the scenic beauty of Mudgee.

Upgrades to Billy Dunn Oval Gulgong

The construction of new amenities at Gulgong's Billy Dunn Oval has been successfully completed. This facility now features female change rooms, toilets, showers, a referee's bathroom, and storeroom, addressing the need for dedicated spaces for female players, enhancing their experience and participation in local sports.

This project was made possible through a \$122,000 grant from the NSW Government's Stronger Country Communities Fund, with Council contributing an additional \$140,000.

Kandos and Rylstone Dog Parks

The Rylstone Showground and Kandos Darton Park now feature off-leash dog areas, enhancing recreational spaces for residents and their pets. The Rylstone Showground, located by the Cudgegong River, offers a scenic setting and is adjacent to the recently upgraded children's sensory playground. Meanwhile, the Kandos Dog

Park provides a secure, fenced area with amenities including seating, shelter, and drinking water for dogs. Both projects were funded through the NSW Government's Stronger Country Communities Fund.

Victoria Park Mudgee Fence Replacement

A freshly constructed fence now surrounds Victoria Park in Mudgee. The traditional white picket barrier has elevated the park's overall look. Council secured funding for the project through the NSW Government's Stronger Country Communities Fund.

Playground Shade Sails

Shade sails have been installed and updated at parks and playgrounds across the region as part of Council's ongoing commitment to improve facilities. Gulgong Adventure Playground received an additional shade sail along with shade sails installed at Kandos, Rylstone and Mudgee. The upgrades ensure the enjoyment and safety of children and parents using our local playgrounds. Council secured funding through the NSW Government's Resources for Regions Fund (Round 7) to deliver the project.



Gulgong Adventure Playground

PROTECTING OUR NATURAL ENVIRONMENT

KEY ACHIEVEMENTS



PROTECTING OUR
NATURAL ENVIRONMENT



Lawson Park, Mudgee

Kandos Waste Transfer Station Office and Shop

The Kandos Waste Transfer Station has undergone improvements, including the establishment of a new office and shop. These upgrades provide a comfortable workspace for staff and offer the community a convenient location to access waste management services. The shop also contributes to sustainability by offering repurposed and recycled items, encouraging waste reduction, and promoting environmentally conscious practices within the region.

LED Street Light Upgrades (energy efficient)

Council has upgraded street lighting across the region. The installation of energy-efficient LED street lights is a step forward in reducing Council's carbon footprint. These new lights consume less energy, resulting in a substantial decrease in greenhouse gas emissions through energy supply. Additionally, the LED lights have a longer lifespan, reducing the need for frequent replacements and minimising waste. This initiative not only aligns with Council's environmental sustainability goals but also delivers long-term cost savings for the community.

Aerial Fauna Crossings Installed

In 2022, Council improved its environmental protection efforts by installing aerial fauna

crossing assets in high-risk areas, particularly along main roads and highways. Two aerial fauna crossings were installed above Wollar Road in the Munghorn Gap, spanning approximately 25 metres. These crossings are designed to provide safe passage for small animals across the busy road, such as possums and gliders. This initiative complements other wildlife protection measures, including the installation of nesting boxes, which were created through a collaborative effort between Council and the local Men's Shed.

The crossings are strategically placed along the road corridor to replace habitat lost during a three-year road safety upgrade. This upgrade involved the realignment of two dangerous curves on this critical arterial road, which connects the Mid-Western Region to the Upper Hunter. The crossings are a vital component of Council's ongoing commitment to safeguarding local wildlife.

Council Solar Array

This term, Council constructed a solar array with 9,048 solar panels, becoming the first regional council in Australia to invest in its own solar array.

The 5MW of energy generated will power various council buildings and facilities, reducing annual running costs by approximately \$600,000. To further enhance energy efficiency, Council is exploring battery

KEY ACHIEVEMENTS

storage options to manage and store excess power.

This initiative not only supports sustainable energy practices but also aligns with the government target to reduce greenhouse emissions by 2030.

Putta Bucca Wetlands Upgrade

Putta Bucca Wetlands has undergone upgrades, enhancing its appeal as a key destination for residents, visitors, and school groups. Recent improvements include the addition of a 68-metre boardwalk, three picnic shelters, upgraded car parking, sheltered barbecue area, and native bee garden. These enhancements not only provide more opportunities for people to engage with the natural environment but also solidify the Wetlands as an important educational resource for local schools, integrating the nature reserve into their curriculum. The Wetlands represent a valuable investment in the region's natural heritage, encouraging outdoor activity and environmental awareness.

Mudgee River Walk

Council has completed the Mudgee River Walk, a significant addition to the region's community recreational spaces. Stretching along the Cudgegong River in Lawson Park and continuing through Glen Willow to connect with Putta Bucca, this

scenic walk offers residents and visitors an opportunity to enjoy Mudgee's natural beauty. Designed to be inclusive, the walk is accessible for people of all ages and abilities.

Weed Control

The Weeds Team has surpassed its roadside spray targets through a successful collaboration between Council, Water NSW, and Local Land Services, aimed at addressing biosecurity weed and feral animal control on the leased Windamere Dam foreshore blocks. This effort involved coordinating meetings to discuss the extent of the issue, the legal biosecurity obligations, and the roles of each stakeholder. Water NSW developed the NSW Water Windamere Action Plan, which included detailed mapping and a yearly control program.

Initial inspections in late 2022, conducted jointly by the Weeds Team and Local Land Services, allowed both parties to address their specific biosecurity concerns. A subsequent round of inspections in June 2023 evaluated the results of the Year 1 spraying program under the Action Plan. These inspections revealed promising outcomes for the initial blackberry spraying. Ongoing collaboration with leaseholders and Water NSW is progressing towards a comprehensive plan.



PROTECTING OUR
NATURAL ENVIRONMENT



Putta Bucca Wetlands Boardwalk

KEY ACHIEVEMENTS

Smart Water Meters and Portal

Between 2019 and 2022, Council installed smart water meters in 9,000 connections across the region as part of a multi-year project aimed at reducing water wastage. Before these meters were introduced, up to 140 million litres of water were lost annually due to leaks. The new meters provide real-time data to the YourWater portal, enabling both Council and residents to monitor water usage more effectively.

These meters relay data to Council every hour, allowing the Water Team to quickly identify and address major leaks. Residents can access their daily water consumption via the YourWater portal, helping them better understand peak usage times and find ways to conserve water.

Launched in 2022, the customer portal also allows users to pay bills and set up alerts for potential leaks and periods of high usage. This proactive system not only promotes water conservation but also offers an estimated \$445,000 in annual savings to ratepayers by preventing water loss.

During the drought of 2015/16, when 140 million litres were lost due to leaks, the importance of real-time monitoring became even clearer. With this network now in place, the region is better equipped to manage water resources efficiently.

Rural Water Filling Stations

In 2022, Council completed upgrades to Rural Water Filling Stations in Mudgee, Gulgong, and Rylstone, enhancing access to emergency water for rural residents. The upgrades included 25mm and 50mm outlets, enabling faster flow rates and reduced fill times, ensuring that residents can efficiently access potable water. Registration for access is required, and residents can complete this process on Council's website by filling out the Rural Fill Access Form. Once registered, users can access the stations 24/7 through the Smart City Control App or a swipe card.



Rural Water Filling Station

BUILDING A STRONG LOCAL ECONOMY

KEY ACHIEVEMENTS



BUILDING A STRONG
LOCAL ECONOMY



2024 Central West Entrepreneurs Summit

Mudgee Valley Park Upgrades

Mudgee Valley Park has undergone a significant expansion, with 38 new cabins installed. This development has substantially increased the accommodation capacity in the park, addressing the growing demand for beds in the region. In addition to the new cabins, the project included upgrades to internal roads and electrical infrastructure, ensuring the park meets modern standards and enhances visitor experience.

The ongoing improvements at Mudgee Valley Park reflect Council's dedication to fostering tourism growth and enhancing the region's appeal as a premier destination.

Acquisition of Operations at Mudgee Riverside Park

Council's recent take over of operations at Mudgee Riverside Park represents a significant step in enhancing the management of this key recreational facility. This transition has led to the implementation of improved facilities, enhanced safety measures, and equitable pricing for visitors. Council is committed to maintaining this space as a well-managed and accessible destination,

providing ongoing benefits to both residents and tourists.

Flavours of Mudgee

Flavours of Mudgee, held annually during September, has established itself as the region's premier food and wine event. Celebrating its 10th anniversary in 2023, this event transforms the CBD's tree-lined streets into a vibrant showcase of the region's finest primary producers. Flavours of Mudgee not only enhances the local community spirit but also contributes significantly to the economy. Its growing popularity continues to make the event a key feature on the regions event calendar.

Central West Entrepreneurs Summit

The Central West Entrepreneurs Summit is a cornerstone event, designed to mentor, encourage, and inspire business owners and budding entrepreneurs. The summit provides an invaluable platform for attendees to be educated and inspired, fostering business growth through insightful sessions led by guest speakers.

Networking has been a key focus, offering opportunities for participants to connect with like-minded entrepreneurs, resulting in meaningful relationships that extend beyond the Summit.

The Summit has served as a launchpad for new opportunities by exposing participants to a range of perspectives, innovative strategies, and latest industry trends.

Economic Think Tank

This annual event continues to be a key platform for Council to engage with local industry and business sectors. The forum facilitates discussions on the local economy, regional projects, pressing local issues, opportunities, and business support for economic growth.

The annual gatherings bring together participants, including local business owners and key personnel from sectors such as mining, small businesses, tourism, construction, agriculture, healthcare, and education, alongside representatives from state government agencies.

Major Events at Glen Willow

In 2021-2023, Mudgee proudly hosted the Charity Shield at Glen Willow Stadium. This event, made possible through a successful partnership between Council, South Sydney Rabbitohs, and St George Illawarra Dragons. The game has become a highlight for fans, with the Charity Shield returning each year to showcase

KEY ACHIEVEMENTS

the match. The event generates significant social and economic benefits, injecting millions of dollars into the local economy.

Glen Willow Stadium hosted Telstra Premiership matches from 2021 to 2023, with Council partnering with the Manly Sea Eagles to bring these high-profile games to the region.

Other high profile games include the NRL trial match between St George Illawarra Dragons V Wests Tigers, Central Coast Mariners V Macarthur FC, and a range of carnivals culminating in over \$28.5 million in economic benefit to the local economy between 2022 and 2024.

Choose Mudgee Region Marketing Campaign

The Choose Mudgee Region website is a key resource, offering up-to-date information on investment opportunities, job openings, population statistics, and detailed insights into the region's towns and villages. The website was launched in 2020 during the pandemic and was supported by billboards as part of the promotion to attract new residents to the region. Recently, Council launched a refreshed marketing campaign for the Choose Mudgee Region initiative to attract new residents and investors. The campaign features advertising on buses in Western

Sydney, complemented by targeted social media posts and ads. This initiative continues to play a vital role in Council's strategy to showcase the region and encourage growth.

2023 Mudgee Glow

Funded by the Reconnecting Regional NSW Community Events Program, Mudgee Glow transformed the CBD with stunning light projections on prominent buildings such as the Mudgee Town Hall and the Post Office. Market Street was adorned with fairy lights, and Robertson Park hosted entertainment and food trucks. The event attracted thousands of residents and visitors, who explored the CBD enjoying the illuminated atmosphere.

New Hangar for Lease at Mudgee Airport

A new hangar is available for lease at Mudgee Airport, enhancing the region's economic infrastructure. This facility is designed to attract aviation-related businesses and bolster the local economy by providing amenities for aircraft storage and maintenance. The addition of this hangar increases the operational capacity of the airport and creates new opportunities for business growth and employment, further contributing to the region's economic development.

Rylstone Caravan Park Upgrades

During the first phase of improvements at the Rylstone Caravan Park, a new amenities structure was constructed. The amenities facility includes restrooms, showers, storage space, laundry area, baby changing station, reception office, and an outdoor camp kitchen. This addition plays a vital role in enhancing the services offered to visitors at the facility. Furthermore, the previous amenities building was dismantled as part of the initial phase of upgrades. Council secured \$154,525 through the NSW Government's Stronger Country Communities Fund, and contributed \$499,809 towards the project.

Business and Economic Profile

Council continues to support local businesses and the broader community through the regular updating of the Business and Economic Profile. This comprehensive resource provides valuable insights into the region's economic landscape, helping businesses make informed decisions and foster economic growth. By keeping this profile current, we ensure that businesses have access to the latest data and trends, enhancing their ability to thrive in our region. This initiative underscores Council's commitment to economic development, offering a vital tool for the community's ongoing success.



KEY ACHIEVEMENTS

Cudgegong Waters Park Upgrades

Council has undertaken substantial improvements at Cudgegong Waters Park, culminating in the construction of a new amenities building. This upgrade includes accessible bathrooms and showers, laundry facility, storage room, and camp kitchen, enhancing the park's facilities and overall visitor experience.

Mudgee Team Training Village

Construction has commenced on the accommodation facility at Mudgee Team Training Village, which will feature 32 individual bedrooms for up to 96 guests with ensuites across two buildings, offering flexible configurations to cater to a range of guest needs.

Designed with modern amenities, the facility will include spacious common areas, lounges, and workspaces, providing comfort and convenience for visitors. The accommodation will complement other village amenities, such as dining and fitness facilities, ensuring a well-rounded experience for all guests.

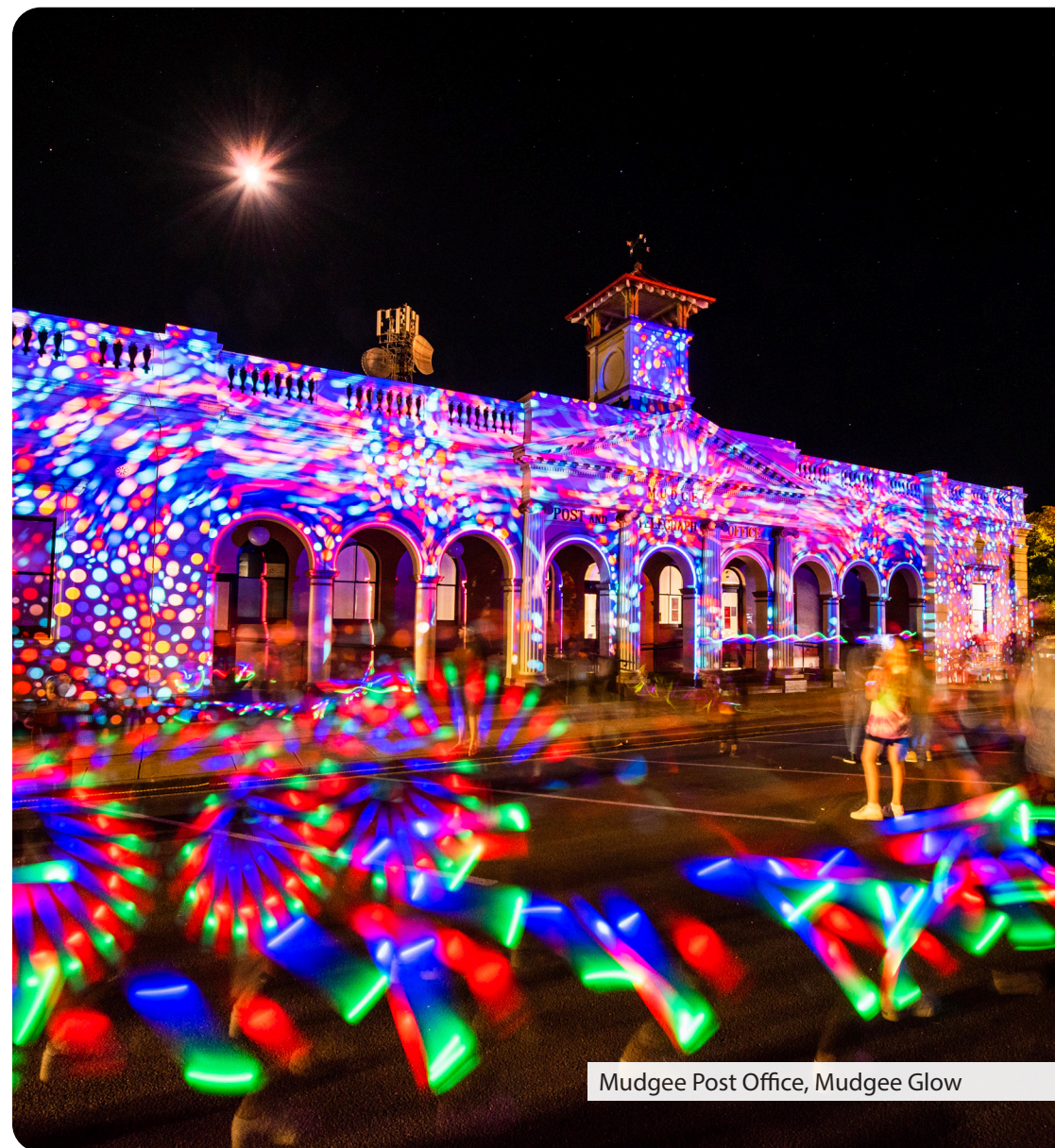
The village's main facility building is designed to support both training and relaxation, featuring a fully equipped gym

with premium equipment, two seminar rooms and a large dining area alongside a commercial kitchen capable of catering to large groups. Additional amenities include a laundry for guests, games room and prayer room. Outdoors, guests can access hot and cold pools for post-training recovery, as well as a fire pit and BBQ facilities, ideal for team bonding.

Saleyards Subdivision

The Saleyards Lane subdivision in Mudgee has marked significant progress as part of Council's strategic development initiatives. Stage one, completed in 2020, delivered 26 residential lots, all of which have been sold.

The latest subdivision in Stage two at Saleyards Lane offers 22 new residential lots, positioned in proximity to schools, parks, and local amenities. This development provides an excellent opportunity for residents and investors to be part of Mudgee's growing community, with a variety of lot sizes available to suit diverse housing needs. The project underscores Council's commitment to sustainable and well-planned urban growth.



Mudgee Post Office, Mudgee Glow

CONNECTING OUR REGION

KEY ACHIEVEMENTS



Airport Ambulance Waiting Bay

Mudgee Airport's ambulance waiting bay has undergone significant upgrades to enhance conditions for medical personnel and patients. The improvements included the construction and fit-out of two internal rooms, offering a secure and comfortable environment for patients and their families awaiting transfer. Additional enhancements included new signage, updated line marking, and the establishment of dedicated aeromedical parking. The project was supported by \$50,000 from Round 3 of the Australian Government's Regional Airports Program, with matched funding provided by Council.

Urban and Rural Road Reseals Completed

Council has completed the resealing of both urban and rural roads throughout the region. This comprehensive project has been a key part of Council's efforts to maintain and improve the quality of road infrastructure across the region.

Resealing works included Coxs Creek Road, Aarons Pass Road, Lower Piambong Road, Botobolar Road, Queens Pinch Road, Coricudgy Road and Pyramul Road.

The resealing work has significantly improved the condition of the road network, addressing issues such as surface wear and tear, and ensuring safer and more efficient travel for all road users, whilst extending the lifespan of these roads and reducing the need for more extensive repairs.

58.8km Sealed Road Extensions Completed

Over the past term, Council has completed an extensive program of sealed road extensions, totalling 58.8 kilometres. This significant achievement reflects our commitment to improving infrastructure and enhancing connectivity throughout the region.

Footpath Upgrades

Council has completed significant upgrades to pedestrian pathways across the Mid-Western Region. Key improvements were made on Cudgong Street in Rylstone, Rogers Street extending south toward Dabee Road in Kandos, Tallawang Street to Medley Street in Gulgong, Ulan Road Mudgee and Lions Drive Mudgee. These enhancements have substantially improved pedestrian access and safety in these areas.

KEY ACHIEVEMENTS



Completed Road Projects

Council's commitment to road repairs has seen many upgrades to the region's infrastructure. Recent rehabilitation and widening works have been completed at Honeysuckle Creek, Bylong Valley Way 1.6km; Gollan Road 1km; Wollar Rd 4km and Lue Road 1km. These projects have greatly improved the safety and connectivity of our region.

Bridge at Glen Willow Sporting Complex

The Glen Willow shared pathway is completed, with the path connecting Glen Willow Regional Sporting Complex to Putta Bucca Road. The project includes a bridge over Lawson Creek and provides alternative accessibility to the sporting complex. Roundabouts are being constructed to improve the safety of users of the new transport connection. Council secured \$3.11 million through the NSW Government's Resources for Regions Fund, and \$1.68 million through the Australian Government's Local Roads and Community Infrastructure Program for the transport connection project.

Goodiman Creek Bridge

The replacement of this aging infrastructure was funded through the NSW Government's Fixing Country Bridges Program. This initiative, which allocated \$1.2 million to our region, aims to enhance regional connectivity and improve resilience against natural disasters. The new bridge on Spring Creek Road facilitates smoother freight movement and enhances road safety for the community.

Goulburn River Bridge

The Goulburn River Bridge project was completed in 2022, providing a wider bridge to replace the 130-year-old structure that had been subject to safety concerns and load restrictions, forcing vehicles, particularly freight, to take a 90km detour via Gulgong to reach Ulan.

The new bridge is specifically designed to accommodate heavy vehicles, including those servicing the coal mines at Ulan. Secured through NSW Government funding, this upgrade ensures safer and more efficient transport for both passenger and freight movements, bolstering the region's infrastructure for years to come.



Bridge at Glen Willow Sporting Complex

GOOD GOVERNMENT KEY ACHIEVEMENTS



Council Chambers, Mudgee Administration Building

Community Engagement Strategy and Policy

In December 2022 a revised Community Engagement Strategy was adopted to ensure that Council's engagement with the community involves a diverse range of methods to reach all stakeholders so that the community have input in the decision-making processes shaping the Mid-Western Region. The development of this strategy was based on social justice principles, for engagement with the local community when developing plans, determining and prioritising key activities and gathering feedback on services delivered by Council.

Community Satisfaction Survey

Council's Community Satisfaction Survey conducted in 2024, gathers feedback on our organisational performance and identifies community needs and priorities.

The insights obtained from the survey are vital for the development of the Community Plan. This plan defines Council's vision for the future and sets out strategies to achieve our goals.

The results will influence future actions and help ensure that initiatives are aligned with community needs and aspirations.

Mudgee and Gulgong Urban Release Strategy

This Strategy provides a comprehensive residential land audit, analysing zoning, supply and demand trends up to 2041, and infrastructure requirements. The Strategy supports staff in making informed decisions about rezoning land for market release and initiating land use strategy work to plan for future land supply.

Reporting Program Upgrades – Migrating ERP to the Cloud through TechnologyOne

Council successfully migrated its enterprise resource planning (ERP) system to the cloud with TechnologyOne, delivering several key benefits. Cloud access has facilitated remote collaboration, while advanced security protocols and compliance measures safeguard Council data. The system's automatic updates and maintenance ease IT responsibilities, and its disaster recovery capabilities support business continuity. Enhanced analytics and insights have bolstered data-driven decision-making, and aligns with environmental sustainability goals by reducing our carbon footprint. This upgrade has significantly improved Council's agility and adaptability in a dynamic business environment.

Council's New Website

Council launched its new website in December 2021 following a six-month development and testing period. The website was built in-house by the Communications Team utilising the OpenCities platform, sourcing and producing content for the organisation's more than 70 business units and key functions. A major component of this site is the 100+ forms and applications that are now digital and can be submitted online.









Prior to the development, the majority of Council forms and applications were either in PDF soft copy or hard copy format, but neither could be submitted online, nor payments made online. The new site integrates an online booking platform that allows customers to book one of 33 venues available for hire. Its highly accurate search tool has expedited access to information and has seen a notable correlation in the reduction of front counter enquiries allowing Customer Service to perform other critical functions.

PERFORMANCE MEASURES

LOOKING AFTER OUR COMMUNITY



Goal	Performance Measure
A safe and healthy community	An increase in the proportion of people who feel safe in our community
Vibrant towns and villages	Development is of a high quality in keeping with the character of our towns and villages
Effective and efficient delivery of infrastructure	An increase in the proportion of people who are satisfied with infrastructure conditions and service levels

Start of term	End of term
 <p>546 Reported assaults in the region</p>	 <p>519 Reported assaults in the region</p>
 <p>99 99 reported incidents of break and enter</p>	 <p>102 102 reported incidents of break and enter</p>
 <p>Volunteers assisted with various community activities, including Meals on Wheels, Community Transport, Rotary Clubs of Mudgee and monthly Mudgee Town Hall Cinema operations</p>	 <p>150+ Volunteers assisted with various community activities, including Meals on Wheels, Community Transport, Youth Services and the monthly Mudgee Town Hall Cinema operations</p>
 <p>10% Greater variation is reported to Council for consideration. Development is undertaken in accordance with Council's Development Control Plan</p>	 <p>10% Greater variation is reported to Council for consideration. Development is undertaken in accordance with Council's Development Control Plan</p>
<p>17% Very satisfied 38% satisfied 31% somewhat satisfied 10% not very satisfied 4% not at all satisfied</p>	<p>15% Very satisfied 32% satisfied 29% somewhat satisfied 17% not very satisfied 7% not at all satisfied</p>

PERFORMANCE MEASURES

LOOKING AFTER OUR COMMUNITY



Goal

Effective and efficient delivery of infrastructure

Performance Measure

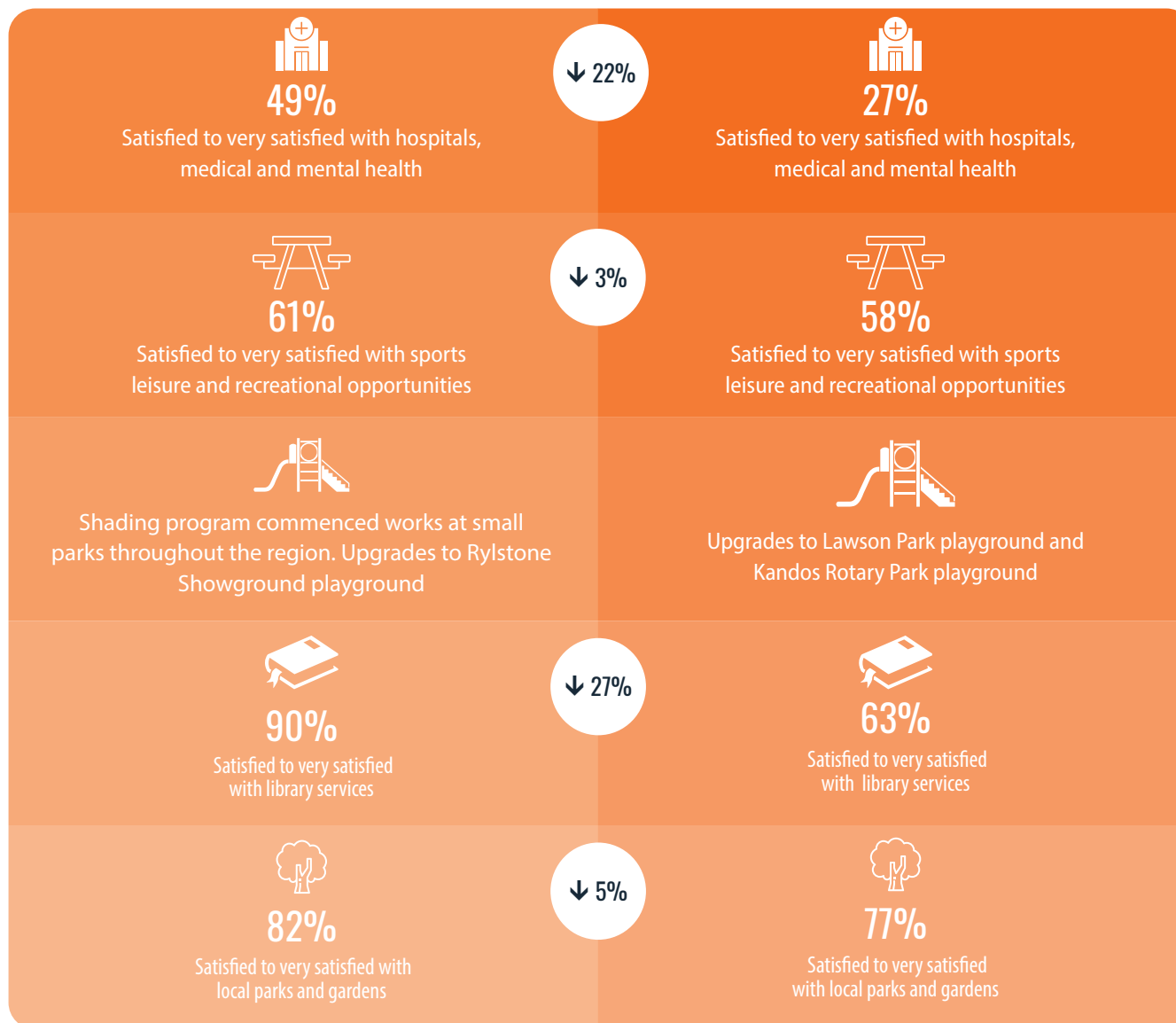
An increase in the proportion of people who feel they have equitable access to community services and facilities to meet their needs

Improved playground and recreational facilities

An increase in the proportion of community members who are satisfied with the range and quality of community and cultural facilities and opportunities

Start of term

End of term



PERFORMANCE MEASURES

LOOKING AFTER OUR COMMUNITY



Goal

Effective and efficient delivery of infrastructure

Performance Measure

An increase in the proportion of community members who are satisfied with the range and quality of community and cultural facilities and opportunities

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

An increase in community participation in sporting and recreational activities

An increase in the proportion of new housing stock that is affordable housing

Start of term









End of term



PERFORMANCE MEASURES

PROTECTING OUR NATURAL ENVIRONMENT











Goal	Performance Measure	Start of term	End of term
Protect and enhance our natural environment	Minimise damage to our natural environment from economic activities	 22 Reviews of Environmental Factors	 21 Reviews of Environmental Factors
	Provide total water cycle management	 16.5 ha Of weed control in riparian areas	 15.75 ha Of weed control in riparian areas
	Improved standards of water quality in our waterways	 500 Native tubestock trees planted	 11,203 Native tubestock trees planted
		 Council constantly measures water quality ensuring a good level of water quality is met	 10m Gravity rock wall has been constructed for erosion control

PERFORMANCE MEASURES

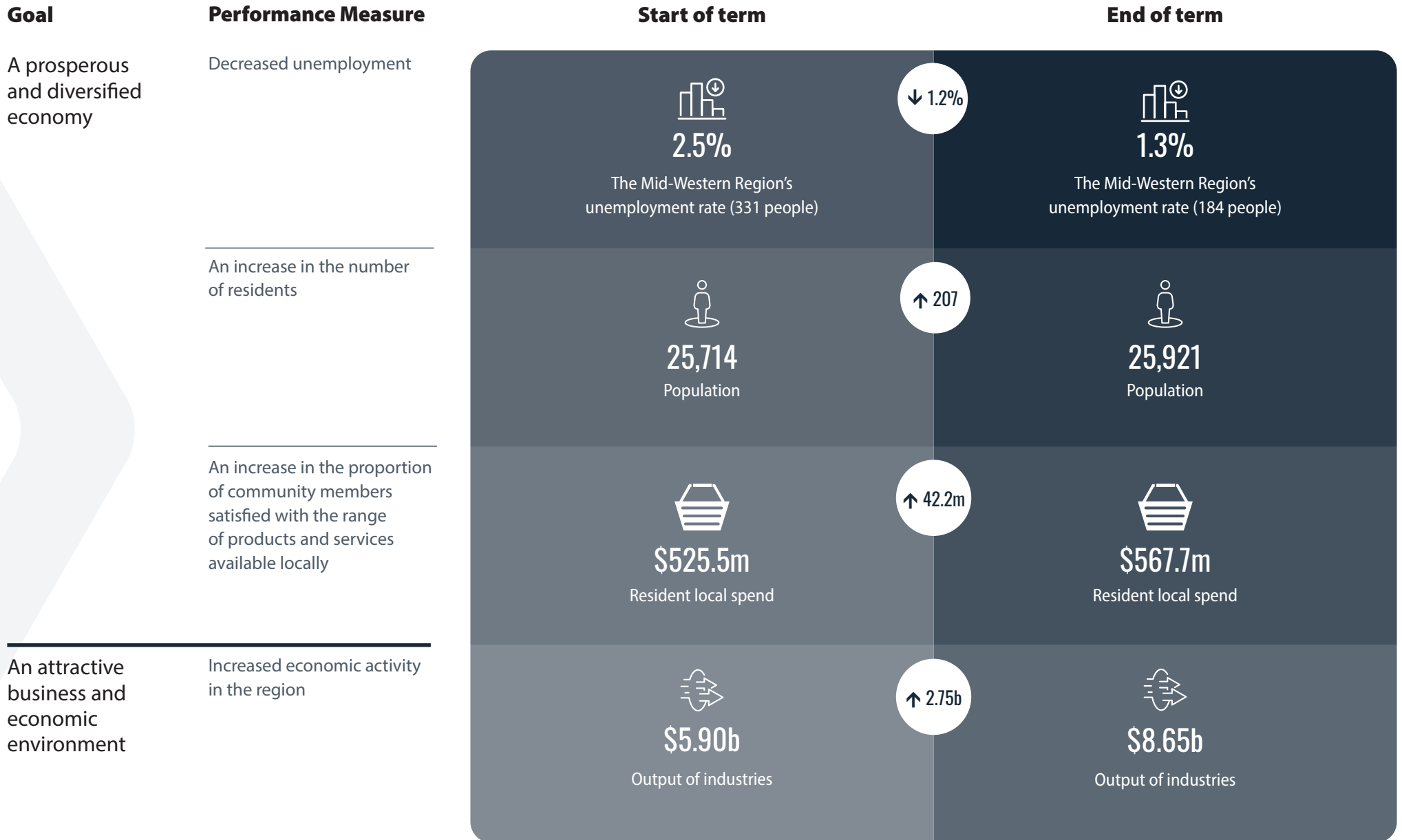
PROTECTING OUR NATURAL ENVIRONMENT



PROTECTING OUR
NATURAL ENVIRONMENT

Goal	Performance Measure	Start of term	End of term
Provide total water cycle management	Meet best practice management guidelines for water supply	<ul style="list-style-type: none"> Annual Drinking Water Management System Report provided to Council, NSW Health Continued review and completion of line items in Drinking Water Management System Improvement Plan Annual Circular 18 Report provided to NSW DPIE 	<ul style="list-style-type: none"> Annual Drinking Water Management System Report provided to Council, NSW Health Continued review and completion of line items in Drinking Water Management System Improvement Plan Annual Circular 18 Report provided to NSW DPIE
	An increase in the use of alternative water sources	 <p>Council is investigating ways to increase the use of alternative water sources</p>	 <p>Council is investigating ways to increase the use of alternative water sources including changing from potable water</p>
Live in a clean and environmentally sustainable way	A reduction in tonnes of waste to landfill per capita	 <p>2,563</p> <p>Tonnes recycled vs diverted waste at Mudgee Waste Facility (eg tyres, mattresses, oil, e-waste)</p>	 <p>↓ 2.8%</p> <p>2,490</p> <p>Tonnes recycled vs diverted waste at Mudgee Waste Facility (eg tyres, mattresses, oil, e-waste)</p>
	An increase in the use of alternative energy sources	 <p>2,828</p> <p>Tonnes recycle vs diverted waste - FOGO Collection</p>	 <p>↓ 26%</p> <p>2,100</p> <p>Tonnes recycle vs diverted waste - FOGO Collection</p>
		 <p>There has not been any increase in the use of alternative energy sources. Council is investigating a solar array</p>	 <p>Council has invested in a new solar array with 9,048 panels</p>

PERFORMANCE MEASURES BUILDING A STRONG LOCAL ECONOMY



PERFORMANCE MEASURES BUILDING A STRONG LOCAL ECONOMY



Goal

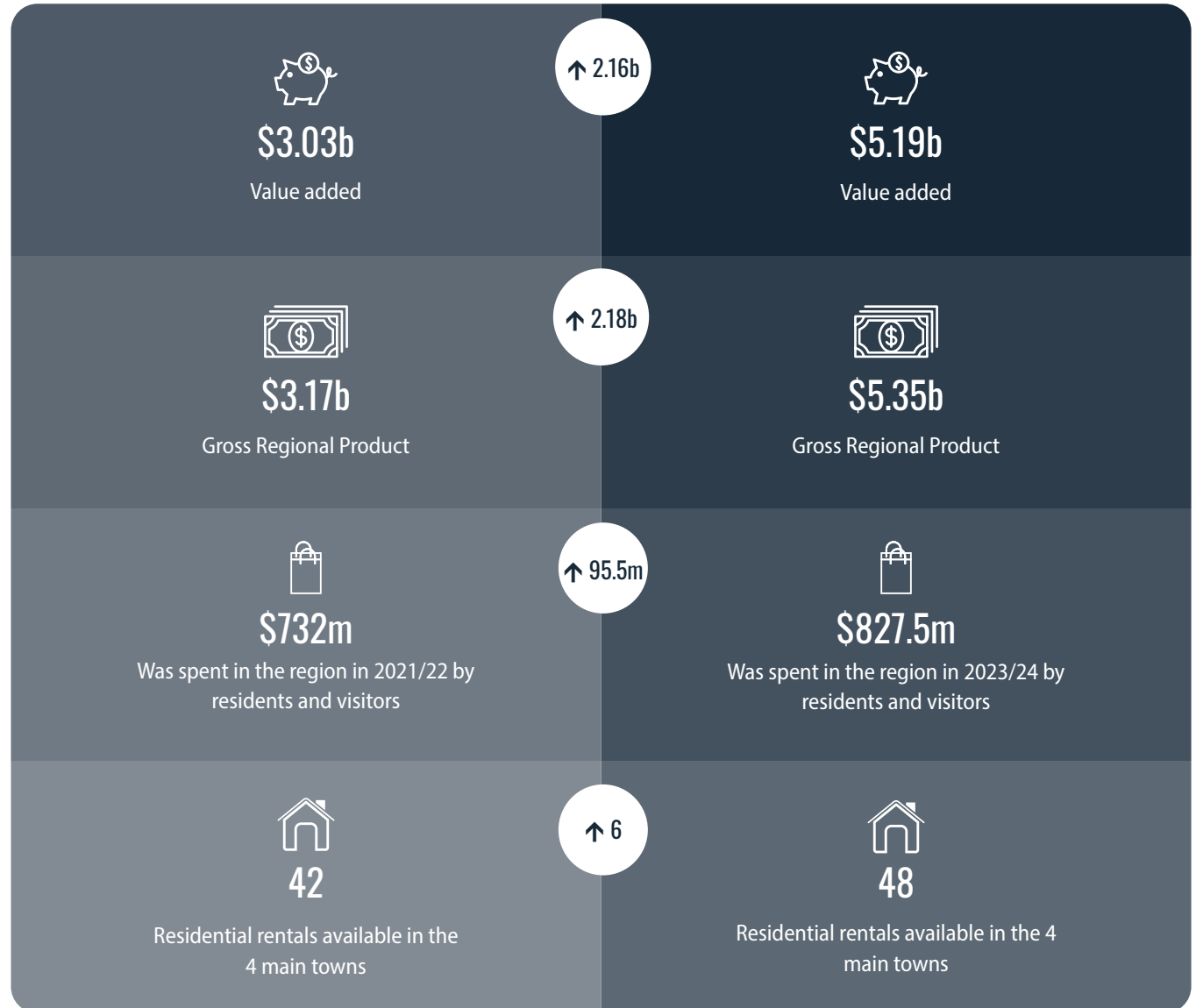
An attractive
business and
economic
environment

Performance Measure

Increased economic activity
in the region

Start of term









End of term



An increase in available
housing stock

PERFORMANCE MEASURES BUILDING A STRONG LOCAL ECONOMY



Goal	Performance Measure	Start of term	End of term
An attractive business and economic environment	An increase in available housing stock	 144 (2020/2021) New lots released by subdivision certificate	 240 (Average per year of term) New lots released by subdivision certificate
	An increase in the number of visitors	 50.3% Region's average monthly occupancy rate	 52% Region's average monthly occupancy rate
A range of rewarding and fulfilling career opportunities to attract and retain residents	An increase in the availability of educational offerings in the region	 Council has plans to build and fund a new tertiary education centre encouraging students to stay in the region.	 Country Universities Centre Mudgee Region opened
	An increase in the size of the local labour force	 13,310 Size of the Mid-Western Region's labour force	 14,054 Size of the Mid-Western Region's labour force

PERFORMANCE MEASURES

CONNECTING OUR REGION



Goal **Performance Measure**

High quality road network that is safe and efficient

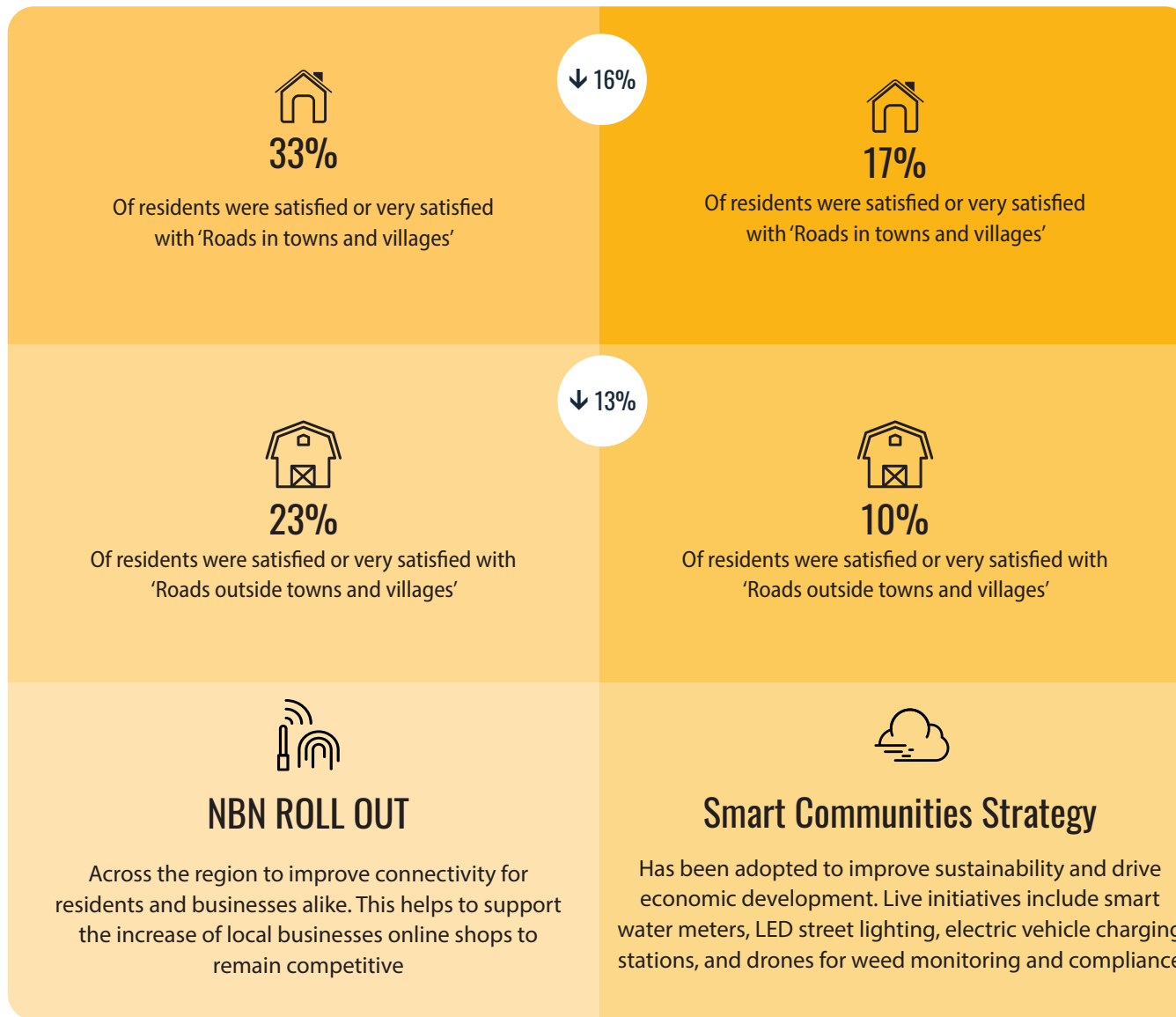
An increase in the proportion of community members who are satisfied with road conditions

Efficient connection of the region to major towns and cities

Increase in the take up of technologies to support lifestyle and economic activities

Start of term








End of term



PERFORMANCE MEASURES

CONNECTING OUR REGION



Goal	Performance Measure	Start of term	End of term
Efficient connection of the region to major towns and cities	Improve mobile and broadband coverage across the region	 <p>Council pursued grant opportunities and lobbied for improved mobile coverage and internet speeds. Council received regular updates and raised issues related to NBN rollout and coverage</p>	<p>Connectivity Plan developed</p> <p>In collaboration with Telstra and NBN which identifies priorities for connectivity infrastructure and can be used to support grant applications to achieve this. Fixed wireless upgrades have been completed in Grattai, Hargraves and Rylstone</p>
	Increase in the average condition of road surfaces	 <p>2 (good) - 3 (acceptable)</p> <p>Condition of the sealed roads due to Council's annual Road Seal Program. Unsealed roads have a condition of 3</p>	 <p>2 (good) - 3 (acceptable)</p> <p>Condition of the sealed and unsealed roads due to Council's annual Road Seal Program. This has been affected by flooding in 2022, after which the average conditions for sealed roads were 2 - 3 and unsealed roads were 4 - 5 (poor to failure)</p>
An active travel network within the region	An increase in the availability of viable and affordable public transport options	 <p>22%</p> <p>Of residents agree that public transport is adequate and accessible for their needs. Transport for NSW undertook a trial for public transport between Mudgee, Gulgong and Dubbo. Results demonstrated this was under-utilised</p>	 <p>15%</p> <p>Of residents agree that public transport is adequate and accessible for their needs. New trial bus in Rylstone to Mudgee and Gulgong to Mudgee</p>
	Increased access to and usage of shared pathways	 <p>Council has renewed numerous footpaths that were in poor condition as well as extended the footpath/cycle-way network in all four of the major centres</p>	 <p>850m</p> <p>Of footpaths upgraded and renewed as prioritised in the Pedestrian Access and Mobility Plan. Council has adopted a new Walking and Cycling Strategy</p>

PERFORMANCE MEASURES



GOOD GOVERNMENT



Goal **Performance Measure** **Start of term** **End of term**



Strong civic leadership

Compliance with the Office of Local Government's 'Promoting Better Practice' program

 <p>Council has followed guidelines from the 'Promoting Better Practice' program to ensure greater transparency and deliver quality service to the community</p>	 <p>Council now completes Health Check Reports through Local Government NSW. This is a governance health check that assists Councils in providing better services to the community</p>
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Good communication and engagement

An increase in the proportion of community members who are satisfied with the provision of information by Council







 <p>51%</p> <p>Of the community were satisfied to very satisfied with Council's provision of information</p>	<p>↓ 10%</p>  <p>41%</p> <p>Of the community were satisfied to very satisfied with Council's provision of information</p>
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 <p>55%</p> <p>Of residents were satisfied with the way their customer service contact was handled</p>	<p>↑ 3%</p>  <p>58%</p> <p>Of residents were satisfied with the way their customer service contact was handled</p>
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PERFORMANCE MEASURES

GOOD GOVERNMENT



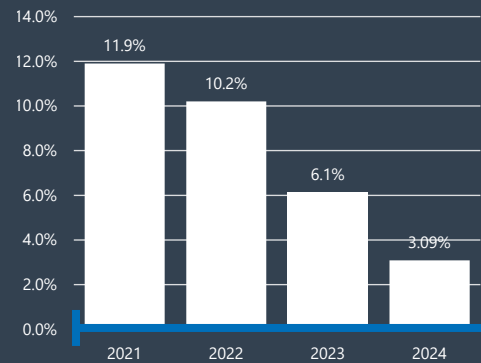
Goal	Performance Measure	Start of term	End of term
An effective and efficient organisation	An increase in the percentage of service requests completed within established time frames	 81.1% Of service requests were completed within the established timeframes	 ↑ 0.5% 81.6% Of service requests were completed within the established timeframes
	Meet Office of Local Government's performance benchmarks	 100% All Office of Local Government's Performance Benchmarks were met	 100% All Office of Local Government's Performance Benchmarks were met
	An increase in the percentage of correspondence and other contact acknowledged and completed within 14 days	 72% Of correspondences acknowledged and completed within 14 days	 ↑ 2% 74% Of correspondences acknowledged and completed within 14 days

FINANCIAL PERFORMANCE MEASURES

OPERATING PERFORMANCE RATIO

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

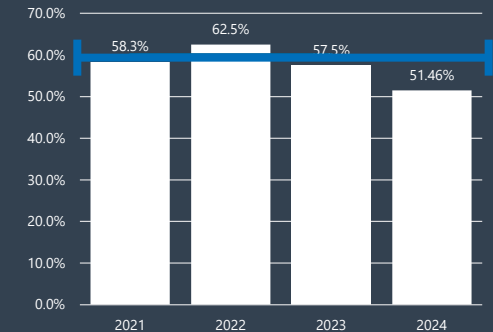
The benchmark is equal to or greater than 0%



OWN SOURCE OPERATING REVENUE

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

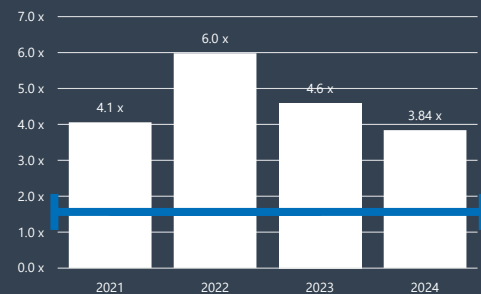
The benchmark is equal to or greater than 60%



UNRESTRICTED CURRENT RATIO

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

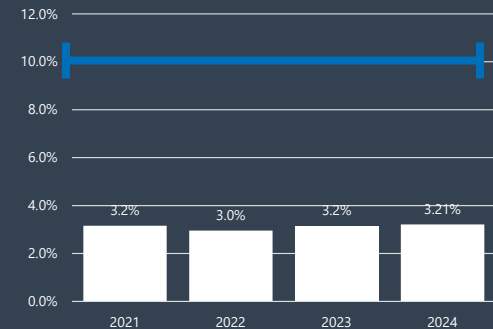
The benchmark is equal to or greater than 1.5x



RATES, ANNUAL CHARGES, INTEREST AND EXTRA CHARGES OUTSTANDING PERCENTAGE

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

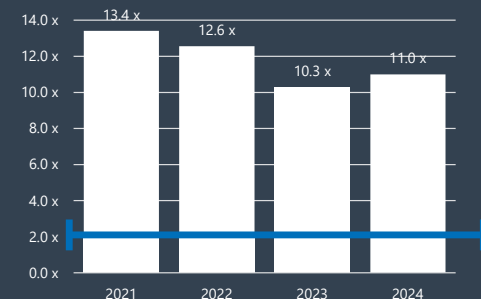
The benchmark is equal to or less than 10%



DEBT SERVICE COVER RATIO

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

The benchmark for this ratio is greater than 2.0x



LOOKING AHEAD

As we reflect on the achievements of this term, Council remains committed to building a sustainable, resilient, and vibrant community. In the coming years, focus will continue to be on fostering economic growth, enhancing community wellbeing, and protecting our region's natural assets.

Key priorities include developing infrastructure that supports population growth, maintaining our position as a major tourism destination, and ensuring our region remains attractive for both new residents and businesses. The ongoing commitment to improving local amenities and expanding services will be vital to meet the needs of our growing community. Addressing housing affordability and availability will be a priority as more people seek to call the region home.

As further developments continue in the Central-West Orana Renewable Energy Zone, balancing development with services and environmental preservation is a significant challenge, as we strive to

protect the landscapes and natural beauty that define and attract tourism to the region.

With a changing minerals sector and forecast closure of coal mines in the future it is vital that the region positions itself for change and invites new industries into the local economic landscape. Planning and strategy is key in ensuring the region's economy remains healthy with continual growth.

Climate resilience is becoming an increasingly important focus, with the need to adapt infrastructure and services to withstand more frequent and intense weather events. Additionally, securing long-term financial sustainability amidst changing economic conditions will require strategic planning and prudent management of resources.

Through collaboration, innovation, and forward-thinking policies, we are confident that we can navigate these challenges and continue to shape a prosperous future for the Mid-Western Region.



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