



ANNUAL REPORT 2019/20

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 delighted to present Mid-Western Regional Council's 2019/20 Annual Report. This document captures what Council has achieved in the last 12 months through the goals set in our Towards 2030 Community Plan.

As you'll read, Council has achieved a great deal despite our community facing major challenges this financial year from drought, to bushfire and COVID-19. We are a resilient community though and have forged on with some of the highlights including:

Looking After Our Community

A number of major projects are well underway including the long-awaited Mudgee Regional Art Gallery and Cultural Precinct after Council secured \$5.3 million from the NSW and Australian Governments. I look forward to the opening of this modern purpose-built facility in June 2021. Glen Willow Stage 2 is full steam ahead after \$16.95 million in grant funding was delivered from the state and federal governments. In support of our community through COVID-19, Council also partnered with local GPs to establish a dedicated testing clinic at the Mudgee Showground and provided rate relief options.

Protecting Our Natural Environment

In response to major storm events that led to a Boil Water Alert in November 2019, Council installed new technology to help prevent future incidents of this kind. Meanwhile a new town water disinfection system was installed and the Charbon residential area was connected to Council's reticulated sewer network.

Building a Strong Local Economy

Prior to the outbreak of the pandemic, Council hosted some of its most successful events ever with Flavours of Mudgee 2019 attracting a record crowd and generating \$2.2 million in its eighth annual year, and the third annual Charity Shield at Glen Willow brought \$1.78 million to the local economy. In response to COVID-19, Council launched a dedicated website for the promotion and support of local business. The Local Business Booster Policy was also adopted, providing \$213,000 in financial assistance to

those local businesses that were financially impacted by COVID-19.

Connecting Our Region

The first section of a three-year project to upgrade 10km of Wollar Road through the Munghorn Gap National Park was completed and the remaining 17km of Wollar Road was sealed creating a completely sealed link from our region to the Hunter Valley via the Bylong Valley Way.

Good Government

Council undertook the first of its quarterly audits with great success in the areas of Procurement Framework, Contract Management, Work Health and Safety and Asset Management departments.

Council continues to work collaboratively with other organisations, including NSW Health and I was proud to be involved along with various other individuals and community groups in the development of the new \$70 million Mudgee Hospital which is now officially open.

I look forward to working with the community, Council staff and my fellow Councillors to achieve the best outcomes possible for our community into the future.



DES KENNEDY
MAYOR



MESSAGE FROM THE GENERAL MANAGER

Mid-Western Regional Council's 2019/20 Annual Report highlights the organisation's key deliverables and achievements for the financial year.

The region has faced considerable challenges this financial year beginning with ongoing drought followed by the Black Summer Bushfires that saw three major fire fronts cross into our Local Government Area and burn approximately 173,000 hectares. Sadly, a number of properties were destroyed as a result of these fires with hundreds more impacted. I'd like to commend our staff, many of whom cancelled their annual leave to work on the fire front assisting the RFS to build containments, protect property and man 24-hour road closures. Recognising the significant impact of these bushfires on the Olinda and Running Stream communities, Council appointed a Bushfire Liaison Officer to act as a conduit between affected residents and government agencies to ensure financial support was provided in a timely manner.

Sadly this natural disaster was immediately followed by the COVID-19 pandemic that has significantly impacted many residents and businesses within our region. Council has worked hard to support residents and businesses through this difficult period, offering payment extensions on two rates notices as well as a waiver of interest that would normally accrue on outstanding payments up to September.



A strategy was rolled out to support our business community that included the launch of a website allowing operators to market their services and connect with suppliers and customers, as well as providing a number of free online courses and webinars to adapt, upskill and diversify their offerings.

Council has again been hugely successful in attracting grants for our major projects and I am delighted to see construction underway for the Mudgee Regional Art Gallery and Stage 2 of the Glen Willow Regional Sporting Complex.

We've delivered on a number of key projects identified as high priority during community engagement activities including the new Rylstone Footbridge, providing safe access for pedestrians and cyclists over the Cudgegong River, and an Adventure Playground in Gulgong, for small children and families to enjoy.

Our teams continue to work on facility and service improvements including the rollout of Smart Water Meter technology and the installation of turbidity monitors in our town water catchments.

Roads remain a key priority for Council and ongoing improvements continue to be made to our 2,448km network including major upgrades to Wollar and Hill End roads.

Council is forging ahead with its strong financial position and achieved a \$5.3 million operating surplus in the 2019/20 financial year. This is achieved through prudent financial management and thoughtful investment with a view to achieving long term financial stability.

Local Government Elections that were due to be held in September this year have been postponed by the NSW Government to September 2021 due to COVID-19. The current nine Councillors will continue to serve a further 12 months.

I thank Council staff and volunteers for their ongoing commitment and dedication to deliver the best possible outcomes and service for our community.

A handwritten signature in black ink, appearing to be 'B. Cam', written over a light grey background.

BRAD CAM
GENERAL MANAGER

YOUR COUNCIL

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

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

The impact of the COVID-19 pandemic has resulted in the 2020 Local Council elections being postponed to 4 September 2021, which will see this current term of Council proceeding for a five year term.

Council elected Clr Kennedy as Mayor, and Clr Paine as Deputy Mayor for the period September 2020 through to September 2021.



Councillor
Des Kennedy
MAYOR



Councillor
Sam Paine
DEPUTY MAYOR



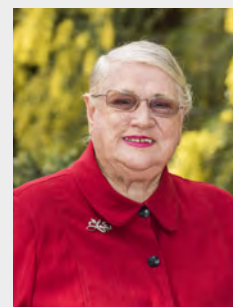
Councillor
Paul Cavalier



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, Public Forum is held. This 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.

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 the Public Forum
- 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.

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 2019/20, there were six 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

COUNCILLOR KEY STATISTICS

COUNCILLOR ATTENDANCE AT MEETINGS AND WORKSHOPS

11 Ordinary Council meetings and 4 Extraordinary meeting were held between 1 July 2019 and 30 June 2020.

Elected Member	Ordinary Meetings Attended		Extraordinary Meetings Attended	
	Number	%	Number	%
Cr Des Kennedy – Mayor	11/11	100%	4/4	100%
Cr Sam Paine – Deputy Mayor	11/11	100%	3/4	75%
Cr Paul Cavalier	9/11	82%	2/4	50%
Cr Russell Holden	9/11	82%	4/4	100%
Cr Alex Karavas	9/11	82%	3/4	75%
Cr Esme Martens	11/11	100%	4/4	100%
Cr John O'Neill	11/11	100%	3/4	75%
Cr Peter Shelley	10/11	91%	4/4	100%
Cr Percy Thompson	10/11	91%	4/4	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
- Facilities (saleyards, airport)
- Emergency management
- Environmental services
- Aboriginal consultation



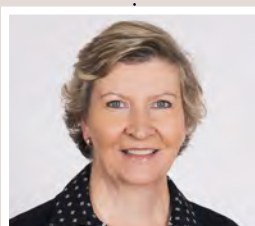
**DIRECTOR
COMMUNITY**
Simon Jones

- 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 and 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
- Workshop and fleet management

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; and providing honest feedback.

We never tolerate bullying and discrimination in the workplace.

Integrity



We are all accountable for our own actions and also for assisting and supporting our fellow workers.

We seek solutions, we don't cast blame.

We work for the community and we are proud to show our care for the place in which we live.

We are committed to action – we do what we say we will do.

We are honest with each other in everything we say and do, and we are committed to open, two-way communication.

Recognition



We are committed to a healthy, safe and constructive working environment where everyone's well-being is our major focus.

We work together to develop employment policies and practices that are adaptable to individual circumstances.

We celebrate our achievements and recognise that everyone's contribution is essential to this Council's success.

In supporting each other and working together we create the right environment in which we all can achieve our very best.

We seek continuous improvement both individually and collectively.

We admit our mistakes and focus on getting better.

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

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 three 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 five major industry sectors – agriculture, retail, construction, 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.



MAJOR Towns and Centres

Mudgee,
Gulgong, Kandos,
Rylstone



MAJOR Industries

Agriculture,
Mining,
Tourism, Retail,
Construction



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
- Sustainable water supply



KEY COMPLETED PROJECTS

Gulgong Adventure Playground

The purpose-built Gulgong Adventure Playground was completed in November 2019. Jointly funded by Council and the NSW Government through its Clubgrants Infrastructure Grants Program, the playground completes a recreational precinct in Gulgong within walking distance of the Gulgong Pool, Billy Dunn Oval and the Gulgong Skate Park. The playground design was selected following community consultation.

Public Art Program

Three new sculptures were installed in Lawson Park, Mudgee, bringing the public art collection to 17 installations. The installations are part of a partnership between Council and the annual Sculptures in the Garden event.

Playground upgrades

Council continues shade sail installation and upgrades to the region's 36 playgrounds, most recently with improvements to Rocket Park in Mudgee and Goolma Playground.

Local Strategic Planning Statement

Council developed and adopted the Mid-Western Regional Local Strategic Planning Statement (LSPS). The LSPS outlines the vision for land use planning in the Mid-Western Region and details Planning Priorities along with Land Use Actions to achieve the Planning Priorities. The Land Use Actions outline where Council will focus its strategic land use planning project work in the future.

Glen Willow Stage 2 funding and construction

One of two amenities buildings has been completed as part of Glen Willow Stage 2 construction which commenced after Council secured \$16.95 million in state and federal grant funding for the project. A second amenities building is under construction as well as six fields and internal roads. More than 4,000 additional games and training sessions can be played each year as a result of the expansion.

Respiratory Clinic partnership

Council partnered with local GPs to establish the Mudgee Respiratory and Fever Clinic at Mudgee Showground with funding provided by the Federal Government. In addition to being seen by a doctor, patients are tested for COVID-19. The clinic is intended to relieve pressure from local health services.

Bushfire Liaison Officer

In response to the Bushfire Emergency in the Mid-Western Region and the subsequent Recovery Operation, Council appointed a Bushfire Liaison Officer to be the central point of contact for those requiring assistance.

Defibrillators installed in sports grounds

Permanently based defibrillators were installed at the majority of sporting facilities. Council has defibrillators at 16 other sites throughout the region including its pools, libraries, administration buildings and works departments.

Gulgong Adventure Playground



Turbidity monitors installed

Advanced turbidity monitors have been installed in Mudgee, Gulgong and Rylstone catchments as a preventative measure to help avoid future Boil Water Alerts. The devices monitor changes in water quality, particularly additional sediment and run-off caused by storms, alerting treatment plant operators to cease collection until water quality improves.

Town Water disinfection system installed

Council commissioned a new town water disinfection system across the region in July 2019. The upgraded system will allow better control of the disinfection of drinking water and substantially reduce the possibility of pathogens in the water supply causing unsafe drinking water.

Smart Water Meter rollout continues

The two year rollout of Council's Smart Water Meter network continued throughout the region.

As part of the project, smart water meters were installed free of charge to all households connected to town water after Council secured \$1.2m through the Australian Government's Smart Cities and Suburbs Program. A customer portal is in development and will allow customers to manage their future usage by accessing real time data on the amount of water they are using daily.

Putta Bucca Wetlands extension

Putta Bucca Wetlands has been expanded, increasing habitat for more than 180 bird species. As part of a two year project, a nearby decommissioned sewerage treatment plant outlet pond was remediated with major earthworks, revegetated and incorporated into the wetlands reserve. The 2.5km walking track loop has also been extended, a new barbecue area constructed and educational signage installed around the reserve. Council secured \$89,250 through the NSW Government's Environmental Trust Restoration and Rehabilitation Grant Initiative for the jointly-funded project.

Charbon Sewer network complete

Council has expanded its reticulated sewer network to incorporate the Charbon residential area.

Historically, Charbon households have been connected to Onsite Sewer Management Systems (Septic Systems). The condition of these systems in Charbon was variable with a significant number not performing to health standards required in accordance with the Pollution of Environment Operations Act (POEO Act).

This infrastructure project was partially funded through the NSW Government's Safe and Secure Water Program.



Putta Bucca Wetlands Extension



BUILDING A STRONG LOCAL ECONOMY

Flavours of Mudgee

Flavours of Mudgee recorded its largest ever crowd in September 2019 with 12,133 people attending the eighth annual event. Data captured on the night shows 45% of Flavours attendees were visitors to the region, injecting an estimated \$2.265 million into the local economy.

Young Entrepreneurs Summit

Council successfully hosted the inaugural Central West Young Entrepreneurs Summit in July 2019 with the keynote address from entrepreneur and founder of Samantha Wills Jewellery, Samantha Wills. More than 121 Central West business owners heard from five successful Australian entrepreneurs on starting and growing their businesses.

Charity Shield

A crowd of 9,124 flocked to Glen Willow to see the South Sydney Rabbitohs defeat the St George Illawarra Dragons for the third annual Charity Shield. From post-event survey data, Council estimates approximately \$1.78 million was spent in the region over the February 2020 weekend, at restaurants and cafes, retailers and accommodation providers. Council will host the 2021 Charity Shield as part of a four year partnership with the clubs.

Festival of Snags

Mudgee secured the most votes in a national competition by online travel site Wotif to gift a regional town with a festival. With the support of Council, Wotif delivered the day-long Festival of Snags at Mudgee Showground in November 2019 attracting a crowd of more than 5,000.

Mudgee Region Business site launched

As part of its COVID-19 Business Recovery Strategy, Council developed and launched mudgeeregionbusiness.com.au. Local businesses can create a listing to increase their visibility through the site, network with other businesses, access business only events and find new customers and suppliers, completely free of charge. The site was delivered in partnership with Mudgee, Gulgong, Rylstone and Kandos Chambers of Commerce, as well as Mudgee Region Tourism and the Mudgee Wine Grape Growers Association.

New Residents Guide published

Council published its 32 page introduction to the region for new residents. The New Residents Guide is a snapshot of the facilities and services Council provides to residents across the region. The guide has been distributed to real estate agents throughout the region to provide to prospective new residents interested in, or moving to the region.

Flavours of Mudgee 2019



Wollar Road Upgrade, Munghorn National Park

The first 1.6km of the 10km Wollar Road upgrade was completed through the Munghorn Gap National Park. The three year project includes road widening, pavement upgrades and further safety improvements to Wollar Road between Cooyal and Cumbo within the Munghorn Gap National Park. Council secured \$3.5 million for the project through the NSW Government's Restart for Regions and Saving Lives on Country Roads programs.

Wollar Road remaining 17km section sealed

Council sealed the remaining 17 kilometres of Wollar Road, creating a completely sealed link to the Hunter Valley via the Bylong Valley Way. 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.

Rylstone Footbridge

The new Rylstone Footbridge was completed, providing safe access for pedestrians and cyclists over the Cudgegong River, connecting East and West Rylstone. The footbridge ranked as the highest priority project among Rylstone, Kandos and Lue residents surveyed as part of Council Community Engagement in 2018. Council secured \$432,108 in grant funding for the project through Round Two of the NSW Government's Stronger Country Communities Fund.

Pitts Lane lighting installed

Three hundred metres of lighting was installed along Pitts Lane leading to Glen Willow. Fully funded by Council, the \$50,000 project is intended to improve pedestrian safety all year round as well as during major events at the stadium.

Goolma Road safety improvements \$350,000

Goolma Road received a series of upgrades near the township of Goolma including \$350,000 in safety improvements on behalf of the NSW Government. The improvements include a new safety barrier on the northern side of the road, widened road shoulders, new signs and the removal of trees on the northern side of the road to improve sight distances.



Wollar Road Upgrade



Audit, Risk and Improvement Committee

Council's Audit, Risk and Improvement Committee (ARIC) held its first meeting in May 2019. The committee endorsed a 12 month Internal Audit Plan and quarterly audits were undertaken in Procurement Framework, Contract Management, Work Health and Safety and Asset Management departments.

COVID-19 Rate Relief and Business Booster program

Council launched a raft of measures to assist individuals and businesses directly impacted by the COVID-19 pandemic. In May, Council launched its Business Booster Program with \$1000 offered to eligible businesses to provide immediate financial support to businesses that were struggling to meet their operating costs. Residents experiencing financial hardship due to the pandemic were offered a payment extension on their May and August rates.

Mudgee Valley Park

Council continues to pursue revenue growth through commercial property activities and purchased the Mudgee Valley Park, a caravan and camping park in Bell Street, Mudgee. This facility adds to a commercial property portfolio managed by Council.

Bushfire Rates Relief program

Council provided more than \$90,000 in rate relief to all property owners affected by the 2019/20 Black Summer Bushfires. This rate relief was an extension of the NSW Government initiative to provide rate relief to property, farm or business owners who had their property deemed damaged beyond repair by the Rural Fire Service (RFS) and/or Emergency Information Coordination Unit (EICU).

Sound financial sustainability management

It has been a challenging year for all businesses, and Council is no different, feeling the impact of bushfire response management, COVID-19 impacts, flood damage and ongoing infrastructure renewal burdens on its financial sustainability. Many Councils have struggled to meet their immediate payables and have not maintained sufficient cash reserves to be able to support their communities through these tough times. Council has continued to provide support, services and offer financial relief throughout the year, ensuring that it remains a conscientious entity by paying its employees and contractors on time, and adequately manages its cash reserves.

Council has also implemented an interim Local Preference Policy to stimulate the local economy by employing as many local businesses in the delivery of its services, as possible, throughout the pandemic.

AWARDS

Australian Army Certificate of Appreciation

Council was awarded a Certificate of Appreciation by the Australian Army for support rendered during the NSW Black Summer bushfire crisis and recovery.

The 5th Engineer Regiment Task Group presented the certificate to Mayor of Mid-Western Regional Council, Des Kennedy at the opening of the Rylstone Show in February 2019.

The certificate is in recognition of the 'outstanding support from Council personnel and management across the Mid-Western Region to all elements of the Task Group during Operation Bushfire Assist in February 2020'.



Mayor Des Kennedy receiving Council's award from the 5th Engineer Regiment Task Group

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 here.



LOOKING AFTER OUR COMMUNITY

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



PROTECTING OUR NATURAL ENVIRONMENT

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



BUILDING A STRONG LOCAL ECONOMY

- 3.1 A prosperous and diversified economy
- 3.2 An attractive business and economic environment
- 3.3 A range of rewarding and fulfilling career opportunities to attract and retain residents



CONNECTING OUR REGION

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

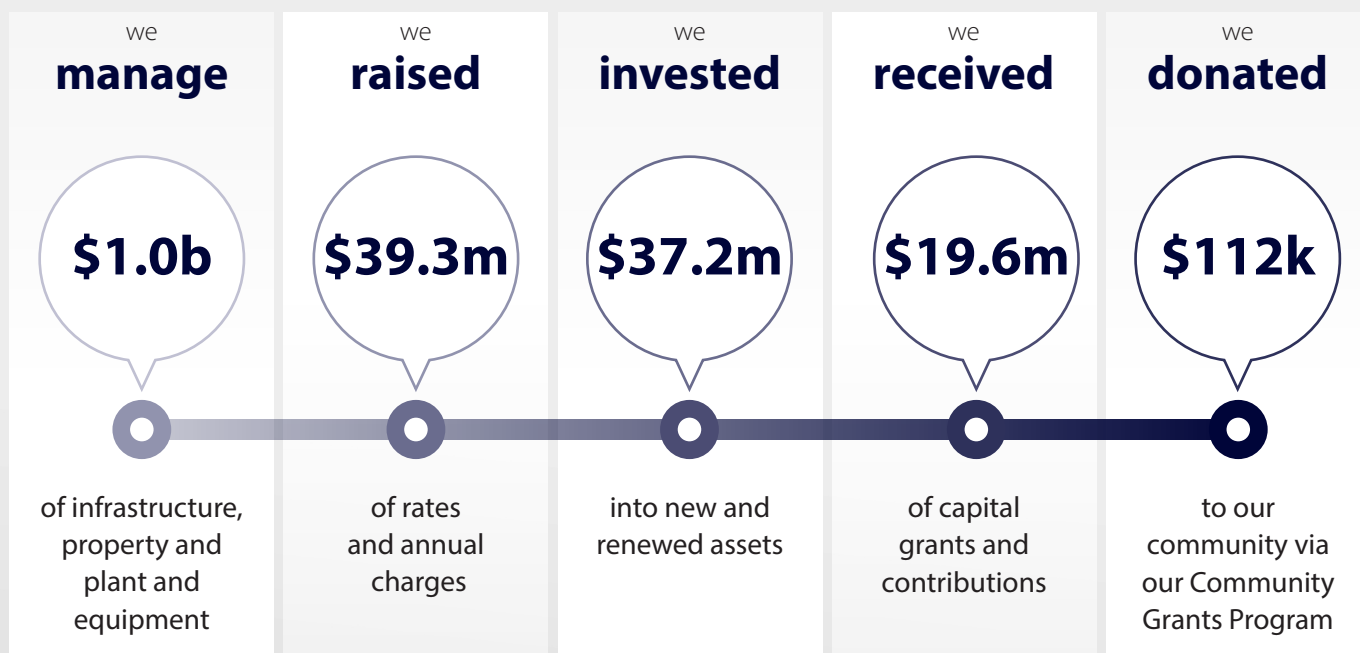


GOOD GOVERNMENT






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



PROGRESS ON THE OPERATIONAL PLAN AND DELIVERY PROGRAM



Progress against delivery program targets

	No. of actions	100% complete	%
	66	65	98%
	42	39	93%
	20	20	100%
	22	22	100%
	66	61	92%
TOTAL PROGRESS	216	207	95%

A detailed review of the actions included in the Delivery Program for the 2019/20 year is provided on pages 21–52.

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 coordinate its Meals on Wheels service each Monday to Friday regardless of public holidays. A slight increase in meal requests and new clients this year was attributed to people wanting to remain self-isolating and avoiding highly populated areas due to COVID-19. Meals on Wheels NSW also worked with the service, providing free toilet paper and disinfectant to service clients to minimise the need to visit supermarkets. Volunteers provided approximately 14 hours per week service.
	Provide Community Transport service	Council continues to auspice the Mudgee Community Transport service which provides affordable transport options where public transport is not suitable. The service is funded largely through the Commonwealth Home Support Program and is largely intended to prevent premature institutionalisation of local residents. The service would not be possible without the assistance of a strong volunteer team, however outputs reduced from March 2020 as transport was restricted to essential services (medical and grocery shopping) only. A number of volunteers also temporarily stood down, as they were from a demographic deemed vulnerable to the COVID-19 pandemic. On average, the service provided approximately 137 volunteer hours per week across the year.
	Provide financial and in-kind support to MWRC Youth Council to deliver a range of youth oriented initiatives	Council provides a range of youth-orientated events and activities, including film screenings and school holiday activities. Council's Youth Services Officers make a dedicated effort to roll out those events and activities across a range of towns within the region to ensure access to and inclusion of geographically isolated youth. Youth Services programming also shifted to a largely online presence for the final quarter of the year as the community adapted to social distancing requirements associated with the COVID-19 pandemic.
	Provide Family Day Care service	Council's auspiced Family Day Care Scheme remains one of the preferred and most affordable childcare options for local families due to the flexibility of charged hours and the option for weekend and overnight care. Services auspiced by Council include Kandos, Gulgong, Mudgee and Wellington, with an ongoing campaign to recruit suitably qualified educators to open further services. The Scheme's educator numbers can fluctuate and changes to JobKeeper and Child Care Subsidy entitlements for families has made it a difficult period for recruitment.
Provide customer focused library and information services	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. The Library also runs a varied and interesting range of programs and events, designed to engage community interaction with the Library, and to encourage lifelong learning.



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 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 lifelong love of books and reading through its 3 early literacy programs for small children (Born to Read, Toddler Tales and Bookworms), as well as hosting a wide range of children's craft and storytelling sessions during the school holidays. There is a continuous high demand for the Library's Children's Services and Programs, including the annual special events (Dad's Night In, Bookweek, National Simultaneous Storytime, The Reading Hour and the Summer Reading Program).
	Maintain an up to date library collection in accordance with Collection Policy	Mid-Western Regional Council Library continues to purchase items in line with the Collection Development Strategy. Items purchased include audio books, magazines, fiction and non-fiction for adults and children in both print and electronic formats, and DVDs.

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 redevelopment of Mudgee Hospital. The Mudgee Hospital was opened to the public on 27 May 2020, with demolition of the old hospital and car park still to be completed.
	Liaise with Western NSW Local Health District and work with local Medical Services Organisations through interagency meetings	Council works with the local health district through its interagency networks and also through the provision of Healthy Communities programming. Council has representation on the Mudgee Health Council and also works with local health clinics to ensure appropriate levels of medical staff are maintained through private rental arrangements (when appropriate) and also with the ongoing provision of flights to the region via Fly Pelican.
	Provide accommodation assistance for doctors in the region	Council sets aside funding to provide accommodation assistance in order to maintain acceptable levels of medical professionals across the region as and when needed. A need to utilise this funding for rental assistance was not identified this year.

**Strategy 1.1.3****Support networks, programs and facilities which promote health and well-being and encourage healthy lifestyles.**

STRATEGY	ACTION	COMMENTS
Provide financial assistance in accordance with Council's Community Grants Program Policy	Provide financial assistance for local and regional bodies in accordance with Community Grants Program Policy	Community grants totalling \$235,490 were approved in 2019/20. All planned reports to Council were completed. Council also provided an additional \$213,000 in grants under the Business Booster program to support local businesses with the impacts of COVID-19.
Promote and support programs aimed at increasing community health and wellbeing	Provide funding for Healthy Communities initiatives	Council funded a range of Healthy Communities programs across the region, including aqua fitness in Mudgee and Gulgong and low impact fitness classes in Rylstone. The COVID-19 pandemic saw the need to shorten the length of these programs, but one provider was able to adapt and, with the backing of a well considered risk assessment, offer classes to participants through an online platform.

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
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 meetings during the year to share information regarding Flavours of Mudgee, NRL Events and relevant Council activities.
	Maintain Alcohol Free Zones in town centres	There were no changes to the mapped Alcohol Free Zones in Town Centres during the year. The roll out of signage was completed for the new expiry date of 18 April 2023. The Mudgee AFZ was temporarily suspended for the 2019 Flavours of Mudgee event.
	Increase lighting and other safety initiatives in parks and gardens as per Capital Works Program 2019/20	New lighting has been installed along the Pitts Lane path at Glen Willow.
	Investigate options for CCTV cameras in town centres	The Community Safety Committee has not recommended proceeding with this project.



STRATEGY	ACTION	COMMENTS
Maintain clean and attractive streets and public spaces where people feel safe	Regular street cleaning and litter collection in town centres	Council's street sweeping and town litter cleaning programs are progressing as scheduled. Pressure washing of footpaths in Mudgee CBD was completed during the year.
Work effectively with State Agency partners to maintain and enhance public safety	Participate in review of Emergency Plan as required	The Local Emergency Management Committee meets quarterly. Plans are reviewed as required. An update is proposed for 2021 following the COVID-19 pandemic.
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 2019/20 food inspection program was suspended due to COVID-19. Council has maintained its regulatory function which involves handling and investigating complaints. The food inspection program will recommence in 2020/21 as normal or with a modified approach based on latest health orders depending on the COVID-19 situation.
	Continued support and promotion of Scores on Doors initiative	Council continues to support and promote the Scores on Doors initiative with fixed food premises, although this was suspended in Q3 along with the food inspection program due to the COVID-19 pandemic. Education and support information regarding the safe handling of food during COVID-19 was provided to local food businesses and the community.
	Onsite sewerage management registration and inspections	All new or amended On-Site Sewage Management (OSSM) systems are being assessed for compliance with Council's OSSM Plan and NSW Health guidelines. Existing systems are inspected on request from applicants and are generally aligned with the sale of a property. During 2019/20, 74 applications were approved for septic systems with subsequent inspections completed.
Effective animal control regulation	Utilise website to actively re-home animals	Council managed 483 dogs and 170 cats during the year. Council continues to maintain effective relationships with re-homing organisations across NSW.
	Encourage registration of dogs through Council media channels	Council continues to deal with a very high number of unregistered companion animals in the region. During the year Council engaged with 237 dogs and 133 cats that were not registered. Community compliance with companion animals registration is low despite ongoing education activities.
	Provide off leash dog areas	Council provides off leash dog areas in Mudgee, Gulgong and Rylstone. Continual improvements are made to these areas with an upgrade of the Mudgee facility due in 2020/21.



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 is continually reviewing the Development Control Plan and prioritising items to be considered as part of a house keeping amendment in Q1 2020/21.
Heritage advisory services and Heritage conservation	Access to heritage funding through Local Assistance Program	All projects were completed and funds allocated in accordance with the program. Acquittal lodged with the Heritage Office.
Support and assist preservation of important historical sites in the region	Maintain historical sites within the region, for example Red Hill Reserve	Historical sites within the region are being maintained to ensure their preservation and to enhance the heritage character of our towns and villages via the Capital Works program and maintenance works as required.
Maintain the 2017/19 Mid-Western Regional Heritage Strategy	Implement actions identified in the 2017/19 Heritage Strategy	Actions in the Heritage Strategy have been included in Council's Local Strategic Planning Statement (LSPS) which was adopted by Council in May 2020. Council has delivered on the actions in the 2017/19 strategy with the allocation of local heritage grants, engagement of heritage advisor and commencement of a project to update heritage listings in the LEP.

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.
Regular updating of the Comprehensive Land Use Strategy	Conduct annual review of Comprehensive Land Use Strategy	As part of the preparation of Council's Local Strategic Planning Statement, Council completed a 'health check' of the Mid-Western Regional Local Environmental Plan. The health check involved reviewing the consistency of the LEP and the Comprehensive Land Use Strategy with the Central West and Orana Regional Plan.
Promote affordable housing options within the region	Provide funding to lease emergency housing for women and children leaving family violence	Council worked in partnership with Barnardos and Housing Plus, who provided case management and property management respectively, to assist families escaping domestic violence situations. The predominant reasons for accessing support included financial difficulties, housing affordability stress, cessation of previous accommodation arrangements and relationship and family breakdowns.

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	Drought conditions required the program to be postponed until next financial year.
	Work in partnership with local groups to apply for grants to buy and install sculptures across the region	Installations of the latest three public art works have been finalised and installed within Lawson Park West and the pathway proposed to lead to the new art gallery.
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.



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 up to date.
Manage and maintain sportsgrounds, parks, reserves and playgrounds across the region	Review and update Parks Management Plans	New management plans to be developed as a result of reforms to the Crown Land Management Act. A consultant has been engaged to develop new plans and undertake relevant consultation processes.
	Maintain and operate public open space in accordance with agreed service levels	Reactive and programmed works were completed throughout the year to ensure technical service levels were met. Council maintains appropriate inspection programs to ensure that real and perceived risks are adequately managed. Maintenance activities included garden beds maintenance, playgrounds/play spaces operations, open space tree maintenance, irrigation services and sports grounds maintenance/renovations.
	Passive parks and facilities upgrades as per Capital Works Program 2019/20	Passive parks were maintained throughout the year. A liberty swing was installed at Robertson Park Mudgee, Bellevue playground was replaced due to significant vandalism and major fencing improvements were made to Blackman playground Mudgee. The Adventure Playground Gulgong received security cameras and 2 new water drinking stations were installed in Lawson Park Mudgee. Safety improvements were made to Flirtation Hill Mudgee.
	Public toilet construction and refurbishment as per Capital Works Program 2019/20	Council has continued with the construction and improvements of public toilets within sports grounds, parks, reserves and playgrounds across the region.
	Playground installations and upgrades as per Capital Works Program 2019/20	Playgrounds were maintained throughout the year through Council's reactive and programmed maintenance program. A new liberty swing was installed at Robertson Park and the Bellevue playground was replaced due to significant vandalism.
	Active parks and facilities upgrades as per Capital Works Program 2019/20	Council continues to manage and maintain the region's sporting facilities. This includes maintaining playing surfaces in the best possible condition whilst achieving cost efficiency. Turf management annual maintenance plans were implemented. Fencing upgrades were completed for Waratah Park Kandos and Billy Dunn Oval Gulgong.
Manage and maintain cemeteries throughout the region	Maintain and operate town and rural cemeteries in accordance with adopted service levels and policy requirements	Funeral services and maintenance of the cemeteries continue throughout the year in accordance with service levels and policy requirements.



STRATEGY	ACTION	COMMENTS
Manage and maintain cemeteries throughout the region	GPS mapping of town cemeteries	Gulgong and Mudgee Lawn Cemetery extensions were completed. Maintenance activities were carried out throughout the financial year.
	Upgrades and extensions of cemeteries as per 2019/20 Capital Works Program	Gulgong and Mudgee lawn cemeteries have been extended to cater for future needs. Upgrade works completed during the year include additional memorial trees planted at Mudgee cemetery, new row markers installed in various sections at Mudgee cemetery and Rylstone cemetery information and niche wall signs updated.
Manage, plan and maintain buildings and other assets across the region	Building upgrades and refurbishments as per Capital Works Program 2019/20	Capital works have been completed in line with the Capital Works program and allocated budgets.
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	All pools were maintained and operated within industry guidelines and compliance requirements to ensure the safety and enjoyment of patrons. NSW Department of Health inspected and passed the region's pools during the pool season which operated from September to mid-March (early closure occurred as a result of the COVID-19 pandemic).
	Undertake capital upgrades and renewals to swimming pool facilities as per Capital Works Program 2019/20	Projects completed include pool filter upgrades and new pool covers for Gulgong pool. A new shade structure was installed at the Mudgee pool diving boards.

Goal 1.4 Meet the diverse needs of the community and create a sense of belonging

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

STRATEGY	ACTION	COMMENTS
Provide youth representation through the Youth Council	Provide secretarial support for Youth Council	Council's Youth Services Officers provide secretarial support and mentoring to the Mid-Western Regional Youth Council. Youth Councillors are educated on the processes of local government and provide a voice on youth opportunities across the region, including input into school holiday activities and other regular events facilitated for the region's youth.
	Provide funding for delivery of youth oriented initiatives	Funding for youth services ceased in January 2020 but Council was able to maintain a budget to continue its youth programming until the end of June 2020. Youth Services Officers coordinated a range of activities for youth and also facilitated the Mid-Western Regional Youth Council. In March 2020, Youth Services Officers delivered activities via online social media platforms in order to continue to engage with local youth throughout the COVID-19 pandemic. Council has secured a further two years of funding for its youth services programming through the Stronger Country Communities Fund.



STRATEGY	ACTION	COMMENTS
Provide meaningful employment to members of the disabled community	Maintain policies that support employment for people with disabilities at MWRC	Council continues its support for the employment of people with disabilities, including through the Ironed Out and Recycling facilities.
	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 interagency meetings	Council regularly facilitates two interagency groups; one in Mudgee and one in Rylstone. Both meetings were combined and moved online during the COVID-19 pandemic as a broad range of organisations, including Council, discouraged face-to-face meetings. The interagency groups were still able to achieve goals of information sharing via the online platform.
Promote volunteering through the community	Run community services programs that encourage volunteering	Council auspices the Mudgee Meals on Wheels and Mudgee Community Transport services, which rely heavily on volunteer time. Volunteers provided roughly 150 hours of service per week throughout the year. This is a decrease on past years as a broad range of volunteers were required to temporarily step down from the services, given they were of a demographic deemed vulnerable to the global pandemic.

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	35 events were supported through Council's Events Assistance Program. 7 events were cancelled due to COVID-19.
	Promote the use of Council facilities for significant events	A number of major events were held at Council venues in 2019/20 including the NRL Charity Shield which was broadcast nationally. Macquarie Sports utilised Glen Willow Regional Sports Complex for their 20th Anniversary Multi-sport Clinic. WOTif.com held a national festival at Mudgee Showground, supported by national media. The inaugural Young Entrepreneurs Summit was held at Mudgee Town Hall theatre. A number of events scheduled for 2020 were cancelled due to COVID-19.
Provision of meeting and exhibition space	Promote the use of community buildings and make available at reasonable cost	Stage 1 of implementing Council's new facilities booking software "Bookable" has been completed and all internal and public venue bookings now use this system (by trained Council staff). The next stage will allow customers to view, book and cancel bookings directly and check availability of a particular venue from any mobile device or PC, this is estimated for completion by end of 2020. Once fully implemented it is forecasted to increase patronage of community facilities through increased presence, accessibility and information.



STRATEGY	ACTION	COMMENTS
Provision of meeting and exhibition space	Promote the use of exhibition space provided at Mudgee Library	The Mudgee Library continues to exhibit artworks from Council's collection. There will be less of an expectation of exhibiting artworks at Mudgee Library when the new art gallery opens in 2021.
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 been working closely with the Cultural Development Committee this year as the design process for the new art gallery has been finalised. The Committee has also liaised with both Orana Arts and Arts Out West in order to consider the most effective regional arts development organisation for the region. Discussions on this matter remain ongoing.
	Support arts events and programs in the region	Council and its Cultural Development Committee work to support a range of arts events and programs across the region, including the annual Sculptures in the Garden event. Council is also a supporter of the region's arts societies and encourages use of the Mudgee Town Hall Theatre for productions and events by local community groups, such as the Mudgee Readers' Festival, dance schools and disability service providers. Council also rolled out a series of community arts workshops across the region (and accompanying exhibition), made possible via a Country Arts Support Program grant obtained in late 2018.

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 current accessibility standards.
	Deliver actions developed in the Disability Inclusion Action Plan	Council continues to coordinate its Section 355 Access Committee which provides feedback on a range of matters relating to accessibility and inclusion for residents of and visitors to the region. Committee members meet regularly to discuss and provide feedback on a range of development applications received by Council. The Committee also commented on pathways planned within the Mudgee Showground facility.
Coordinate the provision of local community centres and halls for community use	A variety of community facilities available for use	Stage 1 of implementing Council's new facilities booking software (Bookable) has been completed with all internal and public venue bookings made via Council trained staff using the system. The next stage will allow customers to view, book and cancel bookings directly and check availability of a particular venue from any mobile device or PC. This is planned for completion by the end of 2020. Once fully implemented, it is expected to increase patronage of community facilities through increased presence, accessibility and information.

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	REF work is ongoing. All current REFs have been completed.
	Work with local Aboriginal groups to effectively plan works involving sites of cultural significance	Council worked with local Aboriginal groups to conduct an archaeological survey at the Lawson Creek Bridge site. Archaeologists provide onsite advice of cultural significance as part of REF process, with LAC involved if cultural items or areas are identified.

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 Wollar Solar Farm, Crudine Ridge Wind Farm, Bowdens Silver Mine, Liverpool Wind Farm, Valley of the Winds Wind Farm, Stubbo Solar Farm, Uungula Wind Farm 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	Grant funded work at Putta Bucca extension was completed.
Support National Tree Day	Facilitate National Tree Day activities	National Tree Day planting was carried out in Broadhead Reserve, July 2019.
Work with schools to promote environmental awareness amongst students	Support Green Day	Council provided financial assistance towards the event and Council's Environment Officer presented on the day.

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

STRATEGY	ACTION	COMMENTS
Effective weeds management	Effective monitoring and management of noxious weeds across region	Council's weeds management program is being delivered in accordance with expected levels. Over 2000 biosecurity weeds inspections were carried out.
	Ongoing community education on noxious weeds	Staff attended Mudgee Small Farms Field Days in July 2019 and hosted a weeds education display. Community information brochures have been developed for serrated tussock, blue heliotrope, coolatai grass, green cestrum, patersons curse, african boxthorn and spiny burr grass. Weeds information packs have been developed for new property owners in rural areas and are sent out when a property changes ownership.
	Undertake weed control on roadsides and MWRC land	Council's roadside spraying program was completed with over 2,000kms inspected and sprayed.
Collaborate with agencies to manage feral animals	Support relevant agencies with community education and awareness programs	Council has a biosecurity team working in accordance with the NSW Biosecurity Act, undertaking rural property inspections and advisory services to assist landowners with weed infestation.



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. The implementation of liquid trade waste charges is in the third year of a four year staged implementation.
Implement water conservation and reuse programs	Ongoing community education on water conservation	Website content is available, however is currently being reviewed to enhance community education around water conservation measures. Education was provided throughout the year in relation to drought conditions and water restrictions.
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	Council has been successful in obtaining a funding commitment of up to 50% of future costs associated with development of an IWCM Strategy via the NSW Government Safe and Secure Fund. IWCM tender brief document from Orana Water Utilities Alliance is with DPIE for concurrence. Once approved, this will form the template document to proceed with this project.
	Ongoing implementation and review of the Drinking Water Management System	Ongoing review of Drinking Water Management System (DWMS). Council is currently involved in a NSW Health funded project for reviewing 2014 Risk Assessment of Drinking Water Systems. A new Water Quality Officer has taken an active role in completing an internal review and assignment of tasks to be completed.



STRATEGY	ACTION	COMMENTS
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 2019/20	Water mains replacement program has been completed in accordance with Quarterly Budget Review.

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	Weed control works and revegetation works have been carried out along Cudgegong River.
	Maintenance and promotion of Putta Bucca Wetlands	All scheduled maintenance has been completed at Putta Bucca Wetlands, including mowing and weed control.
Provide education to the community of the importance of waterways	Ongoing community education on protecting waterways	The Annual Carp Muster was postponed due to COVID-19.

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	The new sewer reticulation system for Charbon was completed in December 2019.
	Sewer infrastructure renewals and new works undertaken as per Capital Works Program 2019/20	Works program for Sewer Relining projects identified. Capital Works Program has been completed in accordance with Quarterly Budget Review.
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	Continued testing and adjustment to treatment processes across the region to meet EPA licence requirements.
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 is continuing to implement the Liquid Trade Waste Policy and rollout program in accordance with agreed schedule.



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 2019/20	Stormwater projects identified in Capital Works Program were completed.
	Effectively maintain existing drainage network including built infrastructure and overland drainage reserves	Council continues to monitor and action Works Requests relating to drainage issues. Visual inspections undertaken of assets to identify any necessary and significant works requirements.
	Identify and undertake culvert replacement and causeway improvement program	Two causeways and numerous stormwater culverts were replaced during the year based on defects identified.
	Update Mudgee Flood Study and Flood Management Plan	Council continues to progress the development of the Mudgee Flood Study and Flood Management Plan, with the draft study in the review phase.

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	Recycling education is provided through the 3 Council group (Mid-Western, Dubbo and Narromine) and included production of TV commercials, brochures, short clips for social media, a schools waste education program and Plastic Free July promotion.
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	Kerbside services and waste/recycling facilities have been provided at the agreed level of service.
Promote home composting initiatives for green waste	Provide education on managing green waste	Education continues on managing food organics and green waste. Council works with Dubbo Regional Council and Narromine Council to produce community education including TV advertisements, brochures, radio advertisements, short clips for social media. Over 1,700 tonnes of organics were 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 actively participates in the NetWaste group and is involved in a number of regional contracts for recycling bulky and difficult items.
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	The Schools Waste Education Program is continuing. Education on waste minimisation, packaging and diverting organics from landfill aims to reduce landfill tonnage and CO2 emissions.

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	Council participated in National Tree Day, Green Day and Plastic Free July. In addition, Council provided community education on waste and recycling, including the schools education program where 2,000 students in the region attended a session on waste minimisation.
	Facilitate and promote community garden programs	No action currently due to a lack of community requests for the program. Council supported Landcare to establish a greenhouse for propagation of threatened species.

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	Council has continued to develop a design for a 5MW solar array with a view to demonstrating feasibility which will allow the project to proceed.
	Work with Essential Energy to obtain funds for LED Street Lighting Retrofit	Council continues to work with Essential Energy to upgrade LED lighting in the Mudgee and Gulgong areas. Upgrades are anticipated to occur in 2020/21.

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 undertook a number of marketing initiatives to promote the region to live, work, invest and visit including a digital marketing campaign and social media marketing. In July 2019, Council's Events Team partnered with MRTI and other local businesses and held a pop-up Mudgee Region store at Westfield Miranda. In 2020, further activities were not held in person outside of the region due to COVID-19 restrictions.
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	Economic and Business Profile annual update was completed in June 2020.
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	Annual Think Tank was delivered engaging a range of business leaders.
	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 to support new investment. The community is able to put forward new ideas to Council as part of the annual budgeting process.



STRATEGY	ACTION	COMMENTS
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 are held to discuss joint initiatives and new opportunities.
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	Council submitted 14 bids or proposals for events in the region and assisted 8 new events coming to the region.
	Deliver Flavours of Mudgee in September 2019	Successfully delivered Flavours of Mudgee 2019 with an increase in crowd numbers to 12,500.

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	Regular meetings undertaken with industry groups across the region.
Encourage workers to move to the region for employment opportunities where skills shortages exist	Conduct 2-3 marketing activities, conferences or events where the region can be promoted	Council undertook a number of marketing initiatives to promote the region to live, work, invest and visit including a digital marketing campaign and social media marketing. In July 2019, Council's Events Team partnered with MRTI and other local businesses and held a pop-up Mudgee Region store at Westfield Miranda. In 2020, further activities were not held in person outside of the region due to COVID-19 restrictions.



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 undertook a number of marketing initiatives to promote the region to live, work, invest and visit including a digital marketing campaign and social media marketing. In July 2019, Council's Events Team partnered with MRTI and other local businesses and held a pop-up Mudgee Region store at Westfield Miranda. In 2020, further activities were not held in person outside of the region due to COVID-19 restrictions.

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 project completed. Telecom lines will be installed in 2020/21.
	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.



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



OUTCOME

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 Transport for NSW (formerly RMS) through regular meetings including the Local Traffic Committee. A road safety officer has been jointly funded to further improve this.
Regulate effective and appropriate user activities on the road network	Provide local assessments to the National Heavy Vehicle Regulator as required	Council continues to assess applications received through the NHVR for the movement of oversize and overmass vehicles through the region on the local and regional road network. Applications are reviewed as received.
	Review speed limits and traffic management	Speed and traffic management reviews are undertaken by Council in conjunction with Transport for NSW as required.
Participate in relevant regional transport committees and working parties	Facilitate the Local Traffic Committee	Regular Traffic Committee meetings were held throughout the year and attended by NSW Police, Transport for NSW, Councillor Karavas and Community representatives. Recommendations for traffic improvements are reported to and considered by Council.

Strategy 4.1.2

Provide a road 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. Fair Value for Roads was also completed in 2019/20.
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 Transport for NSW (formerly RMS). Council completed road widening projects on Goolma Road and the Castlereagh Highway under an ordered works arrangement.
	Ongoing maintenance and upgrades of Regional Roads network	Ongoing general maintenance and upgrades were completed during the year including the Hill End Road project (incorporating 2.4km of road widening and rehabilitation at Grattai), Bylong Valley Way rehabilitation work (incorporating 7km of road widening and rehabilitation) and the first stage of Wollar Road upgrade at the Munghorn.



STRATEGY	ACTION	COMMENTS
Implement the works program in accordance with the Roads Asset Management Plan	Upgrade, renewal and extension of local roads in accordance with Capital Works Program 2019/20	Rural and urban reseals were completed as planned. Lue Road, Henry Lawson Drive, Ridge Road, Ulan-Wollar Road, Woodside Close, Hall Street, Stanley Street, Saville Row and Short Street rehabilitations were completed successfully, providing a widened and strengthened pavement. Pyramul Road seal extension was also completed successfully.
	Maintain local road network in accordance with established levels of service	General maintenance works performed across the sealed and unsealed local network. Maintenance grading and significant gravel re-sheeting was completed on the unsealed local road network in line with the program. The dry conditions followed by significant wet weather have made works challenging.
	Upgrade and renewal of local bridges in accordance with Capital Works Program 2019/20	No road bridge projects were budgeted for this financial year. Maintenance inspections continued during the year. Preliminary work for Dixons Long Point Bridge undertaken.
	Upgrade to Wollar Road in accordance with Restart NSW funding agreement	The Wollar Road upgrade project was completed in May 2020.
	Implementation of the Ulan Road Strategy	The major upgrade works for Ulan Road are complete. Other works completed during the year include shoulder widening at various locations and reseal at Turill.
Pursue additional funding for upgrading of roads infrastructure	Lobby for additional funding for roads	Council continues to identify and pursue new funding for additional road projects. Council was successful in obtaining grant funding under the Resources for Regions, Fixing Local Roads, Fixing Country Roads and Drought Relief Heavy Vehicle Access Program.
	Ensure major developers contribute to local road upgrades for the impact of additional development	Funding committed through Ulan Road Strategy and Resources for Regions program.



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. In response to the significant impact of COVID-19 on the aviation sector, Council has provided a regional aviation support subsidy to support the continuation of the FlyPelican service. The service remained operational at 30 June 2020.
	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 4.2

An active travel network within the region

Strategy 4.3.1

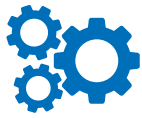
Develop and enhance walking and cycling networks across the region.

STRATEGY	ACTION	COMMENTS
Implement the Pedestrian Access Mobility Plan	Upgrade and renewal of footpaths and cycleways in accordance with Capital Works Program 2019/20	Council has renewed numerous footpaths that were in poor condition and extended the footpath/cycle-way network in all four town centres during the year utilising both Council allocated funds and significant grant funding received.
	Maintain existing footpath and cycleway network in accordance with established levels of service	Council renewed numerous footpaths that were in poor condition as well as extending the footpath/cycle-way network in the four town centres during the year utilising Council allocated funds and significant grant funding. This included works identified in the PAMP.
	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 is undertaking a trial of a Mudgee-Gulgong-Dubbo On Demand bus service.



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 2019/20 Operational Plan	95% of all actions identified in the 2019/20 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.

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 <i>Open Day</i> prior to Council Meetings	During the year Council amended its procedures relating to the Public Forum held immediately prior to each meeting. Council resolved to limit the number of speakers for and against each subject and allow any topic to be raised by members of the public (no longer restricted to agenda items in the business paper). Due to COVID-19 restrictions, Public Forums were not held prior to May and June meetings with public submissions received in writing.
	Promotion of upcoming Council meetings	Council's meeting schedule is available on Council's website, with notices for each meeting published in local media in the weeks leading up to meeting dates. Amendments to the Code of Meeting Practice during the 2019/20 financial year included changes to the limitations of topics at Public Forums.
	Webcast of Council Meetings	Council webcasts all Council meetings and publishes the webcast on its website in accordance with legislative requirements.
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 for Councillors were readily available during the reporting period.



STRATEGY	ACTION	COMMENTS
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)	NSW Council elections scheduled for September 2020 were postponed to September 2021 due to the COVID-19 pandemic. The strategies developed for the 2020 election will be implemented in 2021.

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

STRATEGY	ACTION	COMMENTS
Continue to lobby State and Federal Government on all matters that are of relevance to the region	Work with the Mayor to access Local Members and Ministers on relevant issues	Regular meetings held with local members and access provided to various ministers for specific issues.
	Strengthen relationships with local State and Federal members	Regular meetings held with local members and access provided to various ministers for specific issues.
	Engage with Regional Directors of State Government agencies	Regular meetings held with Regional Directors to discuss regional priorities.

Goal 5.2 Good communications and engagement

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

STRATEGY	ACTION	COMMENTS
Publish monthly editions of Community News	Community News distributed monthly to every household in the region	Community News has been delivered monthly in print, EDM and video format.
Provide an up to date and functional web interface	Ensure web content is kept up to date and relevant	All planned actions were completed throughout the year. Council is developing a new website to assist in improving communications between Council and the community. The expected launch of the new website is late 2020.
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	During 2019/20, social media engagement increased by 43% and monthly reach of posts increased by 8% to 42,373 average monthly reach. Over 33,991 minutes of Council produced video content was viewed by the community and Facebook fans (followers) grew by 22%. Council undertook a number of campaigns and educational projects during the year to ensure the community is well informed across a range of issues.



STRATEGY	ACTION	COMMENTS
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	Continuing to review and refine options in the works request system via the Enterprise Resource Planning system which should improve accuracy and relevance. To provide Executive with a regular report on the works request 14+ day overdues. To provide training for new staff and remind existing staff/department of best practice and use of system.
	Promote use of works request system for community to submit works requests	Council continues to maintain a website to support online works requests. A project team has been formed to design, review and implement a new website and intranet by the end of 2020 with a focus on enhancing the customer experience, providing a greater range of online services and improving access to current and accurate Council information. The new website will include a customer friendly and accessible work request system.
Ensure the community has clear information about who to contact in Council	Provide a customer focused website	Council continues to maintain a website to support communication activities. A project team has been formed to design, review and implement a new website and intranet by the end of 2020 with a focus on enhancing the customer experience, providing a greater range of online services and improving access to current and accurate Council information.
Educate the community on Council's roles and responsibilities	Provide access to Council's corporate documents both through the website and Administration Centres	Council continues to maintain a website to support communication activities. A project team has been formed to design, review and implement a new website and intranet by the end of 2020 with a focus on enhancing the customer experience, providing a greater range of online services and improving access to current and accurate Council information.

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	Utilised <i>yoursay.midwestern.nsw.gov.au</i> as a dedicated platform for community engagement across a range of 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 a range of platforms including <i>yoursay.midwestern.nsw.gov.au</i> , Council's website forms, social media and face to face contribution and feedback sessions.
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 completed its annual review of the Agency Information Guide in consultation with the NSW Information and Privacy Commission. The Agency Information Guide is published on Council's website providing easy access to the community about how they can engage with Council and request information.
	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 a range of platforms including <i>yoursay.midwestern.nsw.gov.au</i> , Council's website forms, PR and advertising, social media and face to face contribution and feedback.

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 Industry and Environment 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	Desktop analysis of Council's financial results for the 2018/19 year has commenced including review of 2018/19 Annual Financial Statements assessment (including Note 27 Financial Review) and historical analysis of Council's performance through 2020/21 Operational Plan workshops.
	Report on OLG group comparative data	Comparative Group 4 Council reporting which was planned to be analysed and presented in the second half of the year, has been deferred due to the added administrative burden of bushfire and COVID-19 impacts. This work will be completed in 2020/21. Some ad-hoc assessments have been completed, as relevant.
Conduct biennial community surveys	Undertake community surveys in 2018/19 and 2020/21	Planning has commenced for the next community survey to determine Council's service delivery performance and identify areas of improvement.
Monitor community expectations regarding service delivery	Engage with the community on desired levels of service across Council functions	Continued use of <i>yoursay</i> communications tool to support community engagement activities and provide a forum to receive community feedback.
	Develop program of internal service reviews	The Audit, Risk and Improvement Committee has undertaken reviews of Council's contractor management and procurement management functions.
Provide a responsive customer service function	Reply to all correspondence within 14 days	Continue to provide training of new staff and communicating reminders and feedback to all staff on best practice and use of ELO records management software. In addition, ensuring the Records Policy is current and in line with State Records Act and all Records procedures are reviewed on an annual basis. Also in process of upgrading the ELO software which will improve process and effective capture of Council records - scheduled for September 2020.
	Review Customer Service Charter and deliver positive, informative, and professional front-of-house and phone customer service function	Service Level Agreements (SLAs) between Customer Service and all relevant departments were completed in 2019 and reviewed again in 2020. A Customer Service Charter will be completed in late 2020 in consultation with staff.



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 with external training providers covering topics such as contract essentials, improving communication and team building and managing vision, direction and projects.
	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 focussing on individual and group training opportunities, and targeted towards 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 reviews for employees were undertaken in September 2019.
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 Australian Standard requirements.
	Align workplace behaviour with core values of Respect, Integrity and Recognition	Behaviours aligned to core values are included in position descriptions, induction and orientation, and measured during 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 2019/20. Implementation of the plan was completed.



STRATEGY	ACTION	COMMENTS
Conduct biennial employee opinion survey	Seek staff feedback via Employee Opinion Survey 2018/19 and 2020/21	An Employee Opinion Survey was not scheduled for this financial year. The next survey will be in the 2020/21 financial year.
	Identify and implement improvement strategies based on feedback from Employee Opinion Survey	Improvement strategies from the last survey in 2019 have been implemented and are continuing. Further improvement strategies will be developed and implemented following the survey due to be undertaken in 2021.

Strategy 5.3.3

Prudently manage risks associated with all Council activities.

STRATEGY	ACTION	COMMENTS
Monitor and review Council's policies and strategies	Provide up to date Policy Register	Council's policy register is managed within the records management software ELO. Current policies are displayed on Council's website and PULSE software used to manage ongoing review processes.
	Identify and resolve existing policy gaps	Policy review activity has increased in the later part of 2019/20 year. Executive plans are in place to increase policy review activity.
	Education program to ensure staff understand policy requirements	Council's management team actively review Council's policy register monthly.
Monitor and review Council's risks	Develop an enterprise risk management (ERM) framework relevant to Council's activities	Council adopted its Enterprise Risk Management Framework in June 2020. The Audit Risk and Improvement Committee monitors the implementation of the framework. Operational risks have been identified, recorded and are regularly reviewed.
Provide long term financial sustainability through sound financial management	Examine opportunities to raise additional revenue	Council is pursuing commercial property and development opportunities to raise additional revenue. In the last 12 months, Council acquired the Mudgee Valley Park and has progressed the Saleyards Lane residential subdivision. Council continues to ensure Fees and Charges are appropriate for all services and has introduced new software to improve this process in the future.
	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 required.
	Identify opportunities to increase revenue from property related investments	Council continues to identify and investigate commercial opportunities to support revenue growth.



STRATEGY	ACTION	COMMENTS
Provide long term financial sustainability through sound financial management	Update Long Term Financial Plan	The Long Term Financial Plan for 2019/2029 was adopted on 11 December 2019. An updated plan is currently in progress following adoption of the 2020/21 Operational Plan.
	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.
	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.
Comply with relevant accounting standards, taxation legislation and other financial reporting obligations	To achieve a high standard of financial management	Council received an unqualified audit report for the financial year ended 30 June 2019 on 30 October 2019.
	All rating, taxation, statutory, and grant reporting obligations satisfied in an accurate and timely manner	All statutory reporting and obligations have been met.

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	Staff meetings were held in August and November 2019. In person meetings were subsequently cancelled due to COVID-19 restrictions.
	Effective capture and management of corporate records	Records staff continue to ensure compliance with the State Records Act and provide training and support to all users of Council's record management system. A planned upgrade this year will improve efficiency and use of software.
	Ongoing enhancements to Council procurement including Roadmap Best Practice Procurement project	Procurement processes continue to be reviewed. Council is working on a new Procurement Framework to provide increased consistency and clarity to the purpose of all procurement activities.
	Provide effective Workshop services for Council fleet	Council continues to ensure that all fleet meets Transport for NSW requirements and that servicing and maintenance activities are up to date.



STRATEGY	ACTION	COMMENTS
Enhance the information systems that support delivery of Council activities	Investigate options to increase speed and reliability of Council's network	Council has made significant progress in increasing the speed and reliability of its network. Virtual Private Networks have been configured as a redundancy for Gulgong and Rylstone Administration Centres and are currently undergoing testing. New long distance microwave radio links are being provisioned between Mudgee, Gulgong and Rylstone over the next few months.
	Continued investment in existing information systems to delivery productivity enhancements	Council continues to invest in systems and applications to increase productivity and create efficiencies. An electronic form solution is in the pilot stage of testing and is designed to assist with WHS and business workflows. In addition, a Mobile Device Management solution and a Corporate Software Management solution have been implemented to centralise the control and security of Council's fleet of end user devices (workstations, laptops, tablets and phones).
	Implementation of mobility solutions for integrated asset management	Asset management mobility is fully developed. Delays have been experienced with integration of the mapping system which is anticipated to be ready for field use in September 2020.
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 Community Plan Proposals, ratio reporting in Council Business Paper reports and Quarterly Business Reviews. Council exceeded the infrastructure renewals ratio benchmark in 2019/20.
	Review depreciation methodology and process	Depreciation methodology is reviewed as a part of the fair value process for assets each year. For 2019/20 the revaluation of roads, bridges and footpaths was completed.
	Ongoing improvements to asset data and asset system capabilities	Data cleansing was completed for roads, bridges, footpaths and stormwater infrastructure as part of the fair value process. Non-cash contributed assets were also reviewed and cleansed this year.
	Integrate long term asset management considerations into Council decision making process	A reporting template was introduced in August 2017, which includes Fit For Future sustainability ratio impacts of Council recommendations and options, with Long Term Financial Planning and Asset Management impacts included.
	Improved integration of Asset Management Plans and Long Term Financial Plan	Financial data within Asset Management Plans (AMPs) has been updated in line with Long Term Financial Plan (LTFP) data. Progress continues as AMPs are scheduled for review. Further work is to be completed linking AMP data into LTFP sensitivity analysis. The LTFP was adopted in December 2019.

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 2019/20 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 \$39.2 million or 38.5% of total income (2018/19: \$31 million or 36.9%).

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 \$16.4 million or 16.1% in 2019/20 (2018/19: \$15 million or 17.8%).

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 \$40.2 million or 39.4% in grants and contributions in 2019/20 (2018/19: \$32.3 million or 38.4%).

Source	Percentage
Rates and Annual Charges	38.5%
Grants & Contributions – Capital	19.2%
Grants & Contributions – Operating	20.2%
User Charges and Fees	16.1%
Other income ¹	6%

TOTAL INCOME 2019/20 **\$102M**

¹ Other income: Interest and investment income, Other revenues, Fair value increment on investment properties, Rental income

OPERATING RESULT

Council's operating result this year was \$24.9 million, this result is an indirect measure of Council's efficiency and ability to successfully cover its operating expenditure within operating revenue (2018/19: operating result was \$18.9 million).

OPERATING RESULT (\$000)

Year	Operating Result (\$000)
2019/20	24,961
2018/19	18,979
2017/18	16,365

OPERATING RESULT BEFORE CAPITAL (\$000)

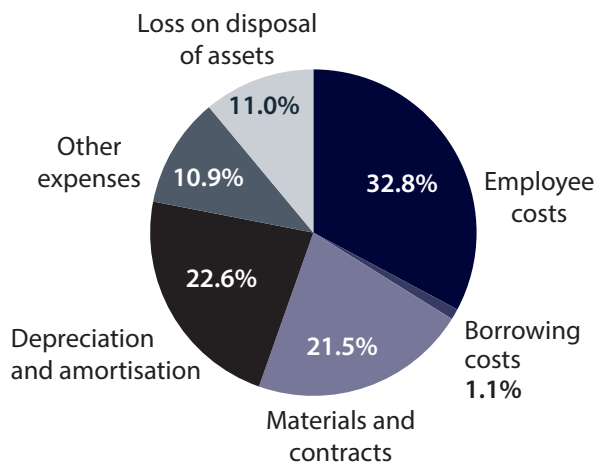
Year	Operating Result Before Capital (\$000)
2019/20	5,328
2018/19	1,143
2017/18	2,171



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.

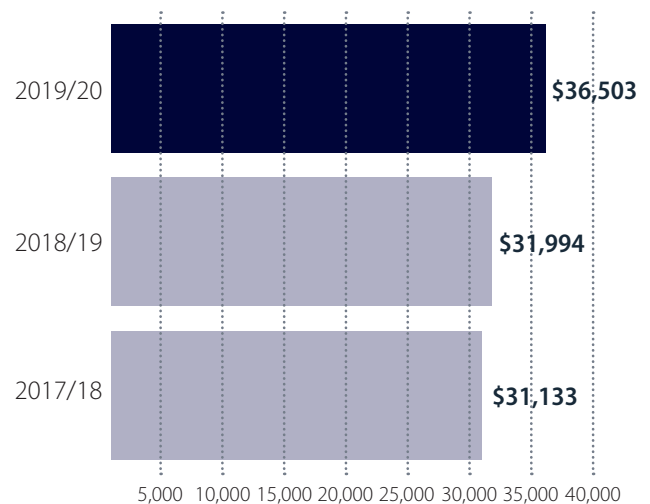
Council also continues to invest in new infrastructure to meet the demands of a growing community. Council delivered \$36.5 million of capital expenditure this year (2018/19: \$31.9 million).

OPERATING EXPENDITURE BEFORE CAPITAL



TOTAL OPERATING EXPENDITURE **\$77M**

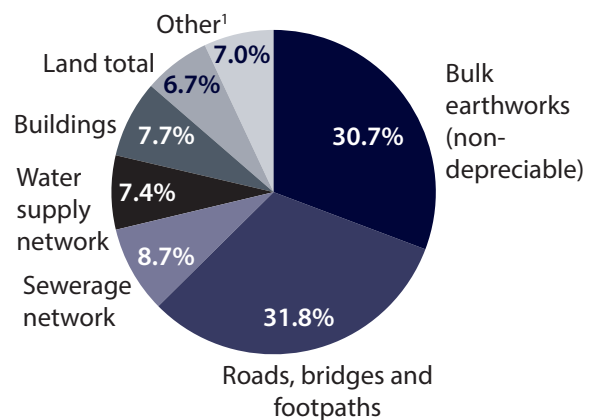
CAPITAL EXPENDITURE (\$'000)



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 2019/20



TOTAL WRITTEN DOWN VALUE **\$1.0B**

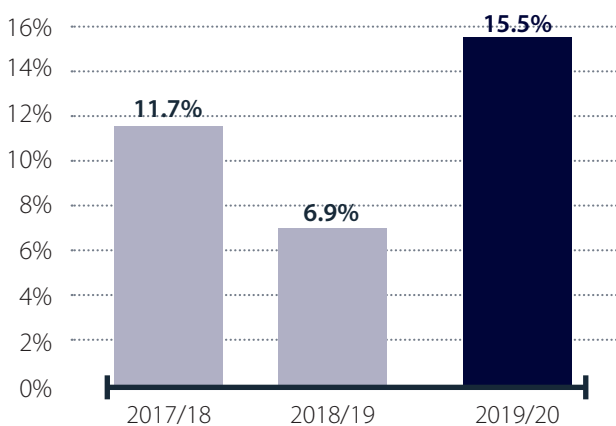
¹ Other: Stormwater drainage, plant and equipment, pools, open spaces, capital works in progress, reinstatement, rehabilitation and restoration assets, other assets - office equipment, library books

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.

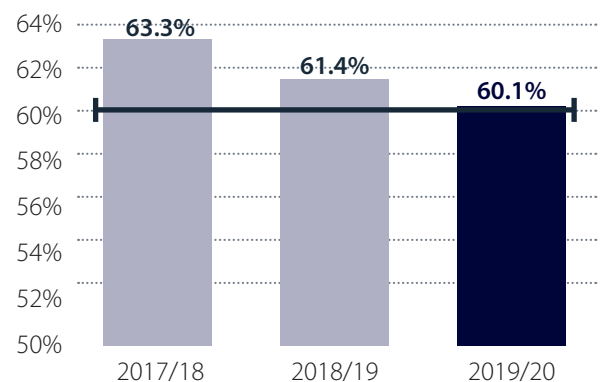
The benchmark is greater than 0%



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.

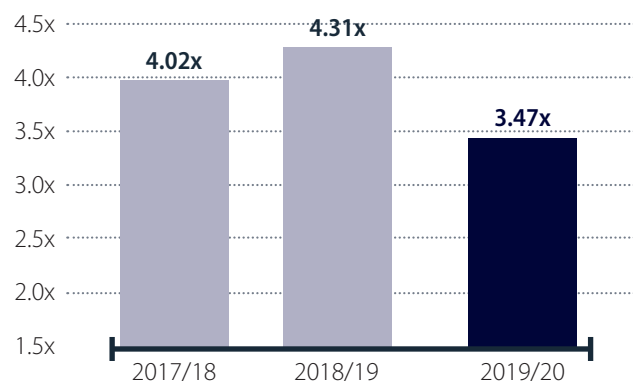
The benchmark is equal to or greater than 60%



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.

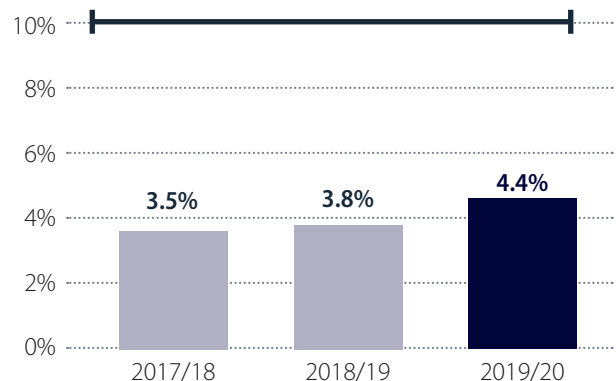
The benchmark is equal to or greater than 1.5x



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%

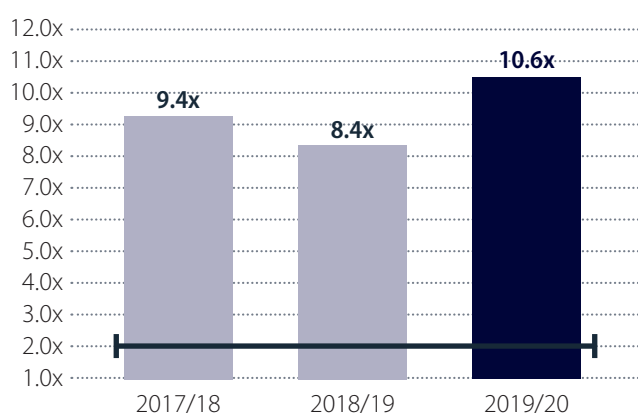




DEBT SERVICE COVER RATIO

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

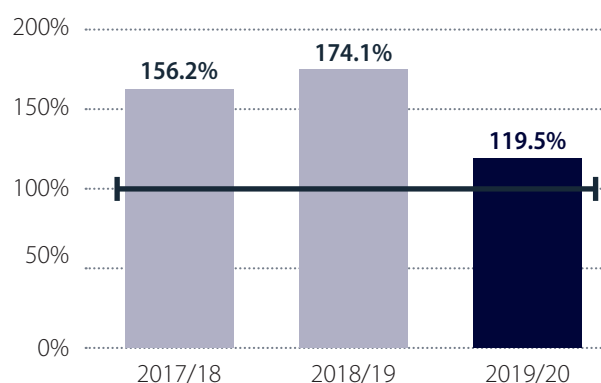
The benchmark for this ratio is greater than 2.0



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

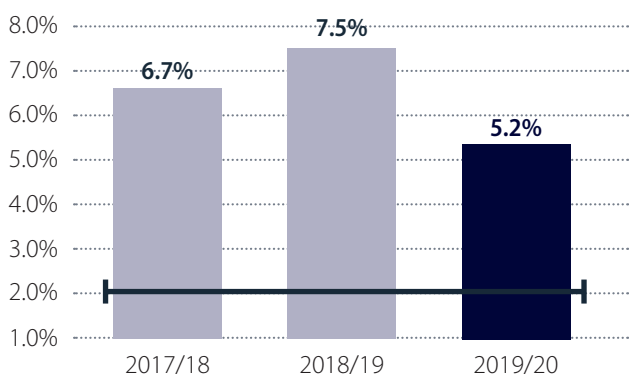


INFRASTRUCTURE BACKLOG RATIO

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.*

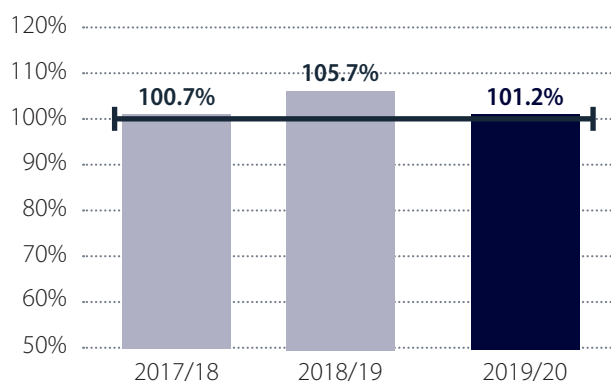
A benchmark of <2% was indicated as part of the Fit for the Future self-assessment tool



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 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 53) and 'Performance Measures' (page 55) sections of this report.

A full copy of the Financial Reports are available on Council's website at 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 \$731,104 in rates and charges (including postponed rates).

Pensioner rebate	\$720,499
Postponed rates	\$4,851
Other rates and charges	\$5,754

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 2019/20.

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 2019/20 was \$44,250 plus a Councillor Fee of \$20,280. The Mayor served the entire 2019/20 financial year.

The Councillor's Fee for 2019/20 was \$20,280 for each Councillor who served the entire 2019/20 financial year.



COUNCILLOR EXPENDITURE 2019/20

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

	Councillor Fees	Mayoral Fees	Council meeting expenses ¹	Seminar expenses ²	Provision of Vehicle	Member-ships and subscriptions	Misc expenses ³	Office equip-ment ⁴	Training ⁵	Total
General Operations	-	-	9,038.06	-	57.04	69,561.71	418.19	376.08	-	68,121.79
Cr Cavalier	20,280.00	-	-	-	-	-	-	5,502.68	-	25,782.68
Cr Holden	20,126.36	-	-	2,634.20	-	-	-	2,614.18	8,168.00	33,542.74
Cr Karavas	20,280.00	-	-	-	-	-	-	483.49	-	20,763.49
Cr Kennedy	20,280.00	44,250.00	-	2,214.57	6,499.14	-	382.91	1,532.32	-	75,687.76
Cr Martens	20,280.00	-	1,222.27	1,856.28	-	-	545.59	1,140.10	-	25,044.24
Cr O'Neill	20,280.00	-	-	-	-	-	-	483.49	-	20,763.49
Cr Paine	20,280.00	-	-	450.00	-	-	-	376.08	700.00	21,806.08
Cr Shelley	20,280.00	-	-	2,442.66	-	-	2,034.54	1,524.76	-	26,281.96
Cr Thompson	20,280.00	-	1,341.60	1,165.32	-	-	-	1,298.29	-	24,085.21
Total	182,366.36	44,250.00	11,601.93	10,763.03	6,556.18	69,561.71	3,381.23	15,331.47	8,868.00	352,679.91

¹ Council meeting expenses (accommodation, travel and meals)

² Conferences, seminars and representational/lobbying expenses (accommodation, travel and meals)

³ Miscellaneous expenses (meals, sundries, stationery etc)

⁴ Provision of office equipment, such as laptop computer and telephones

⁵ Training and provision of skill development for Councillors

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 2019/20.

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 2019/20:

Contractor	Goods / Services Provided	Amount payable under the contract (ex GST)
Pressure Sewer Service Australia Pty Ltd	Construction of Charbon Village Sewer System	\$1,206,526
BKA Architecture Pty. Ltd.	Design for Art Gallery & Tourist Information Centre	\$340,452
Hines Constructions Pty. Ltd.	Contract for the Provision of design and Construct Glen Willow Junior Rugby League Amenities	\$1,615,558
Ross Lomax	Lease of Kandos Swimming Pool 2019-20 Swimming Season	\$493,800
AquaManage Group	Cudgegong Water Treatment Plant	\$239,538
Waeger Construction	Rylstone Pedestrian Bridge	\$766,150
Fulton Hogan Industries	Bitumen Spray Seal	\$2,720,871
Ocwen Energy (Lowe's)/OilsPlus Holdings Australia	Supply & Delivery of Bulk Fuel	\$1,500,000
Custom Commercial Services Pty Ltd	Contract - VP 123262 Supply of Debt Management and Recovery Services - Rates, General Debtors and Water Usage Charges	\$240,000
Accurate Asphalt & Road Repairs Pty Ltd	Stabilisation Services (short term contract)	\$270,000
Scania	Supply of hooklift	\$372,900
Isuzu	Supply of compactor	\$443,080
TracServe	Supply of maintenance truck	\$155,257
Absolute Cleaning	Provision of Cleaning Services - Schedules 2, 4, 5, 6, 7	\$260,318
Mudgee Contract Cleaning	Provision of Cleaning Services - Schedules 1 & 3	\$234,552
Dubbo Regional Council	Education Contribution for FOGO contract t16-036	\$282,000
Max Walkers Earthmoving P/L	Putta Bucca Pathway Extension	\$609,500
GHD Pty Ltd	Dixons Long Point Development Phase Consultancy Services	\$432,289
Buildique P/L	Kandos/Rylstone Preschool Extension	\$180,911
REES Electrical	Victoria Park Gulgong - Lighting	\$565,180
Constructive Energy Pty Ltd	Project and Contract management of solar array and MWRC 'generator - retailer' mechanism	\$339,700
Origin Energy Retail Limited	Small sites electricity contract	\$412,186
Thompsons Irrifab	Provision of Design and Construct, Ulan Rd Trunk Main Extension	\$614,350



LEGAL EXPENSES

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

Council expended \$434,784 on legal costs during 2019/20. A total of \$340,013 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	\$81,374.59	Complete
Supreme Court/District Court/Local Court – Impounding of Alpaca	\$89,301.54	Proceeding

In addition, Council expended \$94,771 during the period in recovering outstanding rates and charges. These costs are debited as a charge against individual rate assessments. Council recovered \$90,373 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 2019/20 to the value of \$111,912 resulting in a profit of \$48,899. This represents a profit margin of 44%.

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 \$846,162.

Significant contributions are listed below.

Recipient	Amount
Housing Plus (Crisis Accommodation)	\$85,000
COVID-19 Business Booster program	\$213,000
Pelican Airline Air Service	\$70,620
Bushfire Recovery – Rating relief and community programs	\$131,187
Gulgong Holtermann Museum	\$123,438

DELEGATES TO EXTERNAL COMMITTEES AND OTHER BODIES

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

During 2019/20 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
- Public Libraries NSW

STATUTORY INFORMATION

ADVISORY COMMITTEES

Audit Risk and Improvement Committee (ARIC)

Councillor Representative: Cr O'Neill

This committee was created under section 428A of the Local Government Amendment (Governance and Planning) Act 2016, to review a variety of Council's operations, such as risk management, fraud control and governance etc. It will also provide information to Council to assist with improvement of these functions.

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 2019/20 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.

Australia Day Selection Committee

Councillor Representative: Mayor, (Cr Kennedy), Deputy Mayor (Cr Paine), Cr Shelley

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

Botobolar Community Committee

Councillor Representative: Cr O'Neill

This committee assists Council in community engagement and events, and maintenance of the grounds for the rural fire shed.

Cultural Development Committee

Councillor Representative: Cr Paine

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

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.

Gulgong Sports Council Sub Committee

Councillor Representative: Cr Thompson

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

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.

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 Youth Council

Councillor Representative: Cr Karavas, Cr Paine, Cr Holden

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

Mudgee Showground Management Committee

Councillor Representative: Cr Karavas, Cr Holden

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

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.

Red Hill Committee

Councillor Representative: Cr Thompson, Cr Cavalier

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

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.



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 2019/20:

- State Cover
- Orana Regional Organisation of Councils
- Orana Joint Organisation
- Mudgee Region Tourism Inc
- Orana Water Utilities Alliance (OWUA)

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 2019/20 were:

- **Position descriptions**
 - reviewed position descriptions for new and vacant positions to ensure that essential and desirable criteria are non-discriminatory
- **Communication and awareness-raising**
 - ensured all staff involved with recruitment and selection processes are trained in merit based selection and new staff complete the online learning module
 - the Anti-Discrimination and Equal Employment Opportunity Policy, Workplace Bullying Policy, Workplace Environment Statement and Code of Conduct are accessible on Council's intranet and given to new employees
 - an overview of EEO, discrimination and harassment is included in Council's induction program. Wherever possible, all staff attend induction within three months of commencement with Council

STATUTORY INFORMATION

■ Training

- training needs were reviewed to align with Council's capability framework to ensure all staff have access to training opportunities

■ Recruitment and selection

- successfully appointed a local high school student to participate in the School Based Aboriginal Trainee program
- reviewed and monitored Council's recruitment procedures to ensure compliance with EEP principles and merit based recruitment
- ensured all advertisements for vacant positions include Council's commitment to EEO and workplace diversity and use non-discriminatory language

■ Leadership

- training and mentoring provided to all new supervisors and managers on workplace bullying, sexual harassment and EEO principles during induction and orientation

■ EEO target groups

- **women:** 2019/20 financial year saw an increase of 50% of women joining the Council in comparison to the previous year
- **carers:** ensured that all employees with carer responsibilities were provided with the provision of flexible working arrangements whilst ensuring that operational needs and service delivery is met.

■ People with a disability

- ensured ongoing support and commitment to the recruitment and employment of people with disabilities

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 2019/20. Those positions were:

- General Manager
- Director Community

■ Director Development

■ Director Operations

The remuneration package for the General Manager totalled \$339,734, and included:

Salary component	\$280,474
Bonuses	NIL
Superannuation component	\$28,348
Non-cash benefits	\$23,558
Fringe Benefits Tax on non-cash benefits	\$7,353

The combined remuneration packages for all Directors for 2019/20 totalled \$639,332, and included:

Salary component	\$537,490
Bonuses	NIL
Superannuation component	\$61,337
Non-cash benefits	\$34,535
Fringe Benefits Tax on non-cash benefits	\$5,970

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 midwestern.nsw.gov.au



CAPITAL WORKS PROJECTS

OLG Capital Expenditure Guidelines

Council has completed a capital expenditure review in accordance with the NSW OLG Capital Expenditure Guidelines for the below projects.

\$000	2019/20 Budget	2019/20 Actuals	Project Status at 30 June 2020
Glen Willow Stage 2	2,500,000.00	2,351,071.16	<p>Commencing in 2019 this project involves the senior rugby union/league facilities, multi-purpose playing fields, junior rugby league facilities and new access roads, bridge, pathway and parking. The total project cost is \$17.35 million funded by \$16.9 million in grants from State and Federal governments.</p> <p>It is anticipated that the project has another 15 months before completion. The project continues to progress well with significant works planned over the next nine months, in line with the signing of contracts for the construction of the Rugby Union building and the field construction. The major achievement to date has been the completion of the Junior Rugby League building.</p>
Mudgee Art Gallery and Cultural Precinct	500,000.00	398,048.11	<p>Commencing in 2019 this project involves the refurbishment of the existing building at 90 Market Street and construction of a new building. The completed gallery will include gallery spaces for permanent and visiting collections, tourism office, art store, sculpture garden, café, and workshop space. The Cultural Precinct would provide for the gallery/tourism facility as well as the cultural workshop/meeting room building and associated car parking, pathways and landscaped areas.</p> <p>It is anticipated that the project has another 12 months before completion. The project continues to progress well with the successful tenderers having now commenced construction.</p> <p>The total project cost is \$8.8 million funded by \$5.3 million in grants from State and Federal governments.</p>

REPORTING REQUIREMENTS UNDER THE DISABILITY INCLUSION PLAN

Disability Inclusion Act 2014 - Section 13(1)

Supporting an **inclusive workforce**

Action	Expected outcome	Key stakeholders	Reporting	2019/20 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 was reviewed during the 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 has an Anti Discrimination and Equal Employment Opportunity policy. Specific training is provided to staff involved in recruitment on Council's Recruitment and Selection procedure with a focus on merit based recruitment.

STATUTORY INFORMATION

Providing **effective and efficient** governance and leadership

Action	Expected outcome	Key stakeholders	Reporting	2019/20 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. The Access Committee will be reviewing Council's Disability Inclusion Action Plan shortly.
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	Disability Inclusion is a standing agenda item for Council's Interagency meetings going forward.

Supporting the community **to promote and celebrate diversity and inclusion**

Action	Expected outcome	Key stakeholders	Reporting	2019/20 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 do 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. Council also collaborates with Rotary clubs to facilitate monthly accessible movie screenings.



Action	Expected outcome	Key stakeholders	Reporting	2019/20 Progress report
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 a 'Waste to Art' program whereby disability workers created artwork that was exhibited publicly. Activities to promote and support this included 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	All new staff have included in their induction, information on disability inclusion and Council's DIAP.
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'. Disability services are also encouraged to participate in annual art competitions and exhibitions with related workshops.

STATUTORY INFORMATION

Council **actively promotes meaningful communication and engagement** with the community

Action	Expected outcome	Key stakeholders	Reporting	2019/20 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, and audio, video and visual versions of Community News are now available via Council's website.
Continue to provide Council information in multiple formats	Improved access to Council information	Community	Annual report	Increased options of Council communications, such as Facebook videos with spoken narrative, and audio, video and visual versions of Community News are now available via Council's website.
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	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.
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>



Supporting **improved physical access** in the community

Action	Expected outcome	Key stakeholders	Reporting	2019/20 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	<p>Nine PAMP projects were completed:</p> <ul style="list-style-type: none"> Robertson Street West (Spring Road heading north for 60m) Robertson Road West - Maher Place (existing path in reserve - 104m) Robertson Road West - Spring Road to Maher Place (85m) Winter Street North (corner in seg 40 through drainage reserve to Bellevue cycleway - 92m) Bellevue Pathway (Fairrydale Lane - Bellevue Park) Douro Street West (pedestrian refuge and build-out between Inglis Street and the railway line) Inglis Street North (Douro and Court Streets) Mayne and Tallawang Streets (pedestrian refuge and build-out) Rylstone Pedestrian Footbridge over the Cudgegong River
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	<p>Council's building network comprises over 200 buildings and its Asset Management Plan establishes condition inspection program.</p> <p>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.</p>
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	<p>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.</p>

STATUTORY INFORMATION

REPORTING REQUIREMENTS – INSPECTION OF PRIVATE SWIMMING POOLS

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



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.

Council's pound collection data for the 2019/20 reporting period has been lodged with the Department.

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 2019/20 period, there were 127 separate dog attack incidents in the region, with a number of animal (primarily stock) and human victims. This is a significant increase to last year.

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

Animal management/activities expenditure

During 2019/20, Council spent \$185,935 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 \$27,329 of revenue to Council in 2019/20 for Animal Management Services.

A further \$55,604 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 \$35 for the service in 2019/20. During 2019/20, 272 companion animals were registered through Council.

During the 2019/20 period Council conducted two micro-chipping days, where Council's Law Enforcement Officers administered free microchipping and members of the community were encouraged to bring in their cats or dogs. These days were held during October in Mudgee and March in Gulgong.

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 2019/20, Council compiled Pound Data Collection Returns for the Office of Local Government. 288 animals were seized. Of those, 154 dogs and 13 cats were able to be released to their owners. Unfortunately due to the low identification rate for cats, returning these animals to their owners is more difficult

Of all the companion animals seized or surrendered during the 2019/20 period, 173 were rehomed through rehoming organisations or sold directly to the public.

A total of 135 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	169	119	288
Abandoned/Stray	169	226	395
Surrendered by Owners	20	102	122
Returned to Owners	1	112	113
Released to Owners	13	154	167
Euthanased	77	58	135
Sold	19	61	80
Released to Organisations for re-homing	29	64	93
Died at Council Facility	0	0	0
Stolen or escaped from Council's Facility	2	1	3
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 2019/20 reporting period, Council received a total of 36 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	11	1	0	0	1	1	0	3	17	44%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	0	0	0	0	0	0	0	0	0	0%
Members of the public (other)	11	1	0	1	1	0	0	8	22	56%
Total	22	2	0	1	2	1	0	11	39	
% of Total	56%	5%	0%	3%	5%	3%	0%	28%		

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



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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with Application	Refuse to confirm/ deny whether information is held	Application withdrawn	Total	% of Total
Personal information applications*	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	20	2	0	1	2	1	0	11	37	95%
Access applications that are partly personal information applications and partly other	2	0	0	0	0	0	0	0	2	5%
Total	22	2	0	1	2	1	0	11	39	
<i>% of Total</i>	<i>56%</i>	<i>5%</i>	<i>0%</i>	<i>3%</i>	<i>5%</i>	<i>3%</i>	<i>0%</i>	<i>28%</i>		

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

Table C: Invalid applications

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

STATUTORY INFORMATION

Table D: Conclusive resumption 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	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	0	0%
Business interests of agencies and other persons	2	100%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	2	

Table F: Timeliness

	No. of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	38	97%
Decided after 35 days (by agreement with the applicant)	1	3%
Not decided within time (deemed refusal)	0	0%
Total	39	



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	
<i>% of Total</i>	0%	0%		

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

Table 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 transferred	% of Total
Agency-Initiated Transfers	0	0%
Applicant-Initiated Transfers	0	0%
Total	0	

PUBLIC INFORMATION DISCLOSURES

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

Council has received one public interest disclosure during the 2019/20 financial year. This matter was referred and taken up by another agency for investigation.

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	Yes – for stages released

STATUTORY INFORMATION

Company	Effective	Purpose	Amount	Due Date	Paid
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	No
		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
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	11 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	10 of 21



Company	Effective	Purpose	Amount	Due Date	Paid
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	13 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	13 of life
		Annual Contribution - Bus Routes	\$60,000	\$20,000 per annum for three years	Yes – completed
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 – completed
		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 – completed
		Annual Contribution - Community Infrastructure	\$600 per annum per permanent employee contractor in excess of 100 for 20 year consent period	31 March each year	8 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
Moolarben Coal Stage 2	Jan-15	Community Enhancement	\$515 per annum for each full-time equivalent employee 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	Yes – completed
Crudine Ridge Wind Farm Pty Ltd	Aug-17	Annual Contribution	\$1,250 per annum multiplied by the name plate megawatt 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.

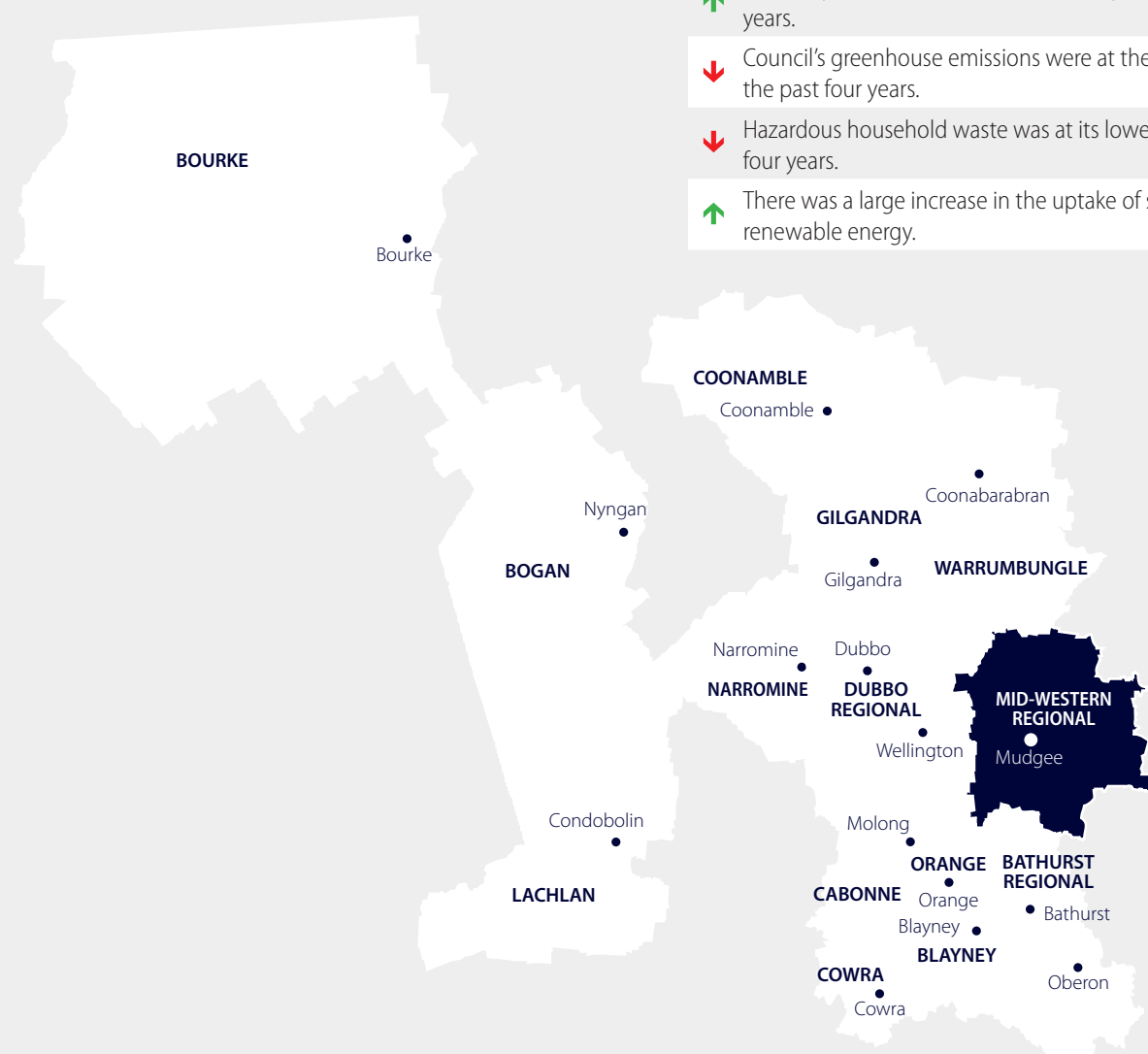
Changes to NSW legislation mean that Councils are no longer required to produce SoE Reports each year, but only once every four years, in the year of the Council

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. It should be noted that the planned 2020 NSW Council elections were postponed until 2021.

This is a brief snapshot of data for the Mid-Western Local Government Area in 2019-20 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.

2019/20 highlights

- ↑ The number of drinking water complaints to Council dropped to its lowest level in the past four years.
- ↑ Consumption of town water fell in comparison to the last two years.
- ↓ Council's greenhouse emissions were at their highest level in the past four years.
- ↓ Hazardous household waste was at its lowest level in the past four years.
- ↑ There was a large increase in the uptake of small-scale renewable energy.





LAND

Issue	Indicator	2016-17	2017-18	2018-19	2019-20	Trend
Contamination	Contaminated land sites - Contaminated Land Register (number)	1	1	1	1	→
	Contaminated land sites - potentially contaminated sites (number)	31	0	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	281	266	439	409	↓
	Land use conflict complaints (number)	36	30	39	44	↓
	Loss of primary agricultural land through rezoning (ha)	0	0		0	→
Minerals and petroleum	Number of mining and exploration titles	149	16		627	↓
	Area covered by mining and exploration titles (ha)	682,000	650,000	593,000	606,000	↑

↑ Improvement → No or little change ↓ Worsening trend

Note: the trend is based on comparing the average of the previous three years of reporting with 2019/20

BIODIVERSITY

Issue	Indicator	2016-17	2017-18	2018-19	2019-20	Trend
Habitat loss	Total area in the National Parks Estate (ha)	100K	100K	101K	101K	↑
	Total area of State Forests (ha)	16,841	16,841	16,841	16,841	→
	Total area Protected in Wildlife Refuges (ha)	5,689	8,253	8,253	8,253	↑
	Area protected in conservation reserves and under voluntary conservation agreements (ha)	1,657	2,204	2,294	4,651	↑
	Extent of Travelling Stock Reserves in LGA (ha)	1,301		1,378	1,463	→
	Proportion of Council reserves that is bushland/remnant vegetation	73%	75%	75%	75%	↑
	Habitat areas revegetated (ha)	100	2	1	1	↓
	Roadside vegetation management plan	Yes	Yes	Yes	Yes	→
	Roadside vegetation rehabilitated (ha)	0	15	0	0	↓
Threatened species	Threatened species listed (number)				181	→
	Threatened species actions implemented (e.g. PAS, recovery plans) (number)	2	1	1	1	↓
	Fish restocking activities: native species (number)	124K	55,005	39,750	47,500	↓
Priority weeds and feral animals	Fish restocking activities: non-native species (number)	38,334	27,667	29,000	30,000	↑
	Number of declared priority weeds	95	95	96	98	↓
	Invasive species (listed priority or WONS) under active management (number)	24	19	21	17	↓

↑ Improvement → No or little change ↓ Worsening trend

STATE OF THE ENVIRONMENT REPORT

WATER AND WATERWAYS

Issue	Indicator	2016-17	2017-18	2018-19	2019-20	Trend
Surface and ground water quality	Average salinity levels in selected streams (EC)	486	585	614	610	↓
	E.coli remote from wastewater treatment plants (per 100ml)	0	0	0	0	→
Riparian	Riparian vegetation recovery actions (number)	1	2	2	2	↑
	Riparian vegetation recovery area (ha)	50	4	5	5	↓
Industrial/agricultural pollution	Load Based Licencing volume (kg)	14,567	12,012	10,605	24,172	↓
	Exceedances of license discharge consent recorded (number)	4	0	0	0	↑
	Erosion & Sediment Control complaints received by council (number)	20	5	7	5	↑
Stormwater pollution	Number of gross pollutant traps installed	4	4	4	4	→
	Total catchment area of GPTs (ha)	118	118	118	118	→
	Water pollution complaints (number)	0	1		5	↓
Town water quality	Number of instances drinking water guidelines not met	77	34	26	27	↑
	Number of drinking water complaints	67	94	48	36	↑
Dam levels	Average dam levels	48.0%	45.0%	37.0%	29.0%	↓
Water extraction	Number of Water Supply Work Approvals from surface water sources	335			284	↑
	Volume of surface water permissible for extraction under licences (GL)	38			28	↑
	Number of Water Supply Work Approvals from groundwater resources	2,307			2,583	↓
	Volume of groundwater permissible for extraction under licences (GL)	35			29	↑
	Actual volume extracted through groundwater licences (GL)				3.7	
Council water consumption	Area of irrigated Council managed parks, sportsgrounds, public open space (ha)	70	71	72	159	↓
	Water used by Council for irrigation (including treated and untreated) (ML)	175	236	192	209	↓
Town water consumption	Annual metered supply (ML)	1,931	2,190	2,019	2,104	↓
	Annual consumption (Total from WTP) (ML)	2,280	2,554	2,484	2,439	↑
	Average annual household mains potable water usage (kL)	192	214	198	200	↑
	Average level of water restrictions implemented	0	0	0	2	↓
	Water conservation programs (number)	0	0	0	1	↑

↑ Improvement → No or little change ↓ Worsening trend



TOWARDS SUSTAINABILITY

Issue	Indicator	2016-17	2017-18	2018-19	2019-20	Trend
Waste generation	Total waste entombed at primary landfill (tonnes)	22,639	21,783	19,789	20,617	↑
	Total waste entombed at other landfills (excl recyclables) (tonnes)	0	0	0	0	→
	Average total waste generated per person (tonnes)	0.92	0.88	0.79	0.82	↑
	Average cost of waste service per residential household	\$375	\$383	\$500	\$517	↓
Hazardous / liquid waste	DrumMuster collections (number of drums)	1,732	1,705	3,009	2,605	↑
	Household Hazardous Wastes collected (kg)	6,284	4,948	13,288	2,519	↓
Reduce	Organics collected (diverted from landfill) (tonnes)	3,363	2,277	3,330	3,031	↑
	E-Waste collected (diverted from landfill) (tonnes)	39	35	58	36	↑
Recycle	Volume of material recycled (tonnes)	3,113	4,222	1,680	3,090	↑
	Volume of material recycled per person (kg)	127	170	67	122	↑
Littering and illegal dumping	Number of illegal waste disposal complaints to Council	25	48	8	30	↓
Engineering, infrastructure and civil works	New road construction (km)	1	0.25	0.55	0	↑
	Road upgrades (km)	83	71	55	59	↑
Risk management	Flood management plans / flood mapping – increase in area covered	710	0	0	0	↓
	Hazard reduction burns	11	11	11	4	↑
Climate change mitigation	Office paper used by Council (A4 & A3 reams)	1,956	1,817	1,980	1,916	↑
	Council sustainability initiatives (number)	0	1	3	1	↓
	Council mitigation initiatives (number)	1	0	0	0	↓
Council greenhouse gas emissions	Annual electricity consumption for Council controlled facilities (MWh)	5,867	6,315	6,100	5,938	↑
	Annual natural gas consumption for Council controlled facilities (GJ)	0	0	0	0	→
	Annual bottled gas consumption for Council controlled facilities (L)	7,863		9,003	6,604	↑
	Total fuel consumption (KL)	708	971	1,022	1,242	↓
	Proportion of Council's electrical energy demand met from Council-owned renewable energy infrastructure	0.0%	0.0%	0.0%	1.7%	↑
	Council total operational greenhouse gas emissions (tCO2-e/year)	24,215	24,401	25,978	27,067	↓
Community greenhouse gas emissions	Small scale renewable energy uptake (kW installed)	1,216	1,889	3,219	3,710	↑
	Number of solar water heaters and heat pumps installed	15	18	36	9	↓

↑ Improvement → No or little change ↓ Worsening trend

STATE OF THE ENVIRONMENT REPORT

PEOPLE AND COMMUNITIES

Issue	Indicator	2016-17	2017-18	2018-19	2019-20	Trend
Active community involvement	Environmental volunteers working on public open space (hrs)	186	272	141	171	↓
	Number of environmental community engagement programs	6	4	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	4,328	4,566	4,856	5,097	↑
	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)	1	0	0	0	↑
	Number of indigenous heritage management actions/responses	0	0	1	0	↓
Non-Indigenous heritage	NSW Heritage items (number)	14	14	15	15	↑
	Locally listed heritage items (number)	526	526	526	482	↓
	Actions to protect non-indigenous heritage (including management plans) (number)	1	0	1	1	↑
	Heritage buildings on statutory heritage lists demolished/degraded in past year (number)	1	2	0	2	↓
	Heritage buildings on statutory heritage lists renovated/improved in past year (number)	41	9	29	61	↑

↑ Improvement
 → No or little change
 ↓ Worsening trend



CASE STUDY: WASTE EDUCATION (MID-WESTERN LGA)

During 2019, Impact Environmental Education developed and delivered waste and sustainability education modules to children around Mudgee, Dubbo and Narromine. These workshops educated and empowered teachers and students in primary schools and preschools to take action regarding reducing the amount of waste they consume. The program also encompassed site tours of local waste facilities for schools.

A total of 6,036 primary school students and 215 preschool students took part in sustainability education workshops across Mid-Western Regional Council, Dubbo Regional Council and Narromine Shire Council. These students came from 31 schools, this represents 76% of schools within the three local government areas being engaged.

The three preschools engaged were all from the Mid-Western Regional Council area.

There were 212 students who took part in tours of the Waste and Recycling Facilities where they were able to experience waste management beyond the bin first-hand.

The workshops were developed, administered and delivered by Impact Environmental Education trained teachers. The workshops raised awareness of local waste management processes, the facilities now utilised locally and regionally for our waste, issues involving waste recycling and disposal, and the need to reduce waste and optimise the use of the local collection systems and recycling initiatives. Workshops engaged students with activities to enable maximum absorption of information and to inspire environmental and natural resource conservation within the community.

The workshops also engaged 250 teachers. Teachers commented that the workshop made them think about their own habits in packing lunches and some were very passionate to follow up the sessions with actions to promote the 'waste-free lunch' message.

Teachers were surveyed after the sessions. When asked if they had learnt anything from the session 87% of responders answered 'yes' and over 97% of respondents indicated that they were likely to follow-up on the workshop content.



Primary school students attending a tour of the Mudgee Waste Facility

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