

The background of the cover is a photograph of a park in autumn. In the foreground, there is a grassy slope with scattered fallen leaves. A picnic table is visible on the right. In the middle ground, there is a pond with ducks. The background features a line of trees with vibrant autumn foliage in shades of yellow, orange, and red. In the distance, there are rolling hills under a clear blue sky. The title text is overlaid on a white trapezoidal shape in the upper left corner.

# ANNUAL REPORT 2017/18

MID-WESTERN REGIONAL COUNCIL

# TABLE OF CONTENTS

Message from the Mayor .....	3
Message from the General Manager .....	4
Your Council .....	5
Civic Leadership .....	6
Councillor Key Statistics .....	8
Organisation Structure .....	9
Vision and Values .....	10
About the Mid-Western Region .....	11
Awards and Achievements .....	12
Key Completed Projects .....	13
Community Strategic Plan .....	18
Progress on the Operational Plan and Delivery Program .....	19
Looking After Our Community .....	20
Protecting Our Natural Environment .....	30
Building a Strong Local Economy .....	36
Connecting Our Region .....	41
Good Government .....	45
Managing the Money .....	52
Performance Measures .....	54
Statutory Information .....	56
State of the Environment Report .....	77

## MID-WESTERN REGIONAL COUNCIL

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<b>MAYOR</b>	Cr Des Kennedy
<b>GENERAL MANAGER</b>	Brad Cam



# MESSAGE FROM THE MAYOR

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“  
**I thank my fellow Councillors for their leadership and representation, Council staff for their hard work and commitment, and every member of the community who has provided feedback and participated in consultation opportunities. It is only through this collaborative process that Council can ensure the best possible outcomes are delivered and community priorities are recognised.**”



I am pleased to present the 2017/18 Annual Report which captures Council's major achievements and milestones over the last financial year.

I thank my fellow Councillors for their leadership and representation, Council staff for their hard work and commitment, and every member of the community who has provided feedback and participated in consultation opportunities. It is only through this collaborative process that Council can ensure the best possible outcomes are delivered and community priorities are recognised.

The Mid-Western Region has a great deal going for it as one of the most liveable and enjoyable regions in NSW. We are privileged to live in a region with outstanding tourist delights, investment opportunities and lifestyle attractions. Council is committed to ensuring the region is a great place to live, maintaining high quality and accessible community services, conserving and promoting the natural beauty of our region, building a strong economy and continually working to improve our large road network.

I am extremely proud that Council has secured more than \$30 million in government grant funding in the last two years most recently through Round 1 and 2 of the NSW State Government's Stronger Country Communities Fund to develop and improve community and sporting infrastructure in our main townships of Mudgee, Gulgong, Kandos and Rylstone. Council works hard to identify funding opportunities to reduce the financial burden on ratepayers and is currently making applications for grant funding to transform the former Cudgong Shire Building into an Arts and Cultural Centre that the region can be proud of.

It is wonderful to see construction of the new \$70.2 million Mudgee Hospital underway following advocacy from Council and Member for Dubbo Troy Grant MP.

The \$18 million upgrade of Ulan Road is now complete and has greatly improved road safety whilst other major roads projects including the \$15 million upgrade of Wollar Road continue.

Council works hard to attract major events and professional sports games to the region which stimulate the local economy and provide social and leisure opportunities for residents. In the 2017/18 financial year Council coordinated more events than ever before including the NRL Charity Shield St George Illawarra Dragons vs South Sydney Rabbitohs, the NRL Round 11 St George Illawarra Dragons vs Canberra Raiders game and Flavours of Mudgee. These events combined injected approximately \$10 million into the local economy.

I look forward to working with the community to achieving even greater outcomes for our region in the 2018/19 financial year.

A handwritten signature in black ink, appearing to read 'Des Kennedy', written over a white background.

DES KENNEDY  
MAYOR

# MESSAGE FROM THE GENERAL MANAGER

“  
**The 2017/18 Annual Report demonstrates Council’s strong financial performance. We have responsibly planned for the future through investment and prudent financial management, delivering debt-free budgets and a substantial capital works program. Council continues its focus on making overall business improvements and achieving long term financial sustainability.**  
”



Welcome to Mid-Western Regional Council’s 2017/18 Annual Report which details the accomplishments and performance of the organisation across all its departments over the last financial year.

The 2017/18 Annual Report demonstrates Council’s strong financial performance. We have responsibly planned for the future through investment and prudent financial management, delivering debt-free budgets and a substantial capital works program. Council continues its focus on making overall business improvements and achieving long term financial stability.

This year saw the completion of a number of major road projects including the 26km Cope Road Upgrade and the 45km Ulan Road Upgrade which I am proud to say was completed on time and on budget. Other completed projects include Mudgee Regional Airport Upgrade to improve airside and terminal facilities and the Holyoake Footbridge for pedestrian access across the Cudgong River.

Long-term road projects including the Bylong Valley Way and Wollar Road Projects continue as well as a second bridge over Pipeclay Creek on Henry Lawson Drive, which is nearing completion.

Council has been highly successful in securing government grant funding for large projects such as the new Outdoor Water Park at Mudgee Pool, Gulgong Children’s Adventure Playground, Kandos Rylstone Preschool Extension, Goodiman Creek Bridge replacement, the Mudgee and Gulgong Skate Park upgrades, a footbridge across the Cudgong River at

Rylstone, Stage 2 of the Glen Willow Regional Sports Complex and other sports upgrades across the region.

Council continues to apply for funding opportunities including for the development of a Regional Art Gallery at the former Cudgong Shire Building that was gifted to Council by the NSW Government in June.

Council continually looks toward the environmental and waste sustainability of our region and on 1 July introduced a Food and Garden Organic Waste Collection Service to divert waste away from landfill and extending the life of the current landfill site by 15 years.

Council continues to host highly successful professional sporting events including two NRL matches and has secured an A-League game, all of which generate significant economic benefit for the region. Our flagship event, the Flavours of Mudgee street festival was recognised by Local Government NSW and received the RH Dougherty Award for Innovation in Special Events (Division A - population less than 30,000) this year.

I thank Council staff and volunteers for their continued dedication to work to ensure we continue to deliver on Council’s vision of ‘a prosperous and progressive community we proudly call home’.

A handwritten signature in black ink, appearing to be 'B. Cam', written over a horizontal line.

BRAD CAM  
GENERAL MANAGER

# YOUR COUNCIL

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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

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## THE ROLE OF COUNCIL

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

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

## COUNCIL DECISIONS

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

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

Meetings are open to the public, and residents and businesses are actively encouraged to attend and participate in the decision making process. Prior to the commencement of the formal Council meeting, 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.

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

# CIVIC LEADERSHIP

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## 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 2017/18, there were two Code of Conduct complaints made against Councillors/staff. Code of Conduct matters are dealt with via the following means:

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

## 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
- Participate in the review of the Community Strategic Plan every four years
- Make submissions on items placed on public exhibition or notification, including major projects, development applications, strategic plans and policies

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



# COUNCILLOR KEY STATISTICS

## COUNCILLOR ATTENDANCE AT MEETINGS AND WORKSHOPS

11 Ordinary Council meetings were held between 1 July 2017 and 30 June 2018.

### Ordinary Meetings Attended

Elected Member	Number	%
Cr Des Kennedy – Mayor	11/11	100%
Cr Paul Cavalier – Deputy Mayor	9/11	82%
Cr Esme Martens	11/11	100%
Cr Peter Shelley	9/11	82%
Cr Percy Thompson	11/11	100%
Cr Alex Karavas	11/11	100%
Cr Russell Holden	9/11	82%
Cr John O'Neill	9/11	82%
Cr Sam Paine	10/11	91%

## 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



## MID-WESTERN REGIONAL COUNCIL



**MAYOR**  
Cr Des Kennedy



**GENERAL MANAGER**  
Brad Cam



**EXECUTIVE MANAGER HR**  
Michele George

- Workforce planning
- Learning and development
- Culture and communications
- Employee relations
- Recruitment
- Workplace health & safety
- Injury management



**CHIEF FINANCIAL OFFICER**  
Leonie Johnson

- Financial planning
- Financial services
- Treasury
- Asset accounting
- Payroll
- Rating and valuations
- Procurement and stores
- Property administration



**DIRECTOR OPERATIONS**  
Garry Hemsworth

- Roads and bridges
- Water and sewer
- Development engineering
- Stormwater
- Asset management
- Waste and recycling
- Weeds
- Workshop and fleet management
- Facilities (saleyards, airport, showgrounds)
- Emergency management
- Environmental services
- Aboriginal consultation



**DIRECTOR COMMUNITY**  
Simon Jones

- Customer service
- Records
- Governance
- Risk management
- Rangers
- Libraries
- Community services
- Cultural development
- Recreation services
- Information technology
- Buildings
- Insurance



**DIRECTOR DEVELOPMENT**  
Julie Robertson

- Economic development
- Building control
- Town planning
- Strategic planning
- Public health
- Heritage
- Media and communications
- Events
- Grants

# 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

# ABOUT THE MID-WESTERN REGION

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

One of regional NSW's fastest growing areas, the region is the gateway to the Central West and Far West regions of the state. Just over 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, retail, 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.



<b>8,752km<sup>2</sup></b>	<b>24,826</b>	<b>\$1.941bn</b>	<b>2,448km</b>	<b>10,369</b>	<b>2,625</b>
<b>Land Area</b>	<b>Population</b>	<b>Gross Regional Product</b>	<b>Roads Network</b>	<b>Jobs</b>	<b>Businesses</b>

## 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

# AWARDS AND ACHIEVEMENTS

## Regional Heat Winner – LG Professionals Rural Management Challenge 2017



The Rural Management Challenge is a professional development opportunity for identified up and coming staff within Council. Specially designed to provide councils in rural and regional areas of NSW with the opportunity to take part in this truly unique professional development experience, the Challenge develops skills and knowledge that can be immediately applied back at Council.

Over two days, teams of four come together to compete against other councils in the wider region as they are challenged with tasks which stretch their knowledge of local government and their council's policies and procedures. All tasks are tailored specifically for rural and regional councils, addressing realistic scenarios faced in the day-to-day management of council operations.

Two Mid-Western Regional Council Teams competed in the 2017 Challenge with the 'Mudgee Pioneers' Team placing first in the regional heat and fourth in the state.

## NSW Rural Management Challenge Final 2017 – LG Professionals Australia



Mid-Western Regional Council staff represented the Central West region at the inaugural Local Government Professionals Australia, NSW Rural Management Challenge Final 2017. The team of four (consisting of Elle Watson - Corporate Communications Officer, Alison Cameron - Graduate Accountant - Grants and Contributions, Alan Talbot - Safety Coordinator, and Rusha Rayan - Asset Management Coordinator and mentors Trish Elsegood – Financial Accountant and Brad Cam – General Manager) were selected to compete in the state final after winning the Central West Heat. Mid-Western Regional Council was the smallest Local Government Area to qualify to the state finals competing against much larger local government organisations.

## RH Dougherty Award - Innovation in Special Events (Division A - population less than 30,000)



Mid-Western Regional Council's flagship event, the Flavours of Mudgee street festival received the RH Dougherty Award for Innovation in Special Events (Division A - population less than 30,000).

Judges said Flavours of Mudgee 2017 was innovative, well thought out, a good initiative for the area and is building into the future. The RH Dougherty Awards recognise and encourage greater understanding and communication by councils to their local communities. The awards are managed by LGNSW and judged by leading experts in the communications field. Mid-Western Regional Council shared the award with Parkes Shire Council for the 2017 Parkes Elvis Festival.

# 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. A new playground was installed at Waratah Park, Kandos while new shade sails were installed at Gulgong's Victoria Park and Mudgee's Robertson Park playgrounds for the enjoyment and protection of parents and children.

Council worked closely with local volunteers to help preserve the historically significant Camping Tree Reserve, installing picnic tables and seating, fencing and bollards.

A new jumping pillow and shade sail was also installed at the Cudgegong Waters Caravan Park for the enjoyment of guests.

## Sporting Ground UPGRADES

A new turf cricket wicket was installed at Glen Willow and Billy Dunn Oval netball courts were resurfaced, enabling more local games to be played at these facilities and attracting more games from outside the region. New irrigation was installed at Waratah Park, Kandos enabling the entire sporting field to receive water and promoting adequate grass coverage.

## Mobile Library Van LAUNCHED

Council unveiled its new state-of-the-art Mobile Library Van that will continue to deliver a longstanding valuable service to residents in rural and remote villages. Proudly sponsored by Glencore Coal, the new van delivers reading and audio-visual material to 270 people across the Mid-Western Region. Council successfully secured \$92,821 in grant funding to purchase the van through the Glencore Community Investment Program.

## Restoration of WAR MEMORIALS

Rylstone's Boer War Memorial was returned to its former glory following restoration works. Council secured \$2,500 through the NSW Government's Community War Memorials Fund to complete cleaning and repairs of the marble obelisk.

## Public Art PROGRAM

Council made a significant commitment to support public art across the region with a further installation of public art. Twelve sculptures have now 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.



# KEY COMPLETED PROJECTS (CONT'D)



## Implementation of Food and Garden Organic Waste Collection SERVICE

Following an audit of waste collection in the region, it was discovered that at the time of collection the average garbage bin in the Mid-Western Region is only 80% full and of that 60% is organic material. To make use of this valuable resource and divert waste away from landfill, Council introduced a new Food and Garden Waste Collection service. Standalone residential properties with an existing garbage collection service received a new Food and Garden Waste bin, kitchen caddy and biodegradable bin liners.

## Environmental EVENTS

Households, businesses and schools across the region were encouraged to reduce their consumption of single-use plastics during Plastic Free July. Council worked with businesses in Mudgee, Rylstone, Kandos and Gulgong to provide a limited number of customers with reusable bags to shoppers.

More than 500 students from 14 schools took part in the ninth annual Green Day at Mudgee Showground. A total of 19 workshop presenters from a number of local businesses and organisations, including Council, educated students on managing pest species, water quality, habitat protection and waste reduction.

Council hosted the annual Putta Bucca Carp Muster, which allows the community to be involved in the care of their local area by removing pests from Putta Bucca wetlands and Cudgegong River.

This year's National Tree Day event encouraged locals to plant native trees and shrubs in conservation areas. Hundreds of native trees and shrubs were planted along the Cudgegong River to assist in revegetating the area and providing valuable habitat for native animals following the removal of a large infestation of woody weeds.

## Putta Bucca Wetlands Extension STAGE 1

The horseshoe lagoon, formerly a Sewer Treatment Clarifying Pond, was reshaped into a circular wetland with a central island. Thousands of trees were planted around the wetland to provide critical habitat and pathways constructed around the wetland were extended by approximately 50 per cent as a result of the project.

## Roadside Vegetation Extension PROJECT

Weed control was undertaken in high volume habitat roadside areas to eradicate pest species and promote native growth. As part of the project, a number of grants were provided to adjacent landholders to conduct commensurate planting to increase the size of the habitat corridor.

## Sewer Main RELINING

Council has continued the long-term rehabilitation of the region's sewer network, undertaking scheduled maintenance throughout the region. Maintenance works included Closed Circuit Television (CCTV) inspections of main sewer pipes; cleaning of sewer pipes; relining of sewer pipes; and some excavation work.

## Gulgong Water Main REPLACEMENT PROGRAM

Council is continuing its long-term Water Main Replacement program to upgrade Gulgong's aging water and sewer infrastructure. This includes a significant investment of approximately \$1 million each year for the next 8 years.

# KEY COMPLETED PROJECTS (CONT'D)



**BUILDING A STRONG  
LOCAL ECONOMY**

## New Businesses in the REGION

534 new businesses were registered in the Mid-Western Region across a broad range of industries from agriculture and construction through to food and accommodation, and administration and support services.

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 and Local EVENTS

Council co-ordinated more events this year than ever before, generating approximately \$10 million in additional spending in the local economy.

A number of major national events were held at the Glen Willow Regional Sporting Complex including the NRL Charity Shield St George Illawarra Dragons vs South Sydney Rabbitohs and the NRL Round 11 St George Illawarra Dragons vs Canberra Raiders. Council also hosted another highly successful Flavours of Mudgee street festival, Live and Local Music Festival, Live and Local Pop Up Music Festival, the Justice Crew Special Youth Performance and a tour of the Emirates Melbourne Cup.

## Mudgee Airport UPGRADE

Mudgee Regional Airport received a \$945,000 upgrade to improve airside and terminal facilities through grant funding provided by the NSW Government. As part of the upgrade Council completed an extension of the taxiway, a terminal fit-out, an upgrade of water and sewerage services. George Campbell Drive was realigned and the existing airside boundary fencing relocated to maximise the airside land available for future development.

The upgrades ensure Mudgee Airport is a regional facility providing modern infrastructure and facilities to support a commercial airline and attract further aviation investment. Airport upgrades were completed through the NSW Government's Restart NSW Regional Tourism Infrastructure Fund.



# KEY COMPLETED PROJECTS (CONT'D)



CONNECTING OUR  
REGION

## Angus Avenue REHABILITATION

A major Angus Avenue Road Renewal Project was completed in Kandos this year. The \$450,000 rehabilitation project involved the excavation of pavement and concrete slab that was replaced with quality road pavement. These works also included a water main replacement and upgrade to services connecting nearby businesses, as well as the installation of new kerb, gutter and associated footpaths to compliment previously completed street beautification.

## Construction of HOLYOAKE FOOTBRIDGE

Holyoake Footbridge was completed and provides the final link in a pedestrian/cyclist loop from Lawson Park in the Mudgee CBD to Glen Willow sports precinct. The 2.6 metre wide footbridge will provide a safer and faster alternative for pedestrians and cyclists to cross the river at Ulan Road. The \$450,000 project was jointly funded through the NSW State Government's Active Transport (Walking and Cycling) Program.

## Cope Road UPGRADE

Council completed a \$6.7 million upgrade of Cope Road, connecting Gulgong with Ulan. Grant funded through the Restart NSW Resources for Regions Program, the project included an upgrade to 26 kilometres of roadway between the Castlereagh Highway in Gulgong to Ulan Road, Ulan.

As part of the project, Council teams completed 13 kilometres of road widening and pavement rehabilitation and strengthening works; 8.6 kilometres of resealing; an upgrade of 9 intersections; drainage works including the widening of major drainage structures and kerb and gutter works in Rouse Street; and line marking and delineation.

## Ulan Road UPGRADE

Council completed an \$18.7 million upgrade of Ulan Road, connecting Mudgee to mining operations and the Golden Highway. The project was funded through \$9.5 million in grant funding from the NSW Government's Restart NSW Resources for Regions Program, with the remaining \$9.2 million provided by Ulan Coal, Moolarben Coal and Wilpinjong Coal operations.

The 4 year project commenced in 2014 and was completed on time and under budget in sometimes challenging conditions. As part of the project, the road has been widened, new overtaking lanes and turning bays constructed and significant drainage installed to bring it up to national standard.

Approximately 3000 vehicle trips are undertaken on the northern end of the road each day and 7000 trips closer to Mudgee. The upgraded road provides a major freight and tourist link between Mudgee and Newcastle as well as commuter access between Mudgee and mining operations in the Ulan area.

## Hill End Road WIDENING

Council completed a \$1.28 million upgrade of Hill End Road to improve an 8km section between Blain Road (entrance to the Mudgee Waste Facility) and Yarrabin Road that has been the location of several accidents over recent years. Funding was secured through the Federal Blackspot program to make safety improvements. The project commenced in 2016 and included widening of the road to accommodate an 8m wide seal along the length of the road incorporating widening shoulders on the outside of bends.

# KEY COMPLETED PROJECTS (CONT'D)



## Community ENGAGEMENT

A number of community engagement projects took place throughout the year.

Residents were invited to nominate priority projects to be considered for funding as part of Council's application through Round Two of the NSW Government's Stronger Country Communities Fund. To ensure funding was allocated to appropriate projects Council encouraged the community to list their top five projects via an online survey. Council staff also toured the region to encourage participation in the survey as part of a Community Engagement Roadshow.

The community was also engaged to shape the annual Delivery Program and Operational Plan with a number of Community Plan Proposal submissions put forward for consideration by Council.

## IT INVESTMENT

Council continues to invest in new technology to support its delivery of services to the community and maintain its existing IT systems and infrastructure.

This includes an ongoing program of upgrading its network of microwave links ensuring that more transferable and robust systems are replacing older radio systems, including those between Gulgong, Mudgee and Rylstone.

Council continues to work with its software suppliers to improve the functionality of its systems and provide enhanced levels of service to the community.



## Community News INNOVATIONS

Council's monthly newsletter 'Community News' was diversified this year and produced in a video format. The new publishing format allows Council to reach more residents than ever before on social media platforms and video streaming sites such as YouTube.

Community News is now available in four formats – print, electronic direct mail, audio (for the visually impaired) and video.

## Plant PURCHASES

Council continues to upgrade its fleet to ensure delivery of quality infrastructure and services. As part of the annual fleet upgrade four new road graders were purchased. These vehicles will be used in the maintenance of unsealed roads within Council's rural network and construction of new roads.

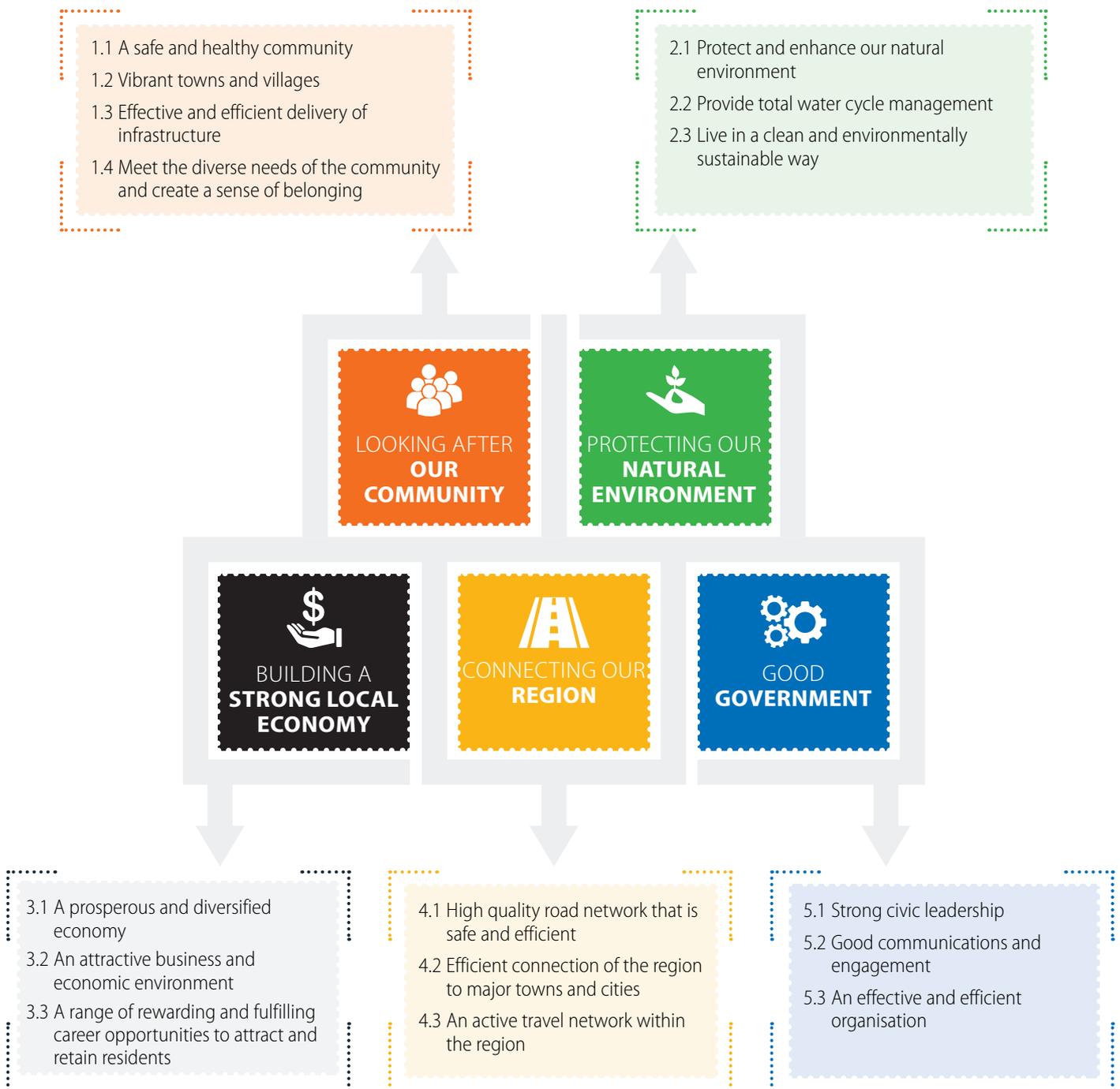
# COMMUNITY STRATEGIC PLAN

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.

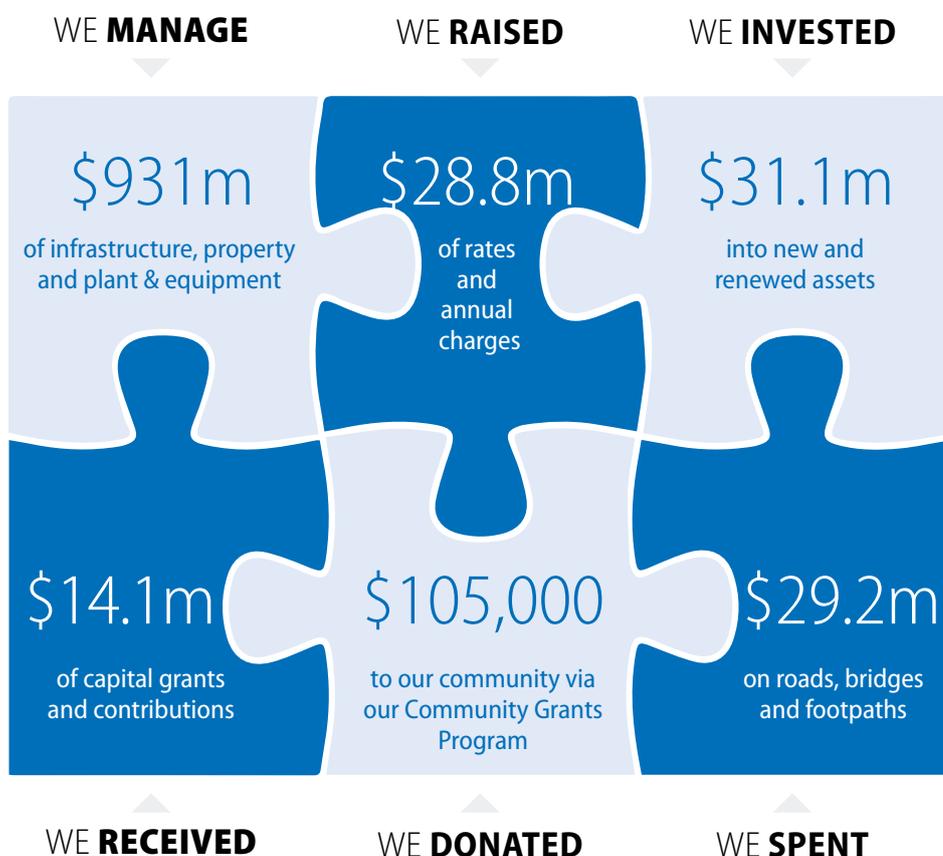
The plan represents an opportunity for Council and the community to strategically create and foster sustainable communities that reflect local values and aspirations. It allows the community to define and reconcile the economic, social, cultural and environmental priorities for the region.

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.



# PROGRESS ON THE OPERATIONAL PLAN AND DELIVERY PROGRAM



## PROGRESS AGAINST DELIVERY PROGRAM TARGETS

	No. of actions	100% complete	%
Looking After Our Community	66	66	100%
Protecting Our Natural Environment	42	34	81%
Building a Strong Local Economy	20	20	100%
Connecting Our Region	22	21	95%
Good Government	66	61	92%
<b>TOTAL PROGRESS</b>	<b>216</b>	<b>202</b>	<b>94%</b>

A detailed review of the actions included in the Delivery Program for the 2017/18 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.



LOOKING AFTER  
OUR COMMUNITY

## Goal 1.1

## A safe and healthy community

### Strategy 1.1.1

### Maintain the provision of high quality, accessible community services that meet the needs of our community

Strategy	Action	Comments
Provide comprehensive community support programs that embrace social justice, access and equity	Provide Meals on Wheels service	The Meals on Wheels service provided over 7,000 menu items to the elderly and those living with disability in our community. The service is predominantly provided to residents in the Mudgee CBD, but frozen meals were also provided to people living out of town who are unable to properly cook for themselves. Although the value of the service is based upon the provision of a nutritionally sound meal, it also provides peace of mind to family members unable to personally check on recipients on a daily basis. Service recipients also enjoy the daily social interaction with the service's 160 strong volunteer team.
	Provide Community Transport service	Council's Community Transport remains a popular and in demand service. Council is contracted by Transport for New South Wales to provide the service which delivers transport at a subsidised rate for eligible residents and assists those registered under the National Disability Insurance Scheme. Implementation of new software by the NSW Government in late 2017 has presented a number of operational obstacles, including software functionality by service volunteers. The NSW Government and its contracted service provider continue to work through the issues identified.
	Provide financial and in-kind support to MWRC Youth Council to deliver a range of youth oriented initiatives	Council continues to provide financial and in-kind assistance to Youth Council to undertake a range of youth-oriented activities and initiatives, such as school holiday workshops. Funding obtained from KEPCO Bylong for employment of a full time Youth Services Officer has increased the number of youth-oriented activities and events held, including Youth Week and school holiday activities, and increased regularity of Youth Council meetings. Council's youth-specific social media has also been boosted through employment of the Youth Services Officer.
	Provide Family Day Care service	Council continues to support local families by providing a Family Day Care service. Availability of the service varies depends on the number of educators and the days worked. Currently there are no vacancies in Family Day Care.
Provide customer focused library and information services	Deliver high quality, modern library services at Mudgee, Kandos, Rylstone and Gulgong	The Library continues to provide residents with a comprehensive, current, visually inviting and accessible library service, enabling them to meet their information, recreation, education and cultural needs. The Library is currently administered through 3 library branches and a Mobile Library Service, and serviced through the provision of extensive print and online collections, which are freely available to all members of the community.
	Provide Mobile Library service	The Mobile Library continued to be an integral part of the Library's Outreach Service, visiting small schools, outlying communities and housebound customers in their own homes or care facilities. The Mobile Library travels across the region on a 3-week rotation, extending the Library's reach within the community, through the loan of physical library items and by promoting the use of online resources.
	Deliver children and youth library programs including pre-school Bookworms and school holiday reading program	The Library continues to encourage a life-long love of books and reading through its three early literacy programs for small children - Born to Read, Toddler Tales, and Bookworms - as well as hosting a wide range of children's craft and storytelling sessions during the school holidays. There is continuous high demand for the Library's Children's Services & Programs, including the annual special events - Dad's Night In, Bookweek, National Simultaneous Storytime and the Summer Reading Program.
	Maintain an up to date library collection in accordance with Collection Policy	Mid-Western Regional Council Library continues to purchase items in line with the Collection Development Strategy. Items purchased include audio books, magazines, fiction and non-fiction for adults and children in both print and electronic formats, and DVDs.

# LOOKING AFTER OUR COMMUNITY



LOOKING AFTER  
OUR COMMUNITY

## 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 representatives continue to participate in the working group for the planning and redevelopment of Mudgee Hospital.
	Liaise with Western NSW Local Health District and work with local Medical Services Organisations through inter-agency meetings	Council continues to liaise with the Local Health District and other medical services stakeholders via inter-agency meetings in Mudgee and Rylstone. Council also liaises with service providers on an ad hoc and informal basis as required, as well as through its Healthy Communities program. The Mudgee and Gulgong Access Committee consulted with the Local Health District on the Mudgee Hospital Redevelopment, as did the Rylstone and Kandos Access Committee in relation to the redevelopment of the Rylstone Multipurpose Service.
	Provide accommodation assistance for Doctors in the region	Council maintains funds to assist in the provision of doctors accommodation should the need arise in order to promote and entice appropriate medical practitioners to the region. It was not necessary to access these funds during 2017/18.

### Strategy 1.1.3

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

Strategy	Action	Comments
Provide financial assistance in accordance with Council's Community Grants Program Policy	Provide financial assistance for local and regional bodies in accordance with Community Grants Program Policy	Community grants totalling \$105,278 were approved by Council in 2017/18.
Promote and support programs aimed at increasing community health and wellbeing	Provide funding for Healthy Communities initiatives	Council's Healthy Communities Program remains a popular low cost opportunity for community members not otherwise engaged in physical activity. During 2017/18, the program coordinated four different programs across Gulgong, Mudgee and Rylstone, which saw a total of 3,482 instances of individual participation. Classes were spread throughout the calendar year and averaged a class capacity rate of 62.34%.

# LOOKING AFTER OUR COMMUNITY



LOOKING AFTER  
OUR COMMUNITY

## 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
<b>Support and implement programs which aim to reduce anti-social behaviour</b>	Maintain effective working relationship with NSW Police	Council continues to work closely with NSW Police on matters of community concern.
	Participate in the Liquor Accord as required	Staff attend Liquor Accord meetings as required and monitor agenda items for matters relevant to Council.
	Maintain Alcohol Free Zones in town centres	Council maintains alcohol free zones in town centres and considers requests from event organisers to temporarily lift restrictions for major events such as Flavours of Mudgee and Rylstone StreetFeast. The service of alcohol within footpath dining areas is managed in accordance with Council's Footpath Dining policy.
	Increase lighting and other safety initiatives in parks and gardens as per Capital Works Program 2017/18	There were no planned capital works for lighting in 2017/18.
	Investigate options for CCTV cameras in town centres	Following delays in forming the Community Safety Committee due to a lack of nominations coming forward from anyone other than NSW Police, the first meeting was held in May 2018. Future meetings will consider the need for CCTV in the CBD and options available.
<b>Maintain clean and attractive streets and public spaces where people feel safe</b>	Regular street cleaning and litter collection in town centres	Council has continued to provide street cleaning services to town centres through regular street bin servicing, street sweeping runs and litter collection and cabinet maintenance programs.
<b>Work effectively with State Agency partners to maintain and enhance public safety</b>	Participate in review of Emergency Plan as required	Local Emergency Management Committee meets quarterly with plans reviewed and updated as required.
<b>Effective public health regulation and continuing education</b>	Work in partnership with the NSW Food Authority to address matters such as food premises inspections, safe food handling and food borne illness investigations	The annual food inspection program for 2017/18 was completed with 109 fixed premises inspections, 25 of which required reinspection. 59 temporary/mobile food van inspections were conducted across four of the region's major events.
	Continued support and promotion of Scores on Doors initiative	From 109 fixed premises within the region, 34 were given a 5 star rating, 58 a 4 star, 14 a 3 star and 3 were not given any rating due to significant breaches of food premises standards. The number of 5 star ratings declined by 30% compared to the previous year, due in part to Council officers becoming more proficient in their duty as food inspectors. With continued education and support of local businesses in 2018/19, the focus will be on bringing more premises back up to a 5 star rating.
	Onsite sewerage management registration and inspections	Council officers approved 68 new On Site Sewage Management (OSSM) systems and 21 Approval To Operate (ATO) applications for existing systems during the reporting period. Council's H&B officers inspect the existing system for compliance with operating requirements to ensure the system is operating within acceptable environmental limits. ATO's are issued for a period of 1-5 years dependant on the risk category assigned to the specified system.

# LOOKING AFTER OUR COMMUNITY



LOOKING AFTER  
OUR COMMUNITY

## 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	Council continues to evolve the relationship with Friends of Mudgee Pound Facebook site for the re-homing of impounded dogs and cats.
	Encourage registration of dogs through Council media channels	Council continues to increase compliance rates within the region with companion animal micro chipping days and increased registrations of companion animals. Council has formed a close partnership with a local branch of volunteers of the RSPCA. Rangers undertake patrols of towns and villages of the region promoting companion animals regulatory compliance.
	Provide off leash dog areas	Council provides off leash dog areas in Gulgong, Mudgee and Rylstone, which are well supported by the community.

## 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
Review of Development Control Plan	Conduct annual review of Development Control Plan	An amendment to the DCP has been drafted involving the inclusion of controls for the potential subdivision of lots with a minimum of 2 hectares.
Heritage advisory services and Heritage conservation	Access to heritage funding through Local Assistance Program	Local Heritage Grants have been allocated, with all projects completed in accordance with the program.
Support and assist preservation of important historical sites in the region	Maintain historical sites within the region, for example Red Hill Reserve	Historical sites within the region continue to be maintained to ensure their preservation and to enhance the historic character of our towns and villages.
Maintain the 2017/19 Mid-Western Regional Heritage Strategy	Implement actions identified in the 2017/19 Heritage Strategy	Council continues to implement the actions in the 2017/19 Heritage Strategy, including providing local heritage grants, facilitating Heritage Committee Meetings and engaging a Heritage Advisor.

# LOOKING AFTER OUR COMMUNITY



LOOKING AFTER  
OUR COMMUNITY

## Goal 1.2

## Vibrant towns and villages

### Strategy 1.2.2

### Manage the impacts of mining operations in the region.

#### Strategy

#### Action

#### Comments

Monitor employment and population growth

Provide updated population estimates based on building statistics and employment growth

Council continues to monitor relevant statistics and update documentation in conjunction with government agencies.

Meet regularly with mining companies

Hold quarterly meetings with mine managers

Council was represented on each of the Mine's Community Consultative Committees. Quarterly meetings were 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

Review and release land for development as required

Council utilises a Land Use Monitoring tool to monitor building approvals, subdivision approvals, construction and subdivision certificates against Council's Urban Release Strategy.

Regular updating of the Comprehensive Land Use Strategy

Conduct annual review of Comprehensive Land Use Strategy

Council continues to utilise the Land Use Monitor and Urban Release Strategy to inform updates to the Comprehensive Land Use Strategy. 3 planning proposals for 2ha development were approved through the Gateway Process in the last 12 months, and are expected to provide a 10 year supply. NSW DP&E has requested Council review the CLUS to strategically identify future 2ha opportunities.

Promote affordable housing options within the region

Provide funding to lease emergency housing for women and children leaving family violence

In 2017/18, through Council's funding assistance, Barnardos and Housing Plus have supported and assisted 175 individuals (including 12 families) through access to transition and crisis properties. These services continue to rely heavily on Council's contributions due to a lack of Link2Home providers in the Mid-Western community; as well as a reported surge in the rental market over the past 12 months.

# LOOKING AFTER OUR COMMUNITY



LOOKING AFTER  
OUR COMMUNITY

## 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

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

#### Action

Implement program of street beautification and tree planting

#### Comments

With tree planting completed for this financial year, Council continues to maintain and promote the aesthetic appeal of the towns and villages within the Region.

Work in partnership with local groups to apply for grants to buy and install sculptures across the region

Council installed three works of art acquired through the 2017 Sculptures in the Garden event. Council continues to promote public installations as part of the community's public art collection for the enjoyment of the local community, and to grow the region's profile as a destination for art and cultural attractions.

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

Deliver planning functions and building regulation in accordance with relevant legislation and adopted planning instruments

Council continues to undertake planning and building regulatory functions in accordance with relevant policies and legislation. Monthly reports are provided to Council on the number of applications determined and processing.

## 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

Review asset management plans and underpin with financial strategy

#### Action

Review, update and develop asset management plans for each major category of infrastructure in accordance with AMP review schedule

#### Comments

Asset Management Plans are currently up to date and in line with the Fair Value process.

# LOOKING AFTER OUR COMMUNITY



LOOKING AFTER  
OUR COMMUNITY

## Goal 1.3

### Strategy 1.3.1 (cont'd)

## Effective and efficient delivery of infrastructure

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

Strategy	Action	Comments
<b>Manage and maintain sportsgrounds, parks, reserves and playgrounds across the region</b>	Review and update Parks Management Plans	Passive Park management plan was updated and the Active Park management plan has been drafted. The Crown Lands Act was superseded in July 2018, with new regulations introduced regarding reporting, maintaining and management of plans. Future plans will need to adhere to new templates.
	Maintain and operate public open space in accordance with agreed service levels	Parks and playgrounds are maintained to a high standard with increased usage as well as positive feedback. Maintenance was continued throughout the 2017/18 year.
	Passive parks and facilities upgrades as per Capital Works Program 2017/18	Council continues to maintain and upgrade passive parks and facilities across the Region as per Capital Works Program 2017/18. These include a new playground installed at Waratah Park, playground upgrade at Cudgegong Water Park and shade sails installed at Robertson and Victoria Park.
	Public toilet construction and refurbishment as per Capital Works Program 2017/18	Council has continued with the construction and refurbishment of public toilets within sportsgrounds, parks, reserves and playgrounds across the region as per 2017/18 Capital Works Program. This has seen the inclusion of an accessible toilet at Victoria Park Gulgong.
	Playground installations and upgrades as per Capital Works Program 2017/18	Playground installations and upgrades were completed as per Capital Works Program 2017/18 including playgrounds at Waratah Park, Cudgegong Waters Park, Robertson Park and Victoria Park.
	Active parks and facilities upgrades as per Capital Works Program 2017/18	Council continues to manage and maintain the region's sportsgrounds. New improvements include construction of a turf cricket wicket and driveway entrance to the Soccer/Touch fields at Glen Willow, and entrance beautification and irrigation works at Waratah Park, Kandos. Fertilising, rehabilitation and rye grassing were undertaken successfully with all sporting fields above standard. All parks have been maintained to a high standard with positive feedback reflecting this.
<b>Manage and maintain cemeteries throughout the region</b>	Maintain and operate town and rural cemeteries in accordance with adopted service levels and policy requirements	Maintenance was undertaken throughout the financial year as planned.
	GPS mapping of town cemeteries	Council engaged a contractor to undertake GPS mapping, with Windeyer and Rylstone cemeteries completed.
	Upgrades and extensions of cemeteries as per 2017/18 Capital Works Program	Council continues to manage and maintain the region's cemeteries, with Gulgong Lawn cemetery extended and a children's area added to the Mudgee lawn cemetery.
<b>Manage, plan and maintain buildings and other assets across the region</b>	Buildings upgrades and refurbishments as per Capital Works Program 2017/18	The 2017/18 Building Capital Works Program has continued on schedule and budget providing infrastructure that meets the needs of our community for now and into the future.
<b>Maintain and operate swimming pool centres across the region</b>	Maintain and operate swimming pool facilities at Mudgee, Gulgong and Kandos in accordance with adopted service levels	The region's pools will open on the last Saturday in September and will operate until the last Sunday in April. All pools are maintained in accordance with NSW pool regulations.
	Undertake capital upgrades and renewals to swimming pool facilities as per Capital Works Program 2017/18	The pool filters at the Kandos pool and remaining filters at Mudgee were serviced this year. All pools were maintained in accordance with NSW regulations.

# LOOKING AFTER OUR COMMUNITY



LOOKING AFTER  
OUR COMMUNITY

## Goal 1.4

### Strategy 1.4.1

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

**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 increased support for the Youth Council through employment of a full time Youth Services Officer. The Youth Services Officer provides secretarial support in the form of minuting Youth Council meetings, researching possible activities and events, and co-ordinating an event if it proceeds. As the Youth Council is more productive with full time support, meeting frequency has increased from twice during school terms to once monthly.
	Provide funding for delivery of youth oriented initiatives	Council continues to provide funds to support Youth Council deliver youth oriented initiatives. Employment of a full-time Youth Services Officer, funded by Kepco Bylong has increased the number of activities and events held, including Youth Week and school holiday activities. Youth Council is focused on developing social holiday activities and goals identified in Council's Youth Strategy, including life skills training and upskilling for increased employment and vocational opportunities. It continues its recruitment campaign to maintain representation from youth across the broader community.
Provide meaningful employment to members of the disabled community	Maintain policies that support employment for people with disabilities at MWRC	Council has an EEO and Anti-Discrimination Policy, Disability Inclusion Action Plan and EEO Management Plan. Council continues to support employees with disabilities.
	Continued operations of Mudgee Recycling and Ironed Out	Council services at both Mudgee Recycling and Ironed Out have continued to provide quality employment for disadvantaged members of the community. All employees have successfully transferred over to NDIS with assistance as required. Independent audit completed for both services with no outstanding issues or non compliances.
Work with lead agencies to ensure adequate provision of a range of services	Attend inter-agency meetings	Council continues to provide representation at all inter-agency meetings. Secretarial assistance is provided in the form of taking minutes and, at times, chairing meetings. Over the 2017/18 year, there were more than 200 instances of participation at these meetings by a number of representatives from local and state community service organisations.
Promote volunteering through the community	Run community services programs that encourage volunteering	14 new volunteers started with Council's Meals on Wheels and Community Transport services this year, which is a good result given volunteers for both services are generally long term recruits. Council's Community Development team are working on a medium term project of collating information from all volunteer organisations across the region in order to assist with targeted recruitment as and when needed.

# LOOKING AFTER OUR COMMUNITY



LOOKING AFTER  
OUR COMMUNITY

## Goal 1.4

### Strategy 1.4.2

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

**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 32 local community events in 2017/18.
	Promote the use of Council facilities for significant events	A number of major events were held at Council facilities during 2017/18 including the NRL Charity Shield and NRL Premiership Round 11 match which was broadcast nationally and internationally. The Emirates Melbourne Cup toured the Mid-Western region and Council hosted a Live and Local steet music event.
Provision of meeting and exhibition space	Promote the use of community buildings and make available at reasonable cost	A review of fees and charges was undertaken to ensure facilities are available at a reasonable cost and with flexible hire options for a variety of community stakeholders.
	Promote the use of exhibition space provided at Mudgee Library	In the absence of a regional gallery and suitable alternate permanent exhibition space, Council continues to promote the use of exhibition space at Mudgee Library. In 2017/18, Council hosted three art exhibitions at Mudgee Library, culminating in the exhibition of works bequested to the Mid-Western community by a long term Mudgee resident.
Coordinate and facilitate cultural and arts projects throughout the region	Liaise with Cultural Development Committee, Orana Arts and local arts and cultural groups to develop cultural and artistic projects within the region	The Cultural Development Committee continues to meet monthly to discuss arts and cultural initiatives across the region, including establishment of a regional gallery. The Committee continues to liaise with Orana Arts to support local events, activities and funding opportunities for local creatives. Council also works with other local arts and cultural groups, including Gulgong Arts Council, Rylstone Sculptors Inc, Cementa and Mudgee Performing Arts. Support is provided through Council's Community Grants and Events Assistance Programs. Memorandums of Understanding are also entered into for the use of Council facilities.
	Support arts events and programs in the region	Council continues to support local arts and cultural projects throughout the region through its Events Assistance and Community Grants Programs. A key focus during 2017/18 was development of a business case for the establishment of a regional gallery.

# LOOKING AFTER OUR COMMUNITY



LOOKING AFTER  
OUR COMMUNITY

## 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**

Continue to monitor existing buildings

Council continues to monitor its public buildings and facilities and upgrade in accordance with accessibility standards.

Deliver actions developed in the Disability Inclusion Action Plan

Council has continued to progress action items in the Disability Inclusion Action Plan, including facilitating opportunities for people with a disability to work at Council through its supported employee programs. Council's Human Resources team continues to promote inclusive employment opportunities through its Anti-Discrimination and Equal Employment Opportunity Policy. Council also continues to support its Access Committees and encourage collaboration across all areas of Council. It continues to be mindful of accessibility issues in relation to Council hosted events and activities.

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

A variety of community facilities available for use

Council continues to provide access to a range of local community facilities for short term hire, both for community (not for profit) and commercial use. New booking software has been in use for 6 months and is fully operational internally. The software is yet to be configured to allow public access.

# PROTECTING OUR NATURAL ENVIRONMENT

## OUTCOME



Conserving and promoting the natural beauty of our region.



### PROTECTING OUR NATURAL ENVIRONMENT

## Goal 2.1

## Protect and enhance our natural environment

### Strategy 2.1.1

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

#### Strategy

#### Action

#### Comments

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

Implement Development Control Plan (DCP) through the development assessment process

The Development Control Plan is considered during the assessment of development applications.

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

Prepare Review of Environmental Factors for MWRC works

An appropriate review and assessment of environmental factors was carried out as required on all Council's major projects. This included both site inspection and education as needed.

Work with local Aboriginal groups to effectively plan works involving sites of cultural significance

Due diligence assessments were completed for all Council works as required.

### Strategy 2.1.2

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

#### Strategy

#### Action

#### Comments

**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 State Significant Development process

Council is actively engaged in the planning process for State Significant Development. This includes meeting with PAC representatives, making submissions and working with proponents to manage local impacts for the Bylong Coal, Beryl Solar and Moolarben Optimisation projects.

Represent MWRC on Community Consultative Committees

Councillors are represented on Community Consultative Committees for local mines.

# PROTECTING OUR NATURAL ENVIRONMENT



PROTECTING OUR  
NATURAL  
ENVIRONMENT

## Goal 2.1

## Protect and enhance our natural environment

### 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**

Pursue grant funding for environmental projects

Council completed a grant program aimed at protecting biodiversity through weed control on roadside areas identified as high value and companion planting on private property adjacent to these areas to provide extended habitat and expanded corridors.

**Support National Tree Day**

Facilitate National Tree Day activities

Council and Planet Ark invited residents to plant native trees and shrubs along the Cudgegong River (at the Glen Willow walking track loop) as part of National Tree Day activities in July 2017.

**Work with schools to promote environmental awareness amongst students**

Support Green Day

Council representatives from Waste, Weeds and Environment attended and presented at Green Day which was held on 7 September 2017.

### 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 inspection program continued throughout the year, with both inspections of private properties and an active program of inspecting and treating Council owned and managed lands and roadsides.

Ongoing community education on noxious weeds

Council continues to educate the community on noxious weeds through the Council website, Facebook, Community News and site inspections. Weeds officers also attended Green Day and Lamb Fest to provide education on weeds control.

Undertake weed control on roadsides and MWRC land

Council continues to undertake weed control on roadsides and Council owned land, with the annual target for roadside spraying being met during the third quarter.

**Collaborate with agencies to manage feral animals**

Support relevant agencies with community education and awareness programs

Council continues to cooperate with Local Land Services to manage feral animals in the region.

# PROTECTING OUR NATURAL ENVIRONMENT



## PROTECTING OUR NATURAL ENVIRONMENT

### Goal 2.2

### Provide total water cycle management

#### Strategy 2.2.1

#### Identify and implement innovative water conservation and sustainable water usage management practices.

Strategy	Action	Comments
Encourage reduced water consumption through Best Practice Pricing	Maintain Best Practice water supply, sewerage and trade waste tariffs	Best practice water pricing structure is being maintained.
Implement water conservation and reuse programs	Ongoing community education on water conservation	Education regarding water conservation was provided during the year, with a new program to be discussed at the next LMWUA Tech committee meeting, using Smart Water Mark and social media.
Work to secure water for agriculture and urban use	Work with State Government to secure domestic water supply	Council maintains ongoing dialogue with the State Government regarding water security.
Play an active role in the implementation of the Murray Darling Basin Plan	Represent MWRC at Murray Darling Association meetings	Council is represented at the Murray Darling Association by Councillor Kennedy and Councillor Holden.
Play an active role in the Cudgegong Valley and Macquarie Valley User Group	Represent community at Customer Service Committee meetings for the Cudgegong Valley and Macquarie Valley User Groups	Council continues to represent community interests at meetings.

#### Strategy 2.2.2

#### Maintain and manage water quantity and quality.

Strategy	Action	Comments
Achieve NSW Government Best Practice Management of Water Supply and Sewerage	Implement an Integrated Water Cycle Management Strategy	Preliminary work completed by Council and referred to NSW DPI to ensure relevant requirements are met.
	Ongoing implementation and review of the Drinking Water Management System	Council continues to participate in Drinking Water Management with LMWUA. Staff have investigated and prepared a tender to improve disinfection of both Mudgee and Gulgong's drinking water, and are currently reviewing the NSW Health approved Drinking Water Management Improvement Plan.
Identify and plan future maintenance, renewals and upgrades for Council's water supply infrastructure	Water Supply infrastructure renewals and new works undertaken as per Capital Works Program 2017/18	The majority of the water main replacement program was completed as planned, with two outstanding projects expected to be completed in July.

# PROTECTING OUR NATURAL ENVIRONMENT



## PROTECTING OUR NATURAL ENVIRONMENT

### Goal 2.2

### Provide total water cycle management

#### Strategy 2.2.3

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

Strategy	Action	Comments
Support relevant agencies with implementation of regional plans	Represent MWRC interests as appropriate	Council plays an active role in the regional Environment and Waterways alliance, including participating in training and grant programs. Council also works closely with Local Lands Services on catchment management, protection and improvement.
Continue riparian rehabilitation program along waterways	Continue riverbed regeneration	Council has completed weed control programs both within and along local waterways. Grant funding has also been provided to local property owners to enhance planting and re-vegetation along identified riparian corridors.
	Maintenance and promotion of Putta Bucca Wetlands	Improvements continue to be made through participation in planning and in works by the "friends" group, contract administration by Council of maintenance works, and capital improvements through Council allocations and grants. Improvements in the last 12 months include extension of the wetlands, new paths, new signage and new plantings.
Provide education to the community of the importance of waterways	Ongoing community education on protecting waterways	Educational signage has been installed at several high visitation areas including Putta Bucca and Glen Willow walking loop.

#### Strategy 2.2.4

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

Strategy	Action	Comments
Identify and plan future maintenance, renewals and upgrades for Council's sewerage treatment infrastructure	Implement a system for the effective management of residential sewage at Charbon village	Council has received notification of a successful funding application associated with sewage management for Charbon. A program proposal has been submitted to Infrastructure NSW and Council is awaiting advice/acceptance before proceeding with the project.
	Sewer Infrastructure renewals and new works undertaken as per Capital Works Program 2017/18	Council continues to identify and plan future maintenance, renewals and upgrades for Council's sewerage treatment infrastructure. Works were completed as per Capital Works Program 2017/18.
Improve and develop treatment options to ensure quality of waste water meets EPA standards	Continue to improve outgoing water quality at all sewerage treatment plants across the Region	Council has continued testing and adjustment to treatment processes to meet EPA licence requirements. Application for grant funding was made from Safe & Secure Water for Kandos/ Rylstone Sewage Plant upgrade. Gulgong continued on-site disposal for irrigation.
Achieve NSW Government Best Practice Management of Water Supply and Sewerage	Implement Liquid Trade Waste Policy and Pricing as per 4 year rollout program	The LTW Policy is being implemented, with businesses being requested to register for LTW approval. A reminder letter is being sent to businesses that have not complied by 30 June 2018.

# PROTECTING OUR NATURAL ENVIRONMENT



## PROTECTING OUR NATURAL ENVIRONMENT

### Goal 2.3

### Live in a clean and environmentally sustainable way

#### Strategy 2.2.5

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

Strategy	Action	Comments
<b>Identify and plan future maintenance, renewals and upgrades for Council's stormwater assets</b>	Drainage renewal and new works undertaken as per Capital Works Program 2017/18	Major projects identified in the 2017/18 Capital Works Program were completed. Some minor projects have been deferred.
	Effectively maintain existing drainage network including built infrastructure and overland drainage reserves	Maintenance was carried out as required. There is a future need to update asset database and mapping to ensure proper and adequate resourcing and programming of work for future maintenance, renewal and upgrade of stormwater assets.
	Identify and undertake culvert replacement and causeway improvement program	Culverts were replaced throughout the year as defects and issues were identified. The capital budget for 2017/18 was fully expended. Causeways were replaced on Black Springs Road and Triamble Road in 2017/18.
	Update Mudgee Flood Study and Flood Management Plan	Consultants have been engaged and study commenced. Following initial community consultation, consultants are working to prepare a draft document for review.

#### Strategy 2.3.1

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

Strategy	Action	Comments
<b>Promote a philosophy of Reduce, Reuse, Recycle</b>	Provide education on waste minimisation	Numerous school events were attended including "Green Day" and several individual school visits. A regional television campaign was supported as well as local media advertising in both print and radio.
<b>Provide a domestic recycling and waste services for all residents through kerbside collection and rural waste transfer stations</b>	Provide kerbside services and local recycling facilities	A kerbside recycling service was provided through the 2 bin collection system. Recycling facilities provided to all transfer stations, with new improved containers designed and ordered for roll out in the next financial year. New markets for recycling product collected were sourced and accessed.
<b>Promote home composting initiatives for green waste</b>	Provide education on managing green waste	The new FOGO collection system education and information programs were delivered. This included attendance at community events including four local markets, and media advertising to support implementation of the new FOGO service. Information on Council's website and via social media was reviewed and updated.

# PROTECTING OUR NATURAL ENVIRONMENT



## PROTECTING OUR NATURAL ENVIRONMENT

### Goal 2.3

### Live in a clean and environmentally sustainable way

#### Strategy 2.3.2

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

Strategy	Action	Comments
Participate in regional procurement contracts for waste services that provided added value	Provide regional scrap steel, green waste processing, used motor oil, household chemical collection and e-waste services	Council participates in all regional waste contracts available through the Netwaste group. This provides financial benefits to Council and access to services not previously available to residents.
Participate in regional investigations for collaborative solutions to problem wastes types	Participate in NetWaste steering committee for strategic direction of the group	Council is an active member of the regional "Netwaste" group including the group's steering committee. This has included participation in regional contracts for Hazardous Chemical collections, waste oil collection and Community Recycling Centre education programs.
Apply for available grants under the NSW Government 'Waste Less Recycle More' package	Apply for grants to upgrade or introduce services to the community that reduce landfill tonnes and Co2 emissions	Several grant applications were made during the year. The Waste Less Recycle More grant funding was expended, with roll out of the new FOGO service completed.

#### Strategy 2.3.3

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

Strategy	Action	Comments
Build community awareness through environmental education	Provide education to the community on environmental issues	Community education has been provided through a diverse range of activities including grant funding for physical works for environmental enhancement, organisation of community events such as tree day, participation in school education programs and coordination of national programs such as plastic free July.
	Facilitate and promote community garden programs	Advice has been provided as requested to existing operators of community gardens. No new programs or gardens were established over the last 12 months.

#### Strategy 2.3.4

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

Strategy	Action	Comments
Implement alternative energy and sustainable technologies in physical works and service delivery	Consider opportunities for alternative energy and sustainable technologies (such as green energy programs or solar panel installation) as part of the capital works program	While the originally proposed plan of adding additional solar panels to a Council building was not achieved, there were ongoing discussions over the best way for Council to proceed with solar initiatives throughout the year. This process will continue into 2018/19 with a significant investment opportunity identified for Council.
	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.



## BUILDING A STRONG LOCAL ECONOMY

### Goal 3.1

#### Strategy 3.1.1

**A prosperous and diversified economy  
Support the attraction and retention of a diverse range of  
businesses and industries.**

Strategy	Action	Comments
Promote the region to target businesses that complement key local industries	Conduct 2-3 marketing activities, conferences or events where the region can be promoted	Council has completed a number of marketing initiatives and attended a range of events to promote the region as a great place to live, work, invest and visit. This includes attending NRL matches in Wollongong and Canberra, participation in the Sydney Good Food and Wine Show and undertaking an online marketing campaign reaching an audience over 1.7 million and engaging 11,240 potential residents.
Work with business and industry groups to facilitate business development workshops for existing businesses in the region	Support the business chambers and industry groups by attendance at meetings as required	Council representatives participated in meetings as required and continue to support initiatives of local business chambers.
Establish a process of capturing and monitoring relevant economic data to identify opportunities, trends and needs of local businesses	Produce annual update to Economic and Business Profile booklet	The 2018 Economic and Business Profile for the Mid-Western Region has been published in hard copy and is also available on Council's website.
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 utilises ABR data to track new businesses opening in the region and continues to provide information to encourage new investment.
	Conduct annual think tank forum to encourage business leaders to participate in local economic development	Think Tank members have participated in workshops to inform a review of the Economic Development Strategy by NSW Department of Premier and Cabinet. An annual Think Tank was held in May 2018.
	Identify opportunities to invest in infrastructure which attracts new business investors to the region	Council engages with local business leaders and the broader community to identify infrastructure gaps and opportunities which may support new investment. The community is able to put forward new ideas to Council as part of its annual budgeting process.
Work with Mudgee Region Tourism Inc (MRTI) to identify target markets and promote the region	Work with MRTI to identify visitor trends and marketing initiatives	MRTI has a contract with Council to undertake tourism marketing on behalf of the region. Council staff meet with MRTI on a quarterly basis to ensure alignment between organisational objectives.
Develop existing events in the region and attract new event proponents to hold major events and festivals in the region	Submit bids for new events and conferences and support event proponents holding or seeking to hold events in the region	24 bids were submitted for a range of events and conferences in the region throughout the 2017/18 year.
	Deliver Flavours of Mudgee in September 2017	A successful event was delivered on 23 September 2017 with 10,500 attendees investing \$1.9m into the local economy. 70 local stallholders received 21,069 tokens for tastings. 96% of stallholders and 94% of event attendees indicated they would attend next year.

# BUILDING A STRONG LOCAL ECONOMY



BUILDING A STRONG  
LOCAL ECONOMY

## Goal 3.1

## A prosperous and diversified economy

### 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	Encourage business leaders to provide feedback on skills issues	A region wide business survey was conducted as part of a review of Council's Economic Development Strategy undertaken by NSW Department of Premier and Cabinet. More than 300 businesses responded to the survey, which will help identify areas of skill shortages in the region.
Encourage workers to move to the region for employment opportunities where skills shortages exist	Conduct 2-3 marketing activities, conferences or events where the region can be promoted	Council has completed a number of marketing initiatives and attended a range of events to promote the region as a great place to live, work, invest and visit, including attending NRL matches in Wollongong and Canberra, participation in Sydney Good Food and Wine Show and undertaking an online marketing campaign reaching an audience over 1.7m and engaging 11,240 potential workers.



BUILDING A STRONG  
LOCAL ECONOMY

## 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	Conduct 2-3 marketing activities, conferences or events where the region can be promoted	Council has completed a number of marketing initiatives and attended a range of events to promote the region as a great place to live, work, invest and visit, including attending NRL matches in Wollongong and Canberra, participation in Sydney Good Food and Wine Show and undertaking an online marketing campaign reaching an audience over 1.7m and engaging 11,240 potential residents.

# BUILDING A STRONG LOCAL ECONOMY



BUILDING A STRONG  
LOCAL ECONOMY

## Goal 3.2

An attractive business and economic environment

### 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

All infrastructure upgrades at Mudgee Airport Precinct were completed in accordance with Restart NSW funding requirements.

Review airport development strategy and promotional opportunities in the future

The Mudgee Airport Master Plan was adopted in 2015. Council continues to pursue opportunities in accordance with the plan, including submitting an EOI for Qantas training academy and providing information to potential new businesses.

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

Lobby government agencies and departments on the provision of infrastructure to meet community needs

Council continues to identify and raise issues with local MPs and relevant government ministers.

### Strategy 3.2.3

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

#### 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 and raise issues with local MPs and relevant government ministers.

# BUILDING A STRONG LOCAL ECONOMY



BUILDING A STRONG LOCAL ECONOMY

## Goal 3.2

An attractive business and economic environment

### Strategy 3.2.4

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

#### Strategy

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

#### Action

Provide an overview of local development controls and assessment processes in a fact sheet

#### Comments

Work has commenced on the development of fact sheets to assist the community on relevant topics. A Heritage Conservation Fact Sheet and Planning Proposal Fact Sheet have been completed.



BUILDING A STRONG 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

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

#### Action

Work with major employers to identify trends and develop strategies to create employment opportunities across the region

#### Comments

Council continues to monitor workforce trends and identify regional projects which will lead to new job creation.

# BUILDING A STRONG LOCAL ECONOMY



BUILDING A STRONG  
LOCAL ECONOMY

## Goal 3.3

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

### Strategy 3.3.1

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

#### Strategy

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

#### Action

Pursue opportunities to develop a university outreach campus with offerings aligned to local industries

#### Comments

Council continues to investigate education gaps and provide feedback to relevant agencies.

Work with education providers on the provision of services to meet community needs

Council continues to work with education providers across the region including TAFE NSW, Skillset, and local schools.

# CONNECTING OUR REGION

## OUTCOME



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



CONNECTING OUR  
REGION

### Goal 4.1

High quality road network that is safe and efficient

#### Strategy 4.1.1

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

Strategy	Action	Comments
<b>Work with the RMS to improve road safety</b>	Liaise with the RMS on road safety matters	Council worked closely with RMS throughout the year to identify road safety issues. Blackspot and other road safety projects have been identified for future years funding. Council continued to work through the Local Traffic Committee to resolve road and transport issues.
<b>Regulate effective and appropriate user activities on the road network</b>	Provide local assessments to the National Heavy Vehicle Regulator as required	Council assess applications received through NHVR for oversize and overmass vehicle movements.
	Review speed limits and traffic management	Council continued to work with RMS to review any speed or traffic management issues.
<b>Participate in relevant regional transport committees and working parties</b>	Facilitate the Local Traffic Committee	Monthly Local Traffic Committee meetings undertaken as scheduled throughout the year.

# CONNECTING OUR REGION



CONNECTING OUR  
REGION

## Goal 4.1

High quality road network that is safe and efficient

### Strategy 4.1.2

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

Strategy	Action	Comments
<b>Review the Roads Asset Management Plan</b>	Update data for Asset Management Plans in line with Fair Value reporting requirements	The asset database has been updated for works completed in 2017/18. Council continues to review and update the road asset data to ensure the most accurate information is available.
<b>Implement the works program in accordance with the Roads Asset Management Plan</b>	Manage State Roads in accordance with RMS contracts	Council managed the state highways and main roads for RMS through the Routine Maintenance Council Contract. Council also completed several road improvement projects in 2017/18 on the state highway network including: two safety improvement and widening projects on Sofala Road, a safety and widening project on the Castlereagh Highway at Running Stream and widening projects on Goolma Road and the Castlereagh Highway north of Gulgong. Tree clearing, shoulder grading, heavy patching and reseal projects were also completed in 2017/18.
	Ongoing maintenance and upgrades of Regional Roads network	Council has completed planned works for 2017/18 on the regional network. Works include upgrades of two sections of Bylong Valley Way, survey and designs for future realignment projects, reseals and general network maintenance. The four year Ulan Road Upgrade Project was practically completed this year.
	Maintain local road network in accordance with established levels of service	All capital works and reseal projects on the local road network planned for 2017/18 were completed.
	Upgrade, renewal and extension of local roads in accordance with Capital Works Program 2017/18	All capital works projects have been completed in accordance with the Capital Works Program 2017/18.
	Upgrade and renewal of local bridges in accordance with Capital Works Program 2017/18	Bridge works planned for 2017/18 have been completed. Work has also commenced on two bridge replacement projects which are due to be completed in 2018/19. The Henry Lawson Drive bridge duplication and the Goodiman Creek bridge replacement projects are both on target to be completed as scheduled.
	Upgrade to Wollar Road in accordance with Restart NSW funding agreement	Wollar Road works are behind schedule. Stage 1 is complete, Stages 2, 3 & 4 are under construction. Stages 2 & 3 are behind schedule due to the contractor experiencing resourcing issues and are due for completion in November 2018. Stage 4 has also experienced delays due to non-conformance of the sub-base and subcontractor problems. Council has terminated the contract for Stage 4 and has taken over the works. The new forecast completion date is 30 November 2018.
	Upgrades to Ulan Road in accordance with the Ulan Road Strategy	The Ulan Road project was practically completed this year with final works completed in July 2018. 2017/18 was the final year in the 4 year capital upgrade project.
<b>Pursue additional funding for upgrading of roads infrastructure</b>	Lobby for additional funding for roads	Grant applications for major upgrades have been submitted to the Resources for Regions and Black Spot Program.
	Ensure major developers contribute to local road upgrades for the impact of additional development	Funding committed through Ulan Road Strategy and Resources for Regions program.

# CONNECTING OUR REGION



CONNECTING OUR  
REGION

## Goal 4.2

Efficient connection of the region to major towns and cities

### Strategy 4.2.1

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

Strategy	Action	Comments
<b>Support the continuation of commercial passenger services at Mudgee Airport</b>	Work with operator to maintain regular passenger services to and from Sydney	FlyPelican commenced services in June 2015. The service remained operational at 30 June 2018.
	Operation and maintenance of Mudgee Airport in accordance with agreed service levels	Mudgee Airport meets all current safety and security requirements.
<b>Lobby for improved highway linkages along the Great Western Highway and Bells Line</b>	Lobby for improved access to Western NSW from Sydney	Council continues to participate in transport infrastructure planning groups and meetings with relevant government agencies.

### Strategy 4.2.2

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

Strategy	Action	Comments
<b>Pursue improved broadband and mobile coverage with Government and major service providers</b>	Lobby for improved internet speeds and mobile coverage throughout the region	Council continues to pursue grant opportunities and lobby for improved mobile coverage and internet speeds. Council receives regular updates and raises issues relating to the rollout of the NBN.

# CONNECTING OUR REGION



CONNECTING OUR  
REGION

## Goal 4.3

## An active travel network within the region

### Strategy 4.3.1

### 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 2017/18	The footpath projects for 2017/18 were completed.
	Maintain existing footpath and cycleway network in accordance with established levels of service	The footpaths and cycleway maintenance works for 2017/18 were completed.
	Extension of Cudgegong River shared pathway to Glen Willow/Putta Bucca	Council continues to develop the shared pathway to Glen Willow/Putta Bucca.

### Strategy 4.3.2

### Support viable public transport options across the region.

Strategy	Action	Comments
Examine opportunities to develop viable public transport options	Investigate the demand for public transport with the community	The demand for public transport is being investigated including liaison with local bus organisations.

# GOOD GOVERNMENT

## OUTCOME



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



GOOD GOVERNMENT

### Goal 5.1

### Strong civic leadership

#### Strategy 5.1.1

**Provide clear strategic direction through the Community Plan, Delivery Program and Operational Plan.**

Strategy	Action	Comments
Ensure actions of the Operational Plan and Delivery Program are completed on time, on budget and meets performance criteria	Successful delivery of 2017/18 Operational Plan	92% of actions in the 2017/18 Operational Plan were 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 were 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 actively engage with Council through representation and attendance at Open Day sessions.
	Promotion of upcoming Council meetings	Using local media, councils website and regular community news bulletins inform the community of pending Council meetings.
	Webcast of Council Meetings	Webcast of Council meetings continues on an ongoing basis.
Provide professional development opportunities to support elected members in fulfilling their obligations as Councillors	Provide access to professional development programs for elected members	A professional development program for Councillors has been adopted.
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 (next election due in 2020, or in case of a by-election)	A program was developed for the 2016 election. This program will be reviewed prior to the next election in 2020.

# GOOD GOVERNMENT



GOOD GOVERNMENT

## Goal 5.1 Strong civic leadership

### 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 relevance to the 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.
	Strengthen relationships with local State and Federal members	Regular meetings held with local members and access provided to various ministers for specific issues.
	Engage with Regional Directors of State Government agencies	Regular meetings held with regional directors to discuss regional priorities.

## Goal 5.2 Good communications and engagement

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

Strategy	Action	Comments
Publish monthly editions of Community News	Community News distributed monthly to every household in the region	Monthly editions of Community News were distributed to residents including letterbox delivery, e-edition, visually impaired edition and since January 2018, a video production version of Community News.
Provide an up to date and functional web interface	Ensure web content is kept up to date and relevant	Information contained on Council's website is regularly updated. The number of page views over the year has increased from 550,136 to 576,314. This represents a 4.76% increase on the previous year.
Regularly report to the community in a variety of interesting ways	Increased use of all media avenues including social media, radio and television to communicate Council initiatives	Council continues to grow media and social media reach through improved communications and increased use of digital and multimedia platforms.
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 monitor all overdue work requests. A monthly overdue report is provided to Executive, showing customer generated and staff generated requests.
	Promote use of works request system for community to submit works requests	Records and Customer Service staff continue to monitor the works request system to ensure timely responses to the community. Manual checks of the system are undertaken and there is ongoing focus on improving communications with the community through Council's website and social media platforms.
Ensure the community has clear information about who to contact in Council	Provide a customer focused website	There are plans for a complete re-design of the website during 2018/19. A project team will review the existing website with a focus on being more customer centric, accessible and easier to search and navigate.
Educate the community on Council's roles and responsibilities	Provide access to Council's corporate documents both through the website and Administration Centres	Council's corporate documents, development applications and documents on exhibition continue to be made available on Council's website and on display in Council's three service centres.

# GOOD GOVERNMENT



GOOD GOVERNMENT

## Goal 5.2

## Good communications and engagement

### 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 made accessible via 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	Social media is being utilised to engage the community along with traditional media.
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	Council adopted a revised Agency Information Guide at its June 2018 meeting which details opportunities for resident participation in Council activities. Residents are encouraged to review the Agency Information Guide which is accessed via Council's website.
	Investigate and consult with the community on high priority projects as defined in the community consultation report for the Community Strategic Plan	Council continues to promote opportunities for the community to contribute to Council's planning and budgeting process through social media and online forms.

# GOOD GOVERNMENT



GOOD GOVERNMENT

## Goal 5.3

## An effective and efficient organisation

### Strategy 5.3.1

### Pursue excellence in service delivery.

Strategy	Action	Comments
<b>Benchmark Council's service delivery against relevant organisations</b>	Provide Planning and Building Statistics to Department of Planning	Reports are completed and submitted to the NSW Department of Planning as required.
	Participate in NSW LGPA, LGNSW, JO and other industry body surveys and benchmarking exercises	Staff continue to participate in relevant activities.
	Desktop analysis of annual financial results against other NSW councils	A rating comparison against other Group 4 Councils was completed.
	Report on OLG group comparative data	No action required during reporting period.
<b>Conduct biennial community surveys</b>	Undertake community surveys in 2018/19 and 2020/21	The next community survey is due to be undertaken in 2018/19. Staff are reviewing best practice for obtaining customer feedback and ratings.
<b>Monitor community expectations regarding service delivery</b>	Engage with the community on desired levels of service across Council functions	Council continues to actively seek feedback from the community in relation to new capital projects and prioritisation for grant funding opportunities. Significant community engagement was conducted as part of the 2018/19 budgeting process. Further work is still required to be able to implement community engagement activities which specifically capture desired levels of service across all Council functions.
	Develop program of internal service reviews	Service review of Ironed Out completed. Planning commenced for second service review (website).
<b>Provide a responsive customer service function</b>	Reply to all correspondence within 14 days	This remains an ongoing focus for Council's Records department to ensure all correspondence is acknowledged within 14 days. With increased online submissions being received, a weekly procedure has been implemented to ensure all submissions are received in a timely manner.
	Review Customer Service Charter and deliver positive, informative, and professional front-of-house and phone customer service function	Draft Service Level Agreements (SLAs) for each department are currently being prepared and will form the basis of the Customer Service Charter for Council.

# GOOD GOVERNMENT



GOOD GOVERNMENT

## Goal 5.3

## An effective and efficient organisation

### Strategy 5.3.2

### Provide a positive and supportive working environment for employees.

Strategy	Action	Comments
Attract, retain and develop a skilled workforce	Implement a Leadership Program that includes merit based recruitment, performance management and legal responsibilities	Leadership development training was undertaken during the year in partnership with Local Government Professionals. Internal training was also completed on leadership topics such as Performance Management Reviews and EEO, Anti-Discrimination and Merit Based Recruitment.
	Develop a Learning and Development program targeted towards achievement of Delivery Program and areas of risk identified in Workforce Plan	Learning and development program was implemented focusing on leadership development, professional and regulatory training and addressing skill shortages identified in the Workforce Strategy.
	Provide a Leadership Capability Framework to develop current and future leaders which is linked to Learning and Development Plans	Leadership Capability Framework has been developed and has been included in updated Position Descriptions.
	Ensure all employees have clearly articulated accountabilities against which they will be assessed annually	All employees have a Position Description which includes accountabilities. Performance reviews were completed for all employees in September 2017.
Provide a safe, healthy and non-discriminatory working environment	Establish a culture of workplace safety which includes daily pre-start meetings for outdoor staff and monthly Safety Toolbox Talks	Daily pre-start meetings form part of the daily risk assessment process for outdoor workers. Monthly Safety Talks are forwarded to Department Managers for inclusion at Department meetings.
	Implement and embed a WHS Management System that reflects AS4801 requirements	Council's WHS Management System is being reviewed and updated where required to reflect AS4801 requirements.
	Align workplace behaviour with core values of Respect, Integrity and Recognition	Behaviours aligned to our core values are included in Position Descriptions, Induction and Orientation and are measured during annual performance reviews. Core values are promoted and reinforced via staff update meetings and fortnightly GM newsletters.
	Implement and review the Equal Employment Opportunity Management Plan	The EEO Management Plan was reviewed and an amended plan was in place for 2017/18. The actions arising from the plan were undertaken.
Conduct biennial employee opinion survey	Seek staff feedback via Employee Opinion Survey 2018/19 and 2020/21	The next employee opinion survey is due to be completed in 2018/19.
	Identify and implement improvement strategies based on feedback from Employee Opinion Survey	Improvement strategies arising from the survey and suggestions forwarded via the Ideas Hub and Consultative Committee are regularly reviewed. Many are progressing and a number of positive strategies and actions have been implemented.

# GOOD GOVERNMENT



GOOD GOVERNMENT

## Goal 5.3

## An effective and efficient organisation

### Strategy 5.3.3

### Prudently manage risks associated with all Council activities.

Strategy	Action	Comments
<b>Monitor and review Council's policies and strategies</b>	Provide up to date Policy Register	Council's Policy Register is managed within the records management software ELO. Current policies are displayed on the Council's website and loaded to Pulse software for staff acknowledgement and ongoing review.
	Identify and resolve existing policy gaps	A policy review register is used to monitor and review Council's policies and strategies, and staff continue to address gap areas.
	Education program to ensure staff understand policy requirements	Quarterly meetings of Council's management team are utilised to provide updates on policy changes and improvements to policy processes.
<b>Monitor and review Council's risks</b>	Develop an enterprise risk management (ERM) framework relevant to Council's activities	A draft framework has been prepared. The framework is expected to be finalised in 2018/19.
<b>Provide long term financial sustainability through sound financial management</b>	Examine opportunities to raise additional revenue	A number of new fees were approved to assist Council in recovering costs associated with processing applications and administrative requests. A full review of Waste Fund fees was completed, with a number of waste disposal charges increasing. Council also continues to pursue commercial property opportunities.
	Explore a special rate variation with the community	Exploring a special rate variation is postponed while Council is currently pursuing grant funding and other opportunities to raise revenue.
	Identify opportunities to increase revenue from property related investments	Council continue to identify and investigate commercial opportunities to support revenue growth.
	Update Long Term Financial Plan	The Long Term Financial Plan is currently being updated following the adopted budget for 2018/19.
	Monthly reporting against budget and schedule for major works programs/ strategic projects	All monthly budget reports were prepared for Council in accordance with the schedule.
	Comprehensive Quarterly Budget Review reporting	All Quarterly Budget Review Statements were completed on schedule and in accordance with the NSW 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.
<b>Comply with relevant accounting standards, taxation legislation and other financial reporting obligations</b>	Integration of long term impacts on financial sustainability indicators incorporated into Council decision making process	A reporting template was introduced in August 2017 which includes Fit For The Future sustainability ratio impacts of Council recommendations and options, with Long Term Financial Planning and Asset Management impacts included.
	To achieve a high standard of financial management	Council received an unqualified audit report for the financial year ended 30 June 2017 on 3 October 2017. This was the first audit performed through the Audit Office of NSW.
	All rating, taxation, statutory, and grant reporting obligations satisfied in an accurate and timely manner	All rating, taxation, statutory, and grant reporting obligations were met during 2017/18.

# GOOD GOVERNMENT



GOOD GOVERNMENT

## Goal 5.3

## An effective and efficient organisation

### Strategy 5.3.4

### Pursue efficiencies and ongoing business improvement.

Strategy	Action	Comments
<b>Provide effective and efficient internal support functions</b>	Conduct quarterly Council Staff Updates across all work sites	Quarterly Council Staff Updates were conducted across all work sites.
	Effective capture and management of corporate records	This is an ongoing focus for Records staff. All new staff receive ELO training and refresher training is provided as required. An ongoing project is the digitalisation of old DA/BA files and relocating old records to an offsite document storage facility in Orange.
	Ongoing enhancements to Council procurement including Roadmap Best Practice Procurement project	The Roadmap Best Practice enhancements are constantly evolving and will continue to do so in the future.
	Provide effective Workshop services for Council fleet	All Council fleet meets RMS requirements and servicing is up to date.
<b>Enhance the information systems that support delivery of Council activities</b>	Investigate options to increase speed and reliability of Council's network	Council continues to investigate new and existing network technologies. Council's wireless network was upgraded in 2017/18.
	Continued investment in existing information systems to delivery productivity enhancements	Council continues to invest in the upgrade and optimisation of corporate systems.
	Implementation of mobility solutions for integrated asset management	Mobility and asset management systems are now utilised in several operational areas. Mapping software is yet to become integrated and work continues on the development of the system in water and sewer.
<b>Ensure strategic and asset management plans are underpinned by sound financial strategies</b>	Consider the full life cycle costs associated with the investment in new assets, with a focus on capital investment and existing assets	Introduction of a business case for Community Plan Proposals ensures that whole of life costs are considered with the decision to invest in new capital and upgrades, during the budget cycle. The impact of new initiatives throughout the year are considered within the financial implications section of business paper reports.
	Review depreciation methodology and process	Depreciation methodology is reviewed as a part of the Fair Value process for assets each year. For 2017/18, the revaluation of Buildings and Plant & Equipment has been completed.
	Ongoing improvements to asset data and asset system capabilities	The revaluation of Buildings, Plant & Equipment and Operational Land completed in 2017/18, included a full review of asset data.
	Integrate long term asset management considerations into Council decision making process	A reporting template was introduced in August 2017, which includes Fit For Future sustainability ratio impacts of Council recommendations and options, with Long Term Financial Planning and Asset Management impacts included.
	Improved integration of Asset Management Plans and Long Term Financial Plan	Financial data within Asset Management Plans (AMPs) has been updated in line with Long Term Financial Plan (LTFP) data. Progress continues as AMPs are scheduled for review. Further work is to be completed linking AMP data into LTFP sensitivity analysis.

# 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 2017/18 financial statements in a format that can be readily understood by the community, customers, employees and other stakeholders.

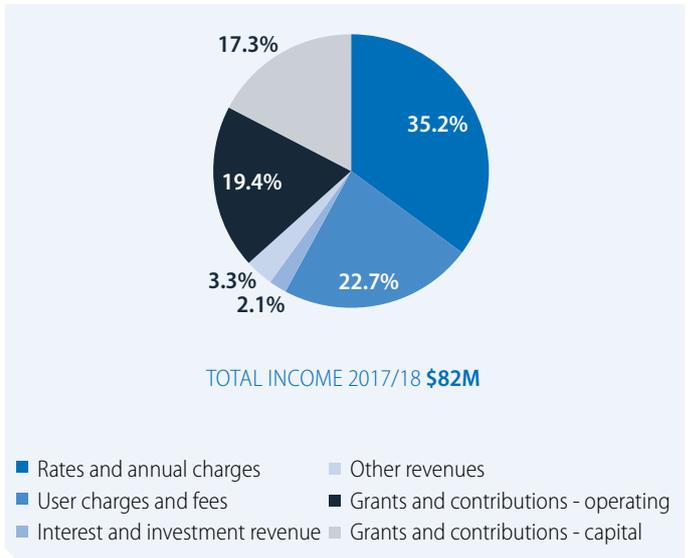
## INCOME

This year, Council's primary source of income was from Rates and Annual Charges of \$29 million or 35.2% of total income (2016/17: \$28 million or 33.7%).

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 \$18.6 million or 22.7% in 2017/18 (2016/17: \$13.2 million or 16%).

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 \$30 million or 36.7% in grants and contributions in 2017/18 (2016/17: \$36.8 million or 44.8%).

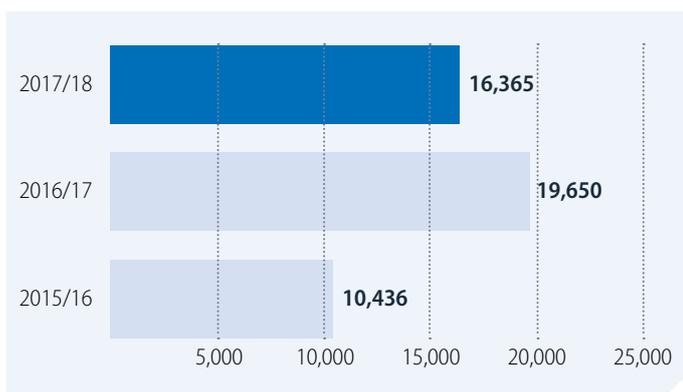
## TOTAL INCOME 2017/18



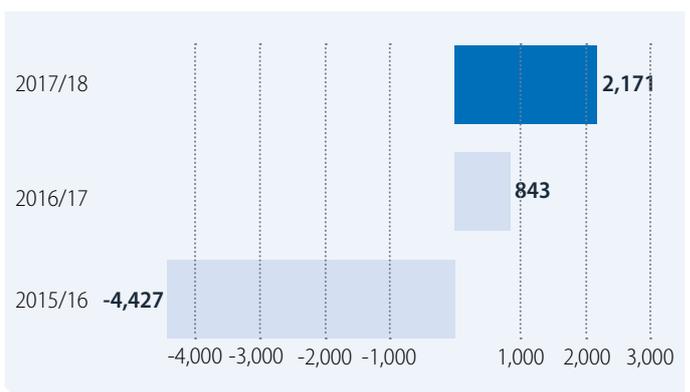
## OPERATING RESULT

Council's operating result this year was \$16.3m, this result is an indirect measure of Council's efficiency and ability to successfully cover its operating expenditure within operating revenue. (2016/17: operating result was \$19.6m).

## OPERATING RESULT (\$'000)



## OPERATING RESULT BEFORE CAPITAL (\$'000)



# MANAGING THE MONEY

## 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.

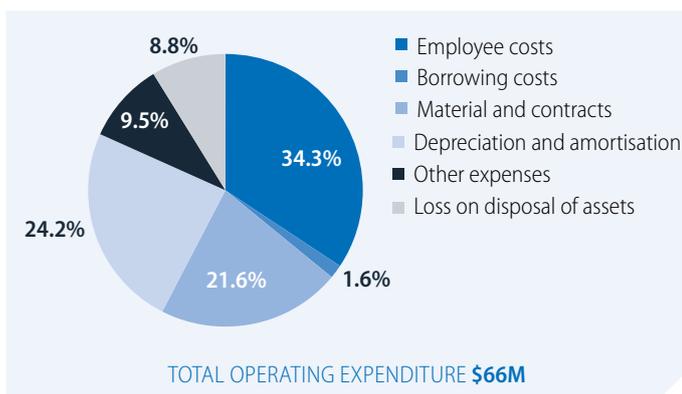
Council also continues to invest in new infrastructure to meet the demands of a growing community. Council delivered \$31.1 million of capital expenditure this year (2016/17: \$25.3 million).

Total operating expenditure for 2017/18 was \$66m, which has increased by \$2.9m since 2016/17.

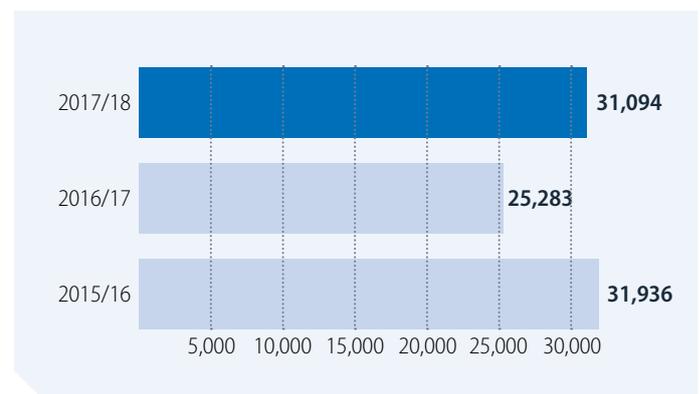
The increase is primarily attributed a 9.3% increase in Materials and Contracts which was a result of additional RMS Contract works on State Roads.

Further contributing to this was to a 5.7% rise in Employee Costs due to an increase to full time equivalent employees and an annual award increase of 2.35%.

### OPERATING EXPENDITURE BEFORE CAPITAL



### CAPITAL EXPENDITURE

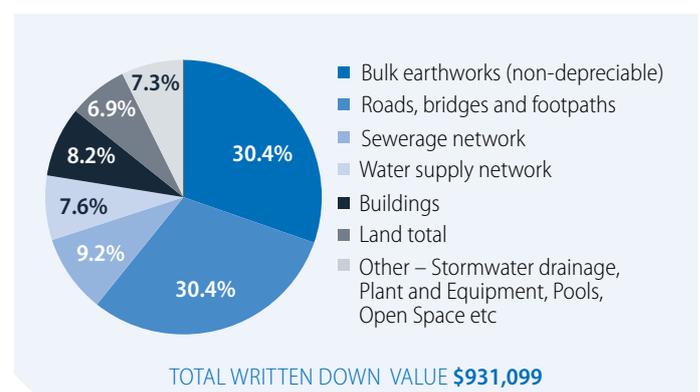


## ASSET MANAGEMENT

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 2017/18

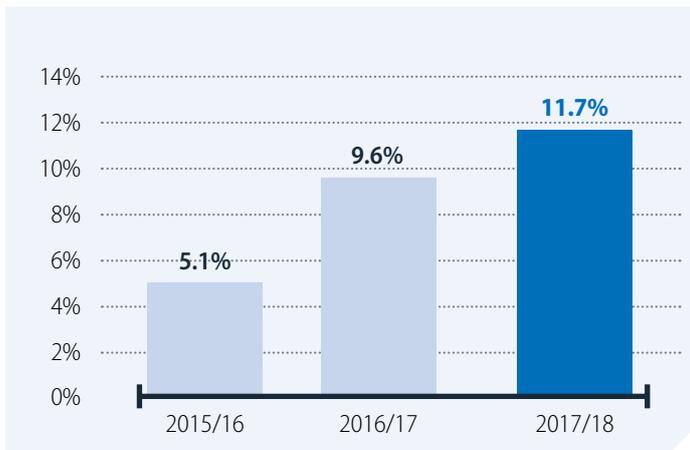


# PERFORMANCE MEASURES

## 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.

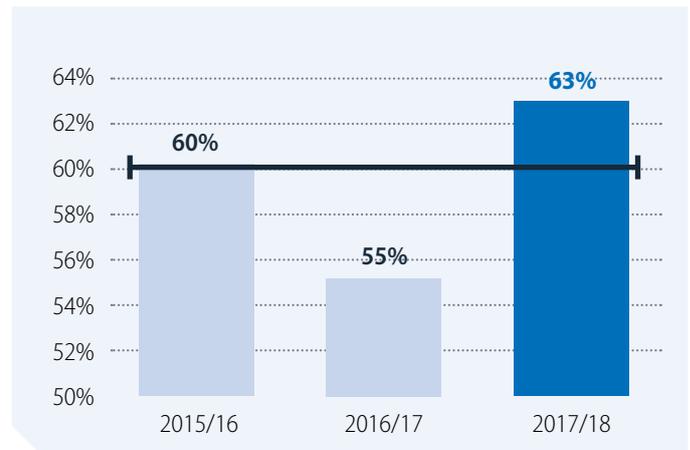
The benchmark is greater than **0%**



## 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.

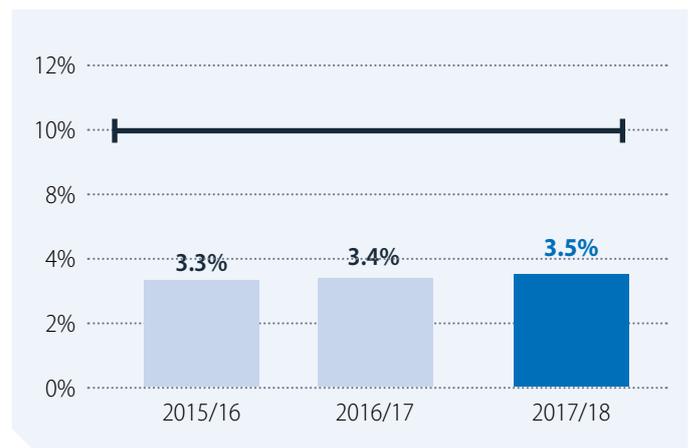
The benchmark is equal to or greater than **1.5x**



## RATES, ANNUAL CHARGES, INTEREST AND EXTRA CHARGES OUTSTANDING PERCENTAGE

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

## 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**

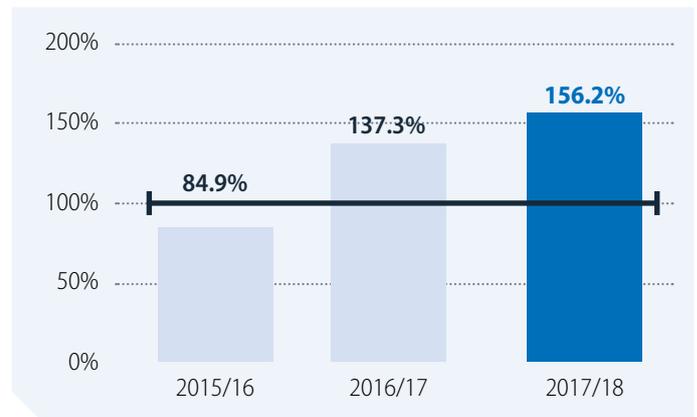


## BUILDINGS AND INFRASTRUCTURE ASSET RENEWAL RATIO

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

Council has focussed on renewing its assets, bringing them up to an acceptable standard and thereby reducing the maintenance backlog. Most of Council's renewal work over the last two years has been to its roads network. Depreciation dropped by \$3.7 million in 2017 due to the annual assessment of useful lives for infrastructure assets, which contributed to this improved ratio.

The benchmark for this ratio is **100%** or greater

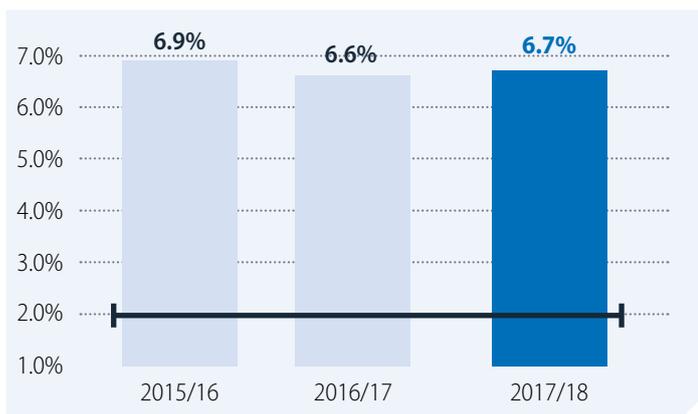


## INFRASTRUCTURE BACKLOG RATIO

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.

The benchmark for this ratio is less than **2%**



## ASSET MAINTENANCE RATIO

This ratio compares actual versus required annual asset maintenance.

A ratio above 100% 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 less than **100%**



# 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](http://www.legislation.nsw.gov.au)

## AUDITED FINANCIAL REPORTS

### Local Government Act 1993 – Local Government (General) Regulation 2005 Section 428 A

A summary of Council's financial performance for the year can be found in the 'Managing the Money' (page 51) and 'Performance Measures' (page 52) 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 \$803,032 in rates and charges (including postponed rates).

Pensioner rebate	\$718,259
Postponed rates	\$6,064
Other rates and charges	\$78,709

## 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 2017/18.

## 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 2017/18 was \$42,120 plus a Councillor Fee of \$19,310.04. The Mayor served the entire 2017/18 financial year.

The Councillor's Fee for 2017/18 was \$19,310.04 for each Councillor who served the entire 2017/18 financial year.

# STATUTORY INFORMATION

## COUNCILLOR EXPENDITURE 2017/18

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

	General Operations	Cr Cavalier	Cr Holden	Cr Karavas	Cr Kennedy	Cr Martens
Councillor Fees	-	19,310.04	19,310.04	19,310.04	19,310.04	19,310.04
Mayoral Fees	-	-	-	-	42,120.00	-
Council Meeting Expenses (accommodation, travel and meals)	8,156.08	-	638.22	-	-	2,808.37
Conferences, Seminars and Representational/Lobbying Expenses (accommodation, travel and meals)	-	448.92	461.36	424.69	1,624.45	3,280.10
Provision of Vehicle	49.53	-	-	-	9,276.18	-
Memberships & Subscriptions	73,770.83	-	-	-	2.70	-
Miscellaneous expenses (meals, sundries, stationery, etc)	2,031.13	304.46	-	125.15	494.03	53.35
Provision of office equipment, such as laptop computer and telephones	2,532.31	5,790.13	746.95	527.97	2,020.20	2,619.09
Training and provision of skill development for Councillors	45.45	-	900.00	-	500.00	-
<b>Totals</b>	<b>75,256.04</b>	<b>25,853.55</b>	<b>22,056.57</b>	<b>20,387.85</b>	<b>75,876.42</b>	<b>28,070.95</b>

	Cr O'Neill	Cr Paine	Cr Shelley	Cr Thompson	TOTAL
Councillor Fees	19,310.04	19,310.04	19,310.04	19,310.04	173,790.36
Mayoral Fees	-	-	-	-	42,120.00
Council Meeting Expenses (accommodation, travel and meals)	-	-	514.80	2,296.00	14,413.47
Conferences, Seminars and Representational/Lobbying Expenses (accommodation, travel and meals)	424.69	471.05	293.04	-	7,428.30
Provision of Vehicle	-	-	-	-	9,325.71
Memberships & Subscriptions	-	-	-	-	73,773.53
Miscellaneous expenses (meals, sundries, stationery, etc)	273.64	-	937.89	-	4,219.65
Provision of office equipment, such as laptop computer and telephones	528.02	362.47	1,979.19	2,431.75	19,538.08
Training and provision of skill development for Councillors	-	-	-	-	1,445.45
<b>Totals</b>	<b>20,536.39</b>	<b>20,143.56</b>	<b>23,034.96</b>	<b>24,037.79</b>	<b>346,054.55</b>

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 2017/18.

# STATUTORY INFORMATION

## 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 2017/18:

Contractor	Goods / Services Provided	Amount payable under the contract (ex GST)
Westrac	Four Caterpillar 12M motor graders	\$1,459,211
Waeger Construction Pty Ltd	Design and Construction of Pipeclay Creek Bridge, Henry Lawson Drive	\$669,500
Waeger Construction Pty Ltd	Design and Construction of Goodiman Creek Bridge, Mebul Road	\$564,500
Scania	Trailer, Water Tanker & Cab Chassis with Palfinger hook	\$502,237
Superior Pak	Front Loading Garbage Compactor	\$437,089
Energy Australia	Small sites electricity	\$391,473
Michael Byrne Mowing & Gardening Services	Mudgee Showground Caretaker	\$327,273
Telstra Corporation Limited	Telstra Services	\$272,727
Data#3 Ltd	Microsoft Server and Cloud enrollment	\$259,091
Downer EDI Works	Stabiliser Hire	\$211,818
Komatsu	Supply of Backhoe	\$164,011
P & A Engineering Management Co Pty Ltd	Design and Construction of the Airport Hanger in Mudgee	\$162,600
Ingal Civil	Guardrail	>150K
Castrol Australia	Supply Oils & Lubricants	>150K
JR Richards & Sons	Organics Collection Service	>450K
JR Richards & Sons	Supply and Deliver Organics Mobile Garbage Bins	\$410,969
JR Richards & Sons	Organics Processing Service	>150K
Hanson Construction Materials	Supply concrete Sofala Roads projects	>150K
D&C Powerline Constructions	Airport Subdivision Electrical	\$189,000
Regional Quarries Australia	Supply of Quarry Products	>150K
Kandos Operations Pty Ltd	Supply of Quarry Products	>150K
Ulan Stone Pty Ltd	Supply of Quarry Products	>150K
Boral Resources (Country) Pty Ltd	Supply of Quarry Products	>150K
MAAS Group	Supply of Quarry Products	>150K
Mudgee Dolomite and Lime Pty Ltd	Supply of Quarry Products	>150K
Fulton Hogan Industries Pty Ltd	Bitumen Spray Sealing	>\$5m
Mudgee Region Tourism Inc	Tourism and Visitor Services 2017-2021	\$1,584,000

# STATUTORY INFORMATION

## LEGAL EXPENSES

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

Council expended \$362,833 on legal costs during 2017/18. A total of \$206,439 related to the cost of obtaining legal advice or opinion in relation to various matters, and also includes the amounts incurred by Council in relation to legal proceedings as listed below.

Matter	Legal Services Fees	Amount (ex GST)	Status
Contract dispute 1 Wollar Road Project	Dispute, Termination of Contract, Deed of Settlement & Release	\$38,280.16	In progress
Contract dispute 2 Wollar Road Project	Expert Determination submission	\$26,087.70	Complete
Companion Animal Act Local Court appeal (Dog attack)	Local Court preparation & representation	\$3,765.35	In progress
NCAT – Determination GIPA Access application ICAC report	NCAT preparation and representation	\$22,100.30	Complete
LEC Case No. 2017/280977	Appeal and settlement of matter	\$15,994.00	Complete
LEC Case No. 2017/322910	Appeal and settlement of matter	\$14,463.50	Complete

In addition, Council expended \$156,394 during the period in recovering outstanding rates and charges. These costs are debited as a charge against individual rate assessments. Council recovered \$154,866 of such costs during the period.

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

### Local Government Act 1993 - Section 428, Local Government (General) Regulation 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 2017/18 to the value of \$109,000 resulting in a profit of \$64,000. This represents a profit margin of 58%.

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

## CONTRIBUTIONS AND DONATIONS

### Local Government Act 1993 - Section 356, Local Government (General) Regulation 2005 - Clause 217(1)(a5)

The total amount contributed or otherwise granted by Council under Section 356 of the Local Government Act, 1993 was \$440,518.

Significant contributions are listed below.

Recipient	Amount
Housing Plus (Crisis Accommodation)	\$85,000
Pelican Airline Air Service	\$102,000

## DELEGATES TO EXTERNAL COMMITTEES AND OTHER BODIES

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

During the 2017/2018 Council resolved the delegates to external committees and other bodies.

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

These are:

- Cudgegong Bushfire Management Committee
- Rural Fire Service District Liaison Committee
- Mudgee Region Tourism Inc
- Ulan Coal Mine Community Consultative Committee
- Wilpinjong Coal Community Consultative Committee
- Charbon Community Consultative Committee
- Moolarben Coal Community Consultative Committee
- Inglenook Exploration Community Consultative Committee
- Western Joint Regional Planning Panel
- Murray Darling Association
- Local Traffic Committee
- Bowdens Silver Project Community Consultative Committee
- Crudine Ridge Wind Farm Consultative Committee
- Orana Arts

# STATUTORY INFORMATION

## ADVISORY COMMITTEES

### Local Government (General) Regulation 2005 - Clause 217(1)(a6)

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

For 2017/18 there were 14 Advisory Committees 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: Cr Karavas, Cr Holden**

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

#### **Red Hill Reserve Working Party**

**Councillor Representative: Cr Cavalier , Cr Thompson**

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: Cr O'Neill**

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

#### **Gulgong Sports Council Sub Committee**

**Councillor Representative: Cr Thompson**

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

#### **Rylstone Sports Council Sub Committee**

**Councillor Representative: Cr Shelley**

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

#### **Mid-Western Regional Council Heritage Committee**

**Councillor Representative: Cr Paine, Cr 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.

#### **Mudgee and Gulgong Access Committee**

**Councillor Representative: Cr Karavas, Cr 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: Cr Martens, Cr Paine (alternate)**

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

#### **Cultural Development Committee**

**Councillor Representative: Cr Paine**

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

#### **Australia Day Selection Committee**

**Councillor Representative: Mayor, (Cr Kennedy), Deputy Mayor (Cr Cavalier), Cr O'Neill**

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

#### **Mid-Western Regional Youth Council**

**Councillor Representative: Cr Karavas, Cr Paine, Cr Holden**

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

#### **Gulgong Memorial Hall Committee**

**Councillor Representative: Cr Thompson**

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

#### **Mudgee Saleyards Committee**

**Councillor Representative: Cr Kennedy**

The Saleyards Committee will provide advice and recommendations to Council on matter relating to the future direction and long term planning of the saleyards.

# STATUTORY INFORMATION

## STATEMENT OF CONTROLLING INTEREST

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

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

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

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

Council was a party to the following partnerships, Co-operatives, Joint Ventures and other bodies throughout 2017/18:

- State Cover
- Orana Regional Organisation of Councils
- Orana Joint Organisation
- Mudgee Region Tourism Inc

## 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. The 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 which provides guidance on what is acceptable behaviour and establishes what may constitute discrimination, vilification, harassment and bullying at work.
- Provide effective mechanisms to resolve complaints.

The achievements for 2017/18 were:

- **Communication and Awareness Raising**
  - Training on sexual harassment in the workplace for Human Resources staff was undertaken in May 2018.
  - 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 Anti-Discrimination, Equal Employment Opportunity and Merit Based Recruitment and Selection was carried out for staff involved in Recruitment Panels in May 2018.
  - An overview of Council's EEO Management Plan is included in Council's induction Program.
  - Council staff attended Try a Trade and Career Expo events in the region to raise awareness of the opportunities available for employment at Council and our commitment to EEO.
- **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 we continue to meet our operational, customer and employee requirements.

# STATUTORY INFORMATION

## Supported Employment Service

- Council continued to be committed to the employment of people with disabilities through the Disability Enterprise.

## Workforce Strategy 2017-2021, Delivery Program 2017-2021

- The Workforce Strategy and Delivery Program confirms Council's commitment to a diverse workforce and facilitating opportunities to increase diversity of the workforce.

## Women in Local Government Program

- Braver, Stronger, Brighter event for women in Council was held in April 2018, which focussed on providing tools to be more confident in achieving goals.

## 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 2017/18. Those positions were:

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

The remuneration package for the General Manager totalled \$310,120, and included:

Salary component	\$253,089
Bonuses	NIL
Superannuation component	\$26,120
Non-cash benefits	\$23,558
Fringe Benefits Tax on non-cash benefits	\$7,353

The combined remuneration packages for all Directors for 2017/18 totalled \$603,036, and included:

Salary component	\$507,997
Bonuses	NIL
Superannuation component	\$59,727
Non-cash benefits	\$30,893
Fringe Benefits Tax on non-cash benefits	\$4,419

## 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 on Council's website:

[www.midwestern.nsw.gov.au](http://www.midwestern.nsw.gov.au)

# STATUTORY INFORMATION

## CAPITAL WORKS PROJECTS

### OLG Capital Expenditure Guidelines

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	2017/18 Budget	2017/18 Actuals	Project Status at 30 June 2018
Seal extension – Wollar Road	8,953	5,884	This project involves the upgrade and sealing of 23km of unsealed road on Wollar Road, widening of Fitzpatrick Bridge, realignment of Currens Cutting, construction of a concrete causeway and intersection works at Bylong Valley Way. The total project cost is \$15m funded by a \$14m grant from Restart NSW and a \$1m contribution from Mid-Western Regional Council.  Stage 1 of this project is complete, with Stages 2, 3 & 4 currently under construction and forecast to be completed by Christmas 2018.
Ulan Road Upgrade – Wattlegrove Lane to Midblock 19.9	2,858	2,334	The project is complete.
Ulan Road Upgrade – Wyaldra Lane to Quarry Entrance 27.7	3,221	1,938	The project is complete.

## REPORTING REQUIREMENTS UNDER THE DISABILITY INCLUSION PLAN

### Disability Inclusion Act 2014 - Section 13(1)

#### SUPPORTING AN INCLUSIVE WORKFORCE

Action	Expected outcome	Key stakeholders	Reporting	2017/18 Progress report
Facilitate opportunities for people with disability or volunteer within Council	Increased diversity of Council workforce	People with disability	Workforce strategy	Volunteer opportunities within Council exist within its Meals on Wheels and Community Transport services. In the past, people with disability have opted to volunteer with the Meals on Wheels service and they continue to be welcome to do so.
Review recruitment and selection processes to develop inclusive employment opportunities	Increased diversity of Council workforce	People with disability	Equal employment opportunity strategy	The Recruitment and Selection Procedure was reviewed in July 2017. The Procedure is designed to ensure that recruitment standards are consistent, appropriate, inclusive and free from discrimination or bias.
Engage with local disability service providers to identify strategies to enhance employment opportunities for people with a disability	Increase knowledge sharing between Council and local disability service providers.	People with disability	Annual report	Council teams work with local disability service providers in terms of negotiating supported employment opportunities and access to Council auspiced Community Services.
Develop and implement an EEO and Diversity Strategy within the Workforce Strategy	Council continues to be an inclusive employer, including recruiting, retaining and supporting people with disability.	Community	Annual report	Council's Anti Discrimination and Equal Employment Opportunity Policy was adopted by Council at its February 2017 meeting. Staff receive regular training on anti-discrimination. Specific training is also provided to staff involved in recruitment on Council's Recruitment and Selection Procedure with a focus on merit based recruitment.

# STATUTORY INFORMATION

## REPORTING REQUIREMENTS UNDER THE DISABILITY INCLUSION PLAN (CONT'D)

### Disability Inclusion Act 2014 - Section 13(1)

#### ▶ PROVIDING EFFECTIVE AND EFFICIENT GOVERNANCE AND LEADERSHIP

Action	Expected outcome	Key stakeholders	Reporting	2017/18 Progress report
Review and amend the Access Committee's Terms of Reference to broaden its focus and purpose	Access Committee is provided with Terms of Reference that clearly outlines Access Committee's purpose, roles, responsibilities and processes to Council and the community. This will not be exclusive to issues of physical access.	Council/Access Committees	Updated Terms of Reference	The Access Committee Terms of Reference were updated and endorsed by Council at its March 2017 meeting (that is, one month after Council's Disability Inclusion Action Plan was endorsed). They were reviewed and again endorsed in September 2018.
Enhance community and visibility between Access Committees and Council	Provide Access Committees with more visibility about Council's decision-making processes.	Council/Access Committees	Updated Terms of Reference	Both Committees provided input into and have had explained deliverables under Council's Disability Inclusion Action Plan. Both Committees have also experienced increased interactions with various Council staff with various fields of responsibility.
Support better collaboration between Advisory (355) Committees	Improved collaboration between Advisory committees for youth, recreation and inclusion so that all Council Advisory (355) Committees have a disability inclusion agenda.	Council/Advisory Committees/Access Committees	DIAP 2020	This action is due for review in 2020.

# STATUTORY INFORMATION

## REPORTING REQUIREMENTS UNDER THE DISABILITY INCLUSION PLAN (CONT'D)

### Disability Inclusion Act 2014 - Section 13(1)

#### ▶ SUPPORTING THE COMMUNITY TO PROMOTE AND CELEBRATE DIVERSITY AND INCLUSION

Action	Expected outcome	Key stakeholders	Reporting	2017/18 Progress report
As appropriate, incorporate disability awareness and inclusion across key Council activities and events	Encourage outreach, awareness and education about disability. Encourage people with disability to interact, showcase their talents and ability alongside people without disability.	Community/ People with disability/ Disability service providers	Annual report	Events and activities facilitated by Council's Community Development and Youth Services Officers welcome participation by a broad range of community members and does not discriminate against people with disability. Council's libraries work with local disability services and provide regular study support for people with disability. Council has also provided workshops to people with disability for annual community art competition and exhibitions. Regular interagency meetings and communications also promote disability awareness and opportunities (such as grant funding and access to the NDIS) for people with disability.
Establish collaboration between Council's Access Committees and all Council departments	Cross collaboration and education of Council staff. Increased understanding of accessibility and inclusion in all Council areas.	All of Council/ Community	Annual report	Internal staff training includes topics such as anti-discrimination and disability inclusion.
Develop and implement a media campaign (hashtags; Facebook; Twitter) to encourage understanding of people with disability	Encourage outreach, awareness and education about disability	Council corporate team	Annual report	Council delivered an integrated advertising campaign promoting supported and disability workers in the region. This included television advertising, PR activities, web content and social media.
Provide Disability Awareness Training for frontline Council staff to promote accessible Council services	Increased understanding of disability.	Council frontline staff	Annual report	Frontline Community Services staff are provided with training about accessibility awareness and have developed a good understanding of ways to increase participation and inclusion for people with disability.
Increase avenues for young people to support and promote an inclusive and diverse community	Council seeks to include initiatives within programs and events that enable young people to be involved in activities that promote disability inclusion.	Youth/ Community	Annual report	Youth Council provided complimentary tickets for a local performance by 'Justice Crew' to a local disability services provider for their participants to attend the show. Council also proudly supports initiatives such as annual Disability Inclusion Sports Awards, which includes the category 'Junior Athlete with a Disability Sportsmanship Award'.

# STATUTORY INFORMATION

## REPORTING REQUIREMENTS UNDER THE DISABILITY INCLUSION PLAN (CONT'D)

### Disability Inclusion Act 2014 - Section 13(1)

#### ▶ COUNCIL ACTIVELY PROMOTES MEANINGFUL COMMUNICATION AND ENGAGEMENT WITH THE COMMUNITY

Action	Expected outcome	Key stakeholders	Reporting	2017/18 Progress report
Develop and implement Communication Policy for better engaging with people with disability	Improved processes for engaging with people with a disability.	Council corporate team/Council community service staff/ People with disability	Annual report	Increased options of Council communications, such as Facebook videos with spoken narrative to increase accessibility.
Continue to provide Council information in multiple formats	Improved access to Council information	Community	Annual report	Increased methods of Council communications, such as Facebook videos with spoken narrative to increase accessibility.
Council seeks to provide local services and businesses with information on how to appropriately engage with people with disability and how their business could be more inclusive	Businesses are aware of Council's commitment and resources to assist with disability inclusion.	Local businesses	Annual report	<p>Council is a proud supporter of local business 'Clock Awards, which includes awards for excellence in community services, which was won this year by a local disability services provider. There is also a category for Disability Access which was awarded to a local retail business this year. Members of the Mudgee and Gulgong Access Committee provide input into deliberations for this award category.</p> <p>Council also proudly supports initiatives such as annual Disability Inclusion Sports Awards, which includes the categories 'Disability Inclusive Sports Club Award' and 'Disability Inclusive Sports Volunteer Award'.</p> <p>Council has a broad range of accessible facilities and services, including local swimming pools with accessibility ramps and accessible change facilities, and accessible parks and playgrounds.</p>
Investigate the opportunity to provide a 'one-stop-shop' on Council's website that provides people with disability access to essential information e.g. accessible and appropriate services and facilities	Improved processes for engaging with people with a disability.	Council/People with disability	Annual report	Accessible services for which Council is responsible for are listed on Council's website, including its Meals on Wheels and Community Transport services, and accessible playground and bathroom facilities. Council also regularly updates its listings on the National Public Toilet register, which notes accessible facilities.
Council develops and implements Awards and criteria for local businesses who drive and practice disability inclusion	Businesses are rewarded and promoted for driving change in disability inclusion	Local businesses	Annual reporting	<p>Council is a proud supporter of local business 'Clock Awards, which includes awards for excellence in community services, which was won this year by a local disability services provider. There is also a category for Disability Access which was awarded to a local retail business this year. Members of the Mudgee and Gulgong Access Committee provide input into deliberations for this award category.</p> <p>Council also proudly supports initiatives such as annual Disability Inclusion Sports Awards, which includes the categories 'Disability Inclusive Sports Club Award' and 'Disability Inclusive Sports Volunteer Award'.</p>

# STATUTORY INFORMATION

## REPORTING REQUIREMENTS UNDER THE DISABILITY INCLUSION PLAN (CONT'D)

### Disability Inclusion Act 2014 - Section 13(1)

#### ▶ SUPPORTING IMPROVED PHYSICAL ACCESS IN THE COMMUNITY

Action	Expected outcome	Key stakeholders	Reporting	2017/18 Progress report
Continue to implement the Pedestrian Access and Mobility Plan (PAMP)	Increase pathway infrastructure to improve physical access of public space	Community/ Council	Pathways inspected every four years and PAMP is updated every two years	Four PAMP projects were completed: <ul style="list-style-type: none"> <li>▪ Cudgegong Pedestrian Bridge</li> <li>▪ Replacement of pathway adjacent to Preschool on Perry Street (under maintenance)</li> <li>▪ Replace Gladstone Street south (Church to Perry)</li> <li>▪ Replace Gladstone Street south (Perry to Douro)</li> </ul> A fifth project - The Lions Park Bridge - was identified through the bridge inspection program as high priority for completion, as well as regular ongoing pathway maintenance.
Auditing physical accessibility of Council owned buildings to consider leading practice prioritisation of upgrades	Physical accessibility of Council owned facilities is reviewed with priority upgrades identified.	Council	DIAP 2020	Council's building network comprises over 200 buildings and its Assets Management Plan establishes condition inspection program Council's Asset Management Plan acknowledges greater demand for accessibility and services for an ageing cohort. It also notes that renewal plans are to include increased access at facilities
Inclusion objectives to be referred to and considered when allocating community grants	Increase consideration of disability and inclusion in awarding Council grants	Community/ Council	Annual report	Council's Community Grants Program closely aligns with its Towards 2030 Community Plan, including strategies on providing equitable access to a range of places and spaces for all in the community, providing infrastructure and services to cater for the current and future needs of our community and maintaining the provision of high quality, accessible community services that meet the needs of our community.

# STATUTORY INFORMATION

## REPORTING REQUIREMENTS – INSPECTION OF PRIVATE SWIMMING POOLS

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



4

**INSPECTIONS OF  
TOURIST & VISITOR  
ACCOMMODATION**



5

**INSPECTIONS OF  
PREMISES WITH MORE  
THAN 2 DWELLINGS**



26

**CERTIFICATES OF  
COMPLIANCE**  
(S22D OF THE SP ACT)



7

**CERTIFICATES OF  
NON-COMPLIANCE**  
(CL 21 OF THE SP REG)

## COMPANION ANIMALS

**Local Government (General) Regulation 2005 - Clause 217(1)(f), Companion Animals Act 1988 (CA Act), Companion Animals Regulation 2018, and Companion Animals Guidelines (CA Guidelines)**

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

The pound collection data for the 2017/18 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 2017/18 period, there were 33 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 2017/18, Council spent \$207,255 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 \$41,080 of revenue to Council in 2017/18 for Animal Management Services.

A further \$35,290 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 2017/18. During 2017/18, 406 companion animals were registered through Council.

During the 2017/18 period Council conducted one micro-chipping day. 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.

# STATUTORY INFORMATION

## 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 2017/18, Council compiled Pound Data Collection Returns for the Office of Local Government. 400 animals were seized. 304 of those animals were able to be returned to their owners or Council successfully rehomed them.

A total of 102 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	77	323	400
Abandoned/Stray	20	9	29
Surrendered by Owners	34	47	81
Released to Owners	15	289	304
Euthanased	56	46	102
Sold	51	46	97
Released to Organisations for re-homing	12	14	26
Died at Council Facility	0	0	0
Stolen or escaped from Council's Facility	0	0	0
Holding pending Court Action	0	0	0

# STATUTORY INFORMATION

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

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

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

During the 2017/18 reporting period, Council received a total of 13 formal access applications as detailed in the table below.

**TABLE A: NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME\***

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/Deny Whether Information is Held	Application Withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	5	0	0	1	1	0	0	0	7	54%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	1	0	0	0	0	0	0	0	1	8%
Members of the public (other)	4	0	0	0	0	0	0	1	5	38%
<b>Total</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>13</b>	
<b>% of Total</b>	<b>77%</b>	<b>0%</b>	<b>0%</b>	<b>8%</b>	<b>8%</b>	<b>0%</b>	<b>0%</b>	<b>8%</b>		

\* 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. The total number of decisions in Table B should be the same as Table A.

# STATUTORY INFORMATION

**TABLE B: NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME\***

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny Whether Information is Held	Application Withdrawn	Total	% of Total
Personal information applications*	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	10	0	0	1	1	0	0	1	13	100%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
<b>Total</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>13</b>	
<b>% of Total</b>	<b>77%</b>	<b>0%</b>	<b>0%</b>	<b>8%</b>	<b>8%</b>	<b>0%</b>	<b>0%</b>	<b>8%</b>		

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

**TABLE C: INVALID APPLICATIONS**

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

# STATUTORY INFORMATION

**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%
<b>Total</b>	<b>0</b>	

\* 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**

	No. 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	0	0%
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%
<b>Total</b>	<b>0</b>	

**TABLE F: TIMELINESS**

	No. of applications	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	11	92%
Decided after 35 days (by agreement with the applicant)	1	8%
Not decided within time (deemed refusal)	0	0%
<b>Total</b>	<b>12</b>	

# STATUTORY INFORMATION

**TABLE G: NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT (BY TYPE OF REVIEW AND OUTCOME)**

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

**TABLE H: APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT (BY TYPE OF APPLICANT)**

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

**TABLE I: APPLICATIONS TRANSFERRED TO OTHER AGENCIES**

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

\* 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.

## PUBLIC INFORMATION DISCLOSURES

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

Council has not received any public interest disclosures during the year.

# STATUTORY INFORMATION

## PLANNING AGREEMENTS

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

Company	Effective	Purpose	Amount	Due Date	Paid
Caerleon	Sep-13	Fairydale Lane Contribution	\$500,000	"Lump sum payment on connection of Fairydale Lane to the spine road, based on \$500 per lot of registered plans for the subdivision. Thereafter a per lot contribution upon registration"	No
		Community Open Space Network	Land for parks, recreation, stormwater and sewer	As stages are released	No
Charbon Coal	Sep-10	Annual Contribution - Road Maintenance	\$0.05 per tonne per kilometre	Due by 31 July each year for coal hauled in previous year	No
		Annual Contribution - Road Maintenance	\$0.77 per tonne	\$75,000 paid as bond. To be charged with calculated contribution on an annual basis until \$75,000 exhausted. A further \$75,000 shall then be paid to Council, with annual charges payable whilst mining continues	No
		Lump Sum - Carwell Creek Bridge Upgrade	\$210,000	\$210,000 due within 30 days of commencement of construction works by Council	Yes - Completed
		Annual Contribution - Community Facilities	\$0.01 per Run of Mine tonnes per annum	Due by 31 July each year for coal hauled in previous year	Yes
		Lump Sum - Community Facilities	\$50,000	\$50,000 payable within one month of receipt of project approval for a community project in Rylstone, Kandos, Charbon and/ or Clandulla	Yes - Completed
Kepco Bylong Australia	Oct-16	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

# STATUTORY INFORMATION

## PLANNING AGREEMENTS (CONT'D)

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

Company	Effective	Purpose	Amount	Due Date	Paid
Moolarben Coal Stage 1	Aug-08	Lump Sum - Open Cut Coal	\$1,000,000	Payable in three equal annual instalments, with the first payment due within 7 days of first loading and dispatch of coal produced from the open cut operation	Yes - Completed
		Lump Sum - Underground Coal	\$300,000	Payable in three equal annual instalments, with the first payment due within 7 days of first loading and dispatch of coal produced from the underground operation	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 - Completed
Moolarben Coal Stage 2	Jan-15	Annual Contribution - Road Maintenance	\$1,250,000	\$62,500 per annum for 20 years, with the first instalment due on the anniversary of the first loading and dispatch of coal	9 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	9 of 10
Ulan Coal Mines Limited	Mar-11	Lump Sum - Community Infrastructure	\$3,475,000	\$2 million to be paid within 30 days of date of agreement. Balance of \$1.475 million to be paid within a year of the date of the first contribution	Yes - Completed
		Annual Contribution - Road Maintenance Cope Road	\$1,050,000	\$50,000 per annum for 21 years, with the first instalment due within 30 days of date of agreement. Subsequent annual payments due on anniversary date of first contribution	8 of 20
Wilpinjong Coal Pty Ltd	Mar-06	Lump Sum - Coal Shipment	\$450,000	Payable prior to the first shipment of coal from the land	Yes - Completed
		Annual Contribution - Community Infrastructure	\$800,000	40,000 per annum for 20 years, with the first instalment due on the anniversary of the first loading and dispatch of coal	11 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	11 of life
		Annual Contribution - Bus Routes	\$60,000	\$20,000 per annum for three years	Yes - Completed

# STATUTORY INFORMATION

## PLANNING AGREEMENTS (CONT'D)

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

Company	Effective	Purpose	Amount	Due Date	Paid
Wilpinjong Coal Pty Ltd	Jan-11	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	Payment requirements met to date
		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
		Annual Contribution - Community Infrastructure	\$600 per annum per permanent employee contractor in excess of 100 for 20 year consent period	\$235,774 paid in 2014/15	5 of Project Approval
	Oct-16	Annual Contribution - Community Infrastructure	\$600 per annum per permanent employee contractor for extended project life	Per annum starting in 2028 for approximately 7 years (end of project)	No
Crudine Ridge Wind Farm Pty Ltd	Aug-17	Annual Contribution	"\$1,250 pa multiplied by the name plate megawatt (MW) capacity of the wind turbine generators multiplied by the number of wind turbine generators installed"	Payment to commence on the first anniversary of the operation date	No



# STATE OF THE ENVIRONMENT REPORT

## LAND

Issue	Indicator	2014-15	2015-16	2016-17	2017-18	Trend
Contamination	Contaminated land sites – contaminated Land Register (number)	1	1	1	1	→
	Contaminated land sites – potentially contaminated sites (number)	29	31	31	0	↑
	Contaminated sites rehabilitated (number)	0	0	0	0	→
Erosion	Erosion affected land rehabilitated (ha)	0	0	0	0	→
Land use planning and management	Number of development consents and building approvals	376	343	562	532	↓
	Landuse conflict complaints (number)	28	20	36	30	↓
	Loss of primary agricultural land through rezoning (ha)	0	0	0	0	→
Minerals & Petroleum	Number of mining and exploration titles	160	152	149	133	↑
	Area covered by mining and exploration titles (ha)		480K	682K	650K	↓

↑ Improvement    → No or little change    ↓ Worsening trend

Note: the trend is based on comparing the average of the previous three years of reporting with 2017/18

## BIODIVERSITY

Issue	Indicator	2014-15	2015-16	2016-17	2017-18	Trend
Habitat Loss	Total Area in the National Parks Estate (ha)	100K	100K	100K	100K	→
	Total Area of State Forests (ha)	16,837	16,827	16,841	16,841	→
	Total Area Protected in Wildlife Refuges (ha)	5,689	5,689	5,689	8,253	↑
	Area protected in conservation reserves & under voluntary conservation agreements (ha)	1,381	1,384	1,657	2,204	↑
	Extent of Travelling Stock Reserves in LGA (ha)		1,449	1,301	1,301	↓
	Proportion of Council reserves that is bushland/remnant vegetation	73%	75%	75%	76%	↑
	Habitat areas revegetated (ha)	5	1	100	2	↓
	Roadside vegetation management plan	Yes	Yes	Yes	Yes	→
	Roadside vegetation rehabilitated (ha)	0	0	0	15	↑
Threatened Species	Threatened species actions implemented (e.g. PAS, recovery plans) (number)	3	1	2	1	→
	Fish restocking activities: native species (number)	146,000	125,000	124,000	55,000	↓
Noxious weeds and feral animals	Fish restocking activities: non-native species (number)	41,000	42,332	38,334	27,667	↑
	Number of declared noxious weeds	132	132	95	95	↑
	Invasive species (listed noxious or WONS) under active management (number)	27	30	24	19	↓

↑ Improvement    → No or little change    ↓ Worsening trend

# STATE OF THE ENVIRONMENT REPORT

## WATER AND WATERWAYS

Issue	Indicator	2014-15	2015-16	2016-17	2017-18	Trend
Surface & Ground Water Quality	Average salinity levels in selected streams (EC)	587	559	486	585	↓
	E.coli remote from wastewater treatment plants (per 100ml)	2	0	0	0	↑
	Average Total Nitrogen in selected streams (mg/L)	0.63	0.55			
	Average Total Phosphorus in selected streams (mg/L)	0.04	0.04			
	Average Turbidity in selected streams (NTU)	12	15			
Riparian	Riparian vegetation recovery actions (number)	3	0	1	2	↑
	Riparian vegetation recovery area (ha)	7	0	50	4	↓
Industrial/ Agricultural Pollution	Load Based Licencing volume (kg)	15,144	11,130	14,567	12,012	↑
	Exceedances of license discharge consent recorded (number)	0	1	4	0	↑
	Erosion & Sediment Control complaints received by council (number)	1	3	20	5	↑
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	3	0	1	↑
Town Water Quality	Number of instances drinking water guidelines not met	138	149	77	34	↓
	Number of drinking water complaints	100	48	67	94	↓
Dam levels	Average Dam Levels	46.5%	41.4%			
Water extraction	Number of Water Supply Work Approvals from surface water sources	325	304	335		
	Volume of surface water permissible for extraction under licences (GL)	38	38	38		
	Number of Water Supply Work Approvals from groundwater resources	2,346	2,279	2,307		
	Volume of groundwater permissible for extraction under licences (GL)	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	71	↓
	Water used by Council for irrigation (including treated and untreated) (ML)	138	146	175	236	↓
Town water consumption	Annual metered supply (ML)	1,945	1,949	1,931	2,190	↓
	Annual consumption (Total from WTP) (ML)	2,384	2,320	2,280	2,554	↓
	Average annual household mains potable water usage (kL)	200.2	200.3	191.5	213.8	↓
	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

## TOWARDS SUSTAINABILITY

Issue	Indicator	2014-15	2015-16	2016-17	2017-18	Trend
Waste Generation	Total waste entombed at primary landfill (tonnes)	26,711	28,568	22,639	21,783	↑
	Total waste entombed at other landfills (excl recyclables) (tonnes)	0	0	0	0	→
	Average total waste generated per person (tonnes)	1	1.18	0.92	0.88	↑
	Average cost of waste service per residential household	\$289	\$364	\$375	\$383	↓
Hazardous / Liquid Waste	DrumMuster collections (number of drums)	52	0	1,732	1,705	↑
	Household Hazardous Wastes collected (kg)	3,935	4,333	6,284	4,948	↑
Reduce	Organics collected (diverted from landfill) (tonnes)	2,603	2,484	3,363	2,277	↓
	E-Waste collected (diverted from landfill) (tonnes)	0	14	39	35	↑
Recycle	Volume of material recycled (tonnes)	2,886	2,518	3,113	4,222	↑
	Volume of material recycled per person (kg)	120	104	127	170	↑
Littering and illegal dumping	Number of illegal waste disposal complaints to Council	32	11	25	48	↓
Engineering, Infrastructure and Civil Works	New road construction (km)	1	2	1	0.25	↑
	Road upgrades (km)	74	95	83	71	↑
Risk Management	Flood management plans / flood mapping – increase in area covered	0	0	710	0	↓
	Hazard reduction burns	6	19	11	11	↑
Climate Change Mitigation	Office paper used by Council (A4 & A3 reams)	2,023	2,176	1,956	1,817	↑
	Council sustainability initiatives (number)	1	1	0	1	↑
	Council mitigation initiatives (number)	0	1	1	0	↓
Council Greenhouse Gas Emissions	Annual electricity consumption for Council controlled facilities (MWh)	6,136	6,156	5,867	6,315	↓
	Annual natural gas consumption for Council controlled facilities (GJ)	0	0	0	0	→
	Annual bottled gas consumption for Council controlled facilities (L)	10,752	5,313	7,863		
	Total fuel consumption (KL)	1,132	975	708	971	↓
	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 <sub>2</sub> -e/year)	22,132	21,803	24,215	24,401	↓
Community Greenhouse Gas Emissions	Small scale renewable energy uptake (kW installed)	995	1,264	1,216	1,889	↑
	Number of solar water heaters and heat pumps installed	31	49	15	18	↓

↑ Improvement      → No or little change      ↓ Worsening trend

# STATE OF THE ENVIRONMENT REPORT

## PEOPLE AND COMMUNITIES

Issue	Indicator	2014-15	2015-16	2016-17	2017-18	Trend
Active community involvement	Environmental volunteers working on public open space (hrs)		70	186	272	↑
	Number of environmental community engagement programs	5	5	6	4	↓
	Number of growers markets/local food retailers specialising in local food	3	3	3	3	→
Indigenous Heritage	Number of indigenous sites on AHIMS register	4,162	4,302	4,328	4,566	↑
	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)	6	4	1	0	↑
	Number of indigenous heritage management actions/responses	0	1	0	0	↓
Non-Indigenous Heritage	NSW Heritage items (number)	13	13	14	14	↑
	Locally listed heritage items (number)	526	526	526	526	→
	Actions to protect non-indigenous heritage (including management plans) (number)	1	1	1	0	↓
	Heritage buildings on statutory heritage lists demolished/degraded in past year (number)	1	0	1	2	↓
	Heritage buildings on statutory heritage lists renovated/improved in past year (number)	9	6	41	9	↓

↑ Improvement    
 → No or little change    
 ↓ Worsening trend

# STATE OF THE ENVIRONMENT REPORT

## CASE STUDY: ROADSIDE RESERVE EXTENSION PROJECT (MID-WESTERN LGA)

In 2017, Mid-Western Regional Council was awarded a grant of \$60,000 from Central Tablelands Local Lands Service Targeted Ecosystems Program to assist in the enhancement of high conservation value roadside vegetation throughout the LGA.

Council developed a Roadside Vegetation Management Plan in 2011 which mapped all of the roads in the region as having high, moderate or low conservation value. This plan was used to identify areas to target for this project.

The project involved employing a casual Weeds Officer to work with one permanent Council Weed Officer to control weeds along roadsides classed as having high or moderate conservation value. Council spot sprayed along 642 km of roadside during a six month period. The casual Weeds Officer gained valuable experience and on-the-job training, and has gone on to permanent employment with Council's weeds department.

Council also advertised funding for landholders interested in undertaking planting projects adjacent to high or moderate conservation value roadsides. Council received 42 applications and selected eight landholders to plant 2,200 tubestock plants, the aim of which was to extend the roadside vegetation into private property and improve the habitat linkages.

Land adjacent to EEC and/or known threatened species habitat was highly prioritised and landholders who could provide in-kind assistance in the form of fencing, ripping and slashing were also prioritised.

Planting was done by a contractor using locally-sourced stock. A total of 15.7 ha was planted which resulted in 216 ha of improved connectivity. All landholders agreed to the continued maintenance of the plantings on their property.

Council worked with Watershed Landcare and the Mudgee Local Lands Service to engage landholders and promote the project.



Roadside extension onto private property near Windeyer.



[www.midwestern.nsw.gov.au](http://www.midwestern.nsw.gov.au)

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