

ANNUAL REPORT 2018/19

MID-WESTERN REGIONAL COUNCIL



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MID-WESTERN REGIONAL COUNCIL

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MAYOR	Cr Des Kennedy
GENERAL MANAGER	Brad Cam



MESSAGE FROM THE MAYOR



I am pleased to present the 2018/19 Annual Report that details how Council has achieved its Towards 2030 Community Plan strategies by delivering on actions in the five major themes - Looking After Our Community; Protecting Our Natural Environment; Building a Strong Local Economy; Connecting Our Region; and Good Government.

Our region is growing, with families and professionals choosing to live in a vibrant community that offers an affordable and convenient lifestyle. Council continues to promote the region as an ideal place to live, work, invest and visit and the Economic Development team successfully conducted a number of activations throughout Sydney this year, having more than 735 face-to-face conversations to raise the region's profile among tree-changers. Our population continues to grow at a steady rate with an annual average of 1.19%, which is an excellent result for a regional centre. Council is committed to managing this growth and ensuring the region is an attractive place to live, maintaining high quality and accessible community services. This year we have completed the wonderful Mudgee Water Park as well as upgrades to the Gulgong and Mudgee Skate Parks for the region's families.

Council secured \$13.8 million in state and federal government grant funding this year to construct new and improved infrastructure and amenities for the region and introduce new programs and initiatives. Some of these projects include sporting ground upgrades and improvements across the region, town entrance signage, a Putta Bucca ecotrail, shared cycleways and walking paths, Mudgee and Rylstone Showground upgrades, library upgrades, rural road maintenance and a footbridge in Rylstone. Council works hard to achieve the balance between delivering on community wish-lists whilst reducing the financial burden on ratepayers.

I'm pleased that Council secured \$2.298 million through the NSW Government's Regional Cultural Fund to develop the long-awaited Mid-Western Regional Arts and Cultural Centre after it was ranked in the top five most important projects by 52 per cent of residents surveyed in 2016/17. Council will match this funding and construction is due to commence in 2020. Another major project that will be well underway in 2020 is Stage 2 of the Glen Willow Regional Sports Complex following a \$6.95 million investment by the Federal Government through its Building Better Regions Fund.

I am delighted to see the \$70 million Mudgee Hospital redevelopment is nearing completion. This is a much needed resource for our growing region and it has been exciting to watch the project progress from the announcement of state funding to the fit-out stage.

Glen Willow Regional Stadium continues to secure major sporting events and Council has negotiated a further two year deal with the St George Illawarra Dragons and South Sydney Rabbitohs to host the 2020 and 2021 NRL Charity Shield matches. Council recognises the significant economic benefit of bringing these professional sports games to the region. This year Council co-ordinated the NRL Charity Shield, NRL Round 10 St George Illawarra Dragons vs Newcastle Knights, and Flavours of Mudgee, generating more than \$5.5 million for the local economy.

I thank Council's dedicated staff as well as my fellow Councillors for their leadership and representation. I look forward to working with the community to achieve even greater outcomes for our region in the next 12 months.

DES KENNEDY
MAYOR

MESSAGE FROM THE GENERAL MANAGER



The 2018/19 Annual Report is an opportunity to inform the community of Mid-Western Regional Council's accomplishments and performance in delivering on its vision of *'a prosperous and progressive community we proudly call home'*.

Council continues to forge ahead with its strong financial position and achieved a \$1.2 million operating surplus in the 2018/19 budget. This is achieved through prudent financial management and thoughtful investment with a view to achieving long term financial stability.

Council remains committed to delivering quality infrastructure and services to the community, demonstrated in the \$51 million capital expenditure this year. Council invested \$14 million in roads, bridges and footpaths; \$4 million in sporting grounds; and \$2.2 million in youth infrastructure such as skate parks and playgrounds. As part of this capital expenditure a number of major projects were completed including the \$15 million Wollar Road upgrade, a second bridge over Pipeclay Creek on Henry Lawson Drive and the \$1 million Mudgee Water Park.

Council places a great focus on securing grant funding and has again been highly successful this year with a number of new projects to commence in 2019/2020 as a result, including the Mid-Western Regional Arts and Cultural Centre, Stage 2 of the Glen Willow Regional Sports Complex and the Gulgong Adventure Playground.

Staff continue to introduce innovation to improve services and systems. An excellent example of this is Council's Weeds Team which has utilised drone technology to undertake inspections in remote and dangerous locations to improve efficiency and personal safety. Following the success of this program, Council is in the process of rolling out the technology in other departments.

In other business innovations, Council launched its community engagement site - *YourSay Mid-Western* during this period, with great success. More than 4,500 residents have accessed this site seeking information on Council activities and projects open for consultation with almost 400 registering to provide input that will ultimately shape these activities.

I am proud to report the work of a number of Council teams were recognised externally this year. Among the accolades was the prestigious Local Government NSW RH Dougherty Award (the second received by Council in as many years) presented to the Communications Team for Council's monthly digital Community News Bulletin.

Like so many other Local Government Areas in Western NSW, the Mid-Western Region is managing prevailing drought conditions, with Level 1 water restrictions implemented from August 2019. The rollout of Smart Water Meters to every household in the region will save 140 million litres of water wasted each year by detected leakages in real time and encourage residents to reduce their consumption by monitoring their daily and monthly usage.

I thank Council staff and volunteers for the commitment to their work, ensuring we deliver the best possible outcomes and services to our community.

A handwritten signature in black ink, consisting of a stylized 'B' followed by a horizontal line and a short vertical stroke at the end.

GENERAL MANAGER

YOUR COUNCIL

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

Council elected Clr Kennedy as Mayor, and Clr Paine as Deputy Mayor for the period September 2018 through to September 2020.

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.



Councillor Des Kennedy
MAYOR



Councillor Sam Paine
DEPUTY MAYOR



Councillor Paul Cavalier



Councillor Russell Holden



Councillor Alex Karavas



Councillor Esme Martens



Councillor John O'Neill



Councillor Peter Shelley



Councillor Percy Thompson

CIVIC LEADERSHIP

THE ROLE OF COUNCIL

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

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

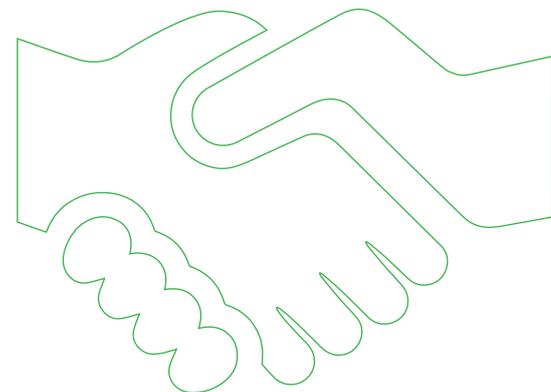
CODE OF CONDUCT

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 2018/19, 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

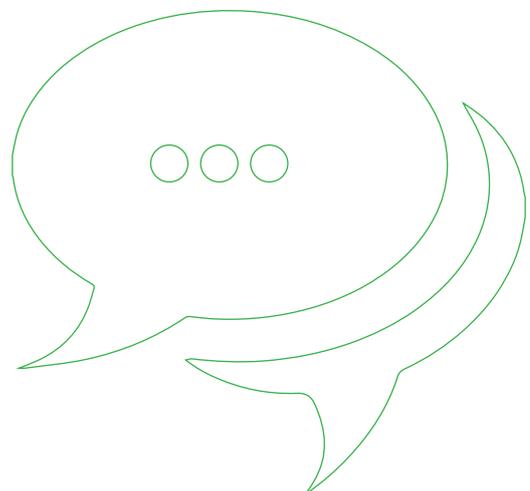


HAVING YOUR SAY

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

- 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 and 1 Extraordinary meeting were held between 1 July 2018 and 30 June 2019.

ELECTED MEMBER	ORDINARY MEETINGS ATTENDED		EXTRAORDINARY MEETINGS ATTENDED	
	NUMBER	%	NUMBER	%
Cr Des Kennedy – Mayor	11/11	100%	1/1	100%
Cr Sam Paine – Deputy Mayor	10/11	91%	1/1	100%
Cr Paul Cavalier	7/11	64%	1/1	100%
Cr Russell Holden	9/11	82%	1/1	100%
Cr Alex Karavas	11/11	100%	1/1	100%
Cr Esme Martens	10/11	91%	0/1	0%
Cr John O'Neill	9/11	82%	0/1	0%
Cr Peter Shelley	8/11	73%	1/1	100%
Cr Percy Thompson	10/11	91%	1/1	100%

DELEGATING DECISION MAKING

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



ORGANISATION STRUCTURE



MID-WESTERN REGIONAL COUNCIL



MAYOR
Cr Des Kennedy



GENERAL MANAGER
Brad Cam



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
- 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



EXECUTIVE MANAGER HR
Michele George

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



CHIEF FINANCIAL OFFICER
Leonie Johnson

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

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 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

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

One of regional NSW's fastest growing areas, the region is the gateway to the Central West and Far West regions of the state. Just over 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 655,000 visitors each year.



8,752km²	25,086	\$2.029bn	2,448km	10,410	2,537
Land Area	Population	Gross Regional Product	Roads Network	Jobs	Businesses

FAST FACTS



MAJOR Towns and Centres

- Mudgee, Gulgong, Kandos, 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

LOCAL GOVERNMENT NSW RH DOUGHERTY AWARDS

Reporting to Your Community, Division A – Population less than 30,000



Council's monthly Community News Bulletin was recognised at the 2019 Local Government NSW Awards. The Bulletin was named winner in the Reporting to Your Community category of Local Government NSW's respected RH Dougherty Awards. The Community News Bulletin is a 2-3 minute video on Council-related news items that affect residents in the Mid-Western Region and is published monthly on Facebook, YouTube and Council's website. The project was created in 2018 to diversify the printed edition of Community News and develop it into a digital publication to capture a greater audience who use social media to access their information and news. Judges said they were impressed with the Bulletin's impact on community for the dollar and value of money spent and the great use of social media. 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.

LENNY AWARD

Best Training Partner

The Lenny Awards are an annual showcase of training excellence, facilitated by online training platform, SAP Litmos. Council was recognised for the award for Best Training Partner Program which internationally recognises businesses that have rolled out training programs to drive learning among their external audiences. Council's submission detailed the success achieved with the roll out of the new Contractor WHS Induction. This includes reducing costs to Council and contractors, minimising disruption to projects, maintaining good relationships with contractors and helping fulfil WHS legislative obligations.

LOCAL GOVERNMENT NSW EXCELLENCE IN ENVIRONMENT

Roadside Environment Management, Winner Division A



Council's Roadside Weed Control Project was named winner in the 2018 Local Government NSW Excellence in Environment Awards. Council conducted weed control across 300ha (624km) of high and moderate conservation value roadside reserve to improve and/or maintain ecological condition. An additional 16ha of private property adjacent to high and moderate value roadside reserve was rehabilitated. The works on private property resulted in 216ha of improved habitat connectivity.

SERVICE NSW AWARD

Award for Small Business Friendly Councils Initiative

Presented by the Hon. Victor Dominello MP Minister for Customer Service and the Hon. Damien Tudehope MLC, Minister for Finance and Small Business. This award recognises Council as an Easy to do Business Partner.

LOCAL GOVERNMENT PROFESSIONALS

2019 Australasian Management Challenge

Council staff represented the Central West in the 2019 Australasian Management Challenge. The team of five (consisting of Manager Customer Service – Richard Cushway, Manager Community Services – Fiona Turner, Chief Weeds Officer – Matthew Anderton, Senior Engineer – Water and Sewer – Leon Ross, and Executive Assistant to the GM and Mayor – Mette Sutton) were mentored by Council's General Manager Brad Cam. The team competed against 26 other Council teams in Sydney. The Australasian Management Challenge is a development program that provides real life problem solving experiences and produces outcomes that translate into relevant, tangible and enduring benefits for people, teams and organisations.

KEY COMPLETED PROJECTS



LOOKING AFTER
OUR COMMUNITY

Skate Park Upgrades

Mudgee Skate Park underwent an extension and upgrade following consultation with park users. These submissions were incorporated into design concepts that were placed on public exhibition with the community voting on their preferred design.

Gulgong Skate Park was completely redeveloped with a new concrete structure installed following a period of community consultation.

Council invested \$400,000 on the skate park upgrades for the benefit of the community's young people.

Mudgee Water Park

Mudgee Water Park was completed after Council secured \$800,000 in grant funding to build the all new facility through the NSW Government's Stronger Country Communities Fund. A water park was identified as one of the top three priority projects by residents during consultation for the Mid-Western Region Towards 2030 Community Plan. Located at Mudgee Pool, the park caters for children of all ages with a dedicated rock pool for small children and toddlers and slide and water bucket for primary aged children and teenagers.

Regional Arts and Cultural Centre

The NSW Government transferred ownership of the former Cudgegong Shire Building at 90 Market Street, Mudgee to Council for use as the future location of a dedicated Arts and Cultural Centre. Council secured \$2.298 million through the government's Regional Cultural Fund for the construction and fitout of the centre, which will be matched by Council. Construction is due to commence in 2020. The Centre is expected to include gallery spaces for permanent and visiting collections, tourism office, regional gift shop, art store, sculpture garden, café, and artist in residence space. A regional gallery ranked in the top five most important projects for 52 per cent of residents surveyed in 2016/17.

Public Art Program

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

Seventeen sculptures have now been installed in Mudgee's Lawson Park as a result of partnerships with organisers of community events such as Sculptures in the Garden and Rylstone Wood Symposium.

Youth Program Delivered

Council, through the financial assistance of KEPCO Bylong, delivered a range of youth-led activities and events. The bulk of activity was undertaken during Youth Week and during school holidays, with Council hosting events such as trivia and art competitions, workshops and outdoor activities. These events were spread across the region and, wherever possible, transport provided to assist those who would otherwise be unable to attend.



KEY COMPLETED PROJECTS (CONT'D)



PROTECTING OUR NATURAL ENVIRONMENT

Food and Garden Organic Waste Collection Implemented

Collection of Food and Garden Waste successfully commenced across the region. Organic waste is transported to the Dubbo Regional Organics Processing Plant (DROPP) where it is transformed into compost as part of the joint regional waste project between Mid-Western Regional Council, Dubbo Regional Council and Narromine Shire Council. The resulting compost is now available for purchase.

Environmental Events

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

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 in the Broadview Estate reserve to assist in revegetating the area and providing valuable habitat for native animals.

Drone technology used in weeds management

The Weeds Department successfully introduced drone technology to undertake inspections in remote and dangerous locations. Council's weeds management program was delivered with 1074 inspections, 153 reinspections and 2,598km of roadside weed spraying.

Environmental Education Campaigns

Council rolled out a number of education campaigns around waste and recycling, including the Keep It Simple campaign, which encouraged residents to make simple changes to their recycling routines.

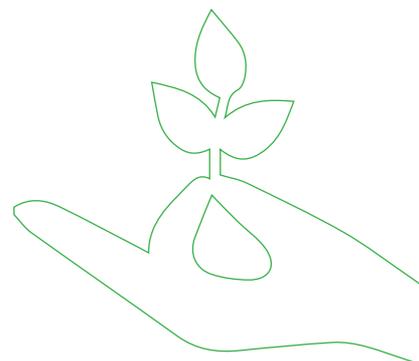
Households, businesses and schools across the region were encouraged to reduce their consumption of single-use plastics during Plastic Free July. Council offered reusable glass coffee mugs at a reduced rate to encourage people to avoid using disposable cups which make their way to landfill.

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.

Smart Water Meter Rollout

Council commenced the 2 year rollout of the Smart Water Meter Network after securing \$1.2m through the Australian Government's Smart Cities and Suburbs Program. The Smart Water Meter Network will provide an estimated \$445,000 annual cost saving to ratepayers by detecting leakages in real time. The new meters relay data on an hourly basis to Council, allowing Water Teams to act promptly. Residents will be able to manage their future usage by accessing a customer portal which will provide real time data on the amount of water they are using daily.



KEY COMPLETED PROJECTS (CONT'D)



BUILDING A STRONG LOCAL ECONOMY

New Businesses in the Region

419 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 focus on supporting the local economy and promoting economic diversity.

Major and Local Events

A record crowd of more than 11,000 people attended the seventh annual Flavours of Mudgee Street Festival. The 2018 event was the first time tasting packages sold out. Data captured on the night shows more than half of Flavours attendees were visitors to the region, injecting more than an estimated \$2 million into the local economy.

A number of major national events were held at the Glen Willow Regional Sporting Complex including the 2019 NRL Charity Shield St George Illawarra Dragons vs South Sydney Rabbitohs, the 2019 NRL Round 10 St George Illawarra Dragons vs Newcastle Knights match, 2018 A-League Round 4 Western Sydney Wanderers vs Brisbane Roar game, and Mudgee Night Glow Balloon Festival.

Business Events supported by Council

Council supported a variety of local business focused events throughout the year. Among these events was a series of free workshops hosted in conjunction with Biz HQ Central West Advisors to educate small business on building brands in a digital environment. Council also partnered with the NSW Government's Business Connect program to host a Digital Bootcamp event for local small business owners.

Activations

Council's Economic Development Team travelled to a number of events and promotional activities throughout Sydney as part of marketing activities to attract new residents and investment to the region. Staff engaged in hundreds of face-to-face conversations encouraging people to 'Live, Work, Invest and Visit' in the Mid-Western Region at Balmoral Mudgee Wine and Food Festival; Parramatta Mudgee Food and Wine Weekend; activations at Bondi Junction and Miranda Westfield complexes.

Business and Economic Profile Published

The updated Business and Economic Profile was launched providing an overview of relevant economic and business data which is useful for new and existing businesses to understand the local economic environment.



KEY COMPLETED PROJECTS (CONT'D)



CONNECTING OUR REGION

Ulan Road Upgrade

Council completed an \$18.7 million upgrade of Ulan Road, connecting Mudgee to mining operations and the Golden Highway.

Council secured \$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 within 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 3,000 vehicle trips are undertaken on the northern end of the road each day and 7,000 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.

Construction of second Henry Lawson Drive Bridge

A second bridge over Pipeclay Creek on Henry Lawson Drive was constructed, allowing vehicles to travel in both directions. The new structure is a duplication of the previous single lane bridge and now allows north and southbound traffic to pass over the creek simultaneously. The additional bridge was identified as a priority by the community during consultation activities and will provide improved traffic safety.

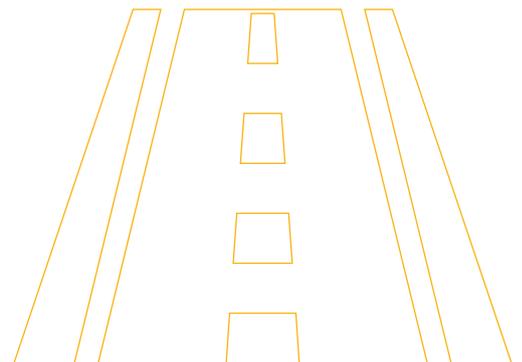
Kandos-Rylstone Shared Pathway

The Kandos-Rylstone shared pathway was opened to cyclists and pedestrians following a complete upgrade. The 6.8 kilometre shared roadside pathway that connects Rylstone and Kandos, has undergone a reseal as well as improvements to drainage.

The \$50,000 project was jointly funded by the NSW Government's Community Building Partnership Program and Australian Government's Drought Communities Programme Extension.

Wollar Road Upgrade

Council completed the major upgrade of Wollar Road, providing a completely sealed link to the Hunter Valley via the Bylong Valley. Council secured \$14 million in grant funding from the NSW Government's Resources for Regions program whilst Council contributed \$1 million towards the project. The Wollar Road Upgrade commenced in 2016 and included 25 kilometres of works including widening Fitzpatrick Bridge and approaches at Wollar Village, sealing and widening 17 kilometres of previously unsealed roads, realigning the road through Currans Cutting away from the river and improving overall road safety, particularly in flood events.



KEY COMPLETED PROJECTS (CONT'D)



GOOD GOVERNMENT

RH Dougherty Award

Council's monthly Community News Bulletin was recognised at the Local Government NSW Awards. The Bulletin was named winner in the Reporting To Your Community (Division A – population less than 30,000) category of Local Government NSW's respected RH Dougherty Awards.

The Community News Bulletin is a 2-3 minute video on Council-related news items that affect residents in the Mid-Western Region and is published monthly on Facebook, YouTube and Council's website. The project was created in 2018 to diversify the printed edition of Community News and develop it into a digital publication to capture a greater audience who use social media to access their information and news. Judges said they were impressed with the Bulletin's impact on community for the dollar and value of money spent and the great use of social media. 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.

Community Engagement Site Launched

Council's dedicated Community Engagement Site, Your Say Mid-Western, was launched in November 2018. The site is a space for residents and visitors to provide ideas and input into current Council projects and initiatives. This tool aids enhanced decision making by creating links with stakeholders; improves relationships between diverse community members through working together; increases participation in activities and the decision making process; and creates a better understanding of Council's role and responsibilities and financial and legislative requirements. More than 4,500 residents have accessed this site seeking information on Council activities and projects open for consultation with almost 400 registering to take part in future consultations.

Code of Conduct Adopted

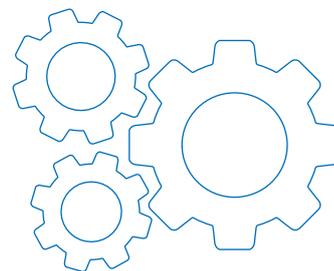
Council adopted a new Code of Conduct based on the Model Code of Conduct for Local Councils in NSW 2018. The Model Code of Conduct sets the minimum standards of conduct for council officials. It is prescribed by regulation to assist council officials to: understand and comply with the standards of conduct that are expected of them; enable them to fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence; act in a way that enhances public confidence in local government.

Community Engagement Van

Council's Community Engagement and Outreach Van travelled to events and promotional activities throughout Sydney as part of marketing activities to attract new residents and investment to the region.

The van has accompanied Council's Economic Development Team to the Sydney Good Food and Wine Show; Balmoral Mudgee Wine and Food Festival; Parramatta Mudgee Food and Wine Weekend; NRL games at WIN Stadium Wollongong and GIO Stadium Canberra; activations at Bondi Junction and Miranda Westfield complexes.

Staff engaged in hundreds of face-to-face conversations encouraging people to 'Live, Work, Invest and Visit' in the Mid-Western Region. Locally, the van has been used in the co-ordination of Flavours of Mudgee and NRL games at Glen Willow as well as attending towns and smaller villages in the region to conduct community engagement and educational activities.



COMMUNITY STRATEGIC PLAN

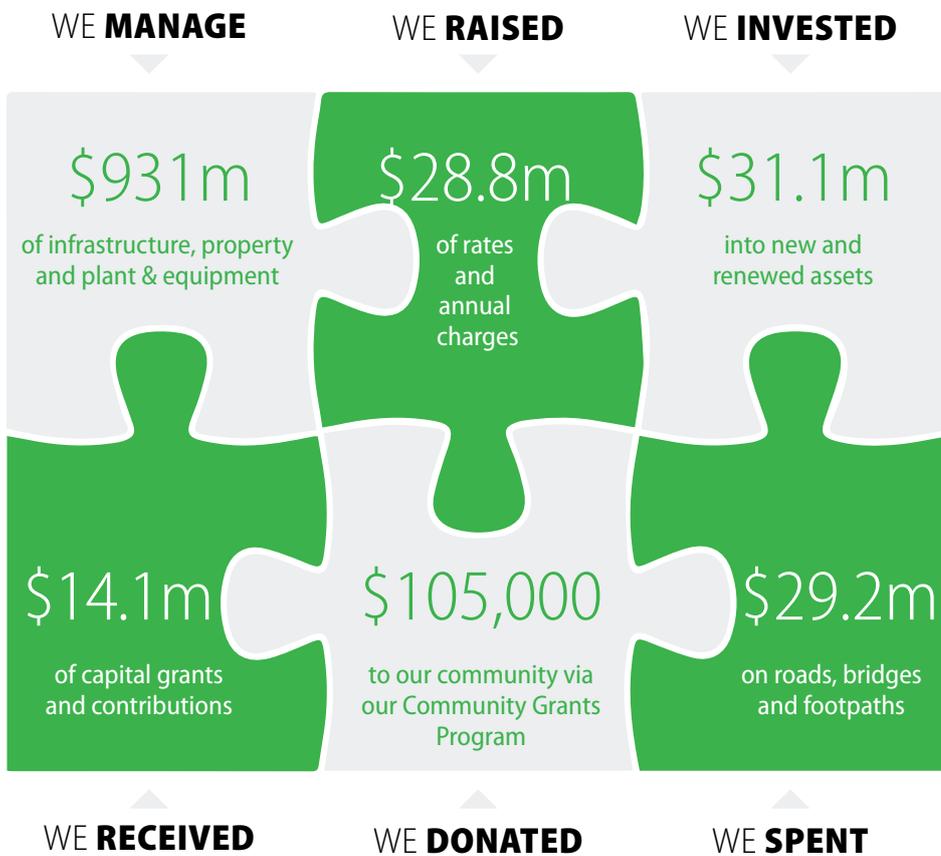
The Towards 2030 Community Plan sets out the community vision for the future - where we are, where we want to be, how we will get there and how we know that we are there.

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	65	98%
Protecting Our Natural Environment	42	32	76%
Building A Strong Local Economy	20	20	100%
Connecting Our Region	22	21	95%
Good Government	66	61	92%
TOTAL PROGRESS	216	199	92%

A detailed review of the actions included in the Delivery Program for the 2018/19 year is provided below.

LOOKING AFTER OUR COMMUNITY



OUTCOME

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

Goal 1.1 A safe and healthy community

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

STRATEGY	ACTION	COMMENTS
Provide comprehensive community support programs and services that embrace social justice, access and equity	Provide Meals on Wheels service	Council continues to auspice the Mudgee Meals on Wheels service with the assistance of 160 volunteers. The majority of meals are delivered to clients in their homes, with frozen meals available to community members living outside of the CBD. Whilst the service has not met target quotas for meal provision for the year, it meets all service requests for eligible customers.
	Provide Community Transport service	Mudgee Community Transport is heavily patronised by the region's elderly and those living with disability. It is particularly vital for the region given the lack of affordable and suitable public transport options. The service is made possible through funding from the Commonwealth Home Support Program and the service's dedicated team of volunteer drivers. The service is also registered to provide transport to NDIS participants. Community Transport has been delivering transport outputs throughout the year with limited resources, namely volunteers and vehicles. Its wheelchair accessible vehicle has not been on the road for the bulk of the year due to mechanical issues and contractual obligations have delayed its replacement. More targeted recruitment will also begin in order to increase the size of the volunteer team and, it follows, increase transportation opportunities for the local community.
	Provide financial and in-kind support to MWRC Youth Council to deliver a range of youth oriented initiatives	Council, with KEPCO Bylong, provide financial and in-kind support for a range of youth-led activities and events. The bulk of activities occur during Youth Week and school holidays. Council hosts events across the region such as trivia and art competitions, workshops and outdoor activities. Wherever possible, transport is provided to assist youth who would otherwise be unable to attend.
Provide customer focused library and information services	Provide Family Day Care service	Family Day Care supervises approximately 20 educators across the region and Wellington to provide in-home care to approximately 250 children. At the end of the year, there was a waiting list of approximately 29 families requiring care, including 19 families already registered with the Scheme seeking increased child care hours. The Scheme has capacity to recruit a further ten educators to operate under its licence. As such, staff continue to seek out appropriately qualified educators to establish services within their own homes or approved venues.
	Deliver high quality, modern library services at Mudgee, Kandos, Rylstone and Gulgong	Mid-Western Regional Council 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 administered through 4 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.

LOOKING AFTER OUR 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 customer focused library and information services	Provide Mobile Library service	The Mobile Library continues to be an integral part of the Library's Outreach Service, visiting small schools, outlying communities and housebound customers in their own homes or care facilities. 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 the Library's 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 3 early literacy programs for small children, as well as hosting a wide range of children's craft and storytelling sessions during the school holidays. There is continued high demand for the Library's Children's Services & Programs, including the annual special events - Dad's Night In, Bookweek, National Simultaneous Storytime, The Reading Hour and the Summer Reading Program. During the 2018/19 year, the Library offered 537 individual sessions, with 5,649 children and youth attending.
	Maintain an up to date library collection in accordance with Collection Policy	The 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.

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 and 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. The Mayor and General Manager are members of the Mudgee Health Council.
	Liaise with Western NSW Local Health District and work with local Medical Services Organisations through inter-agency meetings	Interagency groups include a broad range of participants, including representatives from Council, Family and Community Services, Mudgee and Rylstone Community Health Services, Mudgee and Districts Sub-branch of the Vietnam Veterans Peacekeepers and Peacemakers Association of Australia, Rotary Club, TAFE Western NSW, Lifeskills Plus, Life Without Barriers, NSW Police, Social Futures NDIS, Ability Links, Barnardos, Benevolent Society and Hammond Care.
	Provide accommodation assistance for Doctors in the region	Council sets aside funds to assist in providing appropriate accommodation for medical practitioners in the region as and when needed.

LOOKING AFTER OUR COMMUNITY

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	All planned reports to Council have been completed. Community grants totalling \$99,103 were allocated in 2018/19.
Promote and support programs aimed at increasing community health and wellbeing	Provide funding for Healthy Communities initiatives	Council funds a range of Healthy Communities programs across the region, including aqua fitness and local impact exercise classes in Gulgong and Mudgee. Both activities have solid participation rates and regularly receive positive feedback. Class participants have contacted Council seeking a continuation of both programs. It is also hoped that a suitable program provider can be engaged for exercise classes to commence again in Kandos or Rylstone.

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

STRATEGY	ACTION	COMMENTS
Support and implement programs which aim to reduce anti-social behaviour	Maintain effective working relationship with NSW Police	Council continues to work closely with NSW Police on matters of community concern.
	Participate in the Liquor Accord as required	Council maintains contact with the Liquor Accord and provides advice and feedback when requested. Staff have attended recent meetings to share information regarding Flavours of Mudgee 2019.
	Maintain Alcohol Free Zones in town centres	The AFZ's within the 4 major town centres have been renewed for a further 4 years up to April 2023. Any requests to temporarily suspend an AFZ for a special event are assessed on a case by case basis and reported to Council for consideration.
	Increase lighting and other safety initiatives in parks and gardens as per Capital Works Program 2018/19	Lighting has been installed along the path in Blackman Park Mudgee.
Maintain clean and attractive streets and public spaces where people feel safe	Investigate options for CCTV cameras in town centres	Procedures are being developed for Council use of CCTV in line with privacy considerations. Internal consultation is occurring as this impacts on multiple uses across Council. Consultation will also support and inform any proposed future work in public areas. There is currently no majority support from the Community Safety Committee or Council for any use of public surveillance of public spaces (outside of the protection of Council assets).
	Regular street cleaning and litter collection in town centres	Agreed service levels for street sweeping are being maintained and exceeded. The new street cleaning roster has included increased cleaning hours.
Work effectively with State Agency partners to maintain and enhance public safety	Participate in review of Emergency Plan as required	Local Emergency Management Committee meets quarterly with plans reviewed and updated as required.

LOOKING AFTER OUR COMMUNITY

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

STRATEGY	ACTION	COMMENTS
Effective public health regulation and continuing education	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 2018/19 food inspection program was completed in partnership with the NSW Food Authority. 113 inspections were completed which equates to 98.3% of fixed food premises. 25 of these premises were reinspected. Council staff investigated 8 complaints involving food premises. 1 improvement notice was issued on a business for breaches against the NSW Food Act. Council were one of only 26 councils across NSW, who participated in a specialised program under the Campylobacter reduction strategy. This required staff to inspect premises, observe cleaning procedures, provide education information to proprietors, and sample collection of potential Campylobacter sources which were sent to the NSW Food Authority for analysis.
	Continued support and promotion of Scores on Doors initiative	During the 2018/19 food inspection program, the fixed food premises were scored and given star ratings under the Scores on Doors initiative. 23 premises scored 5 stars, 49 scored 4 stars, 38 scored 3 stars and 3 were not given a rating.
	Onsite sewerage management registration and inspections	Council continues to assess and inspect new and existing on-site sewerage management systems. Officers will continue to assess applications for new and existing systems where triggered by a development consent, Building Information Certificate, Approval to Operate application or by way of a complaint.
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 microchipping days and increased registrations of companion animals. Rangers undertake patrols of towns and villages across the region, promoting companion animals regulatory compliance.
	Provide off leash dog areas	A policy review register is used to monitor and review Council's policies and strategies, and staff continue to address gap areas.

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 and villages.

STRATEGY	ACTION	COMMENTS
Review of Development Control Plan	Conduct annual review of Development Control Plan	Council continues to review the Development Control Plan (DCP) and requests for variations. The Department of Planning, Industry and Environment (DPIE) are currently drafting a standardised DCP format for all NSW Council's. Council will review the current DCP and implement the standardised structure when exhibited and adopted by DPIE.
Heritage advisory services and Heritage conservation	Access to heritage funding through Local Assistance Program	All Local Heritage Grants projects have been completed. Grant acquittals have been submitted to the Heritage Office and Council has received grant funds.
Support and assist preservation of important historical sites in the region	Maintain historical sites within the region, for example Red Hill Reserve	The historical sites within the region are being maintained 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 has implemented the 2017/19 Heritage Strategy, with completion of the local heritage grants, facilitating Heritage Committee Meetings and engagement of the Heritage Advisor. Council has commenced the review and update of the current strategy.

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	Quarterly meetings 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. Reports are provided to Council on a six monthly basis.
Regular updating of the Comprehensive Land Use Strategy	Conduct annual review of Comprehensive Land Use Strategy	Council has undertaken a review of the Comprehensive Land Use Strategy inline with the Urban Release Strategy and the Land Use Monitoring details. Council has engaged a consultant to strategically identifying rural lifestyle opportunities with a minimum lot area of 2 hectares. This study will be reported to Council for consideration.
Promote affordable housing options within the region	Provide funding to lease emergency housing for women and children leaving family violence	Council works with Housing Plus and Barnardos to provide short term crisis accommodation to homeless families, women and children escaping domestic violence and young people that do not have somewhere safe to stay. Prior to this service being available, motel accommodation was sourced to support homeless families and individuals at a higher expense. During 2018/19, the property was accessed for 252 nights by single parent families with referrals from Housing Plus, Family and Community Services and NSW Police.

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

STRATEGY	ACTION	COMMENTS
Maintain and beautify civic open space and street access areas within towns and villages in the region	Implement program of street beautification and tree planting	Trees planted along the Castlereagh Highway at 2MG, Nandoura Street in Gulgong and Rodgers St in Kandos.
	Work in partnership with local groups to apply for grants to buy and install sculptures across the region	Council's public art collection continues to expand via acquisitions from the annual Sculptures in the Garden exhibition; five of which from the 2017 and 2018 Sculptures in the Garden event were installed during the year. Whilst Council contributes funds for the major acquisition (matched with funds from event organisers) each year, the other two acquisitions come from external funding arrangements.
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. Monthly reports are provided to Council on the number of applications determined and processing.

LOOKING AFTER OUR COMMUNITY

GOAL 1.3 EFFECTIVE AND EFFICIENT DELIVERY OF INFRASTRUCTURE

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

STRATEGY	ACTION	COMMENTS
Review asset management plans and underpin with financial strategy	Review, update and develop asset management plans for each major category of infrastructure in accordance with AMP review schedule	Asset Management Plans are currently up to date and will be updated again in the following year after the fair value revaluation process.
Manage and maintain sportsgrounds, parks, reserves and playgrounds across the region	Review and update Parks Management Plans	Management plans for passive parks have been completed. Council is awaiting new templates from Crown Lands to prepare management plans for active parks.
	Maintain and operate public open space in accordance with agreed service levels	Maintenance occurred throughout the financial year, including tree planting and playground upgrades in passive parks, and ground fertilising and renovations at sporting grounds.
	Passive parks and facilities upgrades as per Capital Works Program 2018/19	Passive parks were maintained throughout the financial year. Rotary Park Gulgong received a new Adventure Playground, Apex Park in Gulgong and Rotary Park in Kandos received playground upgrades and Blackman Park Mudgee received a new shade sail.
	Public toilet construction and refurbishment as per Capital Works Program 2018/19	Council has continued with the construction and refurbishment of public toilets as per the Capital Works program.
	Playground installations and upgrades as per Capital Works Program 2018/19	New Adventure Playground installed at Rotary Park Gulgong. Playground upgrades completed at Apex Park Gulgong and Rotary Park Kandos. New shade sails installed at Blackman Park Mudgee.
	Active parks and facilities upgrades as per Capital Works Program 2018/19	Council continues to manage and maintain the region's sportsgrounds.
Manage and maintain cemeteries throughout the region	Maintain and operate town and rural cemeteries in accordance with adopted service levels and policy requirements	Works were undertaken throughout the financial year.
	GPS mapping of town cemeteries	New Gulgong lawn cemetery completed. Plans for future sites at Gulgong and Rylstone are being developed.
	Upgrades and extensions of cemeteries as per 2018/19 Capital Works Program	Cemeteries maintained throughout the financial year. Gulgong Lawn cemetery was extended.
Manage, plan and maintain buildings and other assets across the Region	Building upgrades and refurbishments as per Capital Works Program 2018/19	Capital works were completed in line with the Capital Works program.
Maintain and operate swimming pool centres across the Region	Maintain and operate swimming pool facilities at Mudgee, Gulgong and Kandos in accordance with adopted service levels	Pools were maintained throughout the pool season (Sept - April). NSW Health inspected and passed the region's pools.
	Undertake capital upgrades and renewals to swimming pool facilities as per Capital Works Program 2018/19	Pools were maintained and operated in accordance with pool and spa guidelines to ensure the enjoyment of all patrons throughout the pool season. Projects completed include construction of Mudgee Water Park, new irrigation installed at Gulgong Pool and new mats received for Mudgee Pool.

LOOKING AFTER OUR COMMUNITY

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

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

STRATEGY	ACTION	COMMENTS
Provide youth representation through the Youth Council	Provide secretarial support for Youth Council	The Youth Council has Youth Councillors representing the entire region and continues to engage youth in groups supported by the Youth Council, such as the tabletop games and anime appreciation clubs. It also facilitates a broad range of school holiday activities, including sporting and craft activities, as well as workshops hosted by external facilitators. Youth Council continues to partner with other organisations for specific activities; it supports the work of Barnardos at The Loft in Kandos and has partnered with Mudgee Readers' Festival and Orana Arts for a number of events and activities.
	Provide funding for delivery of youth oriented initiatives	Council works in partnership with KEPCO Bylong Australia Pty Ltd to provide funding for a range of youth oriented activities and events across the region throughout the year. Activities include trivia and art competitions, workshops, craft activities, outdoor and indoor games and the facilitation of regular Youth Council meetings. Activities and events are a reflection of Council's 2017 Youth Strategy and ideas for events and activities are also led by Youth Councillors. Where possible, events are run at different locations across the region and transport is provided to assist youth who would otherwise be unable to attend.
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 Plan and EEO Management Plan. Council continues to support employees with disabilities.
	Continued operations of Mudgee Recycling and Ironed Out	Both Ironed Out and Mudgee Recycling continue to provide high levels of employment and service to Council's supported workforce.
Work with lead agencies to ensure adequate provision of a range of services	Attend inter-agency meetings	Meetings for both the Mudgee & Gulgong and Kandos & Rylstone interagency groups garner participation from a broad range of local service providers, as well as outreach agencies. Local issues discussed include the Mudgee Hospital re-development, changes in the NGO/Government funding focus, homelessness, disability access and advocacy, NDIS, as well as opportunities to work together and support mutual client groups. The meetings provide community service agencies with an opportunity to network and provide specific information on local services as well as addressing gaps in service delivery as identified.
Promote volunteering through the community	Run community services programs that encourage volunteering	Council continues to auspice the Community Transport and Meals on Wheels services which would not be possible to run without the assistance of a team of over 150 dedicated volunteers. Council's Community Development team also work to encourage volunteering within the community and refer individuals to groups seeking volunteer assistance as appropriate. A region wide volunteer directory is in the process of being developed.

LOOKING AFTER OUR COMMUNITY

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

Strategy 1.4.2 Support arts and cultural development across the region.

STRATEGY	ACTION	COMMENTS
Arts and cultural events promotion	Provide financial and in-kind support to events in accordance with Events Assistance Policy	The Events Assistance Program provided financial support for 34 local community events in 2018/19.
	Promote the use of Council facilities for significant events	A number of major events were held at Council facilities during 2018/19 including the NRL Charity Shield and NRL Premiership Round 10 match which was broadcast nationally and internationally. The NSW Country Eagles and a Shute Shield Rugby Union match were played to televised audiences. The Western Sydney Wanderers V Brisbane Roar played a Hyundai A-League match at Glen Willow Regional Sports Stadium. A balloon festival and competition were held in the region. Further, the Showground was utilised for a number of community and tourism events such as a BBQ Festival.
Provision of meeting and exhibition space	Promote the use of community buildings and make available at reasonable cost	Council continues to ensure that all buildings are in good working order and available to the community at a reasonable cost through the adopted Fees and Charges. The promotion of community buildings will be further improved through a new booking system and website, both of which are in progress. The new booking system is scheduled for implementation in November 2019 and the new Council website by end of 2020.
	Promote the use of exhibition space provided at Mudgee Library	The Mudgee Library is currently exhibiting the semi-permanent WS Tatlow Collection which was gifted to Council in 2017. It is intended that this collection will remain on display until a Regional Gallery is established. Other works, including Council's indoor and outdoor collections are on display in a number of Council buildings and other sites, such as Lawson Park West.
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	Council has secured \$2.3 million to assist in the construction and fit out of a new Gallery and Cultural Centre. The Cultural Development Committee and MRTI will continue consultation on the project. Other funding brought to the region with the support of Council includes funding for Cementa and the Mudgee Readers' Festival, as well as the Country Arts Support Program. Council's public art collection continues to expand via acquisitions from the annual Sculptures in the Garden exhibition. It also continues to support and coordinate annual arts competitions and exhibitions.
	Support arts events and programs in the region	Throughout the year, Council has provided financial and in-kind support to the Gulgong Folk Festival, Gulgong Prince of Wales Eisteddfod, Gulgong UneARTheD, Mudgee Writers, Sculptures in the Garden, Mudgee Readers' Festival and Cementa.

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 upgrade through the 30 year asset maintenance plan and the works request system. All maintenance and upgrades are in accordance with the accessibility standards.
	Deliver actions developed in the Disability Inclusion Action Plan	Council works closely with the Mid-Western Regional Access Committee to discuss access matters across the region. Council also works to provide inclusive events and activities for the community, and visitors to the region. This includes promotion of accessible parking at major events and the installation of accessible children's playground facilities.
Coordinate the provision of local community centres and halls for community use	A variety of community facilities available for use	Council managed halls, facilities and sports grounds continue to be available through an internal booking system. All facilities are promoted on the Council website. A new purpose built local government booking software "Bookable" will be implemented by November 2019 and will allow greater access, information, photos and online payment capabilities for the customer.

PROTECTING OUR NATURAL ENVIRONMENT



OUTCOME

Conserving and promoting the natural beauty of our region.

GOAL 2.1 PROTECT AND ENHANCE OUR NATURAL ENVIRONMENT

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

STRATEGY	ACTION	COMMENTS
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	REFs are prepared for Council works in accordance with environmental legislation and requirements.
	Work with local Aboriginal groups to effectively plan works involving sites of cultural significance	Coordination and communication with local aboriginal groups continues as required, primarily through the REF process.

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 IPC representatives, making submissions and working with proponents to manage local impacts for the Bylong Coal, Beryl Solar, Ulan Coal, Wollar Solar, Crudine Ridge Wind Farm, Bowdens Silver, Mudjee Hospital, Charbon Coal and St Matt's High School projects.
	Represent MWRC on Community Consultative Committees	Councillors are represented on Community Consultative Committees for local State Significant Developments.

Strategy 2.1.3 Raise community awareness of environmental and biodiversity issues.

STRATEGY	ACTION	COMMENTS
Deliver projects which work towards protecting biodiversity and regeneration of native environment	Pursue grant funding for environmental projects	Limited funding opportunities available to date. However, work continues on several existing grant funded projects.
Support National Tree Day	Facilitate National Tree Day activities	Council successfully coordinated national tree day plantings at Putta Bucca wetlands with both school planting days and a general public tree planting day.
Work with schools to promote environmental awareness amongst students	Support Green Day	Council staff presented various talks and educational programs at Green Day as well as providing both organisational and logistical support to the organisers.

PROTECTING OUR NATURAL ENVIRONMENT

GOAL 2.1 PROTECT AND ENHANCE OUR NATURAL ENVIRONMENT

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 management program is being delivered in accordance with or above expected levels. 1074 inspections, 153 reinspections and 2598km of roadside weed spraying completed.
	Ongoing community education on noxious weeds	Education continues as part of the inspection program. New resources have been created for distribution with rates notices. Staff attended Mudgee Small Farm Field Days with weeds education trailer and display.
	Undertake weed control on roadsides and MWRC land	Council's roadside spraying project completed.
Collaborate with agencies to manage feral animals	Support relevant agencies with community education and awareness programs	Council is the Local Control Authority responsible for administering the Biosecurity Act 2015 (Weeds) in a region which covers approximately 900,000 hectares.

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. Liquid trade waste charges are being implemented over a four year staged program (2017/18–2020/21).
Implement water conservation and reuse programs	Ongoing community education on water conservation	Ongoing education provided to the community and preparation for the implementation of water restrictions associated with scheduled water transfers between Windamere and Burrendong dams.
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	Draft IWCM Evaluation Study has been prepared. Application for funding has been made under new guidelines and ongoing discussions are being held with NSW DoPIE.
	Ongoing implementation and review of the Drinking Water Management System	Council's DWMS has been implemented. Regular review and ongoing improvements have been implemented. The DWMS is now being independently audited by NSW Health Consultant.
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 2018/19	89% of the capital works program was completed in 2018/19.

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 is an active participant in the Central Tablelands Environment and Waterways Alliance including having access to regionally based programs and funding opportunities.
Continue riparian rehabilitation program along waterways	Continue riverbed regeneration Maintenance and promotion of Putta Bucca Wetlands	Weed control has been carried out along the Cudgegong River from Glen Willow downstream towards the Putta Bucca Wetlands and in Rylstone. General maintenance works on target. Due to climatic conditions, a watering program has been initiated to support recent plantings.
Provide education to the community of the importance of waterways	Ongoing community education on protecting waterways	Educational signage installed at Putta Bucca Wetlands and Lawson Park detailing local flora and fauna; as well as information on carp in waterways, willows and the need for riparian revegetation.

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 Sewer infrastructure renewals and new works undertaken as per Capital Works Program 2018/19	Contractor has been appointed to deliver a pressure sewerage system and community consultation undertaken in preparation for the commencement of construction works in late 2019. All planned works were completed.
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	Changes in processes at Mudgee treatment plant have been implemented as recommended by NSW DoPIE. Council has also implemented internal changes at Kandos & Rylstone to improve quality.
Achieve NSW Government Best Practice Management of Water Supply and Sewerage	Implement Liquid Trade Waste Policy and Pricing as per 4 year rollout program	Council continues the rollout of the program and to work with local businesses not yet compliant.

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

STRATEGY	ACTION	COMMENTS
Identify and plan future maintenance, renewals and upgrades for Council's stormwater assets	Drainage renewal and new works undertaken as per Capital Works Program 2018/19 Effectively maintain existing drainage network including built infrastructure and overland drainage reserves Identify and undertake culvert replacement and causeway improvement program Update Mudgee Flood Study and Flood Management Plan	Delays in preparation of documentation and obtaining relevant environmental permits resulted in the construction and works components of major projects being carried forward to 2019/20 works program. Minor works were completed, but major works items were delayed subject to environmental permits/approvals and will be completed in 2019/20. Preliminary mapping requirements of stormwater assets has been undertaken and detailed mapping has been commenced in specific catchments. Causeways on Botobolar Rd and Pyramul Rd have been replaced under the program. Numerous stormwater culverts have been replaced throughout the year based on defects identified. The Mudgee Flood study is progressing in accordance with milestones set by funding body. Preliminary modelling is underway with draft plan and report also being prepared for comment.

PROTECTING OUR NATURAL ENVIRONMENT

GOAL 2.3 LIVE IN A CLEAN AND ENVIRONMENTALLY SUSTAINABLE WAY

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

STRATEGY	ACTION	COMMENTS
Promote a philosophy of Reduce, Reuse, Recycle	Provide education on waste minimisation	Council in conjunction with Dubbo Regional Council and Narromine Shire Council have let a tender for a schools education program. An education program focused on TV, radio, print and social media is also being delivered by the joint sub regional group. Waste minimisation education will be ongoing.
Provide a domestic recycling and waste services for all residents through kerbside collection and rural waste transfer stations	Provide kerbside services and local recycling facilities	Council's kerbside collection service continues to operate as programmed. Transfer Stations throughout the area are being maintained and upgraded as required.
Promote home composting initiatives for green waste	Provide education on managing green waste	Ongoing promotion of new FOGO collection service through Council's Facebook with posts and short clips. TV and radio advertising and a schools education program were rolled out to 9 schools in the region, reaching over 1,000 students. Through the FOGO system in 2018/19, 1800 tonnes of organics waste was diverted from landfill.

Strategy 2.3.2 Work regionally and collaboratively to implement strategies that will enhance environmental outcomes in regard 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 is an active participant in all NetWaste regional contracts.
Participate in regional investigations for collaborative solutions to problem wastes types	Participate in NetWaste steering committee for strategic direction of the group	Council continues to be an active participant in the Netwaste regional waste group. Council is part of regional contracts for Household Chemical Cleanout, e-waste recycling, used oil collection and tyre recycling.
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	Work under FOGO grant continued this financial year. Funding from the EPA grant was used for TV and radio advertising. In addition a schools education program was rolled out to 9 schools in the region, reaching over 1,000 students. Through the FOGO system in 2018/19, 1,800 tonnes of organics waste was diverted from landfill.

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	State, national and other projects and programs are supported and promoted by Council as resources allow. Staff conducted an information session on permaculture hosted a National Tree Day for the region.
	Facilitate and promote community garden programs	No action currently due to a lack of community requests for the program.

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	Work continues with consultants to determine the best way forward for Council in relation to solar options.
	Work with Essential Energy to obtain funds for LED Street Lighting Retrofit	The Orana JO is working with a consultant to submit a proposal to Essential Energy and the NSW Government for LED upgrades in the region.

BUILDING A STRONG LOCAL ECONOMY



OUTCOME

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

GOAL 3.1 A PROSPEROUS AND DIVERSIFIED ECONOMY

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

STRATEGY	ACTION	COMMENTS
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, including attending Balmoral Food & Wine Fair, Parramatta Food & Wine Fair, one-week Pop-up store in Westfield Parramatta and one-week pop-up store in Westfield Bondi Junction.
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	2018 Economic and Business Profile booklet completed and produced in hardcopy and web link. June 2019 content update undertaken and published on 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 including updating data in Economic and Business Profile.
	Conduct annual think tank forum to encourage business leaders to participate in local economic development	Business and Economic Profile was updated in June 2019. A number of focus groups were undertaken with industry leaders in developing Economic Action Plans between January and June 2019. Economic Think Tank 2019 is scheduled for 6 August 2019 due to availability of key participants.
	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. Additional meetings held to discuss Tourism Industry Action Plans.
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	7 bids were submitted for a range of events and conferences to be held in the region throughout the 2018/19 year.
	Deliver Flavours of Mudgee in September 2018	A successful event was delivered on 22 September 2018 with 11,000 attendees investing over \$2m into the local economy. 70 local stallholders received 25,000 tokens for tastings. 96% of stallholders and 96% of event attendees indicated they would attend next year.

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	Quarterly meetings with industry groups and business chambers across the region have been undertaken. Further focus groups were undertaken in the development of Industry Action Plans including discussion of key skills and shortages.
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 Balmoral Food & Wine Fair, Parramatta Food & Wine Fair, one-week Pop-up store in Westfield Parramatta and one-week pop-up store in Westfield Bondi Junction.

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 Balmoral Food & Wine Fair, Parramatta Food & Wine Fair, one-week Pop-up store in Westfield Parramatta and one-week pop-up store in Westfield Bondi Junction.

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 civil works relating to NSW Restart completed. Telecom lines will be installed in the new financial year.
	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.
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 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

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	ACTION	COMMENTS
Provide information to assist potential investors understand local development controls and assessment processes	Provide an overview of local development controls and assessment processes in a fact sheet	Work has commenced on the development of fact sheets.

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

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

STRATEGY	ACTION	COMMENTS
Work with lead agencies for employment to identify trends and discuss issues impacting employment	Work with major employers to identify trends and develop strategies to create employment opportunities across the region	Council continues to monitor workforce trends and identify regional projects which will lead to new job creation.

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

STRATEGY	ACTION	COMMENTS
Work with lead agencies for education in the region to identify opportunities for economic growth	Pursue opportunities to develop a university outreach campus with offerings aligned to local industries	Council continues to explore opportunity with Country Universities Campus to establish campus in region. Ongoing engagement with Universities continues.
	Work with education providers on the provision of services to meet community needs	Council continues to work with education providers across the region including TAFE NSW, Skillset, and local schools.

CONNECTING OUR REGION



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

GOAL 4.1 HIGH QUALITY ROAD NETWORK THAT IS SAFE AND EFFICIENT

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

STRATEGY	ACTION	COMMENTS
Work with the RMS to improve road safety	Liaise with the RMS on road safety matters	Council continues to raise road safety issues with RMS through regular meetings including the Local Traffic Committee.
Regulate effective and appropriate user activities on the road network	Provide local assessments to the National Heavy Vehicle Regulator as required Review speed limits and traffic management	Council continues to assess applications received through the NHVR for the movement of oversize and overmass vehicles through the LGA on the local and regional road network. Applications are reviewed as received. Speed and traffic management reviews are undertaken by Council in conjunction with RMS as required.
Participate in relevant regional transport committees and working parties	Facilitate the Local Traffic Committee	Regular Traffic Committee meetings held throughout the year.

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

STRATEGY	ACTION	COMMENTS
Review the Roads Asset Management Plan	Update data for Asset Management Plans in line with Fair Value reporting requirements	Asset data continues to be updated and reviewed to ensure the most accurate information is available for Fair Value Reporting.
Implement the works program in accordance with the Roads Asset Management Plan	Manage State Roads in accordance with RMS contracts	Council continues to maintain the state road network under the Council Routine Maintenance Contract with RMS. Council has completed road widening projects on Goolma Road and the Castlereagh Hwy at Apple Tree Flat and Cherry Tree under an ordered works arrangement.
	Ongoing maintenance and upgrades of Regional Roads network	The Hill End Road project is complete incorporating 2.4km of road widening and rehabilitation at Yarrabin. The Bylong Valley Way rehabilitation at Murrumbo is also complete incorporating 6.5km of road widening and rehabilitation. General maintenance also completed throughout the year.
	Maintain local road network in accordance with established levels of service	General maintenance has been performed across the sealed and unsealed local network. Maintenance grading and significant gravel re-sheeting has been completed on the unsealed local road network in line with the program. The continued dry conditions have made this challenging.
	Upgrade, renewal and extension of local roads in accordance with Capital Works Program 2018/19	The rural and urban reseals were completed as planned. Lue Road, Henry Lawson Drive, Beryl Road, Ulan-Wollar Road, Narrango Road, Anzac Avenue and Stewart Street rehabilitations have been completed successfully providing a widened and strengthened pavement.
	Upgrade and renewal of local bridges in accordance with Capital Works Program 2018/19	Both the Henry Lawson Drive Bridge over Pipeclay Creek and the Goodiman Creek Bridge are complete.
Pursue additional funding for upgrading of roads infrastructure	Upgrade to Wollar Road in accordance with Restart NSW funding agreement	All works completed except Wollar Rd/Bylong Valley Way intersection. Delayed awaiting approval of Kepco Bylong Coal Project. Works will proceed and be completed prior to end 2019.
	Implementation of the Ulan Road Strategy	The major upgrade works for Ulan Road are complete including at the Ulan-Wollar Rd intersection and the Henry Lawson Drive intersection. Other works including shoulder widening at various locations and reseal at Turill have been completed also.
	Lobby for additional funding for roads Ensure major developers contribute to local road upgrades for the impact of additional development	Successful grant applications for major upgrades have been obtained from the Resources for Regions, Black Spot and Saving Lives on Country Roads programs. Funding committed through Ulan Road Strategy and Resources for Regions program.

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
Support the continuation of commercial passenger services at Mudgee Airport	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 2019.
	Operation and maintenance of Mudgee Airport in accordance with agreed service levels	Mudgee Airport meets all current safety and security requirements.
Lobby for improved highway linkages along the Great Western Highway and Bells Line	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
Pursue improved broadband and mobile coverage with Government and major service providers	Lobby for improved internet speeds and mobile coverage throughout the region	Council continues to pursue grant opportunities and lobby for improved mobile coverage and internet speeds. Council receives regular updates and raises issues relating to NBN rollout and coverage.

GOAL 4.3 AN ACTIVE TRAVEL NETWORK WITHIN THE REGION

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

STRATEGY	ACTION	COMMENTS
Implement the Pedestrian Access Mobility Plan	Upgrade and renewal of footpaths and cycleways in accordance with Capital Works Program 2018/19	Council is currently negotiating with tenderers for the pedestrian bridges over the Cudgegong River at Rylstone and Lawson Creek at Putta Bucca for the Design and Construction of bridges in 2019/20. The footpath in Jacques St Kandos has been completed along with other minor works across the region.
	Maintain existing footpath and cycleway network in accordance with established levels of service	Scheduled footpath maintenance has been completed.
	Extension of Cudgegong River shared pathway to Glen Willow/Putta Bucca	Council continues to develop the shared pathway.

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	NSW Government launched a trial of an on-demand bus service between Mudgee-Gulgong-Dubbo. Gulgong Business Chamber launched a one-day a week bus service between Mudgee and Gulgong.

GOOD GOVERNMENT



OUTCOME

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

GOAL 5.1 STRONG CIVIC LEADERSHIP

Strategy 5.1.1 Provide clear strategic direction through the Community Plan, Delivery Program and Operational 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 2018/19 Operational Plan	92% of all actions identified in the 2018/19 Operational Plan were completed.
	Six monthly progress reporting against Delivery Program and comprehensive Quarterly Budget Reviews against Operational Plan	Six monthly progress reported to February Council meeting and as part of Annual Report.

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 routinely attended Open Days that were scheduled immediately prior to all meetings of the Council taking the opportunity to speak directly to all Councillors and senior staff.
	Promotion of upcoming Council meetings	Using local media, Council's website and the regular publication of community news bulletins informs the community of upcoming Council meetings and matters that are on public exhibition seeking community submissions.
	Webcast of Council Meetings	Council continues to webcast Council meetings. Records of the webcasts are available on Council's website.
Provide professional development opportunities to support elected members in fulfilling their obligations as Councillors	Provide access to professional development programs for elected members	Professional development opportunities are made available to Councillors throughout the year.
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)	Planning for the 2020 Councillor elections will commence during the 2019/20 year.

GOOD GOVERNMENT

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. Hosted senior leaders visit in December 2018 to highlight key issues.

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 a video production version of Community News. Additional social media posts of individual articles have been shared across social media sites.
Provide an up to date and functional web interface	Ensure web content is kept up to date and relevant	Website kept up to date and relevant. Planning underway for upgrade of website in 2019/20.
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. Average monthly reach of content is 39,117 with 24,000 post engagements and 59,000 video views on Council's Facebook page in 2018/19.
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 and follow up on overdue work requests and target a 100% completion within 14 days. A monthly report is prepared and shared with all management to monitor total work requests received, completion within 14 days %, completion within 90 days % and those still in progress.
	Promote use of works request system for community to submit works requests	Council continues to promote the works request system which is available via Council's website, in person at a Service Centre or via Council's Customer Service Call Centre.
Ensure the community has clear information about who to contact in Council	Provide a customer focused website	A project team has been formed to discuss, design and implement a new customer focused and easy to navigate Council website. The current design does not satisfy all the necessary elements of a successful and functional website. Focus groups have been held to seek feedback on areas for focus and improvement of the new website.
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 website provides customer access to all Council documents, forms, policies, DAs and documents on exhibition. Documents are also made available for the community to view and access at the 3 administrative centres.

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. YourSay.midwestern.nsw.gov.au was been established in November 2018 to provide improved engagement with the community regarding key issues and strategies.
	Utilise a range of formal and informal engagement tools to seek community feedback on a broad range of issues	Council continues to promote opportunities for the community to contribute to Council's decision making process through social media and online forms. Council launched Yoursay.midwestern.nsw.gov.au in November 2018 with over 4,300 visits to date.
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's Agency Information Guide is available on Council's website. This guide informs residents of how they can engage with Council and be involved in the decision making process. This guide was last updated in June 2018.
	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. Launched Yoursay.midwestern.nsw.gov.au in November 2018 with over 4,300 visits to date.

GOOD GOVERNMENT

GOAL 5.3 AN EFFECTIVE AND EFFICIENT ORGANISATION

Strategy 5.3.1 Pursue excellence in service delivery.

STRATEGY	ACTION	COMMENTS
Benchmark Council's service delivery against relevant organisations	Provide Planning and Building Statistics to Department of Planning	Reports are completed and submitted to the 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	NSW Audit Office comparative data for 2017/18 was released in February 2019. Due to resourcing conflicts, the 2018/19 review has been deferred.
	Report on OLG group comparative data	A report on OLG comparative data will be prepared when 2018/19 data is released.
Conduct biennial community surveys	Undertake community surveys in 2018/19 and 2020/21	Planning is under way for the next community survey on Council's service delivery performance which will identify areas of strength and those that require improvement. It is anticipated that the survey will be completed by December 2019.
Monitor community expectations regarding service delivery	Engage with the community on desired levels of service across Council functions	New communications tool (YourSay) launched in November 2018 to support community engagement activities and provide a forum to receive community feedback. 4,300 visits to the website have been received to date.
	Develop program of internal service reviews	Service reviews were completed for Council's external website and introduction of YourSay communication tool.
Provide a responsive customer service function	Reply to all correspondence within 14 days	Council's Records department continues to send acknowledgement letters within 2 business days for correspondence received. All requests for Council action / response are prioritised by the relevant department and all endeavours made to respond within 14 days. Management receives a monthly report of all correspondence received and identify tasks that are currently in progress (<14 days), in progress (>14 days) and already completed.
	Review Customer Service Charter and deliver positive, informative, and professional front-of-house and phone customer service function	The Customer Service charter has been reviewed in detail through the design and implementation of Service Level Agreements (SLAs) between Customer Service and key departments internally. Since implementation in February 2019, these SLAs have formed a service delivery benchmark for all departments to follow and this has improved consistency, efficiency and confidence for all staff involved, which has resulted in a better outcome for the customer. The next Customer Satisfaction survey is expected to be completed by December 2019.

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 Upskilled. Internal training was also undertaken on leadership topics such as Performance Management Reviews, Workplace Bullying, Sexual Harassment, Chain of Responsibility, WHS Risk Identification and Merit Based Recruitment.
	Develop a Learning and Development program targeted towards achievement of Delivery Program and areas of risk identified in Workforce Plan	The Learning and Development Program was implemented with a focus on professional and regulatory training and addressing skill shortages in the Workforce Strategy.
	Provide a Leadership Capability Framework to develop current and future leaders which is linked to Learning and Development Plans	A Leadership Development Framework has been developed that links to Position Descriptions, Performance Appraisals and Learning and Development.
	Ensure all employees have clearly articulated accountabilities against which they will be assessed annually	All employees have Position Descriptions which detail key accountabilities. Performance appraisals for employees were undertaken in September 2018.
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 continues to be 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 they are measured during our annual performance reviews. They are promoted and reinforced via staff update meetings, Department Meetings and the fortnightly GM's newsletters.
	Implement and review the Equal Employment Opportunity Management Plan	The Equal Employment Opportunity Management Plan was reviewed and a new plan in place for 2018/19. Implementation of the plan was completed.
Conduct biennial employee opinion survey	Seek staff feedback via Employee Opinion Survey 2018/19 and 2020/21	The Employee Engagement Survey was completed in May 2019.
	Identify and implement improvement strategies based on feedback from Employee Opinion Survey	Improvement strategies from the last survey in 2017 have been implemented and are continuing. Further improvement strategies will be developed and implemented following the survey completed in May 2019 and will be rolled out in the 2019/20 period.

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
Monitor and review Council's policies and strategies	Provide up to date Policy Register	A register of Council policies detailing adoption and review dates is reported to the Executive on a monthly basis following consultation with Policy Managers. A record of policies is held in a database and used for staff to acknowledge their awareness of the policy and to ensure policy review dates are known.
	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	Council publishes 84 policies that provide detail to staff and residents across a broad range of legislative and Council service delivery requirements. Policies are stored in a database available to all staff to acknowledge their understanding and compliance of policies relevant to their role.
Monitor and review Council's risks	Develop an enterprise risk management (ERM) framework relevant to Council's activities	Council has adopted terms of reference and appointed an independent Audit Risk and Improvement Committee. The Committee has appointed independent internal auditors. One of the tasks of the auditors is to finalise an enterprise risk management framework for Council's consideration.
Provide long term financial sustainability through sound financial management	Examine opportunities to raise additional revenue	Council continues to pursue commercial property and development opportunities to raise additional revenue.
	Explore a special rate variation with the community	A material increase in rating revenue has been achieved and budgeted for in the 2019/20 financial year, through revised land valuations, especially in the mining category. A special rate variation is no longer a priority.
	Identify opportunities to increase revenue from property related investments	Council continues 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 2019/20.
	Monthly reporting against budget and schedule for major works programs/strategic projects	All monthly budget reports were prepared for Council in accordance with the schedule.
	Comprehensive Quarterly Budget Review reporting	All Quarterly Budget Review Statements were completed within schedule and in accordance with the Office of Local Government Guidelines.
	Development of Rating Strategy to support LTFP	At the May 2017 Council meeting a Supplementary Motion concerning a proposal to adopt a Rating Strategy for the term of Council was put and lost.
Comply with relevant accounting standards, taxation legislation and other financial reporting obligations	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 2018 on 26 October 2018.
	All rating, taxation, statutory, and grant reporting obligations satisfied in an accurate and timely manner	All statutory reporting obligations have been met, with the exception of the May Business Activity Statement, which was lodged with the ATO late due to an administrative processing error. Single Touch Payroll was successfully implemented in February 2019.

GOOD GOVERNMENT

GOAL 5.3 AN EFFECTIVE AND EFFICIENT ORGANISATION

Strategy 5.3.4 Pursue efficiencies and ongoing business improvement.

STRATEGY	ACTION	COMMENTS
Provide effective and efficient internal support functions	Conduct quarterly Council Staff Updates across all work sites	Quarterly staff update meetings were held.
	Effective capture and management of corporate records	Council's Records department continues to adhere to the State Records Act. Ongoing training and education of the importance of Records management, compliance and capturing Council records is provided to all users. A project team is preparing for the upgrade of the Records Management Software (ELO) which will improve efficiency and use by Council staff. In addition, staff are continuing to transfer all State Records from the former Mudgee, Rylstone and Gulgong Shire Councils.
	Ongoing enhancements to Council procurement including Roadmap Best Practice Procurement project	This process will continue to be monitored in the future to ensure best practice is maintained.
	Provide effective Workshop services for Council fleet	All of Council fleet meets RMS requirements and all routine servicing is up to date.
Enhance the information systems that support delivery of Council activities	Investigate options to increase speed and reliability of Council's network	Council is investigating the use of VPNs to increase the reliability and redundancy of Council's network. Council also continues to optimise the Microwave Radio links. Network Monitoring tools were audited and upgraded.
	Continued investment in existing information systems to delivery productivity enhancements	Asset replacements were completed and Data Centre Infrastructure upgraded. Investments were made in new mapping software and booking system.
	Implementation of mobility solutions for integrated asset management	Asset management mobility is now fully developed and in the process of being integrated with the new mapping system which will be operational early in the new financial year.
Ensure strategic and asset management plans are underpinned by sound financial strategies	Consider the full life cycle costs associated with the investment in new assets, with a focus on capital investment and existing assets	Full life cycle costs of new assets are considered through preparation of a business plan for new CPP's, ratio reporting in Council reports and Quarterly Business Reviews. As shown in the March 2019 Quarterly Budget Review, Council is forecast to exceed the infrastructure renewals ratio benchmark in 2018/19.
	Review depreciation methodology and process	Depreciation methodology is reviewed as a part of the Fair Value process for assets each year. For 2018/19 and 2019/20 the revaluation of Roads, Bridges and Footpaths will be undertaken. Land under Roads has been completed for 2018/19, as required.
	Ongoing improvements to asset data and asset system capabilities	Data cleansing has started for Roads, Bridges and Footpaths as part of the fair value process. Water and Sewerage system assets register upgrades are complete with data moved into the new asset system successfully.
	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	The Long Term Financial Plan is currently being updated following the adopted budget for 2019/20. Resourcing conflicts resulted in this project being deferred and presented to the October 2019 Council meeting.

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 2018/19 financial statements in a format that is readily understood by the community, customers, employees and other stakeholders.

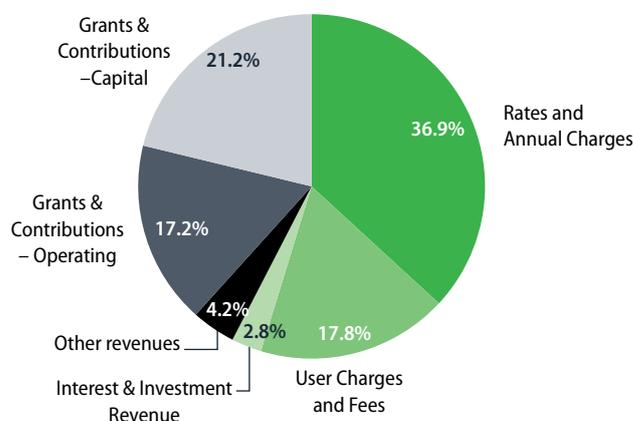
INCOME

This year, Council's primary source of income was from Rates and Annual Charges of \$31 million or 36.9% of total income (2017/18: \$29 million or 35.2%).

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 \$15 million or 17.8% in 2018/19 (2017/18: \$18.6 million or 23%).

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 \$32.3 million or 38.4% in grants and contributions in 2018/19 (2017/18: \$30 million or 36.7%).

TOTAL INCOME 2018/19

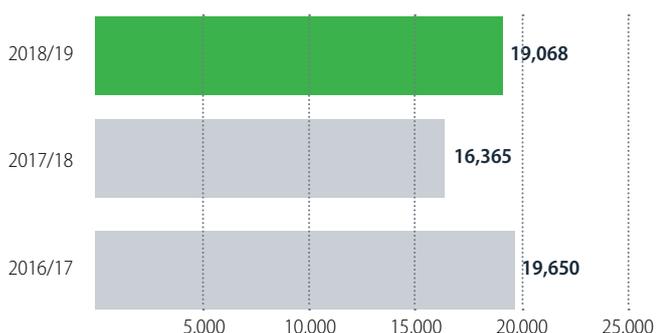


TOTAL INCOME 2018/19 \$84M

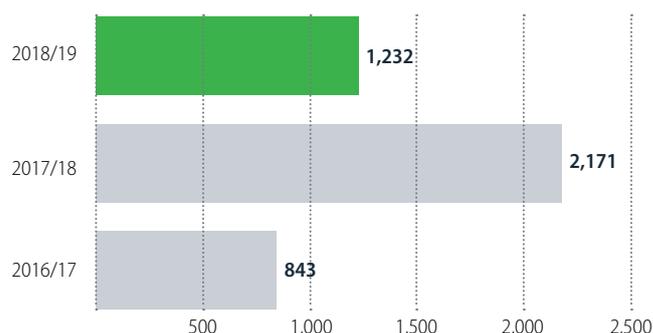
OPERATING RESULT

Council's operating result this year was \$19 million, this result is an indirect measure of Council's efficiency and ability to successfully cover its operating expenditure within operating revenue. (2017/18: operating result was \$16 million).

OPERATING RESULT (\$000)



OPERATING RESULT BEFORE CAPITAL (\$000)

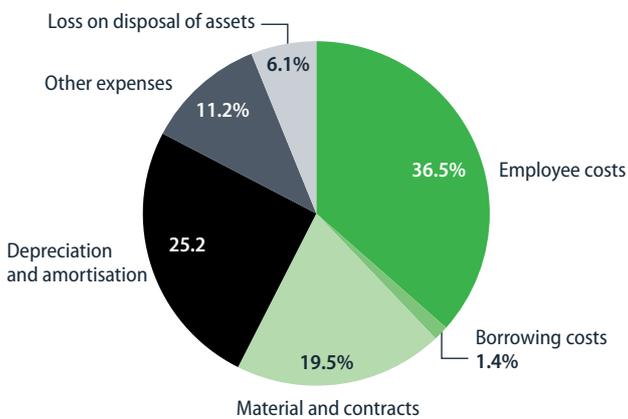


MANAGING THE MONEY

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.

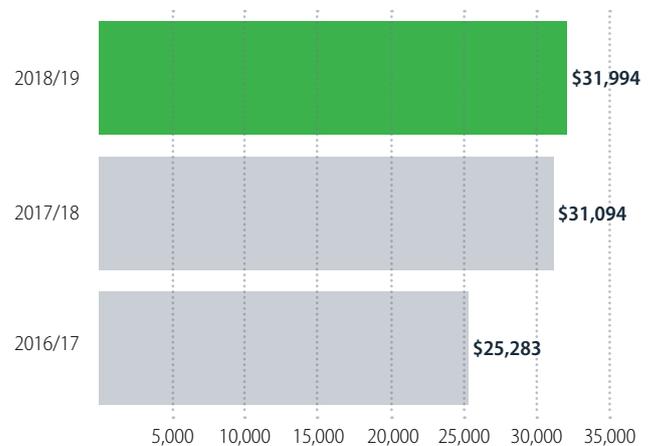
Council also continues to invest in new infrastructure to meet the demands of a growing community. Council delivered \$31.9 million of capital expenditure this year (2017/18: \$31 million).

OPERATING EXPENDITURE BEFORE CAPITAL



TOTAL OPERATING EXPENDITURE \$65M

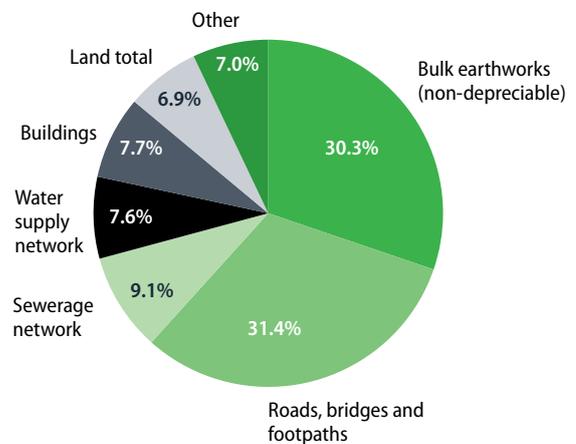
CAPITAL EXPENDITURE (\$000)



ASSET MANAGEMENT

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

INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT 2018/19



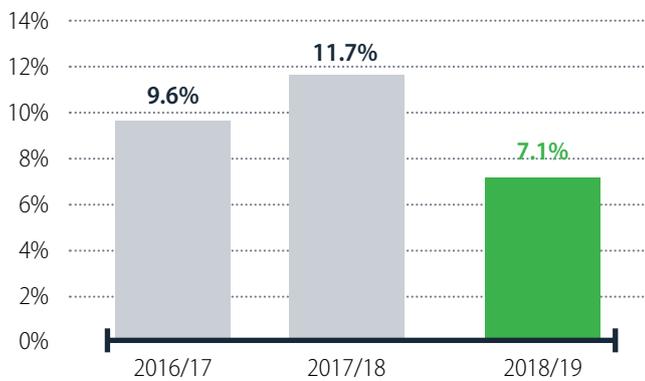
TOTAL WRITTEN DOWN VALUE \$942,287

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.

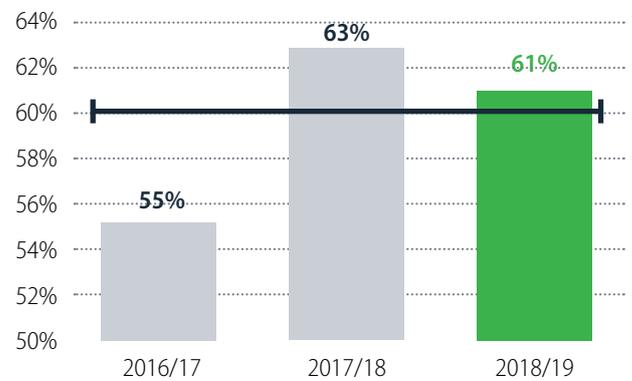
The benchmark is greater than 0%



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%

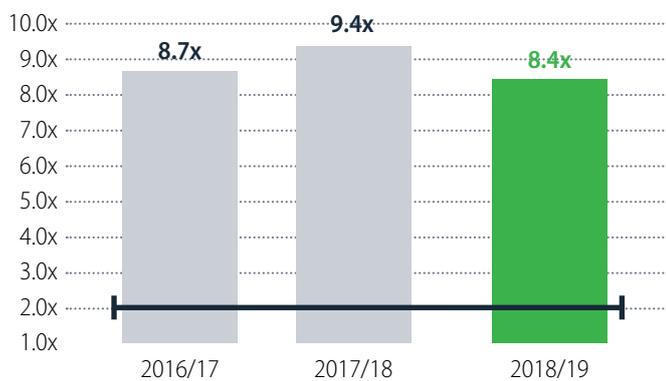


PERFORMANCE MEASURES

DEBT SERVICE COVER RATIO

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

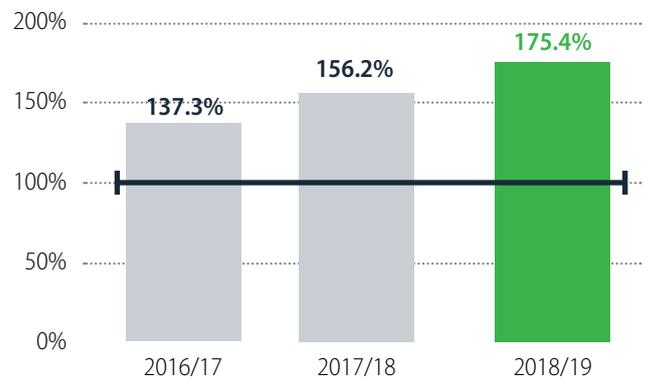
The benchmark for this ratio is greater than 2.0



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.

The benchmark for this ratio is 100% or greater

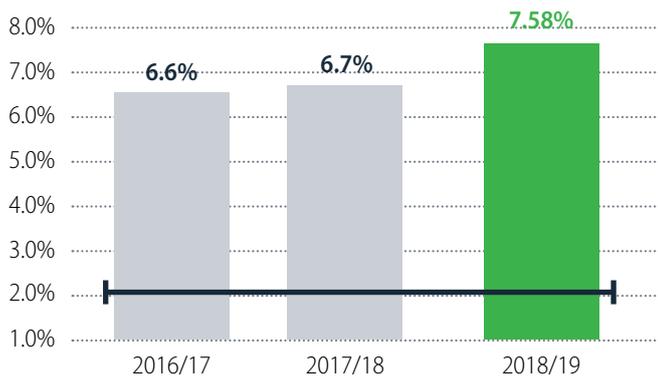


INFRASTRUCTURE BACKLOG RATIO

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.*

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



ASSET MAINTENANCE RATIO

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

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



STATUTORY INFORMATION

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

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

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

To access copies of the Acts and Regulations visit:

www.legislation.nsw.gov.au

AUDITED FINANCIAL REPORTS

Local Government Act 1993 – 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 \$753,263 in rates and charges (including postponed rates).

Pensioner rebate	\$706,471
Postponed rates	\$4,848
Other rates and charges	\$41,944

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 2018/19.

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 2018/19 was \$43,170 plus a Councillor Fee of \$19,790.04. The Mayor served the entire 2018/19 financial year.

The Councillor's Fee for 2018/19 was \$19,790.04 for each Councillor who served the entire 2018/19 financial year.

STATUTORY INFORMATION

COUNCILLOR EXPENDITURE 2018/19

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	CR O'NEILL	CR PAINE	CR SHELLEY	CR THOMPSON	TOTAL
Councillor Fees	-	19,790.04	19,790.04	19,790.04	19,790.04	19,790.04	19,790.04	19,790.04	19,790.04	19,790.04	178,110.36
Mayoral Fees	-	-	-	-	43,170.00	-	-	-	-	-	43,170.00
Council Meeting Expenses (accommodation, travel and meals)	7,794.02	-	-	-	309.99	745.01	-	-	-	1,045.20	9,894.22
Conferences, Seminars and Representational/ Lobbying Expenses (accommodation, travel and meals)	32.07	-	247.26	173.95	671.72	2,346.00	164.13	1,218.14	1,132.56	-	5,985.83
Provision of Vehicle	411.32	-	-	-	13,128.24	-	-	-	-	-	13,539.56
Memberships & Subscriptions	73,950.58	-	-	-	-	-	-	-	-	-	73,950.58
Miscellaneous expenses (meals, sundries, stationery, etc)	865.00	118.09	-	-	231.75	-	-	-	-	-	1,214.84
Provision of office equipment, such as laptop computer and telephones	445.07	2,167.04	1,382.00	483.46	2,147.23	2,219.99	483.48	376.08	1,399.78	376.08	11,480.21
Training and provision of skill development for Councillors	-	1,765.00	-	1,765.00	486.88	-	1,765.00	2,415.00	-	-	8,196.88
Totals	83,498.06	23,840.17	21,419.30	22,212.45	79,935.85	25,101.04	22,202.65	23,799.26	22,322.38	21,211.32	345,542.48

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 2018/19.

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 2018/19:

CONTRACTOR	GOODS / SERVICES PROVIDED	AMOUNT PAYABLE UNDER THE CONTRACT (EX GST)
VFG Skateparks	For the supply of upgrade of the Mudgee Skatepark	210,000
Austek Play	Design and Construction of the Adventure Playground, Gulgong	718,701
Downer EDI	RFQ 2018/22 Supply & Delivery of Coldmix	242,727
Water Features by Design	Mudgee Water Park	871,130
Central West Linemarking/ Avante Linemarking/Oz Linemarking/Red Squirrel	R2_2018 - Linemarking Services	790,909
D&C Powerline Constuction	Electrical reticulation & communications infrastructure - 25 lot subdivision	220,269
Big Screens Video	Glen Willow Scoreboard	297,841
AquaManage	Water Treatment Plant, Cudgegong Waters Park	197,965
Ixom Operations Pty Ltd	RFT 2018/19 The Provision of Chlorine Disinfection System in Gulgong and Mudgee	333,636
P&A Engineering Management	Design & Construction of Hangar at Mudgee Airport	162,600
Taggle Systems	Smart Metering Systems	2,238,296
Kellogg Brown Root Pty Ltd	Mudgee Water Filtration Plant Headworks & Pump Upgrade	395,975
Thompson Irrifab	Ulan Road Trunk Water Main	866,848

STATUTORY INFORMATION

LEGAL EXPENSES

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

Council expended \$456,678 on legal costs during 2018/19. A total of \$316,563 related to the cost of obtaining legal advice or opinion in relation to various matters, and also includes the amounts incurred by Council in relation to legal proceedings as listed below.

MATTER	AMOUNT (EX GST)	STATUS
LEC Case 2018/27118: Regent Theatre DA	\$121,726.00	Proceeding
LEC Case 2019/152087 White Rock DA	\$3,968.00	Proceeding
NCAT Appeal re: Impounding	\$28,323.36	Dismissed
Local Court Prosecution re: Companion Animals Act	\$16,254.25	Conviction proven, costs awarded
Wollar Road Project – Contract Dispute / Expert Determination	\$14,717.00	Settled

In addition, Council expended \$140,085 during the period in recovering outstanding rates and charges. These costs are debited as a charge against individual rate assessments. Council recovered \$131,818 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 2018/19 to the value of \$220,983 resulting in a profit of \$88,075. This represents a profit margin of 40%.

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 \$425,966.

Significant contributions are listed below.

RECIPIENT	AMOUNT
Housing Plus (Crisis Accommodation)	\$85,000
Pelican Airline Air Service	\$58,000

DELEGATES TO EXTERNAL COMMITTEES AND OTHER BODIES

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

During 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
- Moolarben Coal Community Consultative Committee
- Charbon Colliery & Inglenook 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 2018/19 there were 12 Advisory Committees operating within the region. Further information on these committees, including minutes and terms of reference, can be found on Council's website.

Mudgee Showground Management Committee

Councillor Representative: Cr Karavas, Cr Holden

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

Red Hill Committee

Councillor Representative: Cr Thompson

The Red Hill Committee 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 and Kandos Sports Council Sub Committee

Councillor Representative: Cr Shelley

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

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.

Mid-Western Regional Council Access Committee

Councillor Representative: Cr Karavas, Cr Paine

The Mudgee & Gulgong Access Committee and the Rylstone & Kandos Access Committee merged during this financial year to create the MWRC Access Committee. This committee provides advice to Council on matters relating to accessibility in the Mudgee, Gulgong, 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 Paine), Cr Cavalier

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 provides advice and recommendations to Council on matters 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 2018/19:

- 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 2018/19 were:

- **Communication and Awareness Raising**
 - Council launched an online Learning Management System and Managers and Supervisors are now required to complete modules on sexual harassment and workplace bullying.
 - the Anti-Discrimination and Equal Employment Opportunity Policy and the Workplace Bullying Policy were reviewed, updated and adopted by Council in May 2019.
 - 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 Merit Based Recruitment and Selection was carried out for staff involved in Recruitment Panels in September 2018 and an online learning module has been developed.
 - an overview of Council's EEO Management Plan is included in Council's induction Program.
 - Council staff attended Trade and Career Expo events in the region to raise awareness of the opportunities available for employment at Council and our commitment to EEO.
 - the Orientation Program was reviewed.
 - the biennial Employee Engagement Survey was undertaken.
- **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.
 - Council introduced additional purchased annual leave, to allow employees to purchase additional one or two weeks leave each year.

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.

Position Descriptions

- position descriptions are reviewed with each recruitment to ensure that essential and desirable criteria are non-discriminatory.

SENIOR STAFF

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

Council's organisation structure included four Senior Staff positions for 2018/19. Those positions were:

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

The remuneration package for the General Manager totalled \$314,829, and included:

Salary component	\$255,670
Bonuses	NIL
Superannuation component	\$28,248
Non-cash benefits	\$23,558
Fringe Benefits Tax on non-cash benefits	\$7,353

The combined remuneration packages for all Directors for 2018/19 totalled \$615,305, and included:

Salary component	\$520,587
Bonuses	NIL
Superannuation component	\$59,406
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

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	2018/19 BUDGET	2018/19 ACTUALS	PROJECT STATUS AT 30 JUNE 2019
Seal extension – Wollar Road	4,867	4,812	Commencing in 2016, this project involves the upgrade and sealing of 23km of unsealed road on Wollar Road, widening of Fitzpatrick Bridge, realignment of Currans Cutting, construction of a concrete causeway and intersection works at Bylong Valley Way. The total project cost is \$15 million funded by a \$14 million grant from Restart NSW and a \$1 million contribution from Mid-Western Regional Council. The project is now complete except Wollar Road/ Bylong Valley Way Intersection Stage 5 which was awaiting a decision on the Bylong Coal Project.

REPORTING REQUIREMENTS UNDER THE DISABILITY INCLUSION PLAN

Disability Inclusion Act 2014 - Section 13(1)

SUPPORTING AN INCLUSIVE WORKFORCE

ACTION	EXPECTED OUTCOME	KEY STAKEHOLDERS	REPORTING	2018/19 PROGRESS REPORT
Facilitate opportunities for people with disability or volunteer within Council	Increased diversity of Council workforce	People with disability	Workforce strategy	Volunteer opportunities exist within Council's Meals on Wheels and Community Transport services. In the past, people with disability have opted to volunteer with the Meals on Wheels service and continue to be welcome to do so.
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 is due for review this calendar year. 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 reviewed and adopted by Council at its May 2019 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	2018/19 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 September 2018 meeting.
Enhance community and visibility between Access Committees and Council	Provide Access Committees with more visibility about Council's decision-making processes.	Council/Access Committees	Updated Terms of Reference	Council now has a single Access Committee that meets monthly to discuss and provide advice to Council on operational and strategic issues affecting physical access and inclusion for all residents and visitors to the region. The Committee has ongoing interactions with Council staff across 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	2018/19 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 and Customer Service 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	Council 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	2018/19 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 and disability access.</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	<p>Accessible services for which Council is responsible are listed on Council's website, including 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. Accessibility is always considered when updating or constructing new Council facilities.</p>
Council develops and implements Awards and criteria for local businesses who drive and practice disability inclusion	Businesses are rewarded and promoted for driving change in disability inclusion	Local businesses	Annual reporting	<p>Council is a proud supporter of local business 'Clock Awards', which includes awards for excellence in community services and disability access.</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	2018/19 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"> ▪ Footpath (Jaques Street, western side) ▪ Kandos/Rylstone bike path reseal ▪ Holyoake Pedestrian Bridge ▪ Angus Avenue footpath replacement (sections between Jaques Street & Dabee Road)
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**



0

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



25

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



3

**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 2018/19 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 2018/19 period, there were 37 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 2018/19, Council spent \$204,647 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 \$25,980 of revenue to Council in 2018/19 for Animal Management Services.

A further \$42,553 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 \$34 for the service in 2018/19. During 2018/19, 372 companion animals were registered through Council.

During the 2018/19 period Council conducted one micro-chipping day. Council's 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 a number of organisations regarding foster care of impounded animals, including the RSPCA. Council's website links to the Friends of Mudgee pound Facebook page with the advertising of impounded animals who are lost or looking for a new home.

Across 2018/19, Council compiled Pound Data Collection Returns for the Office of Local Government. 221 animals were seized. 119 of those animals were able to be returned to their owners.

Of all the companion animals seized or surrendered during the 2018/19 period, 207 were rehomed through rehoming organisations or sold directly to the public.

A total of 82 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	105	116	221
Abandoned/Stray	8	90	98
Surrendered by Owners	11	70	81
Released to Owners	13	106	119
Euthanased	27	55	82
Sold	33	66	99
Released to Organisations for re-homing	54	54	108
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 2018/19 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	6	5	0	0	0	0	0	3	14	29%
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	2%
Members of the public (other)	13	15	0	0	0	1	0	5	34	69%
Total	20	20	0	0	0	1	0	8	49	
% of Total	41%	41%	0%	0%	0%	2%	0%	16%		

* 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.

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*	1	0	0	0	0	0	0	0	1	2%
Access applications (other than personal information applications)	19	19	0	0	0	1	0	8	47	96%
Access applications that are partly personal information applications and partly other	0	1	0	0	0	0	0	0	1	2%
Total	20	20	0	0	0	1	0	8	49	
% of Total	41%	41%	0%	0%	0%	2%	0%	16%		

* 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)	1	100%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	1	100%
Invalid applications that subsequently became valid applications	1	100%

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%
Privilege generally – Sch 1(5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
Total	0	

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

TABLE E: OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE: MATTERS LISTED IN TABLE TO SECTION 14 OF THE ACT

	NO. OF TIMES CONSIDERATION USED*	% OF TOTAL
Responsible and effective government	1	4%
Law enforcement and security	1	4%
Individual rights, judicial processes and natural justice	15	63%
Business interests of agencies and other persons	6	25%
Environment, culture, economy and general matters	1	4%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	24	

TABLE F: TIMELINESS

	NO. OF APPLICATIONS*	% OF TOTAL
Decided within the statutory timeframe (20 days plus any extensions)	46	98%
Decided after 35 days (by agreement with the applicant)	1	2%
Not decided within time (deemed refusal)	0	0%
Total	47	

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%
Total	0	0	0	
% of Total	0%	0%		

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

	NO. OF APPLICATIONS FOR REVIEW	% OF TOTAL
Applications by access applicants	0	0%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	0	

TABLE I: APPLICATIONS TRANSFERRED TO OTHER AGENCIES

	NO. OF APPLICATIONS FOR REVIEW	% OF TOTAL
Agency-Initiated Transfers	0	0%
Applicant-Initiated Transfers	0	0%
Total	0	

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

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	Yes – completed
		Lump Sum - Carwell Creek Bridge Upgrade	\$210,000	\$210,000 due within 30 days of commencement of construction works by Council	Yes - completed
		Annual Contribution - Community Facilities	\$0.01 per Run of Mine tonnes per annum	Due by 31 July each year for coal hauled in previous year	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
	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	10 of 20
		Annual Contribution - Community Infrastructure	\$1,000,000	\$100,000 per annum for 10 years, with the first instalment due on the anniversary of the first loading and dispatch of coal	Yes – completed
Ulan Coal Mines Limited	Mar-11	Lump Sum - Community Infrastructure	\$3,475,000	\$2 million to be paid within 30 days of date of agreement. Balance of \$1.475 million to be paid within a year of the date of the first contribution	Yes - Completed
		Annual Contribution - Road Maintenance Cope Road	\$1,050,000	\$50,000 per annum for 21 years, with the first instalment due within 30 days of date of agreement. Subsequent annual payments due on anniversary date of first contribution	9 of 21
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	12 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	12 of life
		Annual Contribution - Bus Routes	\$60,000	\$20,000 per annum for three years	Yes – completed
Moolarben Coal Stage 2	Jan-15	Community Enhancement	\$515 per annum for each full-time equivalent employe in excess of 320 employees	Payable from commencement of construction until mining operations under this approval cease	4 of life
		Cope Road Maintenance	\$480,000	Payable in 4 instalments of \$120,000 plus CPI, with the first payment to be made on the commencement of mining	4 of 4

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	Yes
		Lump Sum - Ulan-Wollar Road Upgrade	\$600,000	\$600,000 payable by instalments within 14 days of invoices as issued by Council at each stage of the primary road works	Yes
		Annual Contribution - Community Infrastructure	\$600 per annum per permanent employee contractor in excess of 100 for 20 year consent period	31 March each year	7 of 15
	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

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

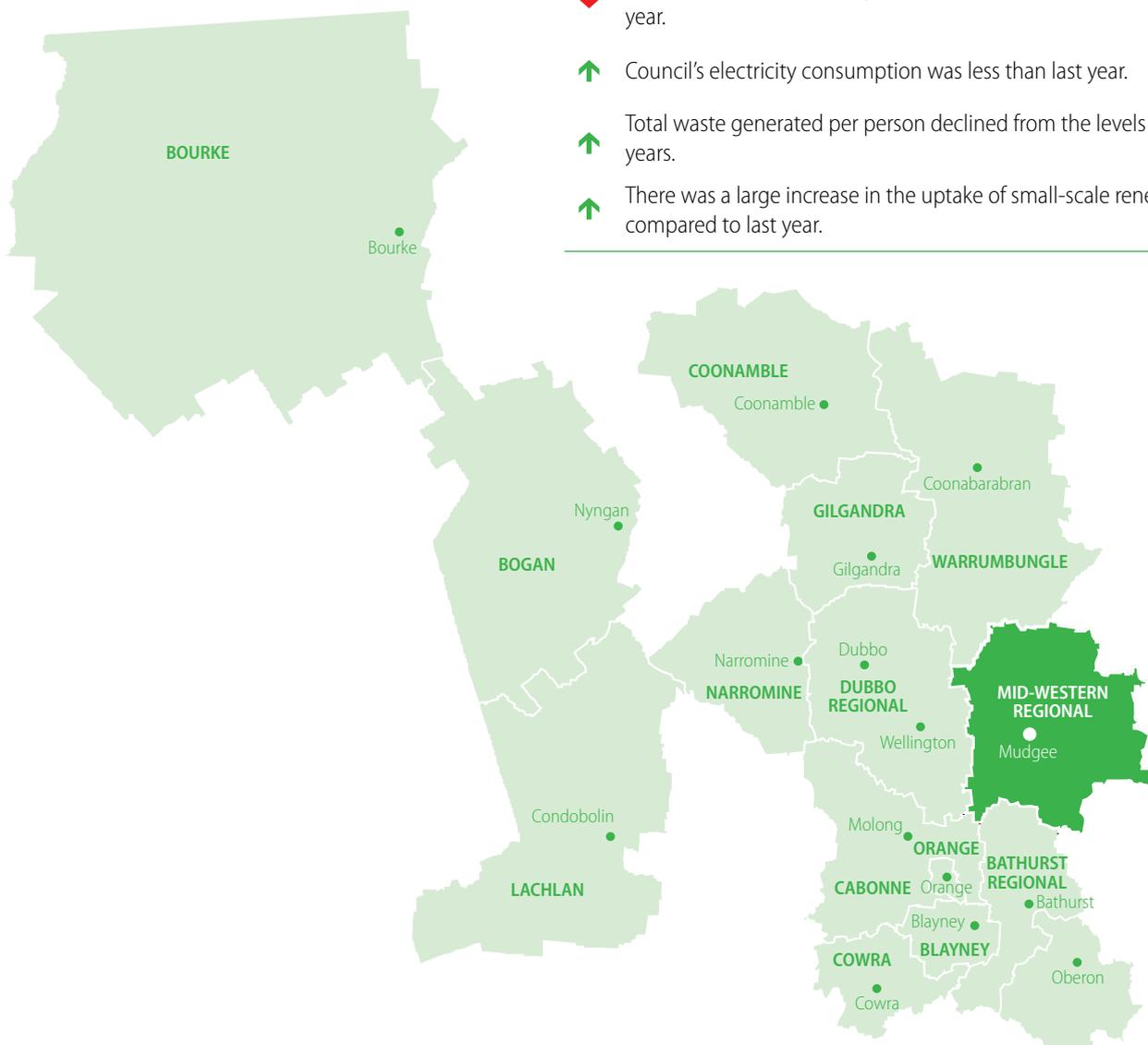
Since 2007, the Councils of the Greater Central West Region of NSW (see map) have joined to produce Regional SoE Reports as part of Council reporting requirements.

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

This is a brief snapshot of data for the Mid-Western Local Government Area in 2018-19 across a range of environmental indicators as shown in the tables below. The tables provide an understanding of trends by comparing this year's data with an average of previous years.

2018/19 HIGHLIGHTS

- ↑ The average household water use was less than last year.
- ↓ The volume of material recycled in 2018-19 was considerably lower than last year.
- ↑ Council's electricity consumption was less than last year.
- ↑ Total waste generated per person declined from the levels of previous two years.
- ↑ There was a large increase in the uptake of small-scale renewable energy compared to last year.



STATE OF THE ENVIRONMENT REPORT

LAND

ISSUE	INDICATOR	2015-16	2016-17	2017-18	2018-19	TREND
Contamination	Contaminated land sites - Contaminated Land Register (number)	1	1	1	1	→
	Contaminated land sites - potentially contaminated sites (number)	31	31	0	0	↑
	Contaminated sites rehabilitated (number)	0	0	0	0	→
Erosion	Erosion affected land rehabilitated (ha)	0	0	0	0	→
Land use planning and management	Number of development consents and building approvals	319	281	266	439	↓
	Land use conflict complaints (number)	20	36	30	39	↓
	Loss of primary agricultural land through rezoning (ha)	0	0	0		→
Minerals & Petroleum	Number of mining and exploration titles	152	149	133	198	↓
	Area covered by mining and exploration titles (ha)	480,000	682,000	650,000	680,000	↓

↑ Improvement → No or little change ↓ Worsening trend

Note: the trend is based on comparing the average of the previous three years of reporting with 2018/19

BIODIVERSITY

ISSUE	INDICATOR	2015-16	2016-17	2017-18	2018-19	TREND
Habitat Loss	Total Area in the National Parks Estate (ha)	100K	100K	100K	101K	↑
	Total Area of State Forests (ha)	16,827	16,841	16,841	16,841	→
	Total Area Protected in Wildlife Refuges (ha)	5,689	5,689	5,689	5,689	→
	Area protected in conservation reserves & under voluntary conservation agreements (ha)	1,384	1,657	2,204	2,294	↑
	Extent of Traveling Stock Reserves in LGA (ha)	1,449	1,301	1,301	1,378	→
	Proportion of Council reserves that is bushland/remnant vegetation	75%	75%	75%	76%	→
	Habitat areas revegetated (ha)	1	100	2	1	↓
	Roadside vegetation management plan	Yes	Yes	Yes	Yes	→
	Roadside vegetation rehabilitated (ha)	0	0	15	0	↓
	Threatened Species	Threatened species actions implemented (e.g. PAS, recovery plans) (number)	1	2	1	1
Fish restocking activities: native species (number)		125K	124K	55,005	39,750	↓
Noxious weeds and feral animals	Fish restocking activities: non-native species (number)	42,332	38,334	27,667	29,000	↑
	Number of declared noxious weeds	132	95	95	96	↑
	Invasive species (listed noxious or WONS) under active management (number)	30	24	19	21	↓

↑ Improvement → No or little change ↓ Worsening trend

STATE OF THE ENVIRONMENT REPORT

WATER AND WATERWAYS

ISSUE	INDICATOR	2015-16	2016-17	2017-18	2018-19	TREND
Surface & Ground Water Quality	Average salinity levels in selected streams (EC)	559	486	585	614	↓
	E.coli remote from wastewater treatment plants (per 100ml)	0	0	0	0	→
	Average Total Nitrogen in selected streams (mg/L)	0.55				
	Average Total Phosphorus in selected streams (mg/L)	0.04				
	Average Turbidity in selected streams (NTU)	15				
Riparian	Riparian vegetation recovery actions (number)	0	1	2	2	↑
	Riparian vegetation recovery area (ha)	0	50	4	5	↓
Industrial/ Agricultural Pollution	Load Based Licencing volume (kg)	11,130	14,567	12,012	10,605	↑
	Exceedances of license discharge consent recorded (number)	1	4	0	0	↑
	Erosion & Sediment Control complaints received by council (number)	3	20	5	7	↑
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)	3	0	1		
Town Water Quality	Number of instances drinking water guidelines not met	149	77	34	26	↑
	Number of drinking water complaints	48	67	94	48	↑
Water extraction	Number of Water Supply Work Approvals from surface water sources	304	335			
	Volume of surface water permissible for extraction under licences (GL)	38	38			
	Number of Water Supply Work Approvals from groundwater resources	2,279	2,307			
	Volume of groundwater permissible for extraction under licences (GL)	32	35			
	Actual volume extracted through groundwater licences (GL)	2.8				
Council water consumption	Area of irrigated Council managed parks, sportsgrounds, public open space (ha)	70	70	71	72	↓
	Water used by Council for irrigation (including treated and untreated) (ML)	146	175	236	192	↓
Town water consumption	Annual metered supply (ML)	1,949	1,931	2,190	2,019	↑
	Annual consumption (Total from WTP) (ML)	2,320	2,280	2,554	2,484	↓
	Average annual household mains potable water usage (kL)	200	192	214	198	↑
	Average level of water restrictions implemented	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	2015-16	2016-17	2017-18	2018-19	TREND
Waste Generation	Total waste entombed at primary landfill (tonnes)	28,568	22,639	21,783	19,789	↑
	Total waste entombed at other landfills (excl recyclables) (tonnes)	0	0	0	0	→
	Average total waste generated per person (tonnes)	1.18	0.92	0.88	0.79	↑
	Average cost of waste service per residential household	\$364	\$375	\$383	\$500	↓
Hazardous / Liquid Waste	DrumMuster collections (number of drums)	0	1,732	1,705	3,009	↑
	Household Hazardous Wastes collected (kg)	4,333	6,284	4,948	13,288	↑
Reduce	Organics collected (diverted from landfill) (tonnes)	2,484	3,363	2,277	3,330	↑
	E-Waste collected (diverted from landfill) (tonnes)	14	39	35	58	↑
Recycle	Volume of material recycled (tonnes)	2,518	3,113	4,222	1,680	↓
	Volume of material recycled per person (kg)	104	127	170	67	↓
Littering and illegal dumping	Number of illegal waste disposal complaints to Council	11	25	48	8	↑
Engineering, Infrastructure and Civil Works	New road construction (km)	2	1	0.25	0.55	↑
	Road upgrades (km)	95	83	71	55	↑
Risk Management	Flood management plans / flood mapping – increase in area covered	0	710	0	0	↓
	Hazard reduction burns	19	11	11	11	↑
Climate Change Mitigation	Office paper used by Council (A4 & A3 reams)	2,176	1,956	1,817	1,980	↑
	Council sustainability initiatives (number)	1	0	1	3	↑
	Council mitigation initiatives (number)	1	1	0	0	↓
Council Greenhouse Gas Emissions	Annual electricity consumption for Council controlled facilities (MWh)	6,156	5,867	6,315	6,100	↑
	Annual natural gas consumption for Council controlled facilities (GJ)	0	0	0	0	→
	Annual bottled gas consumption for Council controlled facilities (L)	5,313	7,863		9,003	↓
	Total fuel consumption (KL)	975	708	971	1,022	↓
	Proportion of Council's electrical energy demand met from Council-owned renewable energy infrastructure	0.0%	0.0%	0.0%	0.0%	→
	Council total operational greenhouse gas emissions (tCO ₂ -e/year)	21,803	24,215	24,401	25,978	↓
Community Greenhouse Gas Emissions	Small scale renewable energy uptake (kW installed)	1,264	1,216	1,889	3,219	↑
	Number of solar water heaters and heat pumps installed	49	15	18	36	↑

↑ Improvement

→ No or little change

↓ Worsening trend

STATE OF THE ENVIRONMENT REPORT

PEOPLE AND COMMUNITIES

ISSUE	INDICATOR	2015-16	2016-17	2017-18	2018-19	TREND
Active community involvement	Environmental volunteers working on public open space (hrs)	70	186	272	141	↓
	Number of environmental community engagement programs	5	6	4	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	4,302	4,328	4,566	4,856	↑
	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)	4	1	0	0	↑
	Number of indigenous heritage management actions/responses	1	0	0	1	↑
Non-Indigenous Heritage	NSW Heritage items (number)	13	14	14	15	↑
	Locally listed heritage items (number)	526	526	526	526	→
	Actions to protect non-indigenous heritage (including management plans) (number)	1	1	0	1	↑
	Heritage buildings on statutory heritage lists demolished/degraded in past year (number)	0	1	2	0	↑
	Heritage buildings on statutory heritage lists renovated/improved in past year (number)	6	41	9	29	↑

↑ Improvement

→ No or little change

↓ Worsening trend

STATE OF THE ENVIRONMENT REPORT

CASE STUDY: PUTTA BUCCA WETLANDS EXTENSION PROJECT (MID-WESTERN LGA)

Putta Bucca Wetlands is a vital recreational area located on the western edge of Mudgee, used widely by the community for walking, birdwatching, fishing, picnics etc. It is easily accessible from town, being within walking distance of the CBD.

A total of seven threatened birds have been recorded within the boundaries of the reserve. The reserve also contains known breeding habitat for two EPBC-listed migratory birds and foraging habitat for other EPBC-listed migratory birds. It is home to populations of two culturally significant Australian aquatic mammals which are uncommon in the Mid-Western region - the Platypus and Water Rat - as well as two native mammals, the Common Brush-tail Possum and Swamp Wallaby.

Putta Bucca Wetlands is located at the site of an old gravel quarry and has been progressively remediated since 2010. Council has undertaken massive rubbish and weed removal works, revegetation, and installation of infrastructure including two bird hides, 2.5km of tracks, a car park and multiple seating and picnic areas.

Mid-Western Regional Council began the Putta Bucca Wetlands Extension Project in 2018. The project was partly funded by the NSW Environmental Trust Restoration and Rehabilitation Grant.

The project involved the rehabilitation of a decommissioned sewerage treatment plant outlet pond to extend Putta Bucca Wetlands Reserve. Major earthworks were undertaken to remediate the outlet pond and the site revegetated with wetland and Endangered Ecological Community vegetation. The project also involved weed control, construction of a further 1km of walking track and installation of interpretative signage.

Council developed and enhanced partnerships with a number of local organisations such as the Friends of Putta Bucca Group, Landcare, local schools and pre-schools, and Scouts by working closely with them to implement and maintain the project.



New shelter and signage at Putta Bucca Wetlands

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