



ANNUAL REPORT 2016/17

MID-WESTERN REGIONAL COUNCIL



Table of Contents

Message from the Mayor	3	Performance measures	53
Message from the General Manager	4	Statutory Information	55
Your Council	5	Audited Financial Reports	55
Civic Leadership	6	Rates and Charges Written Off	55
The Role of Council	6	Overseas Visits	55
Council Decisions	6	Councillor Expenses and Provision of Facilities	55
Code of Conduct	6	Councillor Expenditure	56
Having Your Say	6	Contracts Awarded	57
Councillor Attendance at Meetings and Workshops	7	Legal Expenses	57
Delegating Decision Making	7	Statement of Proposed Charges for the Carrying Out of Work on Private Land	58
Organisation Structure	8	Contributions and Donations	58
Vision and Values	9	Delegated External Bodies	58
Our Awards and Achievements	10	Advisory Committees	59
Key Completed Projects	11	Statement of Controlling Interest	60
Community Strategic Plan	14	Statement of Participation – Partnerships, Co-operatives, Joint Ventures, Syndicates or Other Bodies	60
About the Mid-Western Region	15	Equal Employment Opportunity	60
Progress on the Operational Plan and Delivery Program	16	Senior Staff	61
Progress against delivery program targets	16	Stormwater Management	61
Looking After Our Community	17	Coastal Protection Services	61
Building a Strong Local Economy	35	State of the Environment	61
Connecting Our Region	40	Capital Works Projects	62
Good Government	43	Companion Animals Act and Regulation – Enforcement and Compliance Clause 217(1)(f)	62
Managing the Money	51	Reporting Requirements under the Government Information (Public Access) Act 2009 Section 125	64
Income	51	Reporting Requirements under the Environmental Planning and Assessment Act 1979 Section 93G	67
Expenditure	52	State of the Environment Report	69
Asset Management	52	Case Study: Detention Basin Enhancement Project	77

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**Mayor
General Manager**

Councillor Des Kennedy
Brad Cam



Message from the Mayor

The 2016/17 Annual Report demonstrates Council's performance over the last year. It's our report card to ensure that we have done what we have said we will do.

My fellow Councillors are active and contributing members of Council who represent the collective interests of residents, ratepayers and our local community. I thank my fellow Councillors for their strong civic leadership, commitment and representation.

I am consistently proud of the progress and projects completed by Council. I thank Council staff who strive to achieve the best possible outcomes for the region and meet the diverse needs of the community.

Council works hard to make sure there are opportunities for residents to have a say and it's very rewarding when residents take up these opportunities and get involved in the decision making process at Council. I thank every member of the community who participated in community engagement activities. After completing extensive community consultation with residents and ratepayers across the region, the community's key priorities and projects for the future were identified and this is now reflected in the updated Community Plan 2030.

Council remains successful in securing funding to ease the burden on ratepayers and allow us to complete major infrastructure projects. This grant funding is integral to the future growth of the region and encouragement of ongoing investment.

Major roads projects such as the construction of the \$15 million upgrade to Wollar Road are continuing. Council proceeds to work closely with the State Government on the upgrade of Mudgee Hospital with construction expected to commence early next year.

Council continues to bring major events to the region. Over the last 12 months, in conjunction with Channel 9, our region provided the production location for the popular TV show 'Doctor Doctor' which is broadcast both in Australia and overseas. Further, Council successfully delivered the 6th Flavours of Mudgee Festival in the CBD, hosted a Waratahs v Brumbies rugby union game and the final NRL Country vs City origin rugby league game at the Glen Willow Regional Sports Complex. Events like these are an excellent opportunity to showcase our region and demonstrate why it's a wonderful place to live, work, invest and visit.

I'm excited for the year ahead as I represent a community that is strong, healthy and prosperous.


DES KENNEDY
MAYOR



Message from the General Manager

This Annual Report demonstrates Council's accomplishments and performance in the 2016/17 financial year. It has been an incredibly eventful and productive year and we have achieved so much all the while contending with several natural events including a freak storm and a devastating fire season which impacted our region and our people.

A review of the Community Plan was undertaken in 2017. The top 20 Projects from the Community engagement activities identified a range of infrastructure projects as a high priority for the community, of which some projects are already captured in the Towards 2030 Community Plan. The new projects identified during the community engagement which Council may investigate further include: Indoor Aquatic Centre, Return Passenger Trains, Entertainment Centre, Indoor Sports Centre, Youth Centre and Rail Trails. Council continues to work closely with State and Federal Governments, government agencies, local business groups and organisations to anticipate the growth needs of the community and ensure community expectations are realised.

Council has been through an extensive planning process over the past year to determine which projects and initiatives would be undertaken across the next four financial years. This culminated in the Operational Plan 2017/18 and Delivery Program 2017-21 which was adopted at the June 2017 Council meeting.

The Long Term Financial Plan has been updated and projects financial forecasts for Council for at least ten years and it also identifies Council's planned financial path for the next ten years, as well as providing an improvement blueprint to become Fit for the Future. We've responsibly planned for the future through

investment and prudent financial management, delivering financially sound budgets and a substantial capital works program. Continued focus on asset management will ensure benefits from Council's strong capital expenditure program are maximised throughout the long term. Our Workforce Strategy has also been updated to ensure Council will have the workforce resources in place to facilitate the Delivery Program.

Major road infrastructure upgrades to Ulan Road and Wollar Road continue. Council continues to deliver improvements to the airport and provide updates to the water and sewer systems.

Council has approved alternative energy and sustainable technologies (such as green energy programs or solar panel installation) as part of the Capital Works Program. Council has also implemented its Liquid Trade Waste Policy and Pricing as per the 4 year rollout program.

The population of the region continues to grow, supported by economic diversification of industries including mining, agriculture and tourism. I am grateful to the staff of Council who carry out their important work to ensure we continue to deliver on Council's vision of ***'a prosperous and progressive community we proudly call home.'***

BRAD CAM
GENERAL MANAGER

Your Council

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

Councillors are elected to a four year term, with the most recent elections occurring in September 2016. That election saw 34 candidates nominated to serve the Mid-Western Region, with Councillors Paul Cavalier, Des Kennedy, Esme Martens, Peter Shelley, Percy Thompson, Alex Karavas, Sam Paine, Russell Holden and John O'Neill elected.

Council elected Clr Kennedy as Mayor, and Clr Cavalier as Deputy Mayor for the period September 2016 through to September 2018.



Councillor
Des Kennedy
MAYOR



Councillor
Paul Cavalier
DEPUTY MAYOR



Councillor
Russell Holden



Councillor
Alex Karavas



Councillor
Esme Martens



Councillor
John O'Neill



Councillor
Sam Paine



Councillor
Peter Shelley



Councillor
Percy Thompson

Civic Leadership

THE ROLE OF COUNCIL

The Mid-Western Regional Council exists as a body politic under the NSW Local Government Act 1993. It consists of nine Councillors with the Mayor elected annually from within. Together, the Councillors as 'Council', form the governing body of the Mid-Western Regional Council.

The role of the governing body is to direct and control the affairs of Council including strategic development, ensuring financial sustainability and transparent governance, providing civic leadership, and reviewing performance and service delivery.

The elected Council considers issues facing the region to ensure ratepayers' money is allocated to priority areas and spent in the most effective way. This means balancing the needs of the community against the needs of individuals, and carefully considering the long and short term implications of decisions.

Day to day operations are delegated to the General Manager. Corporate performance is monitored by regular reports to Council, including this Annual Report.

COUNCIL DECISIONS

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

Council meetings are held at the Chambers of the Mudgee Administration Centre on the third Wednesday of every month except for January (no meeting). Occasionally Council holds extraordinary meetings.

These are Council meetings held outside the normal meeting cycle, most often to consider matters of an urgent nature. Meetings are open to the public, and residents and businesses are actively encouraged to attend and participate in the decision making process. Prior to the commencement of the formal Council meeting, Open Day is held. Open Day is an opportunity for members of the public to address Council on any issue of relevance to the Council.

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

CODE OF CONDUCT

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

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

During 2016/17, there was one Code of Conduct complaint made against Councillors. Code of Conduct matters are dealt with via the following means:

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

HAVING YOUR SAY

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

- Vote for Councillors every four years through the Local Government election for Mid-Western Regional Council
- Arrange to speak at Open Day
- Write to or telephone elected members of the Council
- Get social and connect with Council on social media, including Facebook, Twitter and Instagram
- Make a submission on Council's four year Delivery Plan including the one year Operational Plan when on exhibition each year, or the ten year Community Plan
- Participate in review of the Community Strategic Plan every four years
- Make submissions on other major projects of notified consents that are consulted or advertised throughout the year

Mid-Western Regional Council is committed to engaging its residents, stakeholders and staff in the development of policies and plans and the delivery of services for the community. Council's Community Engagement Policy recognises that community information.

COUNCILLOR ATTENDANCE AT MEETINGS AND WORKSHOPS

12 Ordinary Council meetings were held between 1 July 2016 and 30 June 2017.

Elected Member	Ordinary Meetings Attended	
	Number	%
Clr Des Kennedy – Mayor	12/12	100%
Clr Paul Cavalier – Deputy Mayor	12/12	100%
Clr Esme Martens	12/12	100%
Clr Peter Shelley	11/12	91%
Clr Percy Thompson	12/12	100%
Clr Max Walker	2/3	66%
Clr John Weatherley	3/3	100%
Clr John Webb	3/3	100%
Clr Lucy White	2/3	66%
Clr Alex Karavas	9/9	100%
Clr Russell Holden	8/9	88%
Clr John O'Neill	7/9	77%
Clr Sam Paine	9/9	100%

DELEGATING DECISION MAKING

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



Organisation Structure



Vision and Values

OUR VISION ►

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

OUR VALUES ►

Respect



- We respect ourselves, our team mates and our organisation as a whole
- When we talk or write to each other we show respect by:
 - being positive, polite and truthful
 - really listening
 - responding politely
 - 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 we 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

Our Awards and Achievements

NSW Local Government Procurement Professionals Award

Kristie Ward, Council's Procurement Manager was awarded the NSW Local Government Procurement Professionals Award, which celebrates those procurement professionals or groups who are making a difference in local government and their community. The Awards recognise excellence and best practice in the field of procurement within the local government sector.



NSW VendorPanel User Engagement Award

This award was based on Council's implementation of VendorPanel and the dedication to engaging and supporting local suppliers. Council's information sessions and ongoing support for local businesses were specifically recognised.



Ministers' Award for Women in Local Government (Women in Non-Traditional Roles - Rural/Regional)

Sally Mullinger, Council's Manager Works was awarded the Ministers' Award for Women in Local Government under the category of Women in Non-Traditional Roles - Rural/Regional. This award celebrates the contribution of women to local government in NSW. In addition to recognising the significant contribution of Award winners, the Awards aim to encourage more women to take on leadership roles in local government in NSW. The category of Women in Non-Traditional Roles recognises women working in trades and other male dominated areas within the Local Government sector.



NSW State Winner – LG Professionals Australasian Management Challenge

The Australasian Management Challenge is a sophisticated development program that provides real life problem solving experiences and produces outcomes that translate into relevant, tangible and enduring benefits for Council staff, teams and the organisation. Teams of five or six members from any level of local government, undertake tasks alongside other participating councils that typify management in the local government environment. Mid-Western Regional Council's team 'Mid-Western Canaries' placed 1st in NSW.



Second Runners-Up Australasia – Australasian LG Professionals Management Challenge

Mid-Western Regional Council staff represented NSW at the Australasian Local Government Professionals Management Challenge. The team of six were selected to compete in the national competition after winning the NSW state challenge. Made up of senior staff from all Council departments, the team placed third against the best performing councils representing their respective states. Council's team was the only regional council competing in the Australian and New Zealand National Final, making their achievement all the more impressive.



University of Wollongong Fellowship Award

Mid-Western Regional Council and local community was recognised for the ongoing support of graduate medicine students in the region with the University of Wollongong's (UOW) prestigious Community Fellowship Award. The Community Fellowship Award recognises the hard work of Council and the local community over a number of years to establish initiatives such as the Mudgee House (a house funded by Council and local business for trainee doctors to reside whilst on placement in Mudgee), and the Mudgee4Doctors Program (a range of benefits and incentives provided by local businesses for local and visiting doctors) to address the shortage of doctors and health professionals in the region.



Key Completed Projects

Looking After Our Community

Playground and Park Upgrades

Council is committed to ensuring its playgrounds and open space areas meet Australian standards, allowing all user groups the ability to enjoy these spaces. In 2016 new play equipment was installed at Moufarrige and Interact Parks. A children's miniature bike path at Gilbey Park allows children to ride their scooters or bikes and learn basic road rules. \$15,000 was spent on additional shade at Lawson Park, with new shade sails installed.

Swimming Pool Upgrades – Kandos and Gulgong

As part of Council's wider aim to improve access for all residents at its facilities, the Kandos pool was refurbished with new tiles laid throughout the pool for greater comfort to users. In addition, the construction of a disabled ramp at the Gulgong Pool was delivered for the summer season of 2016/17. These upgrades ensured residents across the region were able to enjoy the healthy benefits of swimming and water activities regardless of ability and location.

Public Art Program

Council made a significant commitment to support public art across the region with development of a public art policy and installation of public art. Nine sculptures have been installed in Mudgee's Lawson Park as a result of partnerships with community events such as Sculptures in the Garden and Rylstone Wood Symposium.

Protecting Our Natural Environment

Developed Liquid Trade Waste policy

A Liquid Trade Waste policy was established that sets out how Council regulates sewerage and trade waste discharges to its sewerage system in accordance with the NSW Framework for Regulation of Sewerage and Trade. The policy is concerned with the approval, monitoring and enforcement process for liquid trade wastes discharged to Council's sewerage system and the levying of commercial sewerage and liquid trade waste fees and charges. The policy and implementation program was designed with local business consultation and will be implemented over 3 stages to ensure businesses are able to meet regulations in a timely and efficient manner.

Solar Power System installed at Gulgong Sewage Treatment Plant

A new 60 kilowatt solar power system was installed at Gulgong Sewage Treatment Plant. The ground mounted system includes 220 solar panels that deliver the plant's electricity requirements during daylight hours. Located on site, the system was installed in just over a week. Controlled by a smart meter, the new system feeds back to the grid when a surplus of energy is generated.

Riverbed Regeneration

In 2016/17 there were two major waterway restoration projects completed. The first was the Bellevue detention basin rehabilitation where four bare detention basins were transformed into artificial retention basin wetlands and planted with wetland sedges, rushes, native trees and shrubs around the banks. Their associated drainage channels were also replanted with native species with the assistance of the Green Army and National Tree Day 2016. Two interpretive signs educating the community about stormwater were installed.

The second waterway restoration project was the restoration of a section of Cudgegong River at Glen Willow. Almost 1ha of thickly infested woody weeds including Elm, Willow, Privet and Gleditsia were removed and the area was replanted with the assistance of the Green Army and National Tree Day 2017. Two interpretive signs educating the community about Willows and riparian restoration were installed.

Key Completed Projects (cont'd)

Building A Strong Local Economy

New Businesses in Region

In 2016/17, 527 new businesses were registered in the Mid-Western Region across a broad range of industries from agriculture (18%) and construction (16%) through to food and accommodation (7%) and administration and support services (7%). This strong new business growth demonstrates both business and resident confidence and Council's role in supporting the local economy and promoting economic diversity.

Major Events at Glen Willow

February 2017 saw Mudgee transformed into 'Tah Town', with the NSW Waratahs and Brumbies going head-to-head in the Waratahs first Super Rugby Trial match for 2017 at Glen Willow Regional Sports Stadium. With an official crowd of 6,357, both locals and tourists from throughout the state packed the stadium. Council, together with the Mudgee Wombats, worked closely with the NSW Waratahs to bring the game to the region. The outstanding success of this event has again put Glen Willow Regional Sports Stadium on the regional sporting map. The economic benefit from the event had significant impacts on the local economy with an estimated \$1.4 million being generated.

Glen Willow Regional Sports Stadium also played host to the final Country v City Origin match in May 2017. Council worked closely with the National Rugby League (NRL) and Country Rugby League (CRL) to bring the historic game to Mudgee. The televised match saw City defeat Country 20-10 before a crowd of 8,344. More than 50 per cent of spectators were visitors to the region, contributing an estimated \$1.5 million to the local economy.

Tourism Promotion

Council supports a number of tourism activities and provides financial support to Mudgee Region Tourism Inc. Over 528,000 tourists visit the Mudgee Region each year with an average stay of 3 nights. The tourism industry employs 8% of the region's workforce and contributes \$143.2m to the gross regional output.

Connecting Our Region

Cope Road Project

Council received a \$6.7 million grant from the Restart NSW Resources for Regions program for capital works on Cope Road, including Rouse Street in Gulgong.

The 2 year project was completed in 2016/17 and has included significant rehabilitation and widening of the existing Cope Road. The project scope also included pavement strengthening and drainage works and safety upgrades including safety barriers, visibility improvements, drainage, line marking and signage. The project addressed poor road conditions and provides a safe and high quality road network to connect the region.

Fairydale and Saleyards Lane Upgrades

A grant of \$2.6 million from the Cobbora Transition Fund supported a \$3.4 million major upgrade of Fairydale and Saleyards Lanes, in Mudgee. Works included a significant upgrade to the existing roads which involved widening the road, pavement reconstruction; realignment of a 130m section on Fairydale Lane. The stormwater drainage was dramatically improved by the construction of two major bridge-sized culverts; installation of piped stormwater drainage, and construction of kerb and gutter. The construction of a shared use pathway and footpaths improved facilities for cyclists and pedestrians on both roads. Works also included relocation of electricity infrastructure and ancillary works. The upgrade of the roadways provides motorists with better connectivity to major link roads into Mudgee including the Castlereagh Highway.

Key Completed Projects (cont'd)

Good Government

Community Engagement

Over 10% of the region's population participated in community engagement activities conducted by Council during the review of the Community Plan. Council continually utilises a broad range of communication-focused initiatives to support high levels of engagement and participation in Council activities. This includes the use of social media, targeted outreach media activities, online surveys, focus group sessions and continued use of traditional channels such as print and broadcast media.

Undertook Candidate Awareness Sessions

Prior to the 2016 Local Government Elections, Council undertook a series of Candidate Awareness Sessions, so prospective Councillors could gain an understanding of the role and responsibilities of elected representatives. These sessions resulted in a number of new candidates standing for election and subsequently 3 new Councillors were elected to represent residents in the region.

Council Network Upgraded

Council has invested in its future by utilising fibre optic cabling to provide fast and efficient network connectivity to its outlying stations and buildings. Traditionally operating over radio networks, Council was bottlenecked by data speed and throughput abilities which directly related to the services Council could provide. In the shift away from licensed frequency microwave links to the fibre optic cabling, Council's data throughput has increased 100 fold and has allowed Council to increase business activities away from the traditional office.



Community Strategic Plan

The Towards 2030 Community Plan sets out the community 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 plan represents an opportunity for Council and the community to strategically create and foster sustainable communities that reflect local values and aspirations. It allows the community to define and reconcile the economic, social, cultural and environmental priorities for the region.

The Towards 2030 Community Plan was developed following an extensive consultation process in which over 2,500 residents participated in varying forms.

The key strategies and priorities identified are outlined below.



About the Mid-Western Region

More than 24,000 people call the Mid-Western Region home.

One of regional NSW's fastest growing areas, the region is the gateway to the Central West and Far West regions of the state. Just over 3 hours' drive from Sydney and Newcastle, it is easily accessible and centrally located to other major regional centres.

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

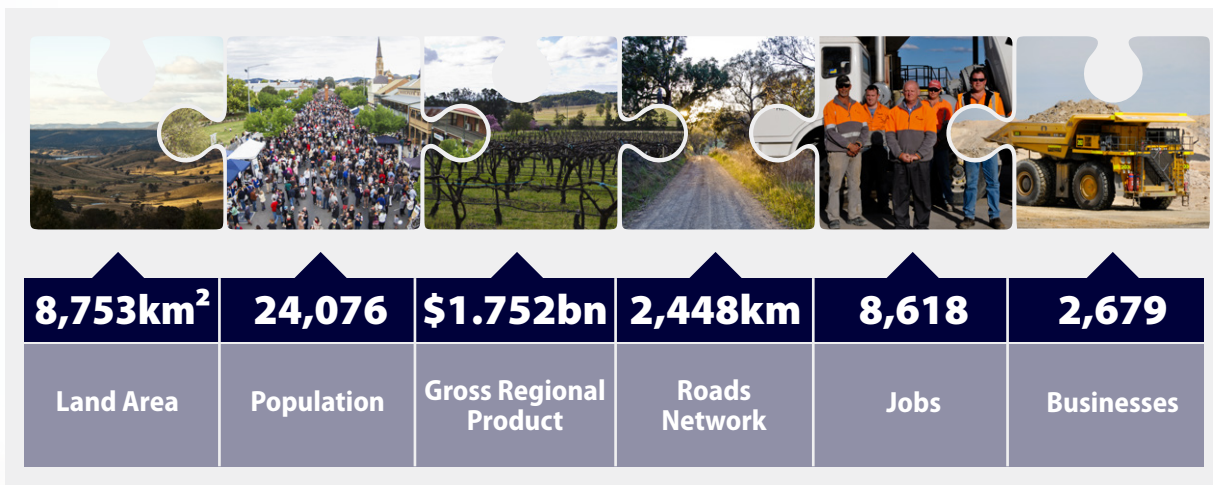
A key feature of the region's economy is its diversity. Business and investment is driven by four major industry sectors – agriculture, viticulture, tourism and mining.

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

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

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

Visitors to the region experience a real country community with heart, soul and spirit. Locals love the place they call home and are happy to share the surroundings with 528,000 visitors each year.



FAST FACTS



MAJOR Towns and Centres

Mudgee, Gulgong, Kandos and Rylstone



MAJOR Industries

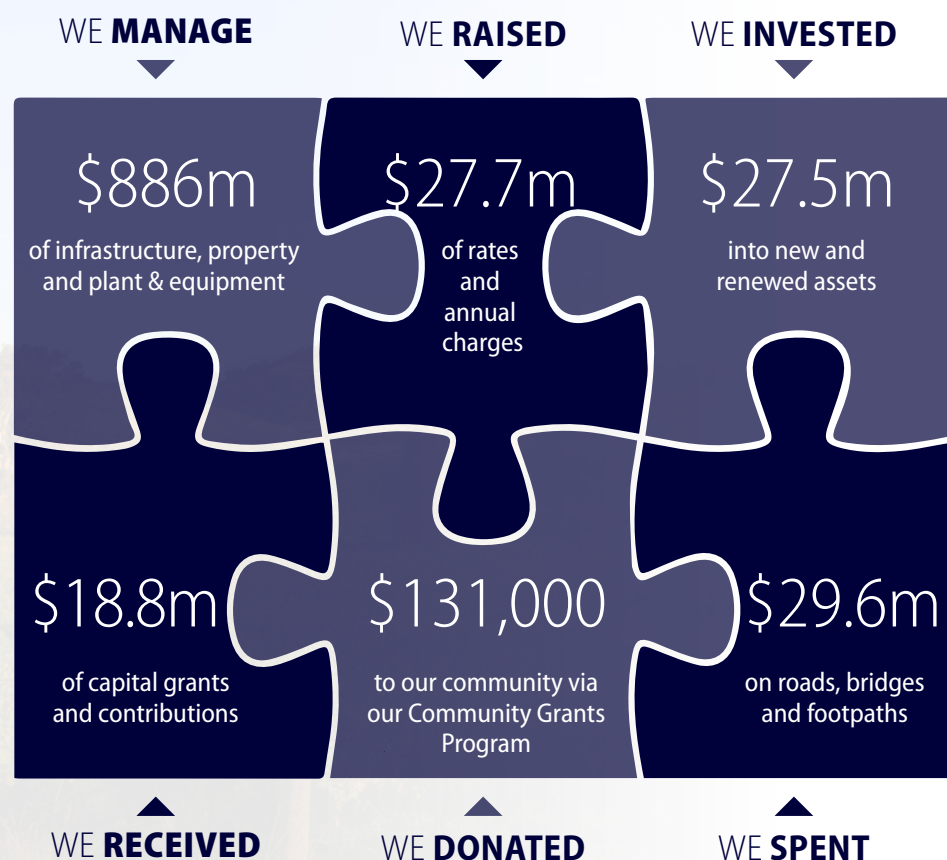
Agriculture, Mining, Tourism, Retail



COMPETITIVE Advantages

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

Progress on the Operational Plan and Delivery Program



PROGRESS AGAINST DELIVERY PROGRAM TARGETS

	No. of actions	100% complete	%
Looking After Our Community	73	71	97%
Protecting Our Natural Environment	47	43	91%
Building a Strong Local Economy	27	24	89%
Connecting Our Region	22	22	100%
Good Government	67	62	93%
TOTAL PROGRESS	236	222	94%

A detailed review of the actions included in the Delivery Program for the 2016/17 year is provided below.

Looking After Our Community

OUTCOME:

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

GOAL 1.1 | A SAFE AND HEALTHY COMMUNITY

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

Strategy	Action	Comments
Provide comprehensive community support programs that embrace social justice and access and equity	Meals on Wheels	Meals on Wheels meal provision statistics remain steady. The service has also established itself as a provider under the National Disability Insurance Scheme when it rolls out across the region in 2017/18.
	Respite Care	Given the introduction of the National Disability Insurance Scheme and the removal of block funding, it was considered inefficient for Council to continue with the auspice of this service. Existing clients were offered continued support to transition to a new provider and/or move towards their own planning under the scheme.
	Home Modification & Maintenance	Documented obstacles of service, including service jurisdiction (stretching across the Mid-Western and Warrumbungles LGAs), protracted Council procurement procedures and limitations given applicable State Awards, led to the auspice of the service being relinquished after 30 June 2017.
	Community Transport	Community Transport statistics remain steady. The service has also established itself as a provider under the National Disability Insurance Scheme when it rolls out across the region in 2017/18.
	Provide financial and in-kind support to MWRC Youth Council to deliver a range of youth oriented initiatives	Council sought feedback from local youth on youth services available, and potentially available, across the region in December 2016. A draft Youth Strategy has been developed from that feedback. Following endorsement, the Youth Strategy will remain a live document for Council-directed youth activities for the next decade.
	Family Day Care	Council continues to provide Family Day Care services with educators operating in Mudgee, Wellington, Gulgong and Kandos.
Provide customer focused library and information services	Delivery of high quality, modern library services at Mudgee, Kandos and Gulgong	The Library continues to provide high quality and accessible services that meet the needs of the community.
	Mobile Library Service	The Mobile Library continues to provide high quality outreach services to the library's housebound, aged and rural customers.
	Children and youth library programs including Pre-School Bookworms and school holiday reading program	Library services for children include weekly sessions across all branches of Born to Read, Toddler Time, and Bookworms; in addition to holiday craft and storytelling sessions.
	Maintain an up to date library collection in accordance with Collection Policy	The Library maintains an up to date library collection, in line with the Collection Management Strategy.

Looking After Our Community (cont'd)

GOAL 1.1 | A SAFE AND HEALTHY COMMUNITY

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

Strategy	Action	Comments
Explore funding opportunities for improved health services Work in partnership with Western Local Area Health Network to promote health projects	Lobby government and industry for funding including potential upgrade of Mudgee Hospital	Council continues to work with Western Local Area Health Network and Local MP on the redevelopment of Mudgee Hospital, including local service delivery and needs assessment.
	Liaise with Western NSW Local Health District and work with local Medical Services Organisations through interagency meetings	Council continues to participate with the Local Health District and its representatives as they attend interagency meetings held regularly in both Mudgee and Kandos.
	Provision of accommodation for Doctors in the region	Council was not required to provide incentives for medical professionals in Gulgong during the 2016/17 year, but given the importance of medical services across the region, the funds remain available in the event they are required to attract new doctors in the future.

Strategy 1.1.3 | *Support networks, programs and facilities which promote health and wellbeing and encourage healthy lifestyles.*

Strategy	Action	Comments
Explore funding opportunities for improved health services	Provide financial assistance including for local and regional bodies in accordance with Council's Policy	Community grants totalling \$130,609 were provided in 2016/2017.
Promote and support programs aimed at increasing community health and wellbeing	Provide funding for Healthy Communities initiatives	Council provides funding for a number of fitness programs throughout the region to promote and encourage healthy lifestyles within the community.

Looking After Our Community (cont'd)

GOAL 1.1 | A SAFE AND HEALTHY COMMUNITY

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

Strategy	Action	Comments
Support and implement programs which aim to reduce anti-social behaviour	Maintain effective working relationship with NSW Police	Council maintains regular dialogue with NSW Police regarding local issues.
	Participate in the Liquor Accord	Council staff receive notice of meetings and attend when relevant Council matters need to be addressed with the Accord.
	Maintain Alcohol Free Zones in Town Centres	Policy reviewed during 2016/17 year. Signage was updated in October 2016.
	Increase lighting and other safety initiatives in parks and gardens as per Capital Works Program 2016/17	Lighting in Pitts Lane and the Glen Willow car park was completed in 2016/17.
	Installation of CCTV cameras at Mudgee CBD cab rank	The installation of CCTV cameras at Mudgee CBD cab rank relies on grant funding which has yet to be secured.
Maintain clean and attractive streets and public spaces where people feel safe	Regular street cleaning and litter collection in town centres	Council continues to operate a street litter collection and cleaning program, and street sweeping regime based on set service levels.
Work effectively with State Agency partners to maintain and enhance public safety	Update of Displan to new Emergency Plan	The EMPLAN was completed and endorsed by the Regional Emergency Management Committee in 2015/16. Council continues to support implementation activities.
Effective public health regulation and continuing education	Work in partnership with the NSW Food Authority in addressing matters such as food premises inspections, safe food handling and food borne illness investigations	Council continues its partnership with the NSW Food Authority. The annual food inspection program was completed by 30 June 2017 and reporting provided to the NSW Food Authority. A total of 112 fixed food premises were inspected with 21 requiring reinspection. A total of 53 temporary food premises and 15 mobile food premises were also inspected throughout the year. Staff also carried out inspections to investigate complaints and for new food premises established during the year.
	Continued support and promotion of Scores on Doors initiative	Council continued its Scores on Door initiative in 2016/17, with 112 fixed premises inspected as part of the annual food inspection program. A total of 52 received a 5 star rating, 40 received a 4 star rating, 9 received a 3 star rating, with the remainder not receiving a score.
	Onsite sewerage management registration and inspections	Council's Health & Building officers are continuing to educate the public in regards to the importance of and legislative requirements for a satisfactory On Site Sewage Management system.

Looking After Our Community (cont'd)

GOAL 1.1 | A SAFE AND HEALTHY COMMUNITY

Strategy 1.1.4 (cont'd) | *Work with key partners and the community to reduce crime, anti social behaviour and improve community safety.*

Strategy	Action	Comments
Effective animal control regulation	Utilise website to actively re-home animals	Active re-homing practices are continuing successfully.
	Media campaign to encourage registration of dogs	Law Enforcement Officers have engaged with local media, including newspaper and radio, promoting compliance of the Companion Animals Act particularly encouraging the correct lifetime registration of dogs and cats.
	Installation of path bins and bag dispensers along walking trails	Path bins and bag dispensers have been installed.
	Provision of off leash areas	Water and shade facilities were provided at all off leash areas during 2016/17 year.

GOAL 1.2 | VIBRANT TOWNS AND VILLAGES

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

Strategy	Action	Comments
Heritage advisory services and Heritage conservation	Access to heritage funding through Local Assistance Program	All projects were completed and funds allocated in accordance with the program.
Support and assist preservation of important historical sites in the region	Support Kandos Museum with financial assistance for insurance and rates expenses	Council has supported Kandos Bicentennial Industrial Museum Incorporated in accordance with the Memorandum of Understanding entered into in 2014.
	Maintain historical sites within the region, for example Red Hill Reserve	Several historical sites were included in the maintenance program for 2016/17 including Red Hill Cottage, Robertson Park Cenotaph and Rylstone Admin Building. All works were included in the capital program to enhance and preserve the heritage façade and nature of the buildings. Council's reactive building maintenance is captured in Council's works request system.

Looking After Our Community (cont'd)

GOAL 1.2 | VIBRANT TOWNS AND VILLAGES

Strategy 1.2.2 | *Manage growth pressure driven by the increase in mining operations in the region.*

Strategy	Action	Comments
Monitor employment and population growth	Work with State Government to provide updated population estimates based on building statistics and employment growth	Council continues to monitor relevant statistics and update documentation in conjunction with government agencies.
	Support the preparation of Central West Regional Land Use Plan	The Central West and Orana Regional Plan has been completed.
Meet regularly with mining companies	Engage with Mine Managers at quarterly meetings	Council is represented on each of the Mine's Community Consultative Committees. Quarterly meetings are held with representatives of local mines.

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

Strategy	Action	Comments
Ongoing monitoring of land release and development	Continue to review and release land for development as required	With the adoption of the Urban Release Strategy, Council implemented a Land Monitoring Report on the building approvals, subdivision approvals, construction and subdivision certificates. This is reported to Council on a 6 monthly basis.
Regular updating of the Comprehensive Land Use Strategy	Review and update as required	An amendment to the Comprehensive Land Use Strategy for 2ha Rural Residential development was adopted in Feb 2017.
Promote Affordable Housing options within the region	Provide funding to lease emergency housing for women and children leaving family violence	Council continues to work in partnership with Barnardos and Housing Plus to provide short term crisis accommodation to homeless families, women and children escaping domestic violence and young people who do not have somewhere safe to stay. Housing Plus reported that, with the assistance of Barnardos and Council, it exceeded its contractual obligations to the NSW State Government in terms of emergency accommodation.

Looking After Our Community (cont'd)

GOAL 1.2 | VIBRANT TOWNS AND VILLAGES

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

Strategy	Action	Comments
Maintain and beautify civic open space and street access areas within towns and villages in the region	Ongoing program of street beautification and tree planting	Spring and Autumn planting programs were completed.
	Work in partnership with the public Art Advisory Panel and local groups to apply for grants, buy, and erect sculptures across the region	Additional sculptures were installed and existing sculptures maintained throughout the year.
Application of appropriate building and development controls to protect and enhance the natural and built environment of the Mid-Western Region	Delivery of statutory and strategic planning functions, and building regulation in accordance with relevant legislation and adopted planning instruments	Council continues to undertake statutory, strategic and building regulatory functions.

GOAL 1.3 | EFFECTIVE AND EFFICIENT DELIVERY OF INFRASTRUCTURE

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

Strategy	Action	Comments
Review asset management plans and underpin with financial strategy	Review, update and develop asset management plans for each major category of infrastructure in accordance with AMP review schedule	The Open Space and Recreational Asset Management Plan was revised in May 2017, in line with the review schedule.

Looking After Our Community (cont'd)

GOAL 1.3 | EFFECTIVE AND EFFICIENT DELIVERY OF INFRASTRUCTURE

Strategy 1.3.1 (cont'd) | *Provide infrastructure and services to cater for the current and future needs of our community.*

Strategy	Action	Comments
Manage and maintain sportsgrounds, parks, reserves and playgrounds across the region	Review and update Parks Management Plans	Council continues to review and update Parks Management Plans as required. The Anzac, Robertson, Lawson and Glen Willow plans were all updated in 2016/17. A draft Passive Parks Management Plan will go to Council in Q1 2017/18.
	Maintain and operate public open space in accordance with agreed service levels	Council continues to maintain public open space throughout the year.
	Passive parks and facilities upgrades as per Capital Works Program 2016/17	Works completed include a new playground installed at Moufarriage Park, a new swing set at Interact Park and a bike path at Gilbey Park.
	Public toilet construction and refurbishment as per Capital Works Program 2016/17	All public amenities projects planned for 2016/17 were completed. This included new or upgraded facilities at Kandos Hall and Rylstone Showground with the provision for ambulant and unisex fully accessible facilities at both sites.
	Playground installations and upgrades as per Capital Works Program 2016/17	Works completed include a new playground installed at Moufarriage Park, a new swing set at Interact park and a bike path at Gilbey Park. Bollards have been installed at Gilbey park for increased park safety.
	Active parks and facilities upgrades as per Capital Works Program 2016/17	All capital works have been completed for the 2016/17 financial year.
Manage and maintain cemeteries throughout the region	Maintain and operate town and rural cemeteries in accordance with adopted service levels and policy requirements	Maintenance at town and rural cemeteries was ongoing throughout the year.
	GPS mapping of town cemeteries	Projects at Gulgong, Mudgee Lawn, Wollar and Ulan were completed. GPS and mapping to be continued in 2017/18.
	Upgrades and extensions of cemeteries as per 2016/17 Capital Works Program	The majority of capital works were completed in 2016/17, with some minor works delayed until 2017/18 due to contractor availability.
Manage, plan and maintain buildings and other assets across the region	Buildings upgrade and refurbishments as per Capital Works Program 2016/17	All capital works were completed for the 2016/17 financial year. A couple of projects were revoked due to delays with contractors and obtaining materials.
	Complete construction of new pre-school facility	The new preschool was completed and delivered under budget in 2015/16. The preschool is now open and delivering additional preschool places for the local community.
Showground upgrades	Minor upgrades and renewal works undertaken in accordance with Capital Works Program 2016/17	Upgrades and renewal works were completed at showgrounds in accordance with the Capital Works Program 2016/17.
Maintain and operate swimming pool centres across the region	Maintain and operate swimming pool facilities at Mudgee, Gulgong and Kandos in accordance with adopted service levels	Council continues to maintain swimming pool facilities throughout the pool season as per service levels.
	Undertake capital upgrades and renewals to swimming pool facilities as per Capital Works Program 2016/17	Works completed include the Gulgong Pool access ramp and the Kandos Pool tiling.

Looking After Our Community (cont'd)

GOAL 1.4 | MEET THE DIVERSE NEEDS OF THE COMMUNITY AND CREATE A SENSE OF BELONGING

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

Strategy	Action	Comments
Provide youth representation through the Youth Council	Provide secretarial support for Youth Council	Council has supported Youth Council with the coordination of 20 specific Youth Council events across the calendar year, and has also offered financial support to ad-hoc events hosted during school holidays. Youth Council also allocates a portion of its budget to support Barnardos coordinate a youth drop-in activity centre in Kandos. Secretarial support was provided for meetings.
	Allocation of funding for delivery of youth oriented initiatives by MWRC Youth Council	Council has provided the Youth Council with an annual budget in order to activate youth orientated activities within the region.
Provide meaningful employment to members of the disabled community	Maintain policies that support employment for people with disabilities at MWRC	Council continues to support employees with a disability through the Disability Enterprise, and Council's policies reflect Equal Employment Opportunities.
	Continued operations of Mudgee Recycling and Ironed Out	Council continues to operate Mudgee Recycling and Ironed Out to provide employment opportunities for supported workers. Council currently employs up to 35 workers in its various ADE's. Both services successfully completed third party independent audits in 2016/17.
Work with lead agencies to ensure adequate provision of a range of services	Attend inter-agency meetings	Council continues to provide a network for local services and community groups aimed at improving the lifestyles, health and wellbeing of communities throughout the region.
Promote volunteering through the community	Run community services programs that encourage volunteering	Council has worked with a number of local volunteer groups to provide meals and transport services, to run monthly movies and also to assist with other activities for ad-hoc events. Examples include the Rylstone Family Fun Day and environmental days, such as Clean Up Australia Day and tree planting days.

Looking After Our Community (cont'd)

GOAL 1.4 | MEET THE DIVERSE NEEDS OF THE COMMUNITY AND CREATE A SENSE OF BELONGING

Strategy 1.4.2 | *Support arts and cultural development across the region.*

Strategy	Action	Comments
Arts and cultural events promotion	Provide financial and in-kind support to events in accordance with Events Assistance Policy	The Events Assistance Program provided financial support for local community events in 2016/17.
	Promote the use of Council facilities for significant events	A number of major events were held at Council facilities during 2016/17 including a Waratahs V Brumbies trial match and Country V City Rugby League match which was broadcast nationally and internationally.
Provision of meeting and exhibition space	Make existing community buildings available at reasonable cost, and promote their use and availability through the website	Council continues to promote and support the availability and use of all community buildings in Mudgee, Rylstone, Kandos and Gulgong. Staff are investigating ways to improve access and functionality of the Council bookings system by the community.
	Promote the use of exhibition space provided at the Regional Library	The meeting and exhibition space at the Mudgee Town Hall Library and the libraries in Gulgong and Kandos continue to be promoted as appropriate.
Coordinate and facilitate cultural and arts projects throughout the region	Implement recommendations from the pARTicipate investigation	Council continues to work towards the major project of the establishment of a regional gallery for the region by exploring potential sites and funding opportunities. Arts and culture is also supported throughout the year for various events and groups, such as Sculptures In the Garden, Waste 2 Art Annual Competition and Exhibition, youth workshops during school holidays, public art installations, and by making various venues available to groups, such as the Cudgegong Youth Theatre, Gulgong Arts Council, and Rotary (for monthly movies in the Mudgee Town Hall Theatre).
	Liaise with Cultural Development Committee, Public Art Advisory Panel, Orana Arts and local arts and cultural groups to develop cultural and artistic projects within the region	Council continues to work with the Cultural Development Committee (including the Public Art Advisory Panel), Orana Arts and other local arts and cultural groups to develop cultural and artistic projects within the region, including partnerships with Sculptures In the Garden and support of local performance groups through use of Council infrastructure. Council also continues to work closely with Orana Arts to support and be involved in regional arts projects, such as the Artlands Festival in late 2016.
	Initiate an arts prize for the Mid-Western Region	The Mid-Western Arts prize provided support to the annual Waste 2 Art Exhibition and Competition. Workshops were held for a number of community groups and category winners were provided with the opportunity to display their works in the regional exhibition held in Orange.

Looking After Our Community (cont'd)

GOAL 1.4 | MEET THE DIVERSE NEEDS OF THE COMMUNITY AND CREATE A SENSE OF BELONGING

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

Strategy	Action	Comments
Public facilities to be accessible	Ongoing monitoring of existing buildings	All works for the provision of equitable access to community buildings and space was completed in accordance with the 2016/17 capital budget.
	Development of a Disability Access Inclusion Plan	The Disability Inclusion Action Plan has been endorsed by Council and is now operational. Responsibilities have been communicated to relevant employee teams.
Coordinate the provision of local community centres and halls for community use	A variety of community facilities available for use	Council continues to ensure all community facilities are well maintained, administered appropriately (bookings and payments) and available for use. Whilst maintenance was undertaken across a variety of facilities throughout the year, there was no impact on availability for the community through the efforts of Council's Building Services team.
Corporate and Community Buildings upgrades	Building upgrades and refurbishments as per Capital Works Program 2016/17	All scheduled and reactive maintenance was completed in the 2016/17 financial year.

Protecting Our Natural Environment

OUTCOME:

Conserving and promoting the natural beauty of our region.

GOAL 2.1 | PROTECT AND ENHANCE OUR NATURAL ENVIRONMENT

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

Strategy	Action	Comments	Action Status
Include biodiversity and heritage as key components in the development application process	Implement Comprehensive Development Control Plan (DCP) through the development assessment process in relation to environment protection	A full review of the comprehensive DCP was completed in December 2014. Staff have commenced working on the next review.	✓
Manage environmental and cultural factors impacted by physical works on Council lands	Continue to prepare Review of Environmental Factors for MWRC works	Council completed due diligence assessments for all roads capital works. REF's are also carried out for all major works in accordance with relevant legislation.	✓
	Work with local Aboriginal groups to effectively plan works involving sites of cultural significance	Council has continued to liaise with the Aboriginal Reference Group in 2016/17.	✓

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

Strategy	Action	Comments	Action Status
Work with the community and government agencies to identify and address the issues and mitigate impacts associated with mining	Raise any issues as part of Environmental Assessment stage of development approvals process	Council continues to work with the Department of Planning and Environment on relevant matters and is represented on Community Consultative Committees for major projects. Quarterly meetings are held with representatives of local mines.	✓
	Represent MWRC on Community Consultative Committees	Councillors are included on Community Consultative Committees for local mines.	✓

Protecting Our Natural Environment (cont'd)

Strategy 2.1.3 | *Raise community awareness of environmental and biodiversity issues.*

Strategy	Action	Comments
Deliver projects which work towards protecting biodiversity and regeneration of native environment	Implement a roadside vegetation management plan	Council's existing Roadside Vegetation management plan was adhered to, as required. Grant funding was applied for through LGNSW to further the plan, however this was unsuccessful.
	Pursue grant funding for environmental projects	Council was successful in receiving approximately \$70,000 in grants in 2016/17 from Local Lands Services (x4), Local Government NSW (x1), Department of Primary Industries (x1). Two additional grants are pending decisions, whilst two grant applications were unsuccessful.
	Support Green Army project	The Green Army successfully completed all projects planned for 2016/17. This included the planting of over 3,000 trees around Mudgee and Rylstone, and considerable weed control work in environmentally sensitive areas.
Support National Tree Day	Facilitate National Tree Day	Council and Planet Ark invited local residents to participate in a local National Tree Day activity held on 31 July 2016. 60 residents from the community participated with over 500 trees planted.
Work with schools to promote environmental awareness amongst students	Support Green Day	Watershed Landcare's Green Day was held on 11 September 2016 at the Mudgee Showground. Council was again a major sponsor and had three representatives present on the day.

Strategy 2.1.4 | *Control invasive plant and animal species.*

Strategy	Action	Comments
Effective weeds management	Effective monitoring and management of noxious weeds across region	Council's weeds team has met and exceeded all targets and goals set by Council and the regional weeds committee which is a funding body. This includes new property inspections, re-inspections and kilometres of roadside treated.
	Ongoing community education on noxious weeds	Education initiatives are ongoing through daily face to face inspections and through regional initiatives and advertising campaigns.
	Undertake weed control on roadsides and MWRC land	The targets set by both Council and the regional funding body have been met and exceeded with almost 2,000 kilometres of roadside having been treated over the last year.
Collaborate with agencies to manage feral animals	Ongoing community education on the impact of domestic pets on rural land managers	Law Enforcement Officers undertook community engagement activities throughout the year including working closely with Friends of Mudgee Pound, RSPCA, registered breeders, dog trainers and having regular publications in the local media.

Protecting Our Natural Environment (cont'd)

GOAL 2.2 | PROVIDE TOTAL WATER CYCLE MANAGEMENT

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

	Action	Comments
Encourage reduced water consumption through Best Practice Pricing	Maintain Best Practice water pricing structure	Best practice water pricing structure is being maintained.
Implement water conservation and reuse programs	Ongoing community education on water conservation	<p>The measure of reduction in water consumption cannot be undertaken at an individual property level and therefore cannot eliminate factors that influence overall water consumption such as growth.</p> <p>Overall, metered water consumption in 2015/16 was 1,871 ML and in 2016/17 was 1,931 ML.</p> <p>Water consumption advice was regularly distributed throughout the year to the community via water billing and Council's website.</p>
Work to secure water for agriculture and urban use	Work with State Government to secure domestic water supply	Council submitted a tender bid to secure a high water security license in Q2 2016/17. Council was unsuccessful, but continues to negotiate with a broker and identify future options.
Promote an active role and participate in the review of the Murray Darling Basin Plan	Effectively represent MWRC at Murray Darling Association meetings	Council is represented on the Murray Darling Association by Councillor Holden and Councillor Kennedy.

Protecting Our Natural Environment (cont'd)

Strategy 2.2.2 | *Maintain and manage water quantity and quality.*

	Action	Comments
Identify and plan future maintenance, renewals and upgrades for Council's stormwater assets	Complete drainage works for the detention basin between Horatio Street and Winter Street	Drainage works for the detention basin between Horatio Street and Winter Street have been completed.
	Drainage renewal and extension works undertaken as per Capital Works Program 2016/17	Works completed on schedule and on budget for 2016/17 year.
	Effectively maintain existing drainage network including built infrastructure and overland drainage reserves	Drainage network maintained at agreed service levels.
	Identify and undertake culvert replacement and causeway improvement program	Planned causeway and culvert replacements for 2016/17 are complete. Stormwater assets continue to be inspected and any issues addressed as they arise.
Achieve NSW Government Best Practice Management of Water Supply and Sewerage	Implement an Integrated Water Cycle Management Strategy	DPI Water comments regarding the submitted IWCM Evaluation Study were received in June 2017. The IWCM Evaluation Study will now be finalised before continuing on the IWCM Strategy during 2017/18. A commitment has been provided to DPI Water to complete the IWCM Strategy by June 2018 in line with terms of the grant funding agreement for Mudgee Sewerage Augmentation.
	Ongoing implementation and review of the Drinking Water Management System	Drinking Water Management System is implemented for Mudgee, Gulgong, Rylstone, Kandos, Charbon and Clandulla town water systems. The Drinking Water Management System will be reviewed periodically and updated as required.
Identify and plan future maintenance, renewals and upgrades for Council's water supply infrastructure	West Mudgee water distribution extension	Construction of the West Mudgee water distribution extension was completed within budget during 2016/17.
	Identify and plan future maintenance, renewals and upgrades for Council's water supply infrastructure	Water mains renewals program completed within budget during 2016/17.

Protecting Our Natural Environment (cont'd)

Strategy 2.2.3 | *Protect and improve catchments across the region by supporting Catchment Management Authorities.*

	Action	Comments
Support the Central West Catchment Management and Hunter Central Rivers CMA Catchment Action Plan implementation	Represent MWRC interests as appropriate	Council continues to attend LLS meetings on a regular basis over various areas of responsibility. This extends to other regular contact, ensuring Council maintains a good relationship with this body and its programs.
Continue riparian rehabilitation program along waterways	Continue riverbed regeneration	Council has completed a number of projects along local waterways. This includes river bank weed control works as part of a Habitat Action grant from DPI and works at select waterways as part of the Green Army program.
	Maintenance and promotion of Putta Bucca Wetlands	Maintenance has been ongoing with new maintenance levels set. New signage has been erected, paths upgraded, planting extended and facility cleaning organised. The Green Army has carried out considerable weed control. The Friends of Putta Bucca Wetlands committee has been active in promotion and development of the facility. The new plan of management was adopted by Council.
Provide education to the community of the importance of waterways	Ongoing community education on protecting waterways	Signage has been provided at several highly prominent areas to provide education. Works through grant funding restoration projects also included education components. Several school education programs were completed. Facebook posts and other communication channels were also utilised throughout the year.

Protecting Our Natural Environment (cont'd)

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

	Action	Comments
Identify and plan future maintenance, renewals and upgrades for Council's sewerage treatment infrastructure	West Mudgee sewer pump station construction	Contract for pump station construction completed within budget during 2016/17.
	Sewer Infrastructure renewals and new works undertaken as per Capital Works Program 2016/17	Sewer infrastructure capital works program completed within budget during 2016/17, with the exception of the sewer main relining contract. Council's contractor was unable to complete approximately 30% of work due to resourcing issues by 30 June 2017. The remaining works will be completed in Q1 2017/18.
Improve and develop treatment options to ensure quality of waste water meets EPA standards	Develop options and plans for effective management of sewage at Charbon village	Options for servicing Charbon for sewerage have been developed. Options to commence Charbon sewerage servicing ahead of that scheduled in Council's long term capital works plan are being discussed with Infrastructure NSW.
	Continue to improve outgoing water quality at all sewerage treatment plants across the region	During 2016/17, EPA licence requirements for discharge water quality were met at Mudgee STP. EPA licence discharge requirements were exceeded a number of times at Gulgong, Kandos and Rylstone STPs, all associated with maturation pond management. Improvements continue to be made to the treatment process at Gulgong, Rylstone and Kandos STPs to assist in increased compliance with EPA licence requirements. Works planned in 2017/18 include bypass of the Rylstone and Kandos STPs maturation ponds as well as negotiation of EPA licence changes to better reflect effluent discharge conditions at Gulgong STP.
Achieve NSW Government Best Practice Management of Water Supply and Sewerage	Develop Liquid Trade Waste Policy and Pricing with implementation from 1 July 2016	Liquid Trade Waste Policy adopted and pricing implemented from 1 July 2017.

Protecting Our Natural Environment (cont'd)

GOAL 2.3 | LIVE IN A CLEAN AND ENVIRONMENTALLY SUSTAINABLE WAY

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

	Action	Comments
Promote a philosophy of Reduce, Reuse, Recycle	Ongoing education on waste minimisation	Council provides educational information on its website, as well as providing tip tours for interest groups, talks for schools as requested and staff to provide information at community events. Education is also provided by the regional NETWASTE organisation on Council's behalf through television and print campaigns, school education and promotions such as Waste to Art.
Provide a domestic recycling and waste services for all residents through kerbside collection and rural waste transfer stations	Kerbside and local recycling facilities	Councils "two bin" kerbside recycling collection service continues. Recycling facilities are also provided at all Council transfer stations, as well as the Mudgee Waste Facility. Education through newspaper articles, social media and Council's website has been expanded.
Promote home composting initiatives for green waste	Ongoing education on managing green waste	Educational information is available through Council offices and website. A new program has been developed for roll out as part of the proposed green and kitchen waste collection service.

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

	Action	Comments
Participate in regional procurement contracts for waste services that provided added value.	Regional scrap steel, green waste processing, used motor oil, house hold chemical collection, e-waste	Council continues to participate in beneficial regional contracts for various waste related activities as procured by the regional Netwaste group. Council's representative is involved in the formulation and assessment of these tenders.
Participate in regional investigations for collaborative solutions to problem wastes types.	Participate in NetWaste steering committee for strategic direction of the group	Council is a member of the steering committee and regularly attends committee meetings, ensuring relevant and targeted projects for Mid-Western ratepayers, as well as input into regional strategic plans, contracts and projects.
	Participate in Organics Processing tender with Dubbo City Council	Council has had ongoing involvement with and input into the regional organics collection and processing contracts. This project has almost reached conclusion with a report on the outcome of the tender process due to be presented to Council in Q1 2017/18.
Apply for available grants under the NSW Government 'Waste Less Recycle More' package	Apply for grants to upgrade or introduce services to the Mid-Western Community that reduces landfill tonnes and Co2 emissions	No suitable funding was available to Council under the Waste Less Recycle More program over the past 12 months. Work has continued on existing funded projects and campaigns that aim to reduce tonnes to landfill and Co2 gas emissions such as the Green and Organics regional tender.

Protecting Our Natural Environment (cont'd)

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

	Action	Comments
Build community awareness through environmental education	Enhanced communications on environmental issues	Council continues to promote environmental awareness in the community. Programs completed in 2016/17 included koala education, flying fox camp management, plastic free July, cat tracking and the Carp muster. All programs included substantial community consultation and education.
	Facilitate and promote community garden programs	The Community Gardens program was completed in 2016/17. Local schools and playgroups were the main beneficiaries of the program. Council has included promotion of the community gardens through Facebook and other social media outlets.

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

	Action	Comments
Implement alternative energy and sustainable technologies in physical works and service delivery	Installation of solar panels on Council buildings as part of capital works program 2016/17	Report provided to Council seeking strategic direction for solar. Successful installation of solar panels at Gulgong Treatment Plant.
	Work with Essential Energy to obtain funds for LED Street Lighting Retrofit	Essential Energy has confirmed that LED lighting is currently planned for 2019. Council would need to fund the works if required earlier.

Building a Strong Local Economy

OUTCOME:

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

GOAL 3.1 | A PROSPEROUS AND DIVERSIFIED ECONOMY

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

Strategy	Action	Comments
Business expos targeting businesses that complement key local industries	Presence at 2-3 conferences or events where the region can be marketed	Council has participated in a number of conferences/events to promote the region as a great place to live, work, invest and visit, including Regional Living Expo, Flavours of Mudgee and Regional Relocation campaign.
Work with business and industry groups to facilitate business development workshops for existing businesses in the region	Support the business chambers by attendance at meeting as required	Council representatives participated in meetings as required and continue to support initiatives of local business chambers.
	Formulate policy on provision of financial support for business attraction	Council continues to support business development initiatives in the region. It considers requests for financial assistance on a case by case basis.
Establish a process of capturing and monitoring relevant economic data to identify opportunities, trends and needs of local businesses	Produce annual update to Economic and Business Profile booklet	Staff continuously update the latest available statistics for inclusion in the Economic and Business Profile booklet. The next publication will be launched following release of Census 2016 Workforce data in Oct 2017.
Develop and strengthen partnerships with major employers in the region	Conduct two Think Tank forums to encourage business leaders to participate in local economic development	Business leaders continue to participate in think tank forums. The last forum focused on the update of the Community Plan. The next forum will be held following the release of Census 2016 Workforce data in Oct 2017.
Work with the community to identify economic development opportunities	Be aware of new business investors coming to the region and work with them to promote benefits	Council continues to respond to and follow up enquiries relating to new business investment in the region and the expansion of local business activities.
	Identify opportunities to invest in infrastructure which attracts new business investors to the region	Business and industry feedback was captured through the Community Roadshow. Council continues to discuss the needs and opportunities for infrastructure with potential investors.
	Pursue opportunity to establish a Tesla Supercharger Station in the region	Tesla will support installation of a Destination Charger in the Mudgee township. Tesla has no immediate plans to install a Supercharger in the region in 2017/18.
Work with Mudgee Regional (MRTI) to identify target markets and promote the region	Develop parameters for target markets in terms of how tourism will be developed in the region	MRTI has a contract with Council to undertake tourism marketing on behalf of the region.
Develop existing events in the region and attract new event proponents to hold major events and festivals in the region	Identify opportunities to submit bids for new events and conferences and support event proponents holding or wishing to hold events in the region	Council continues to identify opportunities to attract new events to the region and submit bid proposals for new events each year including a trial match between the NSW Waratahs and ACT Brumbies, NRL Country vs City representative match, Melbourne Cup Tour and industry conferences.
	Deliver Flavours of Mudgee in September 2016	The annual Flavours of Mudgee event was held on 24 September 2016.

Building a Strong Local Economy (cont'd)

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

Strategy	Action	Comments
Work with business and industry groups to identify the main skills shortage areas	Conduct two think tank forums to encourage business leaders to participate in local economic development and provide feedback on skills issues	Business leaders continue to participate in think tank forums. The last forum focused on the update of the Community Plan. The next forum will be held following the release of Census 2016 Workforce data in Oct 2017.
Encourage workers to move to the region for employment opportunities where skills shortages exist	Presence at 2-3 conferences or events where the region can be marketed	Council has participated in a number of conferences/events to promote the region as a great place to live, work, invest and visit, including Regional Living Expo, Flavours of Mudgee and Regional Relocation campaign.

GOAL 3.2 | AN ATTRACTIVE BUSINESS AND ECONOMIC ENVIRONMENT

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

Strategy	Action	Comments
Provide brand leadership, market the region's competitive advantages and targeted marketing of investment opportunities	Presence at 2-3 conferences or events where the region can be marketed	Council has participated in a number of conferences/events to promote the region as a great place to live, work, invest and visit, including Regional Living Expo, Flavours of Mudgee and Regional Relocation campaign.

Building a Strong Local Economy (cont'd)

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

Strategy	Action	Comments
Promote the development of infrastructure at the Mudgee Airport as an opportunity for business expansion in the aviation industry	Deliver infrastructure upgrades at Mudgee Airport Precinct in accordance with Restart NSW funding	Works completed this year include the road works, taxiway extension, installation of water and sewer services and the fit out of the terminal building. Works still to be completed are the connection of electrical services and fencing which will be completed during the first quarter of 2017/18.
	Review airport development strategy and promotional opportunities in the future	The update of the Mudgee Airport Master Plan has been completed. Council continues to work with existing and new businesses regarding opportunities to relocate to the Mudgee Airport.
Facilitate the production of a study on investment opportunities in the local property market	Provide information package regarding development opportunities in property market	Property data trends for the region are included in the Economic and Business Profile Booklet.
Lobby State and Federal Government on infrastructure needs of local businesses including transport and communications linkages	Continue to lobby government agencies and departments on the provision of infrastructure to meet community needs	Council continues to identify issues with local MPs and relevant government ministers.

Strategy 3.2.3 | *Support the expansion of essential services (education, health) to match business and industry development in the region.*

Strategy	Action	Comments
Lobby State and Federal Government for expanded health and education services	Lobby government agencies and departments on the provision of infrastructure to meet community needs	Council continues to identify issues with local MPs and relevant government ministers.
Work with local service providers to maintain an acceptable level of service delivery	Participate in regional planning working group	Council continues to work with regional directors on planning for essential services.
	Raise identified deficiencies in education needs across the region in particular Pre-School and High School	Council continues to work with local service providers to meet the education needs of the region. The Mudgee Early Childhood Hub has provided additional preschool places for the region.

Building a Strong Local Economy (cont'd)

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

Strategy	Action	Comments
Develop a step by step guide to assist potential investors to work through the regulatory framework	Develop a guide to assist potential investors and developers to work through regulatory framework	A developers newsletter is distributed quarterly to provide an update for potential investors and developers.
Review plans and controls with economic impacts	Update and review guides, as required, to keep up with changes in legislation and the economy	Council maintains and publishes annual data to assist investors and developers understand the local economy.

GOAL 3.3 | A RANGE OF REWARDING AND FULFILLING CAREER OPPORTUNITIES TO ATTRACT AND RETAIN RESIDENTS

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

Strategy	Action	Comments
Work with lead agencies for employment to identify trends and discuss issues impacting employment	Work with employment agencies to identify trends and develop strategies to assist employment opportunities across the region	Council continues to monitor workforce trends and identify regional projects which will lead to new job creation.
Encourage local business to explore traineeships and apprenticeships	Work with local businesses to promote traineeship and apprenticeship positions, including educating businesses on available government support	Council continues to forward relevant information to local chambers of commerce for distribution to members.

Building a Strong Local Economy (cont'd)

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

Strategy	Action	Comments
Work with lead agencies for education in the region and understand their roles and responsibilities in economic development	Work with education providers on the provision of services to meet community needs	Council continues to work with education providers across the region. A review of face to face training courses available in the region was completed in 2016/17.
Pursue opportunities to develop a university outreach campus with offerings aligned to local industries	Nil activity planned for 2016/17	Council continues to investigate education gaps and provide feedback to relevant agencies.

Connecting Our Region

OUTCOME:

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

GOAL 4.1 | HIGH QUALITY ROAD NETWORK THAT IS SAFE AND EFFICIENT

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

Strategy	Action	Comments
Work with the RMS to improve road safety	Liaise with the RMS on road safety matters	Council continues to maintain a good relationship with RMS to manage road safety and traffic matters. The road safety blackspot program funded the Hill End Road widening project in 2016/17 which will significantly improve safety on this regional road.
Regulate effective and appropriate user activities on the road network	Contribute to and support load limit variations and B-Double restrictions on various local roads as necessary	Applications for oversize and over mass vehicle movement permits are assessed when received. B-Double routes are reviewed when requested.
	Review speed limits and traffic management	Speed limit review and traffic management issues are addressed when requested.
Participate in relevant regional transport committees and working parties	Facilitate the Local Traffic Committee	Regular Local Traffic Committee meetings were held during the 2016/17 financial year.

Connecting Our Region (cont'd)

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

Strategy	Action	Comments
Annually review the Roads Asset Management Plan	Continue to update data for Asset Management Plans	Asset management information continues to be updated as projects are completed. Information is regularly reviewed and any inconsistencies and inaccuracies corrected when identified.
Implement the works program in accordance with the Roads Asset Management Plan	Manage State Roads in accordance with RMS contracts	Council continues to manage 206 kilometres of state highway and main roads for RMS through the Routine Maintenance Council Contract and work with RMS to improve safety on the state controlled network. Late funding provided Council with the opportunity to undertake asphalt works in Mudgee and other projects.
	Ongoing maintenance and upgrades of regional roads network	Maintenance works have continued on the regional road network during the 2016/17 year. The Cope Road project was completed and the upgrade of the Ulan road is progressing as planned. The major components of the Blackspot safety project on Hill End Road and the rehabilitation project on the Bylong Valley Way were also completed during the 2016/17 year, with ancillary works to be finalised in Q1 2017/18. The Wollar Road project commenced and will be ongoing in 2017/18.
	Maintenance of MWRC local road network in accordance with established levels of service	Grading, resheeting and reseals were completed during the year. Emergency repairs were completed following the wet weather with the remainder of the repair works to be undertaken in 2017/18 with natural disaster funding confirmed.
	Upgrade, renewal and extension of local roads in accordance with Capital Works Program 2016/17	Several projects were deferred until 2017/18 following the wet weather and Natural Disaster declaration. All other projects were completed as planned for the 2016/17 year.
	Upgrade and renewal of bridges across the region in accordance with the Capital Works Program 2016/17	Bridge replacement projects were completed as planned during the 2016/17 year. Two bridge projects have been deferred to 2017/18 to allow for environmental requirements to be completed.
	Sealing of and upgrades to Wollar Road in accordance with Restart NSW funding agreement	Scheduled works for 2016/17 were completed. The major upgrade will continue into the 2017/18 financial year and is currently on target to be completed on time and on budget.
	Undertake upgrades of Ulan Road in accordance with the Ulan Road Strategy	The Ulan Road Strategy project has continued to progress during the 2016/17 year.
Pursue additional funding for upgrading of roads infrastructure	Lobby for additional funding for roads	Council continues to identify and pursue new funding for additional projects, such as Hill End Road, Bylong Valley Way and Wollar Road.
	Ensure that major developers pay for the impact additional development will have on road network	Funding commitments for major road upgrades have been obtained through Ulan Road Strategy and Resources for Regions program.

Connecting Our Region (cont'd)

Strategy 4.1.3 | *Develop and enhance walking and cycling networks across the region.*

Strategy	Action	Comments
Implement the Pedestrian Access Mobility Plan	Upgrade and renewal of footpaths and cycleways in accordance with Capital Works Program 2016/17	Footpath replacement projects were completed in Mudgee, Gulgong and Kandos as identified in the PAMP. The Lawson Park project will be completed in 2017/18.
	Maintain existing footpath and cycleway network in accordance with established levels of service	Footpaths are maintained progressively throughout the year.
	Extension of Cudgegong River shared pathway to Glen Willow/Putta Bucca	The construction of the Putta Bucca and Glen Willow shared pathways was completed in 2014/15. Council continues to extend the pathway within the allocated budget.

GOAL 4.2 | EFFICIENT CONNECTION OF THE REGION TO MAJOR TOWNS AND CITIES

Strategy 4.2.1 | *Develop a regional transport network that grows with the needs of business and industry.*

Strategy	Action	Comments
Support the continuation of commercial passenger services at Mudgee Airport	Work with service provider to re-establish passenger services to end from Sydney	Fly Pelican commenced services in June 2015. Council continued to provide support during the 2016/17 financial year for ground handling and landing fees.
	Operation and maintenance of Mudgee Airport in accordance with agreed service levels	The airport met all statutory requirements and safety standards
Lobby for improved highway linkages along the Great Western Highway and Bells Line	Lobby for improved access to Western NSW from Sydney	Participate in regional meetings to discuss transport infrastructure needs as required.

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

Strategy	Action	Comments
Pursue improved broadband and mobile coverage with Government and major service providers	Lobby for improved internet speeds and mobile coverage throughout the region	Continue to pursue improved broadband and mobile coverage through grant programs and the roll out of the NBN in the region.

Good Government

OUTCOME:

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

GOAL 5.1 | STRONG CIVIC LEADERSHIP

Strategy 5.1.1 | *Provide clear strategic direction through the Community Plan, Delivery Program and Operational Plans.*

Strategy	Action	Comments
Ensure actions of the Operational Plan and Delivery Program are completed on time, on budget and meets success criteria	Successful delivery of 2016/17 Operational Plan	222 of 236 items in the 2016/17 Operational Plan/Delivery Program were 100% completed.
	Six monthly progress reporting against Delivery Program and comprehensive Quarterly Budget Reviews against Operational Plan	Six monthly progress reporting against Delivery Program and comprehensive Quarterly Budget Reviews against Operational Plan have been completed.

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

Strategy	Action	Comments
Ongoing review and enhancement of governance framework	Continue to hold "Open Day" prior to Council Meetings	Residents continue to use Open day to address Councillors on a wide variety of matters.
	Promotion of upcoming Council meetings	Council's web page informs residents of Council's meeting schedule. Community News publishes dates and times of meetings.
	Webcast of Council Meetings	Webcast of Council meetings continues on an ongoing basis.
	Installation of Audio Loop in Council Chambers	Audio loop in Council Chambers was installed in 2015/16. Council continues to maintain the loop.
Provide professional development opportunities to support elected members in fulfilling their obligations as councillors	Provide access to professional development programs for elected members	The newly elected Council participated in a comprehensive induction program in Q2 2016/17. Councillors also undertook a Governance Review in May 2017 which was overseen and reported on by the Australian Institute of Company Directors (AICD). The review will help inform a professional development program for Councillors over the elected term ending 2020.
Hold awareness sessions for potential candidates in the six months leading up to each Council election and ensure information packages are available	Develop program for candidate awareness sessions	Council conducted a candidate awareness session on 19 July 2016 which was attended by 19 potential candidates.

Good Government (cont'd)

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

Strategy	Action	Comments
Continue to lobby State and Federal Government on all matters that are of interest to the Mid-Western Region	Work with the Mayor to access Local Members and Ministers on relevant issues	Regular meetings held with local members and access provided to various ministers for specific issues (including transport, regional development, tourism and local government reform).
	Strengthen relationships with local State and Federal members	Regular meetings held with local members and access provided to various ministers for specific issues (including transport, regional development, tourism, local government reform).
	Engage with regional directors of State Government	Regular meetings held with regional directors to discuss regional priorities.

Good Government (cont'd)

GOAL 5.2 | GOOD COMMUNICATIONS AND ENGAGEMENT

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

Strategy	Action	Comments
Publish monthly editions of Community News	Community News	Monthly editions of Community News have been distributed to residents for the previous 12 months including letterbox delivery and e-edition production.
Provide an up to date and functional web interface	Ensure web content is kept up to date and relevant	Website maintained well throughout the year with improvements made to content and layout.
Regularly report to the community in a variety of interesting ways	Increased use of all media avenues including social media, radio and television	Council continues to utilise a variety of ways to engage with the community, with a focus on improving communication and channel optimisation.
	Implementation of Social Media Strategy	Council utilises a range of communications tools to improve communications with the community and create awareness of Council's roles and responsibilities. This includes surveys, advertising, TV, radio, newspaper, facebook and twitter.
Operate and maintain a community works request system that provides timely and accurate information and responses	Maintain Works Request System and produce regular reporting on response times	Council continues to maintain the Works Request system. The community can report a work request in person, on the phone or via our website, which will generate a work request number for reference and follow up. Executive receives regular reporting on overdue works requests (over 14 days).
	Promote use of Snap Send Solve for community to submit works requests	Council staff continued to promote the "Snap, Send, Solve" software via the Council website and Facebook/ Twitter social media platforms. This software enables the community to report real time issues/faults/incidents/ damage to Council while providing detailed information and photos.
Ensure the community has clear information about who to contact in Council	Provide a customer focused web site	Staff continue to work on improving the functionality, content and presentation of Council's website. There are plans underway with the re-design of the public website in 2017/8. An important part of this website will be improving the accessibility and information presented on Councillors, Council staff, the structure and their responsibilities across the region.
Educate the community on Council's roles and responsibilities	Provide access to Council's corporate documents both through the website and Administration Centres	Council continues to make available all documents on exhibition in Mudgee, Rylstone and Gulgong administration centres and on the Council website.

Good Government (cont'd)

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

Strategy	Action	Comments
Seek feedback on policy development and local issues	Ensure policies, strategies and proposals impacting the community are placed on exhibition for public comment	All documents on exhibition are accessible on Council's website and available for viewing at administration centres during the public exhibition period.
	Utilise a range of formal and informal engagement tools to seek community feedback on a broad range of issues	Council provides ongoing opportunities for community engagement and feedback through the use of survey monkey, workshops, phone surveys and facebook.
Provide opportunities and make it easy for the community to participate in and influence decision making	Encourage attendance at Council Meetings in person and via webcast	The opportunity for residents to access Council meetings both in person and by webcast demonstrates Council's ongoing commitment to openness and transparency in decision making.

GOAL 5.3 | AN EFFECTIVE AND EFFICIENT ORGANISATION

Strategy 5.3.1 | *Pursue excellence in service delivery.*

Strategy	Action	Comments
Benchmark Council's service delivery against relevant organisations	Provide Planning and Building Statistics to Department of Planning	Reports are completed and submitted to the Department of Planning and Environment as required.
	Participate in Centroc, NSW LGPA, LGNSW and other industry body surveys and benchmarking exercises	Staff continue to participate in relevant activities. In April 2016, Council resolved to discontinue membership of Centroc in 2016/17. Council has since commenced participating in OROC.
	Desktop analysis of annual financial results against other NSW councils	A review of Council's 2015/16 financial and non-financial results was provided to Councillors during the 2017/18 budget development process, utilising OLG comparative data (released annually). Council data was compared and reported against other Group 4 Councils.
	Report on OLG comparatives for Group 4 councils	OLG did not provide comparatives during the 2016/17 financial year. NSW Council's participated in the Fit for the Future project that provided detailed comparative data for consideration. Fit for Future reports were also made available via a dedicated website.
Conduct biennial community surveys 2014 & 2016	Undertake 2016 community survey	Community wide surveys were completed as part of the Community Roadshow and update of the Community Plan.

Good Government (cont'd)

Strategy 5.3.1 | *Pursue excellence in service delivery (cont'd).*

Strategy	Action	Comments
Provide effective and efficient internal support functions, and undertake regular service reviews	Conduct quarterly Council Staff Updates across all work sites	Quarterly staff update meetings were held during 2016/17.
	Engage with the community on desired levels of service across Council functions	The Community Roadshow was launched in December 2016 to inform an update of the Community Plan and Delivery Program for the next 4 years. The community were asked to identify key projects and service initiatives they would like Council to consider over the next 4 years.
	Develop program of internal service reviews	Resources were not allocated to this activity in 2016/17. The program will commence in 2017/18.
	Provide effective Workshop services for Council fleet	All plant was serviced as per schedules and meeting RMS requirements. Replacement plant orders placed and awaiting delivery.
	Effective capture and management of corporate records	Council continued to adhere to the State Records Act in the handling, recording and archiving of Council records (including disposal). The Records Management Policy was reviewed and updated in 2017. Staff are planning a major upgrade to the Records Management software (ELO) in Q2 2017/18 which is designed to improve functionality and efficiency for staff in managing Council records.
	Ongoing enhancements to Council procurement including Roadmap Best Practice Procurement project	Staff continuously revisit the Roadmap program to ensure expectations are being met. Updates on roles and responsibilities will be rolled out in Q1 2017/18. As procurement processes are continually evolving, constant improvement will be required.
Provide a responsive customer service function	Reply to all correspondence within 14 days	Council continues to monitor and respond to all correspondence through Records and Customer Service departments within 14 days. Any overdue correspondence is escalated in the Records system and statistics reported to Executive on a monthly basis.
	Review Customer Service Charter and deliver positive, informative, and professional front-of-house and phone customer service function	The introduction of customer service knowledge software (LivePro) and Telstra Call Centre software in Q1 2016/17 has seen a marked improvement in service delivery to all customers over the phone and in person across all 3 service centres. A review of the new Call Centre software will be completed in Q1 2017/18.

Good Government (cont'd)

Strategy 5.3.2 | *Promote Council as a great place to work for talented people.*

Strategy	Action	Comments
Attract, retain and develop a skilled workforce	Develop a training program targeted towards achievement of Delivery Program and areas of risk identified in Workforce Plan	Training was completed during the year to address areas of risk in the Workforce Plan, leadership and management development and regulatory and licencing requirements.
	Promote our core values of Respect, Integrity and Recognition	Council's core values of respect, integrity and recognition are promoted throughout Council from recruitment, commencement of employment, induction, staff updates and the General Manager's update.
	Ensure all employees have clearly articulated accountabilities against which they will be assessed	Performance Appraisals were conducted in August/September 2016.
Provide a safe, healthy and non-discriminatory working environment	Establish a culture of workplace safety	WHS Management System Action Plan has been implemented and continues to be reviewed. WHS Training has been undertaken for all Council staff. A WHS Contractor and Project Management audit was completed in April 2017 and an Action Plan arising from this audit has been implemented.
	Review current WHS systems and implement a WHS Management Framework based on AS4801	Council continues to address the WHS Management System Action Plan. WHS training was conducted for all Council Staff. A Contractor and Project Management Audit was undertaken in April 2017 and an action plan undertaken.
	Align workplace behaviour with core values of Respect, Integrity and Recognition	Council continued to promote Council's values through Position Descriptions, Employee Performance Reviews, Inductions, Training and employee communications. The Employee Opinion Survey results were positive with an increase to the overall satisfaction score.
	Annual review of Equal Employment Opportunity Management Plan	The EEO Management Plan was reviewed and updated.
	Implement a service provider management framework	The updated service provider management procedure was implemented from Oct 2016.
Conduct annual Employee Opinion Surveys	Seek staff feedback via Employee Opinion Survey 2016/17	The Employee Opinion Survey was completed in March 2017 with a response rate of 80%. The results were positive with an increase to the overall satisfaction score.
	Identify and implement improvement strategies based on feedback from Employee Opinion Survey	Council conducted the latest Employee Opinion Survey in March 2017 and will continue to consult with employees and management to seek improvement strategies to increase employee's satisfaction and engagement with Council.

Good Government (cont'd)

Strategy 5.3.3 | *Prudently manage risks associated with all Council activities.*

Strategy	Action	Comments
Monitor and review Council's policies and strategies	Provide up to date Policy Register	Council's Policy Register is reviewed monthly by the Executive. Management reports are routinely provided to Council following policy reviews recommending appropriate amendments and re-adoption without change. Council has an ongoing procedure for the administration of its policies.
	Run test exercise against Business Continuity Plan	Council's Business Continuity Plan (BCP) was tested with a desktop exercise undertaken by the Executive. The report has identified opportunities to improve the plan, with recommended amendments to be presented to the Executive.
	Identify and resolve existing policy gaps	Policy management procedures developed and practised. Regular reports to the Executive who monitor compliance including policy gaps being identified.
	Education program to ensure staff understand policy requirements	Monthly procedure for policy managers has been adopted and implemented.
Enhance the information systems that support delivery of Council activities	Implementation of VOIP system	The VOIP system was implemented in 2016/17.
	Canvass options for increasing speed and reliability of Council network	Speed and reliability of Council's network increased with the renewal of assets and use of fibre technology.
	Continued investment in existing information systems to delivery productivity enhancements	System upgrades and asset replacements completed.
	Implementation of Corporate Performance Reporting software solution	Pulse corporate reporting software was introduced from Q1 2016/17.
	Implementation of mobility solutions for integrated asset management	Mobile tablets have been purchased and tested, and are being rolled out to operators.
	Implementation of online employee performance management system	Pulse Employee Performance Management online system was implemented in September 2015 and is used to manage Council's employee performance requirements.

Good Government (cont'd)

Strategy 5.3.3 | *Prudently manage risks associated with all Council activities (cont'd)*

Strategy	Action	Comments
Provide long term financial sustainability through sound financial management	Identify opportunities to increase revenue from property related investments	Council continues to investigate opportunities to expand its commercial development portfolio.
	Update Long Term Financial Plan	The Long Term Financial Plan 2017/2027 was adopted by Council on 21 June 2017, with all 2016/17 amendments included.
	Monthly reporting against budget and schedule for major works programs/strategic projects	All monthly budget reports were prepared for Council in accordance with the schedule.
	Comprehensive Quarterly Budget Review reporting	All Quarterly Budget Review Statements were complete within schedule and the Office of Local Government Guidelines.
	Development of Rating Strategy to support LTFP	At the May 2017 Council meeting a Supplementary Motion concerning a proposal to adopt a Rating Strategy for the term of Council was put and lost.
Ensure strategic and asset management plans are underpinned by sound financial strategies	Integration of long term impacts on financial sustainability indicators incorporated into Council decision making process	In 2016/17, Fit for the Future sustainability impacts have been included in Quarterly budget reviews. A new reporting template has been devised to include Fit For The Future sustainability impacts, with Long Term Financial Planning and Asset Management impacts included. This is due for roll out from August 2017.
	Ongoing improvements to asset data and asset system capabilities	Water and Sewer asset data has been cleansed and updated in line with 2016/17 Fair Value targets. Financial data within Asset Management Plans has been updated, in line with LTFP data and 2015/16 Fair Value asset categories.
	Integrate long term asset management considerations into Council decision making process	In 2016/17, Fit for the Future sustainability impacts have been included in Quarterly budget reviews. A new reporting template has been devised to include Fit For The Future sustainability impacts, with Long Term Financial Planning and Asset Management impacts included. This is due for roll out from August 2017.
Comply with relevant accounting standards, taxation legislation and other financial reporting obligations	Improved integration of Asset Management Plans and Long Term Financial Plan	Financial data within Asset Management Plans has been updated, in line with Long Term Financial Plan data for 2015/16 Fair Value asset categories (progression continues as plans are scheduled for review).
	Achieve a high standard of financial management	Council received an unqualified audit report on 10 October 2016, with all legislative deadlines met for 2016/17.
	All rating, taxation, statutory, and grant reporting obligations satisfied in an accurate and timely manner	All statutory reporting was submitted on time, with an unqualified audit report provided for the 2015/16 Financial Statements on the 10 October 2016. Grant reporting requirements were met as they fell due.

Managing the Money

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

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

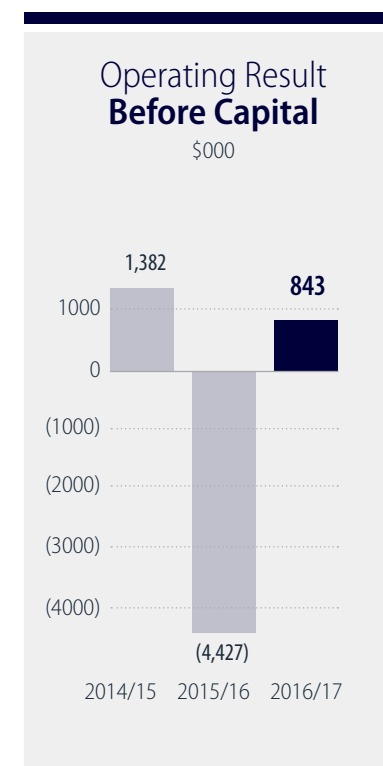
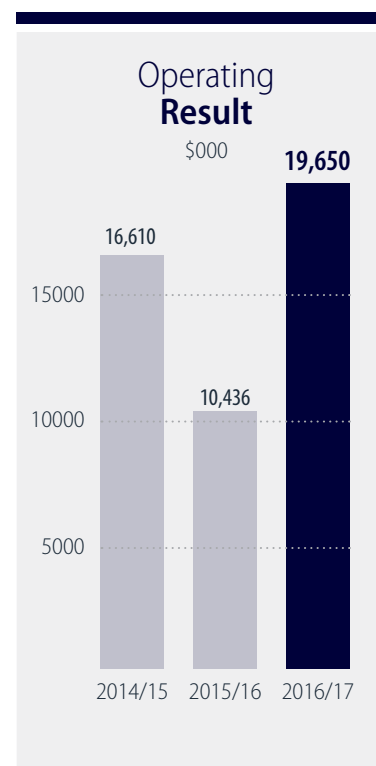
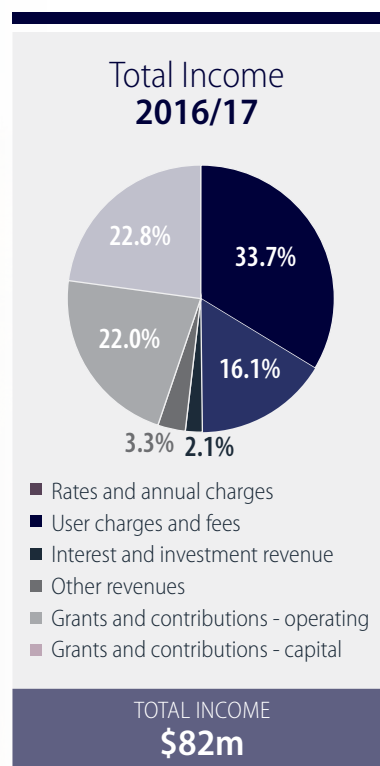
The following information provides a brief summary of Council's 2016/17 financial statements in a format that is readily understood by the community, customers, employees and other stakeholders.

INCOME

This year, Council's primary source of income was from Rates and Annual Charges of \$28 million or 33.7% of total income (2015/16: \$27million or 34.8%).

Council generates a significant portion of revenue from fees and charges associated with the provision of services and facilities such as swimming pools; contract works; planning and building regulation; water consumption; and waste management. This amounted to \$13.2 million or 16% in 2016/17 (2015/16: \$15.6 million or 20%).

Grants and contributions from Government and Industry continue to be an important funding source for provision of services to, and maintenance and construction of infrastructure for the community. Council received a total of \$36.8 million or 44.8% in grants and contributions in 2016/17 (2015/16: \$30.5 million or 39.8%).



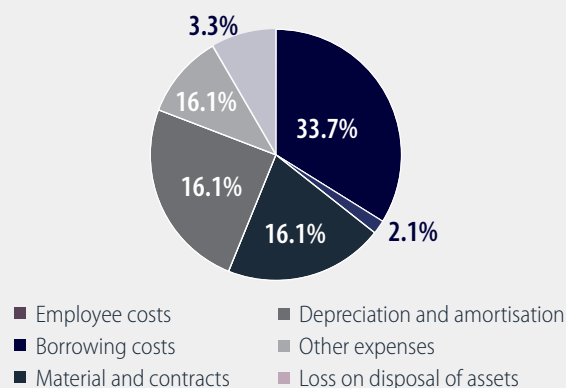
Managing the money (cont'd)

EXPENDITURE

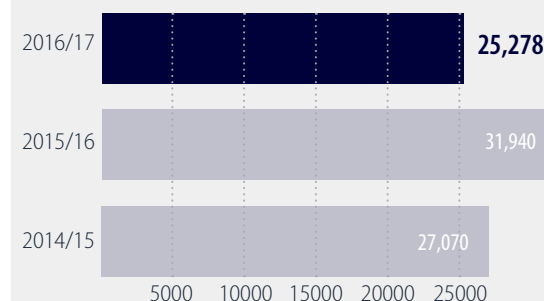
Council continues to invest as much money as possible into the renewal of existing infrastructure to ensure it is in a satisfactory and serviceable condition.

Council also continues to invest in new infrastructure to meet the demands of a growing community. Council delivered \$25.2 million of capital expenditure this year (2015/16: \$31.9 million).

Operating Expenditure Before Capital



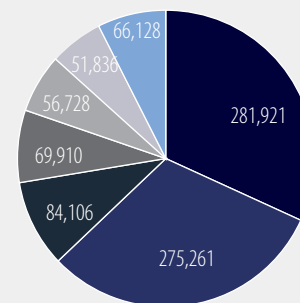
Capital Expenditure (\$'000)



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.

Infrastructure, Property, Plant and Equipment 2016/17



- Bulk earthworks (non-depreciable)
- Roads, bridges and footpaths
- Sewerage network
- Water supply network
- Buildings
- Land total
- Other – Stormwater drainage, Plant and Equipment, Pools, Open Space etc

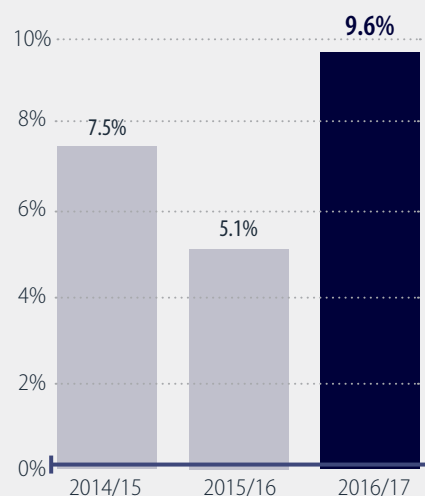
TOTAL WRITTEN DOWN VALUE \$885,890

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.

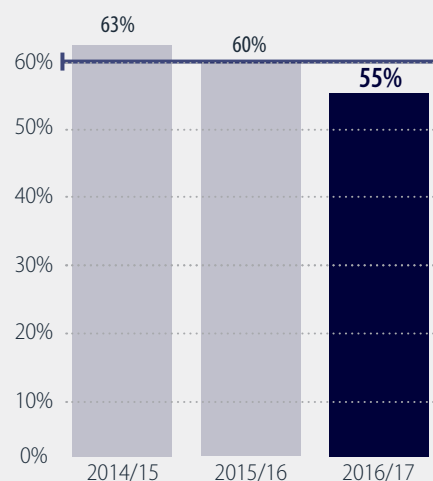
The benchmark is greater than 0%.



Own Source Operating Revenue

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.

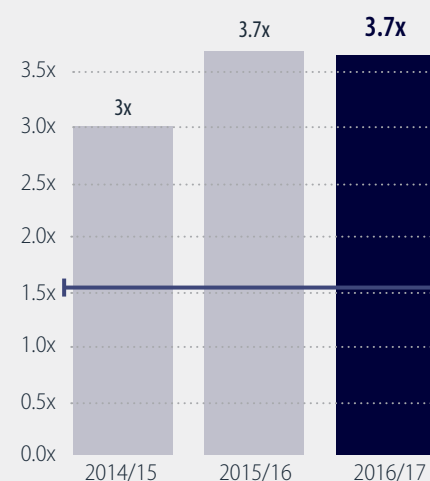
The benchmark is equal to or greater than 60%.



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.

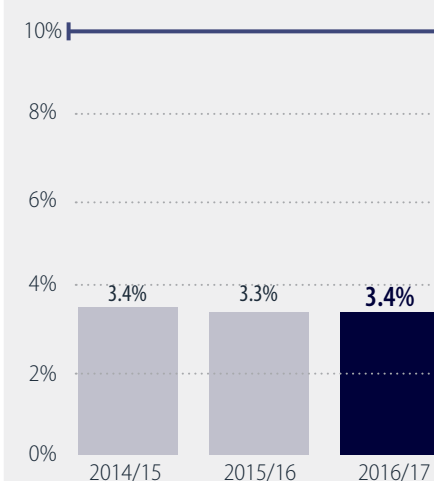


Rates, annual charges, interest and extra charges outstanding percentage

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%.

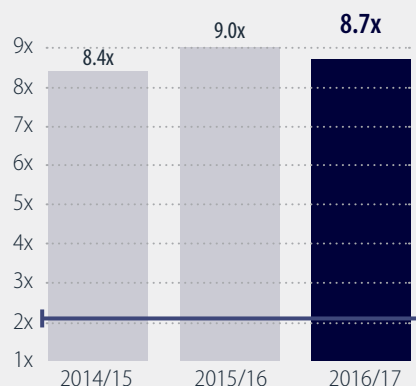


Performance measures (cont'd)

Debt service cover ratio

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

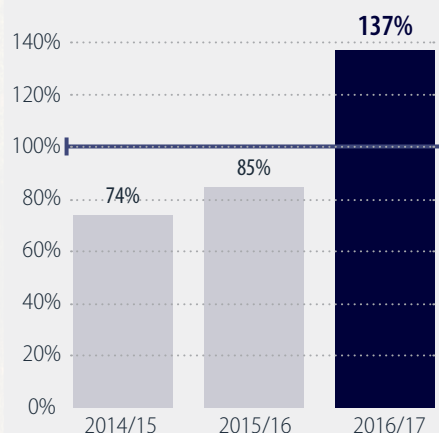
The benchmark for this ratio is greater than 2.0.



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 for this ratio is 100%.

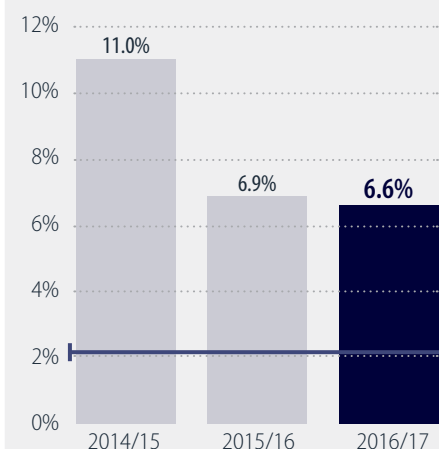


Infrastructure backlog ratio

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

** There remains significant contention across the local government industry concerning both the benchmark being too low and the use of written-down value in the calculation itself.*

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

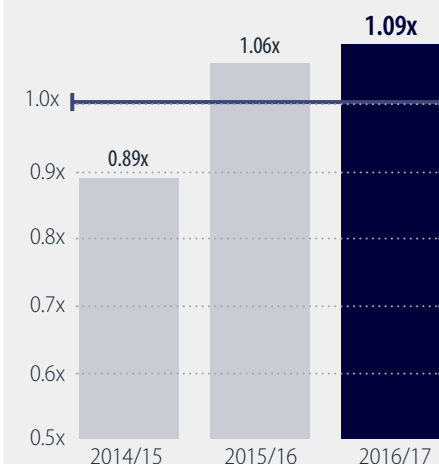


Asset maintenance ratio

This ratio compares actual versus required annual asset maintenance.

A ratio above 1.0 indicates that Council is investing enough funds within the year to stop the infrastructure backlog from growing.

The benchmark for this ratio is equal to or greater than 1.0.



Statutory Information

Local Government Act 1993 and Local Government (General) Regulation 2005

References to 'section' refer to the Local Government Act 1993, while references to 'clause' refer to the Local Government (General) Regulation 2005.

Council's general reporting requirements are set out in section 428 of the Local Government Act 1993 and the Local Government (General) Regulation 2005 (Part 9, Division 7).

To access copies of the Acts and Regulations visit:

www.legislation.nsw.gov.au

AUDITED FINANCIAL REPORTS

Local Government Act 1993 -and Local Government (General) Regulation 2005 Section 428 A

A summary of Council's financial performance for the year can be found in the 'Managing Money' (page 52) and 'Performance measures' (page 54) sections of this report.

A full copy of the Financial Reports are available on Council's website at:

<http://www.midwestern.nsw.gov.au/council/Reports--Statements/>

Hard copies of financial statements are available from Council upon request.

RATES AND CHARGES WRITTEN OFF

Local Government Act 1993 - Section 428, Local Government (General) Regulation 2005 Clause 132

During the year Council Abandoned \$807,234 in rates and charges (including postponed rates).

Pensioner rebate	\$710,774
Postponed rates	\$5,777
Other rates and charges	\$90,683

OVERSEAS VISITS

Local Government Act 1993 - Section 428(4)(b), Local Government (General) Regulation 2005 - Clause 217(1)(a)

Council is required to disclose details of any overseas visits undertaken by any Council officers including Councillors and staff.

No overseas visits were undertaken by any Council officers including Councillors and staff in 2016/17.

COUNCILLOR EXPENSES AND PROVISION OF FACILITIES

Local Government Act 1993 - Section 428, Local Government (General) Regulation 2005 - Clause 217(1)(a1)

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

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

The Mayor's Fee for 2016/17 was \$24,014 plus a Councillor Fee of \$11,007. The Mayor served the entire 2016/17 financial year.

The Councillor's Fee for 2016/17 was \$11,007 for each Councillor who served an entire 2016/17 financial year, \$2,195 for each Councillor who served from July 2016 up until the Council election in September 2016 and \$8,467 for each Councillor who served from the election in September 2016 to June 2017.

COUNCILLOR EXPENDITURE

Local Government Act 1993 - Section 428, Local Government (General) Regulation 2005 - Clause 217(1)(a1)(i-viii)

Councillor Expenses 2016-17															
	General Operations	Cr Cavalier	Cr Holden	Cr Karavas	Cr Kennedy	Cr Martens	Cr O'Neill	Cr Paine	Cr Shelley	Cr Thompson	Cr Walker	Cr Weatherley	Cr Webb	Cr White	TOTAL
Councillor Fees	-	11,007.71	8,467.47	8,467.47	11,007.71	11,007.71	8,467.47	8,467.47	11,007.71	11,007.71	2,195.27	2,195.27	2,195.27	2,195.27	97,689.51
Mayoral Fees	-	-	-	-	24,014.26	-	-	-	-	-	-	-	-	-	24,014.26
Council Meeting Expenses (accommodation, travel and meals)	8,143.88	-	-	-	-	2,610.30	-	-	1,518.00	2,160.80	-	-	203.50	-	14,636.48
Conferences, Seminars and Representational/Lobbying Expenses (accommodation, travel and meals)	-	-	-	-	1,393.46	-	-	-	-	-	-	-	-	-	1,393.46
Provision of Vehicle	-	-	-	-	11,329.29	-	-	-	-	-	-	-	-	-	11,329.29
Memberships & Subscriptions	58,448.89	-	-	-	-	-	-	-	-	-	-	-	-	-	58,448.89
Miscellaneous expenses (meals, sundries, stationery, etc)	572.35	1,742.73	1,751.68	1,353.03	1,027.35	950.98	868.04	859.09	859.09	860.86	-	-	-	-	10,845.20
Provision of office equipment, such as laptop computer and telephones	599.34	3,388.61	386.34	1,457.46	2,636.59	628.15	1,481.51	272.19	2,528.55	2,232.56	530.04	79.51	603.27	235.00	17,059.12
Training and provision of skill development for Councillors	22,732.64	-	-	-	-	-	-	-	-	-	-	-	-	-	22,732.64
Totals	90,497.10	16,139.05	10,605.49	11,277.96	51,408.66	15,197.14	10,817.02	9,598.75	15,913.35	16,261.93	2,725.31	2,274.78	3,002.04	2,430.27	258,148.85

No expenses were incurred for the provision of care for a child, or an immediate family member of a Councillor to allow the Councillor to undertake his or her civic functions.

No overseas or interstate visits were undertaken by elected members in 2016/17.

CONTRACTS AWARDED

Local Government Act 1993 - Section 428, Local Government (General) Regulation 2005 - Clause 217(1)(a2)

In accordance with the Local Government Act 1993 and Council's Procurement Policy, Council calls for tenders for the supply of various goods and services where the estimated spend under that contract exceeds \$150,000. The requirement to tender excludes the purchase or sale of land; purchases at public auction; contracts for employees of Council; purchase of goods and services under State Government or Commonwealth procurement contracts; emergency contracts; or where because of extenuating circumstances, remoteness of locality or the unavailability of competitive or reliable tenderers, Council decides by resolution (which states the reasons for the decision) that a satisfactory result would not be achieved by inviting tenders.

The following contracts were awarded during 2016/17:

Contractor	Goods / Services Provided	Amount payable under the contract (ex GST)
Fulton Hogan Industries Pty Ltd	Bitumen Spray Seal	2,247,405.00
Shearer Contracting Pty Ltd	Stage 1 Wollar Road Upgrade	2,586,085.00
Ross Lomax	Kandos Swimming Pool Contract Lease 2016 to 2019	487,137.00
Central West Civil	Stage 3 Wollar Road Upgrade	2,193,994.00
St Hilliers Property Pty Ltd	Stage 4 Wollar Road Upgrade	2,949,425.00
Fleetwood Urban Pty Ltd	Cudgegong River Footbridge Design and Construction	370,700.00
Bridging Australia Pty Ltd	Widening of Fitzpatrick Bridge	318,430.00
Interflow Pty Ltd	Sewer Mains Rehabilitation Program 2016-2019	1,284,753.00
Westrac	Supply of track loader for waste facility	413,600.00
IVECO Trucks	Supply of three truck and dogs	1,133,596.00
Stuart and Dunn	Supply & Delivery of Stationery	>\$150k
Elster	Supply & Delivery of Domestic Water Meters	>\$150k
Flick Aniticimex	Provision of Hygienic Services	>\$150k
Sulo	Supply & Delivery of MGB Garbage Bins & Parts	>\$150k

Contractor	Goods / Services Provided	Amount payable under the contract (ex GST)
OilsPlus (Shell), Lowes Petroleum (BP)	Supply & Delivery of Bulk Fuels	>\$150k
Castrol	Oils & Lubricants	>\$150k
Cadia Group	Supply & Delivery of Ductile Iron Cemented Lined Pipe, Water and Sewer Fittings	>\$150k
Various	Wet and Dry Plant Hire 2016-2018	>\$150k
Various	Trade Services	>\$150k

LEGAL EXPENSES

Local Government Act 1993 - Section 428, Local Government (General) Regulation 2005 - Clause 217(1)(a3)

Council expended \$245,483 on legal costs during 2016/17.

Of that amount, \$105,624 related to the cost of obtaining legal advice or opinion in relation to various matters and not in relation to legal proceedings taken by or against the Council.

In addition, Council expended \$139,859 during the period in recovering outstanding rates and charges. These costs are debited as a charge against individual rate assessments. Council recovered \$139,786 of such costs during the period.

No legal proceedings were taken by or against Council in 2016/17.

STATEMENT OF PROPOSED CHARGES FOR THE CARRYING OUT OF WORK ON PRIVATE LAND

Local Government Act 1993 - Section 428, Local Government (General) Regulation 2005 - Clause 217(1)(a4)

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

Council undertook private works in 2016/17 to the value of \$133,000 resulting in a profit of \$55,000. This represents a profit margin of 41%.

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

CONTRIBUTIONS AND DONATIONS

Local Government Act 1993 - Section 428, Local Government (General) Regulation 2005 - Clause 217(1)(a5)

The total amount contributed or otherwise granted by Council under Section 356 of the Local Government Act, 1993 was \$1,077,995.

Significant contributions are listed below.

Recipient	Amount
Housing Plus (Crisis Accommodation)	\$85,000
Kandos Bicentennial Industrial Museum (including property transfer)	\$599,000
Pelican Airline Air Service	\$119,000

DELEGATED EXTERNAL BODIES

Local Government Act 1993 - Section 428, Local Government (General) Regulation 2005 - Clause 217(1)(a6)

During the 2016/2017 financial year there were no external bodies exercising functions delegated by Council.

However a range of committees conduct functions on behalf of Council. There are a number of different committee types including advisory committees, management committees, and appointments to external committees.

During the 2016/2017 financial year Council appointed delegates to a number of external organisations and committees.

These are:

- Bushfire Management Committee
- Rural Fire Service District Liaison Committee
- Mudgee Region Tourism Inc
- Ulan Coal Mine Community Consultative Committee
- Wilpinjong Community Consultative Committee
- Charbon Community Consultative Committee
- Moolarben Community Consultative Committee
- Inglenook Exploration Community Consultative Committee
- Central West Catchment Management Authority – Local Government Reference Group
- Macquarie Valley Weeds Advisory Committee
- Joint Regional Planning Panel
- Murray Darling Association
- Local Traffic Committee
- Bowdens Silver Mine Community Consultative Committee
- Crudine Ridge Wind Farm Consultative Committee
- Mudgee Health Council

ADVISORY COMMITTEES

Advisory committees help Council stay connected with the views of our local citizens. Comprising of local community members and Council representatives, these committees provide advice and feedback to Council on key issues.

For 2016/17 there were 13 Advisory Committees and Reference Groups operating within the region. Further information on these committees, including minutes and terms of reference, can be found on Council's website.

Mudgee Showground Management Committee

Councillor Representative: Clr Webb, Clr Holden, Clr Karavas

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

Red Hill Reserve Working Party

Councillor Representative: Clr Cavalier

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

Mudgee Sports Council Sub Committee

Councillor Representative: Clr Weatherley, Clr O'Neill

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

Gulgong Sports Council Sub Committee

Councillor Representative: Clr Thompson, Clr O'Neill

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

Rylstone Sports Council Sub Committee

Councillor Representative: Clr Shelley

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

Mid-Western Regional Council Heritage Committee

Councillor Representative: Clr White, Clr Paine, Clr Holden

The Heritage Committee advises Council about the preservation and enhancement of items and places within the Mid-Western Region that are of heritage significance.

Gulgong Memorial Hall Committee

Councillor Representative: Clr Thompson, Clr Cavalier

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

Mudgee and Gulgong Access Committee

Councillor Representative: Clr Shelley, Clr Karavas, Clr Paine

The Mudgee & Gulgong Access Committee provides advice to Council on matters relating to accessibility in the Mudgee and Gulgong areas.

Rylstone and Kandos Access Committee

Councillor Representative: Clr Martens, Clr Paine

The Rylstone & Kandos Access Committee provides advice to Council on matters relating to accessibility in the Rylstone and Kandos areas.

Mid-Western Regional Cultural Development Committee

Councillor Representative: Clr White, Clr Holden, Clr Paine

The Cultural Development Committee provides advice to Council on the implementation of recommendations from the Cultural Plan.

Australia Day Selection Committee

Councillor Representative: Clr Kennedy, Clr Cavalier, Clr Shelley, Clr Karavas

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

Mid-Western Regional Youth Council

Councillor Representative: Clr Karavas, Clr Paine

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

Noxious Weeds Control Advisory Committee

Councillor Representative: Clr Holden

The Noxious Weeds Control Advisory Committee provides advice to Council on weed control in the local government area.

STATEMENT OF CONTROLLING INTEREST

Local Government Act 1993 - Section 428, Local Government (General) Regulation 2005 - Clause 217(1)(a7)

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

STATEMENT OF PARTICIPATION – PARTNERSHIPS, CO-OPERATIVES, JOINT VENTURES, SYNDICATES OR OTHER BODIES

Local Government Act 1993 - Section 428, Local Government (General) Regulation 2005 - Clause 217(1)(a8)

Council was a party to the following partnerships, Co-operatives and Joint Ventures throughout 2016/2017:

- State Cover - bulk purchase Workers Compensation insurance by Councils in the state
- OROC – Orana Regional Organisation of Councils
- Mudgee Region Tourism Inc
- Flypelican

EQUAL EMPLOYMENT OPPORTUNITY

Local Government Act 1993 - Section 428, Local Government (General) Regulation 2005 - Clause 217(1)(a9)

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

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

In order to achieve this objective, Council will:

- Develop and implement an Equal Employment Opportunity (EEO) Management Plan;
- Incorporate Council's core values of respect, integrity and recognition and the principles of diversity, equality and merit into all relevant policies and procedures;
- Base all selection decisions on merit and the individual's ability to meet the requirements of the position;

- Provide training and development that is consistent with the principles of equity and that supports Council's EEO objectives;
- Provide a workplace free from bullying, harassment and discrimination;
- Promote EEO and workplace diversity throughout Council to ensure that every employee is aware of and understands Council's policies on EEO related matters;
- Provide those who work at Council with the Anti-Discrimination and Equal Employment Opportunity Policy and the Workplace Bullying Policy which provides guidance on what is acceptable behaviour and establishes what may constitute discrimination, vilification, harassment and bullying at work; and
- Provide effective mechanisms to resolve complaints.

During 2016/2017, Council completed a number of EEO related initiatives including:

- **Communication and Awareness Raising**
 - The Anti-Discrimination and Equal Employment Opportunity Policy and the Workplace Bullying Policy were reviewed and amended policies adopted by Council in February 2017.
 - The Anti-Discrimination and Equal Employment Opportunity Policy, the Workplace Bullying Policy, Workplace Environment Statement and Code of Conduct were accessible on Council's Intranet and were included in Council's Induction and Orientation practices.
 - Training on the revised Anti-Discrimination and Equal Employment Opportunity Policy, the revised Workplace Bullying Policy and the Workplace Environment Statement was undertaken for all staff in June 2017. Copies of the documents were distributed at these meetings.
 - Training on Anti-Discrimination, Equal Employment Opportunity and Merit Based Recruitment and Selection was carried out for staff involved in Recruitment Panels in September 2016 and June 2017.
 - An overview of Council's Equal Employment Opportunity Management Plan is included in Council's induction program.
- **Recruitment and Selection**
 - Ongoing interviewing and selection mentoring was provided to ensure compliance with Council's Recruitment and Selection Procedure and EEO principles.

- **Flexible Working Arrangements**

- Council continued to offer assistance with flexible working arrangements for employees with family and carer's responsibilities whilst ensuring operational, customer and employee requirements continue to be met.

- **Supported Employment Service**

- Council continued its commitment to the employment of people with disabilities through the Disability Enterprise.

- **Workforce Strategy 2017-2021**

- Council adopted a new Workforce Strategy 2017-2021. The strategy confirms Council's commitment to a diverse workforce and facilitating opportunities to increase diversity of the workforce.

- **Position Descriptions**

- A review of all Position Descriptions commenced which included a review to ensure that essential and desirable criteria are non-discriminatory.

SENIOR STAFF

Local Government Act 1993 - Section 428, Local Government (General) Regulation 2005 - Clause 217 (1)(b-c)(i-v)

Council's organisation structure included four Senior Staff positions for 2016/17. Those positions were:

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

The remuneration package for the General Manager totalled \$293,466, and included:

Salary component	\$233,066
Bonuses	NIL
Superannuation component	\$29,017
Non-cash benefits	\$23,558
Fringe Benefits Tax on non-cash benefits	\$7,824

The combined remuneration packages for all Directors for 2016/17 totalled \$507,914, and included:

Salary component	\$430,950
Bonuses	NIL
Superannuation component	\$44,066
Non-cash benefits	\$28,210
Fringe Benefits Tax on non-cash benefits	\$4,688

STORMWATER MANAGEMENT

Local Government (General) Regulation 2005 - Clause 217(1)(e)

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

COASTAL PROTECTION SERVICES

Local Government (General) Regulation 2005 - Clause 217(1)(e1)

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

STATE OF THE ENVIRONMENT

Local Government Act 1993 - Section 428A(1)

A snapshot of the State of Environment report is provided as part of this report.

A full copy of the State of Environment report can be found at:

<http://www.midwestern.nsw.gov.au/resident-services/Environmental-Services/Environmental-Resources-and-Links1/Resources/>

CAPITAL WORKS PROJECTS

The below projects meet the NSW OLG Capital Expenditure Guidelines cost threshold however are exempt due to the nature of expenditure being road construction.

\$000	2016/17 Budget	2016/17 Actuals	Project Status at 30 June 2017
Seal extension – Wollar Road	3,361	2,782	Construction has commenced in contracted stages 1,3 and 4. Stage 2 contract has been awarded. Currans cutting works which have been undertaken by Council staff will be completed by August and will supply most of the pavement materials for the project.
Ulan Road – Church Lane to overtaking lane 14.5	2,805	2,491	Works have commenced on the final stage of this project, which is the overtaking lane heading northbound up Frog Rock Hill.

COMPANION ANIMALS ACT AND REGULATION – ENFORCEMENT AND COMPLIANCE CLAUSE 217(1)(F)

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

The pound collection data for the 2016/2017 reporting period was lodged with the Division.

Lodgement of data relating to dog attacks with OLG

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

During the 2016/17 period, there were 47 separate dog attack incidents in the region, with a number of animal (primarily stock) and human victims.

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

Animal management/activities expenditure

During 2016/17, Council spent \$273,000 on companion animal management activities.

Council employs three full time Law Enforcement Officers to enforce the provisions of the Companion Animal legislation.

These Law Enforcement Officers also attend to after-hours stock impounding. As part of running an animal pound facility, Council utilises additional staff resources to ensure 7 day a week animal care and coverage.

The Office of Local Government provided \$26,000 of revenue to Council in 2016/17 for Animal Management Services.

A further \$42,500 was received from stock impounding fees, animal release fees, fines, animal sales and other related revenue, helping to partially offset the total cost of companion animal management to the community.

Companion Animal and Desexing Community Education Programs

Council strongly encourages residents to have their dogs and cats micro-chipped. Micro-chipping is quick, painless and easy. It is the easiest way a pet can be returned home, so it should be top priority for every pet owner. Council has a micro-chipping service, and charged \$33 for the service in 2016/17. During 2016/2017, 469 companion animals were registered through Council.

During the 2016/17 period Council conducted two separate micro-chipping days. Councils Law Enforcement Officers administered free microchipping and members of the community were encouraged to bring in their cats or dogs to Council's pound facility over a three to four hour period.

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

Council works with the local branch of the RSPCA regarding foster care and advertising of impounded animals. Council's website maintains a current listing of animals in the pound that are lost or looking for a new home. Across 2016/17, Council compiled Pound Data Collection Returns for the Office of Local Government. 376 animals were seized. 126 of those animals were able to be returned to their owners or Council successfully rehomed them.

A total of 51 animals were required to be euthanased as they were either unsuitable or unable to be rehomed.

Off Leash area

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

Summary of Pound Data	Cats	Dogs	Total
Seized and transferred to Council's facility	0	141	141
Abandoned/Stray	81	75	156
Surrendered by Owners	1	25	26
Released to Owners	10	116	126
Euthanased	18	33	51
Sold	48	94	142
Released to Organisations for re-homing	2	2	4
Died at Council Facility	0	0	0
Stolen or escaped from Council's Facility	0	0	0
Holding pending Court Action	0	0	0

REPORTING REQUIREMENTS UNDER THE GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009 SECTION 125

Under Section 7 of the GIPA Act agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. Council's program for the proactive release of information involved providing

as much information as possible on Council's website and where proactive making other information available free of charge in accordance with Council's Information Guide.

During the 2016/17 reporting period, Council received a total of 21 formal access applications as detailed in the table below.

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny whether information is held	Application Withdrawn	Total	% of Total
Media	3	0	0	0	0	0	0	0	3	14%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	0	0	0	0	0	0	0	0	0	0%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	2	0	0	0	0	0	0	0	2	10%
Members of the public (other)	14	0	0	0	1	0	0	1	16	76%
Total	19	0	0	0	1	0	0	1	21	
% of Total	90%	0%	0%	0%	5%	0%	0%	5%		

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

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny whether information is held	Application Withdrawn	Total	% of Total
Personal information applications*	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	18	2	0	0	0	0	0	1	21	100%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
Total	18	2	0	0	0	0	0	1	21	
% of Total	86%	10%	0%	0%	0%	0%	0%	5%		

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

Table C: Invalid applications

Reason for invalidity	Number of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	2	100%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	2	100%
Invalid applications that subsequently became valid applications	0	0%

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

	No. times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Total	0	

* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded

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

	Number of occasions when application not successful	% of Total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	1	100%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	1	

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

	Decision varied	Decision upheld	Total	% of Total
Internal review	11	0	11	50%
Review by Information Commissioner*	11	0	11	50%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
Total	22	0	22	
% of Total	100%	0%		

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

Table F: Timeliness

	Number of applications	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	10	48%
Decided after 35 days (by agreement with applicant)	11	52%
Not decided within time (deemed refusal)	0	0%
Total	21	

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

	Number of Applications for Review	% of Total
Applications by access applicants	11	100%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	11	

Table I: Applications transferred to other agencies

	Number of Applications transferred	% of Total
Agency-initiated Transfers	0	0%
Applicant-initiated Transfers	0	0%
Total	0	

REPORTING REQUIREMENTS UNDER THE ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979 SECTION 93G

Company	Effective	Purpose	Amount	Due Date	Paid
Caerleon	September 2013	Fairydale Lane Contribution	\$500,000	"Lump sum payment on connection of Fairydale Lane to the spine road, based on \$500 per lot of registered plans for the subdivision. Thereafter a per lot contribution upon registration."	No
		Community Open Space Network	Land for parks, recreation, stormwater and sewer	As stages are released	No
Charbon Coal	September 2010	Annual Contribution - Road Maintenance	\$0.05 per tonne per kilometre	Due by 31 July each year for coal hauled in previous year	Yes
		Annual Contribution - Road Maintenance	\$0.77 per tonne	\$75,000 paid as bond. To be charged with calculated contribution on an annual basis until \$75,000 exhausted. A further \$75,000 shall then be paid to Council, with annual charges payable whilst mining continues.	No
		Lump Sum - Carwell Creek Bridge Upgrade	\$210,000	\$210,000 due within 30 days of commencement of construction works by Council	Yes
		Annual Contribution - Community Facilities	\$0.01 per Run of Mine tonnes per annum	Due by 31 July each year for coal hauled in previous year	5 of life
		Lump Sum - Community Facilities	\$50,000	\$50,000 payable within one month of receipt of project approval for a community project in Rylstone, Kandos, Charbon and/ or Clandulla	Yes
Cobbora Holding Company Pty Ltd	November 2013	Construction Personnel Contribution	\$250 per employee per annum	Minimum \$100,000 per annum, payable for construction phase	No
		Operational Personnel Contribution	\$150 per employee per annum, plus \$400 per employee living in the LGA per annum	Minimum \$60,000 per annum, payable for operational phase	No
		Rehabilitation Personnel Contribution	\$250 employee per annum	Payable for rehabilitation phase	No
		Road contributions - Laheys Creek Road	Contribution to works	Payable on approval of the Portion Works Plan by the Developer	No
Kepco Bylong Australia	October 2016	Lump Sum - Community Services & Facilities	\$1,500,000	Payable on physical commencement of development	No
		Lump Sum - Community Services & Facilities	\$1,250,000	Payable on commencement of open cut mine operations	No
		Annual Contribution - Community Investment Fund	\$0.05 per tonne of Product Coal per annum	Payable within 3 months of the end of each Financial Year term	No

REPORTING REQUIREMENTS UNDER THE ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979 SECTION 93G (CON'TD)

Company	Effective	Purpose	Amount	Due Date	Paid
Moolarben Coal Stage 1	August 2008	Lump Sum - Open Cut Coal	\$1,000,000	Payable in three equal annual instalments, with the first payment due within 7 days of first loading and dispatch of coal produced from the open cut operation.	Yes
		Lump Sum - Underground Coal	\$300,000	Payable in three equal annual instalments, with the first payment due within 7 days of first loading and dispatch of coal produced from the underground operation.	No
		Lump Sum - Road Maintenance	\$1,000,000	Payable in three equal annual instalments, with the first payment due within 7 days of the commencement of construction.	Yes
Moolarben Coal Stage 2	January 2015	Annual Contribution - Road Maintenance	\$1,250,000	\$62,500 per annum for 20 years, with the first instalment due on the anniversary of the first loading and dispatch of coal.	8 of 20
		Annual Contribution - Community Infrastructure	\$1,000,000	\$100,000 per annum for 10 years, with the first instalment due on the anniversary of the first loading and dispatch of coal.	8 of 10
Ulan Coal Mines Limited	March 2011	Lump Sum - Community Infrastructure	\$3,475,000	\$2 million to be paid within 30 days of date of agreement. Balance of \$1.475 million to be paid within a year of the date of the first contribution.	Yes
		Annual Contribution - Road Maintenance Cope Road	\$1,050,000	\$50,000 per annum for 21 years, with the first instalment due within 30 days of date of agreement. Subsequent annual payments due on anniversary date of first contribution.	5 of 21
Wilpinjong Coal Pty Ltd	March 2006	Lump Sum - Coal Shipment	\$450,000	Payable prior to the first shipment of coal from the land	Yes
		Annual Contribution - Community Infrastructure	\$800,000	40,000 per annum for 20 years, with the first instalment due on the anniversary of the first loading and dispatch of coal	10 of 20
		Annual Contribution - Road Maintenance	\$30,000 per annum	\$30,000 per annum for the life of the mining operation, with the first instalment due on the anniversary of the first loading and dispatch of coal.	10 of life
		Annual Contribution - Bus Routes	\$60,000	\$20,000 per annum for three years	Yes
	January 2011	Lump Sum - Ulan-Wollar Road	\$50,000	Non cash contribution of \$50,000 of gravel to be used for upgrading of the Ulan-Wollar Road	Yes
		Lump Sum - Ulan-Wollar Road Upgrade	\$600,000	\$600,000 payable by instalments within 14 days of invoices as issued by Council at each stage of the primary road works	Yes
	October 2016	Annual Contribution - Community Infrastructure	\$600 per annum per permanent employee contractor in excess of 100 for 20 year consent period	\$235,095 paid in 2016/17. Annual contributions to be paid to 2027.	5 of Project Approval
		Annual Contribution - Community Infrastructure	\$600 per annum per permanent employee contractor for extended project life	Per annum starting in 2028 for approximately 7 years (end of project)	No

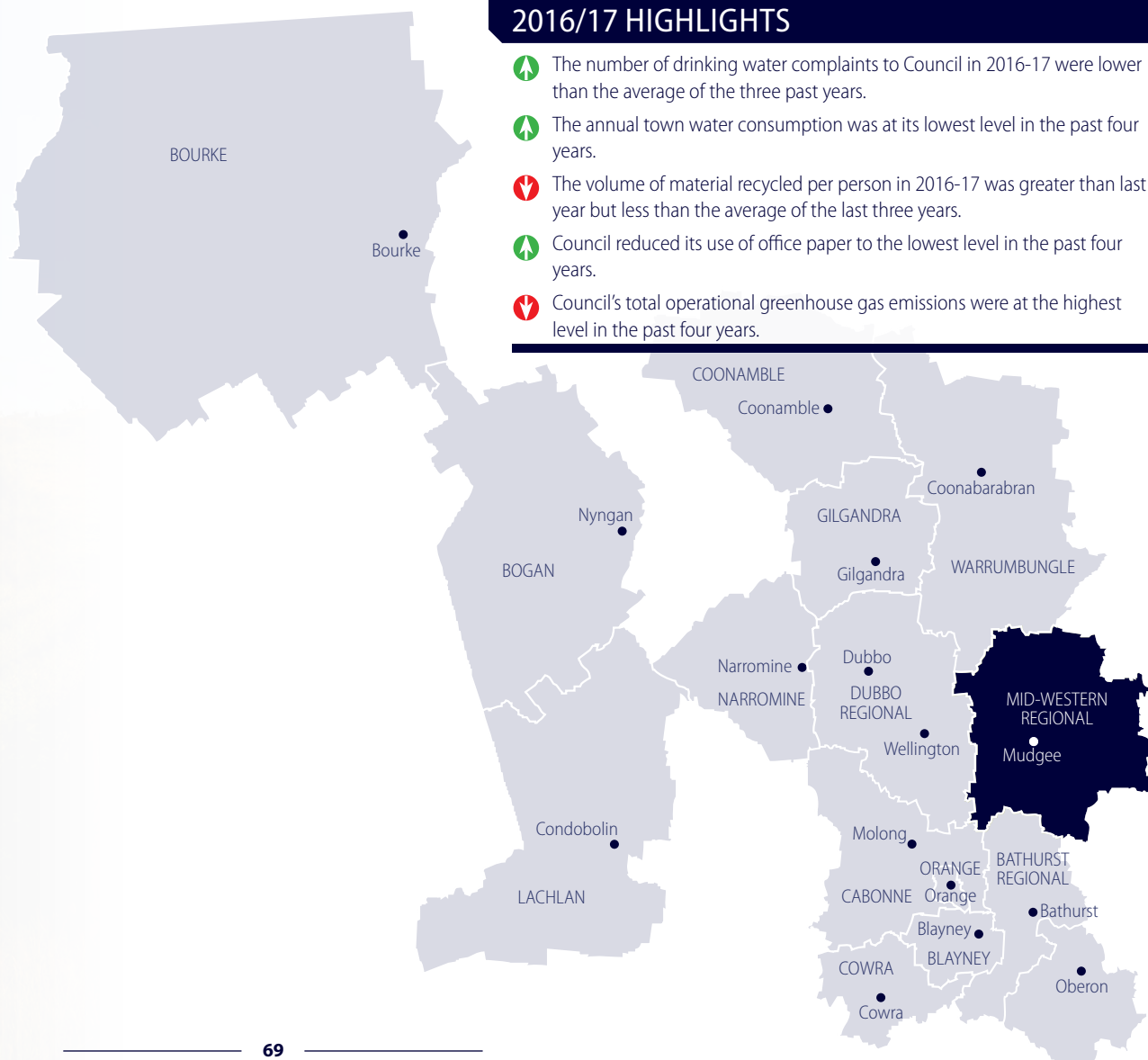
State of the Environment Report

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

Since 2007, the Councils of the Greater Central West Region of NSW (see map) have joined to produce regional SoE reports as part of Council reporting requirements.

Changes to NSW legislation mean that Councils are no longer required to produce SoE reports each year, but only once every four years, in the year of the Council election. However, the participating Councils have decided to continue reporting on an annual basis so that they can provide a detailed regional SoE report that covers trends in the intervening years.

This is a brief snapshot of data for the Mid-Western Local Government Area in 2016-17 across a range of environmental indicators as shown in the tables below. The tables provide an understanding of trends by comparing this year's data with an average of previous years. The Council snapshot report should be read in conjunction with the 2016-17 Regional SoE report.






2016/17 HIGHLIGHTS

- ↑ The number of drinking water complaints to Council in 2016-17 were lower than the average of the three past years.
- ↑ The annual town water consumption was at its lowest level in the past four years.
- ↓ The volume of material recycled per person in 2016-17 was greater than last year but less than the average of the last three years.
- ↑ Council reduced its use of office paper to the lowest level in the past four years.
- ↓ Council's total operational greenhouse gas emissions were at the highest level in the past four years.

State of the Environment Report (cont'd)

Land						
Issue	Indicator	2013-14	2014-15	2015-16	2016-17	Trend
Contamination	Contaminated land sites – contaminated Land Register (Number)	1	1	1	1	➡
	Contaminated land sites – potentially contaminated sites (Number)	29	29	31	31	⬇️
	Contaminated sites rehabilitated (Number)	0	0	0	0	➡
Erosion	Erosion affected land rehabilitated (ha)	1	0	0	0	⬇️
Land use planning and management	Number of development consents and building approvals	431	376	343	562	⬇️
	Landuse conflict complaints (Number)	12	28	20	36	⬇️
	Loss of primary agricultural land through rezoning (ha)	19	0	0	0	⬆️
Minerals & Petroleum	Number of mining and exploration titles	166	160	152	149	⬆️
	Area covered by mining and exploration titles (ha)			480,000	682,000	⬇️

 Improvement
  No or little change
  Worsening trend

State of the Environment Report (cont'd)

Biodiversity




Issue	Indicator	2013-14	2014-15	2015-16	2016-17	Trend
Habitat Loss	Total Area in the National Parks Estate (ha)		100,000	101,000	100,000	➡
	Total Area of State Forests (ha)		16,818	16,808	16,841	➡
	Total Area Protected in Wildlife Refuges (ha)	7,652	5,689	5,689	5,689	⬇
	Area protected in conservation reserves & under voluntary conservation agreements (ha)	1,381	1,381	1,384	1,657	⬆
	Extent of Travelling Stock Reserves in LGA (ha)			1,449	1,301	➡
	Proportion of Council reserves that is bushland/remnant vegetation	71%	73%	75%	75%	⬆
	Habitat areas revegetated (ha)	1	5	1	100	⬆
	Roadside vegetation management plan	Yes	Yes	Yes	Yes	➡
	Roadside vegetation rehabilitated (ha)		0	0	0	➡
Threatened Species	Threatened species actions implemented (e.g. PAS, recovery plans) (Number)	0	3	1	2	⬇
	Fish restocking activities: native species (Number)	87,155	146,000	125,000	124,000	⬆
Noxious weeds and feral animals	Fish restocking activities: non-native species (number)	39,000	41,000	42,332	38,334	⬆
	Number of declared noxious weeds	118	132	132	95	⬆
	Invasive species (listed noxious or WONS) under active management (Number)	27	27	30	24	⬇

⬆ Improvement ➡ No or little change ⬇ Worsening trend

State of the Environment Report (cont'd)

Water and Waterways



Issue	Indicator	2013-14	2014-15	2015-16	2016-17	Trend
Surface & Ground Water Quality	Average salinity levels in selected streams (EC)	536	587	559	486	↑
	E.coli remote from wastewater treatment plants (per 100ml)	0	2	0	0	↑
	Average Total Nitrogen in selected streams (mg/L)	0.58	0.63	0.55		
	Average Total Phosphorus in selected streams (mg/L)	0.04	0.04	0.04		
	Average Turbidity in selected streams (NTU)	9.4	12	15		
Riparian	Riparian vegetation recovery actions (number)	2	3	0	1	↓
	Riparian vegetation recovery area (ha)	2	7	0	50	↑
Industrial/ Agricultural Pollution	Load Based Licencing volume (kg)	79,379	15,144	11,130	14,567	↑
	Exceedances of license discharge consent recorded (number)	3	0	1	4	↓
	Erosion & Sediment Control complaints received by council (number)	3	1	3	20	↓
Stormwater Pollution	Number of gross pollutant traps installed	4	4	4	4	→
	Total catchment area of GPTs (ha)	118	118	118	118	→
	Water pollution complaints (number)	0	0	3	0	↑
Town Water Quality	Number of instances drinking water guidelines not met	74	138	149	77	↑
	Number of drinking water complaints	61	100	48	67	↑

 Improvement
  No or little change
  Worsening trend

State of the Environment Report (cont'd)

Water and Waterways (cont'd)




Issue	Indicator	2013-14	2014-15	2015-16	2016-17	Trend
Dam Levels	Average Dam Levels	52.8%	46.5%	41.4%		
Water extraction	Number of Water Supply Work Approvals from surface water sources	325	325	304	335	↓
	Volume of surface water permissible for extraction under licences (GL)	36	38	38	38	↓
	Number of Water Supply Work Approvals from groundwater resources	2,239	2,346	2,279	2,307	↓
	Volume of groundwater permissible for extraction under licences (GL)	31	33	32	35	↓
	Actual volume extracted through groundwater licences (GL)		3.4	2.8		
Council water consumption	Area of irrigated Council managed parks, sportsgrounds, public open space (ha)	70	70	70	70	→
	Water used by Council for irrigation (including treated and untreated) (ML)	109	138	146	175	↓
Town water consumption	Annual metered supply (ML)	2,023	1,945	1,949	1,931	↑
	Annual consumption (Total from WTP) (ML)	2,505	2,384	2,320	2,280	↑
	Average annual household mains potable water usage (kL)	221.0	200.2	200.3	191.5	↑
	Average level of water restrictions implemented	0.0	0.0	0.0	0.0	→
	Water conservation programs (Number)	0	0	0	0	→

 Improvement
  No or little change
  Worsening trend

State of the Environment Report (cont'd)

Towards Sustainability




Issue	Indicator	2013-14	2014-15	2015-16	2016-17	Trend
Waste Generation	Total waste entombed at primary landfill (tonnes)	22,811	26,711	28,568	22,639	↑
	Total waste entombed at other landfills (excl recyclables) (tonnes)	0	0	0	0	→
	Average total waste generated per person (tonnes)	0.96	1.11	1.18	0.92	↑
	Average cost of waste service per residential household	\$349	\$289	\$364	\$375	↓
Hazardous / Liquid Waste	DrumMuster collections (number of drums)	1,164	52	0	1,732	↑
	Household Hazardous Wastes collected (kg)	4,216	3,935	4,333	6,284	↑
Reduce	Organics collected (diverted from landfill) (tonnes)	3,388	2,603	2,484	3,363	↑
	E-Waste collected (diverted from landfill) (tonnes)	0	0	14	39	↑
Recycle	Volume of material recycled (tonnes)	4,014	2,886	2,518	3,113	↓
	Volume of material recycled per person (kg)	168	120	104	127	↓
Littering and illegal dumping	Number of illegal waste disposal complaints to Council	14	32	11	25	↓
Engineering, Infrastructure and Civil Works	New road construction (km)	1	1	2	1	↑
	Road upgrades (km)	51	74	95	83	↓

 Improvement
  No or little change
  Worsening trend

State of the Environment Report (cont'd)

Towards Sustainability (cont'd)



Issue	Indicator	2013-14	2014-15	2015-16	2016-17	Trend
Risk Management	Flood management plans / flood mapping – increase in area covered	0	0	0	710	↑
	Hazard reduction burns	9	6	19	11	↑
Climate Change Mitigation	Office paper used by Council (A4 & A3 reams)	1,984	2,023	2,176	1,956	↑
	Council sustainability initiatives (Number)	0	1	1	0	↓
	Council mitigation initiatives (Number)	0	0	1	1	↑
Council Greenhouse Gas Emissions	Annual electricity consumption for Council controlled facilities (MWh)	5,248	6,136	6,156	5,867	↓
	Annual natural gas consumption for Council controlled facilities (GJ)	0	0	0	0	→
	Annual bottled gas consumption for Council controlled facilities (L)	10,752	10,752	5,313	7,863	↑
	Total fuel consumption (KL)	1,020	1,132	975	708	↑
	Proportion of Council's electrical energy demand met from Council-owned renewable energy infrastructure	0.0%	0.0%	0.0%	0.0%	→
	Council total operational greenhouse gas emissions (tCO ₂ -e/year)	21,594	22,132	21,803	24,215	↓
Community Greenhouse Gas Emissions	Small scale renewable energy uptake (kW installed) - data collected 30 July 2017	1,022	995	1,264	1,216	↑
	Number of solar water heaters and heat pumps installed	41	31	49	15	↓

 Improvement
  No or little change
  Worsening trend

State of the Environment Report (cont'd)

People and Communities

Issue	Indicator	2013-14	2014-15	2015-16	2016-17	Trend
Active community involvement	Environmental volunteers working on public open space (hrs)	150		70	186	↑
	Number of environmental community engagement programs		5	5	6	↑
	Number of growers markets/local food retailers specialising in local food	2	3	3	3	↑
Indigenous Heritage	Number of indigenous sites on AHIMS register	3,613	4,162	4,302	4,328	↑
	Inclusion in DCPs & rural strategies	Yes	Yes	Yes	Yes	→
	Extent of liaison with indigenous communities (self-assessed from 0= none to 3=high)	2.0	2.0	2.0	2.0	→
	Development approvals on listed indigenous sites (Number)	0	6	4	1	↑
	Number of indigenous heritage management actions/responses	4	0	1	0	↓
Non-Indigenous Heritage	NSW Heritage items (Number)	13	13	13	14	↑
	Locally listed heritage items (Number)	526	526	526	526	→
	Actions to protect non-indigenous heritage (including management plans) (Number)	0	1	1	1	↑
	Heritage buildings on statutory heritage lists demolished/degraded in past year (Number)	0	1	0	1	↓
	Heritage buildings on statutory heritage lists renovated/improved in past year (Number)	4	9	6	41	↑

 Improvement
  No or little change
  Worsening trend

State of the Environment Report (cont'd)

CASE STUDY: DETENTION BASIN ENHANCEMENT PROJECT

(MID-WESTERN LGA)

In October 2016, Mid-Western Regional Council was awarded a grant of \$22,000 from Central Tablelands Local Land Services to assist in the restoration and enhancement of five detention basins and three drainage lines in west Mudgee.

Detention basins are used to retain coarse sediments from runoff and are typically the start of a treatment train. They prevent downstream environments from becoming smothered in sediment, by reducing flow velocity and encouraging sediments to settle out of the water column.

Well-designed detention basins and drainage reserves provide environmental benefits by filtering the water before it reaches river systems thus improving water quality, and offering important urban vegetation for native fauna particularly for bird species in terms of linkage value as well as habitat.

Earthworks were undertaken to transform bare detention basins into artificial wetland spaces. Once earthworks were completed they were planted out with wetland vegetation species. These works increase the biodiversity of the area, provide valuable migratory bird habitat by facilitating open water connections and filter the stormwater before it enters the Cudgegong River. Furthermore, they can now be used for passive recreation. Interpretive signs were installed next to two of the basins along the cycleway to educate the community about the importance of stormwater management.

Five basins and three drainage lines within the Cudgegong River catchment were rehabilitated with native vegetation by the Green Army team and during community planting days such as National Tree Day and a preschool planting event. There were 1,265 trees and shrubs planted and 2,170 wetland plants.

Planting the basins and associated drainage reserves with native vegetation provides valuable habitat to native fauna. Species planted included those known to be critical habitat for a number of threatened bird species in the area including the Regent Honeyeater and Glossy-black Cockatoo.



Detention basin restoration, west Mudgee.



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