



END OF TERM REPORT 2016
Mid-Western Regional Council



MID-WESTERN REGIONAL COUNCIL

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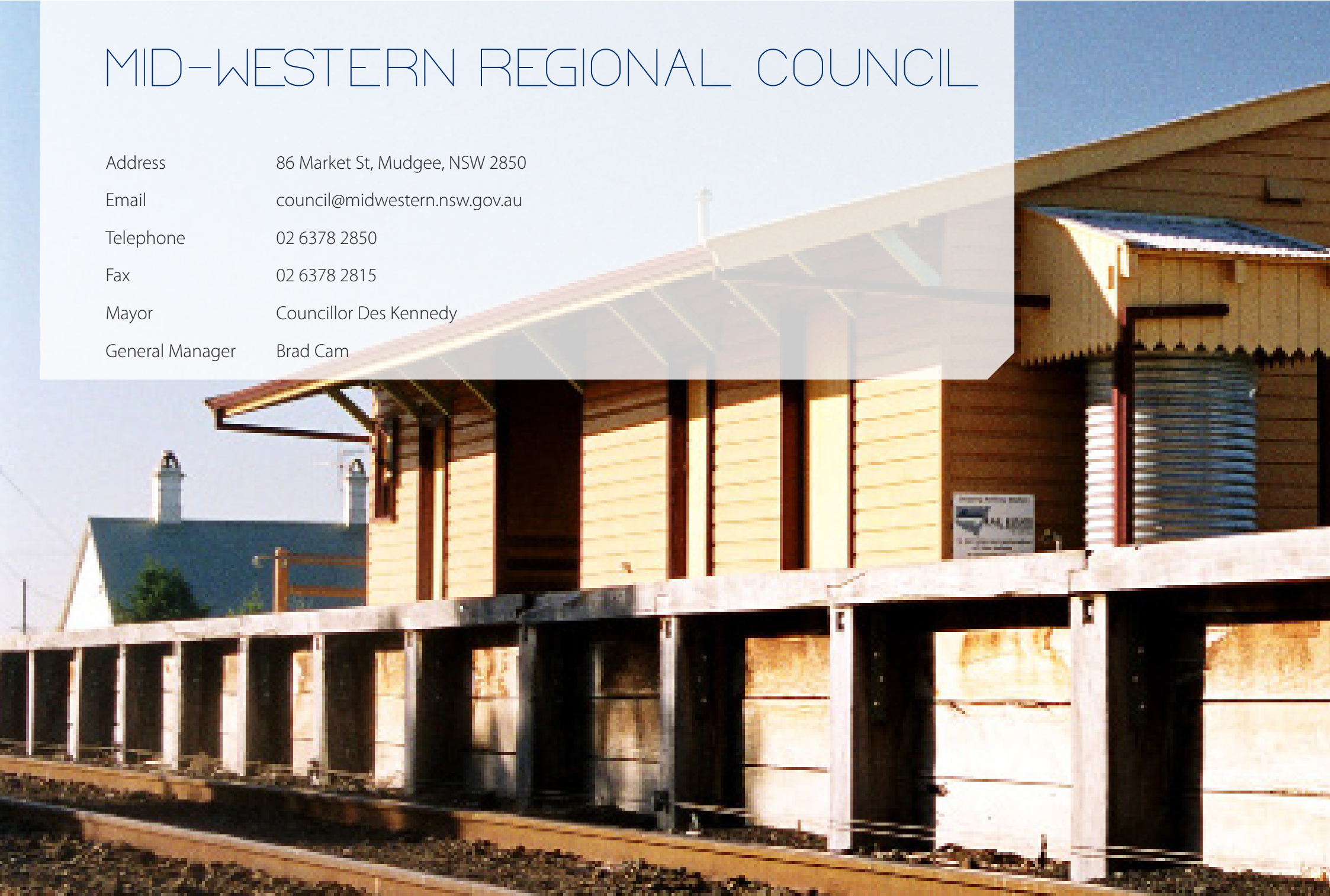


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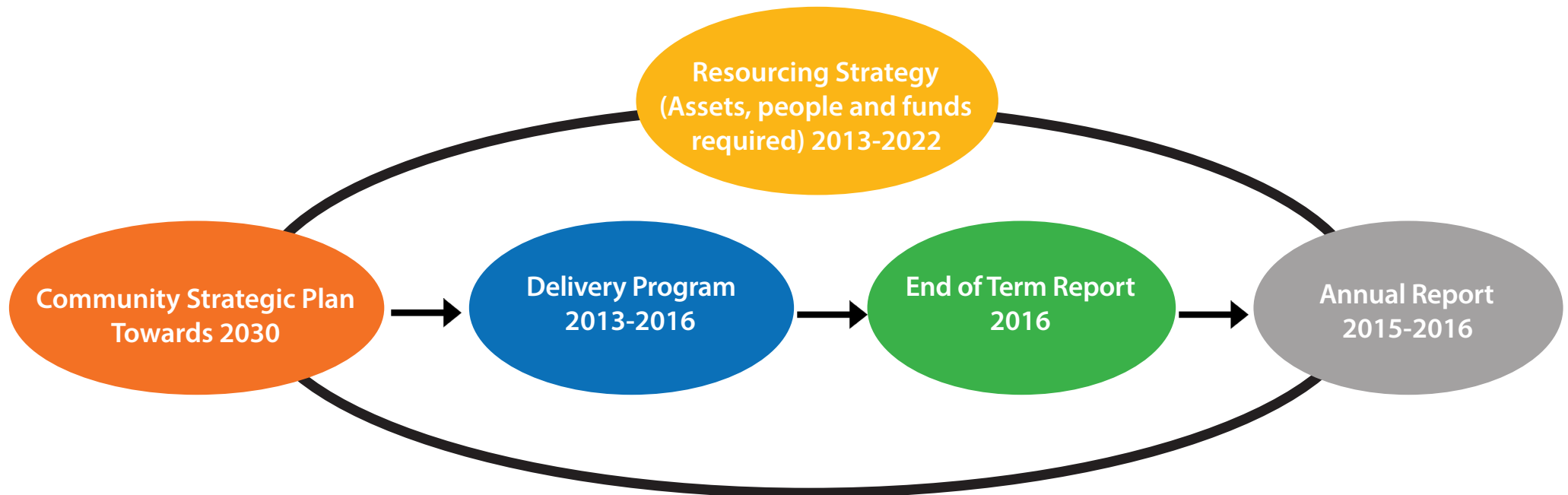


INTRODUCTION

READING THIS REPORT

Councils across NSW are coming to the end of their first full term under the Integrated Planning and Reporting framework. This requires councils to undertake a review of the relevant documents under the framework and assess the progress made towards the vision and goals of the Community Plan over the last 4 years.

This end of term report is an account of Mid-Western Regional Council's progress in implementing the Community Plan in its current term, from September 2012 to September 2016. This progress can be measured against the delivery of actions under Council's Delivery Program over the same period.





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 Mid-Western Regional 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 adopted by Council in June 2013 following an extensive consultation process that more than 3,000 residents participated in using varying forms. The key strategies and priorities identified are outlined below.

Theme 1:

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

Theme 2:

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

Theme 3:

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

Theme 4:

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

Theme 5:

Good Government

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





YOUR COUNCIL

The current Council was elected to office in September 2012.

The Councillors elected to serve following the September 2012 elections from 42 candidates were Councillors Paul Cavalier, Des Kennedy, Esme Martens, Peter Shelley, Percy Thompson, Max Walker, John Webb, John Weatherley, and Lucy White.

The 4 year term of the outgoing Council will conclude in September 2016, with Local Government elections to be held on Saturday 10 September 2016. The last meeting for the outgoing Council is 17 August 2016.



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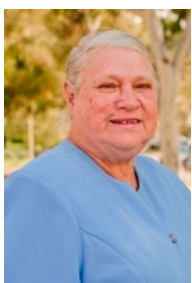
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1. LOOKING AFTER OUR COMMUNITY

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.

- 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

Key Achievements 2012-16

- Provision of library services and programs including the mobile library, preschool aged activities and school holiday programs
- Upgrades to Kandos Museum
- Financial support for doctors accommodation in Gulgong and Rylstone
- Promotion of Council facilities for arts and cultural events
- Upgrades to Kandos and Rylstone canteens
- Established Public Art Advisory Panel
- Development of a recreational strategy for open spaces
- Upgrades to Gulgong Memorial Hall and Kandos Hall
- Implementation of Scores on Doors program for food businesses
- Upgrades to Gulgong and Rylstone showground facilities
- Working with NSW Police, Liquor Accord and community groups to reduce anti-social behaviour
- Update of Displan to maintain and enhance public safety
- Provision of heritage grants to support local heritage projects
- Review of asset management plans
- Development of draft Disability Access Inclusion Plan
- Provision of community facilities and meeting spaces
- Regular meetings with mine managers



MAJOR WORKS AND INITIATIVES

Gulgong MPS

Gulgong MPS was opened in 2014. Council worked closely with the NSW Government on this \$7 million project, which delivers positive health outcomes for the community. The development of the MPS allows for better integration of services for the local community, while also providing capacity for high care residential aged care services.

Community Services

Council continues to provide a comprehensive range of support programs to the community including Meals on Wheels, Respite Care, Home Modification & Maintenance and Family Day Care.

Town Hall Renovation

A major renovation and extension of the historic Mudgee Town Hall building was completed in 2013 to provide a modern regional library, multi-use theatre and cultural space. The \$4 million project involved restoration of an existing heritage building and construction of a three level extension to expand existing library space and provide additional community education and training facilities.

Bringing Back the Movies

The Town Hall renovation provided the opportunity for Council to bring new release movies back to residents and visitors to the region. A successful partnership between Council, Mid-Western Regional Youth Council and Rotary saw movies return in 2013.

Animal Regulation

An ongoing media campaign has been conducted to encourage registration of animals, rehoming and responsible pet ownership. A new Regional Pound Facility was opened in 2013 to expand capacity.

Red Hill Project

A redevelopment of the Red Hill reserve at Gulgong was completed in 2016. The historic site takes visitors back to the Gold Rush era and highlights the important role that Red Hill has played in the history of Gulgong.

Planning and Development

Council continues to maintain and update planning strategies and policies which protect and enhance the natural and built environment, including the Development Control Plan, Comprehensive Land Use Strategy and Urban Release Strategy. These strategies work together with the relevant legislation and planning instruments to assist Council in delivering its statutory, strategic planning and building regulation functions.

New Preschool Facility

The Mudgee Early Childhood Hub was officially opened in 2016 as Lady Gowrie Mudgee. There has been a persistent shortage of preschool places in the region for many years. Council secured Restart NSW funding to build the facility to provide a much needed service to the community.

Investment in Public Art

Council made a significant commitment to support public art across the region in the last 4 years with development of a public art policy and installation of public art. Seven sculptures have been installed in Lawson Park as a result of partnerships with events such as Sculptures in the Garden and Rylstone Wood Symposium.

Skate Parks

Council has continued to invest in skate parks for youth, including upgrades to facilities at Mudgee Skate Park, construction of the new Rylstone Skate Park and maintenance of the Gulgong Skate Park.

Affordable Housing

With affordable housing an important priority for the community, Council has provided support for a range of housing initiatives including monitoring of housing supply, providing funding for crisis accommodation for four properties and new affordable housing developments.

Victoria Park Upgrade

A major upgrade at Victoria Park in Mudgee saw the installation of new lighting towers, a replacement of the cycle track and installation of a new children's playground in 2015. Victoria Park is used by local cricket, AFL and cycling groups, as well as many other residents and community groups.

Electronic Housing Code

Council was one of the first to implement an online system for processing complying development certificates to reduce planning approval times and provide convenient 24/7 access.

Public Open Space

Council manages and maintains sportsgrounds, parks, reserves and playgrounds across the region. In the last 4 years, Council has invested in upgrades to the region's sportsgrounds and improvements for existing or new playgrounds including Norm King Park, Matilda Park, Victoria Park, Gilbey Park, George Campbell Park, Dalton Park, Robertson Park, Dewhurst Reserve and Gulgong Tennis.

Pools

Council upgraded the filtration of all three pools with state of the art pressure filters, replaced all chemical dosing systems, pipe works and plant rooms. The canteens and amenities at all three pools were either completely re-built or thoroughly refurbished as part of a \$4.5 million project.

Healthy Communities Alliance

Council established the Mid-Western Healthy Communities Alliance with community partners to encourage residents of all ages to lead a healthy and active lifestyle. Council has conducted a range of fitness activities and educational programs, as well as launching the annual Health & Fitness Festival as part of this initiative.

Improved Public Amenities

Council has constructed and refurbished public toilet facilities for residents and visitors to the region including Percy Nott Rest Area, Mudgee Cemetery, Rylstone and Cudgegong Waters Park.

Youth Council

Council provides youth representation through the Mid-Western Regional Youth Council and financial and in-kind support to deliver a range of youth oriented activities including Youth Week.

Disability Enterprises

Council has continued to support employment for people with disabilities in the region through the ongoing operation of Mudgee Recycling and Ironed Out services. Some supported workers have been employed by Council for more than 25 years.

2. PROTECTING OUR NATURAL ENVIRONMENT

Conserving and promoting the natural beauty of our region.

- 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

Key Achievements 2012-16

- Cleaning of major litter traps in stormwater drains to protect waterways
- Produced a garbage guide to help residents minimise waste and make the most of recycling using kerbside collection bins
- Attendance by Council representatives at Community Consultative Committees for state significance developments
- Represent the region's interests at Central West Catchment Management Authority and Murray Darling Association meetings
- Completed drainage works for detention basin between Horatio and Winter Streets, Mudgee
- Completed Rylstone Flood Plain Management Study
- Conduct inspections along sewer lines to identify and replace infrastructure
- Refined DCP requirements to promote water sensitive urban design
- Hosted Serrated Tussock State Weeds Management Program
- Redbank Dam stabilisation works completed
- Participation in National Water Week activities
- Maintain rural waste transfer stations across the region



MAJOR WORKS AND INITIATIVES

Putta Bucca Wetlands

Council continues to maintain and develop the Putta Bucca Wetlands. Projects completed in the last 4 years include opening of a new bird hide, fish habitat restoration works, tree plantings and management of invasive weeds.

Environmental Assessments

Council has played an active role in working with the community and government agencies to identify and address the impacts associated with state significant development in the region. Council has provided submissions to the Environmental Impact Statements prepared for projects including Wilpinjong Extension, Crudine Ridge Wind Farm, Bylong Coal and Moolarben Stage 2.

Green Army Project

Council and the Green Army has worked with community groups to undertake tree planting, weed control and general maintenance at seven sites across the region including Putta Bucca Wetlands and Flirtation Hill in Mudgee; Adam's Lead Reserve, People's Park and Flirtation Hill in Gulgong; and along the Cudgegong River and Common in Rylstone. The project also involved monitoring threatened species, water quality and conducting flora and fauna surveys.

Kandos Tree Planting

Council undertook a Kandos Tree Planting Program in 2014 in preparation for the Kandos Centenary Celebrations. Improvements to the streetscape of Kandos included bottle brush and crepe myrtle plantings. These plantings improve entrance roads and reduce reflective heat in the town.

Weeds Management

Council continues to raise the awareness of noxious weeds in the community and reduce the impact of widespread invasive weed species, through ongoing education and community liaison. In the last 4 years, Council has sprayed an average of 3,200km of roadside weeds and conducted an average 1,260 property inspections per year.

Recycling bins

Council recycling bins have been installed in Gulgong, Kandos, Mudgee and Rylstone as part of Council's commitment to improving access to recycling across the region. There are now five dedicated bins in each town, specifically for drink containers. This initiative has helped to increase recycling and minimise rubbish and waste in town centres.

Green Day

Council is the proud major sponsor of Green Day which hosts more than 500 year 5 and year 6 students from across the region each year. Green Day helps students to learn about environmental topics and various organisations and businesses and their roles in environmental management.

Environment Grants

Council has provided grants for community organisations to improve the local environment and inspire environmentally sustainable behaviour. Project initiatives supported in the last 4 years include educational workshops, compost bins, water and energy saving devices, replanting and cleaning up waterways.

Sustainable Grants & Workshops

Council continues to provide community grants for projects which will improve the local environment and encourage environmentally sustainable behaviour. Workshops covering topics such as green cleaning at home, energy rebates, growing native gardens, water saving tips and rebates for rainwater tanks, have been held in the past 4 years.

National Tree Day

Council continues to host annual activities under the National Tree Day initiative. These events provide the opportunity for residents to join other green minded individuals in planting trees to support the local environment and promote urban revival.

Mudgee Sewer Augmentation Project

In 2015, Council completed the \$23 million Mudgee Sewer Augmentation Project. The new sewer scheme has the capacity to meet the growth demands of the Mudgee township and greatly improve environmental outcomes.

Recycling Plant Upgrades

Council completed a \$420,000 upgrade to the region's recycling plant in Mudgee. Upgrades included general repairs to plant and equipment and installation of a new cardboard press.

Water Infrastructure Investment

Council is close to completing the installation of water and sewer infrastructure to service new residential development in the Caerleon subdivision. The works include a new sewer pump station, sewer rising main and water trunk main.

Mobile Sludge Dewatering

Council invested in a sludge dewatering unit to ensure that sludge generated from each sewage treatment plant is dried out efficiently and cost effectively. As the unit is housed in a 40 foot container, it can be moved between plants, eliminating the need for the expensive removal of sludge by excavators.

Icepigging

Water mains across Gulgong underwent routine maintenance using a new technique known as icepigging. Using this technique, crushed ice passes through the water main like a gentle scourer. The process uses significantly less water with less interruptions compared to traditional methods.

Organic Waste Initiative

Council commenced investigation into an organic waste kerbside collection service, which involves a regional collection contract and processing facility in Dubbo.

Community Education

Council conducted community education sessions regarding sustainable environmental practices around the home, including cleaning tips for grass clippings after mowing to prevent blocking drains and polluting waterways.

Aboriginal Reference Group

Council continues to engage with the Aboriginal Reference Group in the preparation of Review of Environmental Factors for Council works. Council completed an Aboriginal Land Sensitivity Mapping project in 2012/13 in consultation with the Aboriginal Reference Group.

3. BUILDING A STRONG LOCAL ECONOMY

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

- 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

Key Achievements 2012-16

- Host conferences which bring visitors to the region including NSW Planning Institute and NSW Libraries Conferences
- Maintain annual calendar of major events
- Identify opportunities to submit bids for new events or conferences to the region
- Work closely with local business chambers and industry associations to support businesses looking to establish or expand in the region
- Participate in the 'Love the Life we Live' regional relocation marketing campaign
- Lobby for infrastructure and services which enhance the liveability of the region
- Continued increase in visitors to the region with more than 524,000 visitors per annum
- Continue to monitor workforce trends and identify regional projects which lead to new job creation
- Support development of RDA Orana Regional Plan
- Promote the region at conferences and events outside the region including Regional Tourism Conference, Building Regional Australia Summit and Sydney Film Festival
- Completed Local Service Assessment report in partnership with NSW Department of Planning



MAJOR WORKS AND INITIATIVES

Flavours of Mudgee

Now in its fifth year, Flavours of Mudgee is a Council managed event created to celebrate all that the region has to offer. Flavours of Mudgee brings local food and wine producers together to showcase their products, put their brand in front of the public and drive visitation to the region. The event demonstrates what can be achieved when members of the community and various industry groups come together to collaborate and work on a common project.

Tourism Marketing

Council continues to work closely with the local tourism body, Mudgee Region Tourism Incorporated (MRTI) to make sure the region is marketed to its great potential. Council contracts MRTI to undertake monitoring and promotion of local tourism to a wide target audience.

Eels vs Titans

In May 2013, Council secured the first NRL premiership match to be held in a regional area in 15 years. The match held at Glen Willow Regional Sports Complex between the Eels and the Titans attracted a crowd of 9,132 people.

Economic Profile

Council maintains a wide range of economic statistics which provide an important guide to businesses or investors seeking to expand or invest in the region. In the last 4 years, Council launched an online economic profile to increase public access to key economic indicators.

Events Support

Council has provided more than \$60,000 per year to support local events held by community organisations. Some of these events include ClayPush, National Historical Machinery Association Rally, Mudgee Small Farm Field Days, Henry Lawson Festival, Rylstone Street Feast, Kandos Street Machine and Mudfest.

Pymont Festival

More than \$40,000 has been invested by Council over a three year period to promote the region's wine, food and art at the annual Pymont Festival.

Sports Tourism

Glen Willow is the jewel in the Mid-Western Region's sporting crown, which helps attract tens of thousands of visitors every year. Council continues to pursue new event opportunities and submit competitive bids to host sports events at the venue. Example of events held in the last 4 years include NSW Country Rugby Championships, Trans Tasman International Touch Football, an A League Football match, Country v City Rugby League and an NRL Premiership game.

Sydney Royal Easter Show

Council continues to make sure the Mid-Western Region is front and centre when Sydneyiders are considering a tree change. Council staff represented the region at the Sydney Royal Easter Show in 2015 which attracted more than 1 million visitors. The key message being to "Choose Mudgee Region" as a great place to live, work, invest and visit.

Host Small Biz Bus

Council provides ongoing support for visits by the Small Biz Bus to provide the opportunity for new and existing businesses to access business guidance and mentoring support under NSW Government support programs. Along with providing employment opportunities for locals, small businesses are strong supporters of local clubs and organisations.

Builders and Developers Forum

Council recognises the contribution of local builders and developers to the strength of the local economy. Council has facilitated a builders and developers forum and hosted a developers tour to encourage new investment opportunities and promote the region to potential investors.

Economic Think Tank

Council established an Economic Think Tank comprising key business and industry leaders from across the region. The Think Tank provides a suitable forum for participants to share business insights, discuss ideas and exchange information on the business and economic issues facing local industries and future opportunity areas.

Regional Aviation

Council represented economic and community interests at a parliamentary inquiry into regional aviation. Details of the impacts on communities without a regular air service and the difficulties faced in maintaining regional aviation services were presented at the inquiry.

Airport Master Plan

An Airport Master Plan was adopted in 2015 to provide a vision for the future recreational, commercial and community uses at Mudgee Airport. Council continues to work with existing and new businesses regarding opportunities to relocate to Mudgee airport.

Workforce Planning and Development

Council worked with RDA Orana and regional stakeholders to develop a workforce planning and development strategy for the Orana Region. The strategy aims to identify workforce challenges, workplace training and skill capacity, recruitment and retention concerns and future projections across industry sectors.

Supporting Local Business

Council has hosted information sessions for local businesses keen to pursue opportunities in the local mining industry. The objective of these sessions was to help businesses establish a supplier relationship with local mining organisations, using tools such as a business capability statement.

Regional Living Expo

Council attended the Regional Living Expo in 2016, to promote the region as a great place to live and work. Council has had a presence at the event since 2010, and has seen a number of new residents make the move to the region after attending the Expo.

4. CONNECTING OUR REGION

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

4.1
4.2

High quality road network that is safe and efficient
Efficient connection of the region to major towns and cities

Key Achievements 2012-16

- Maintenance and upgrade of state highways and main roads in the region in consultation with the RMS
- Support the planning and implementation of the NBN across the region
- Successfully bid for and deliver Federal blackspot funded projects
- Successfully bid for and deliver NSW Government Restart funded projects
- Installation of new bus shelters around town centres and in rural locations to support school bus routes
- Review applications for B-double routes on local roads
- Continue reseals, rehabilitation, grading and re-sheeting of Council's 2,448km of local road network
- Improve pedestrian safety at Lewis Street and Mortimer Street intersections
- Facilitate regular meetings of the Local Traffic Committee
- Work with RMS Road Safety Staff to review speed limits on the local and regional network
- Supported upgrade to digital broadcast services



MAJOR WORKS AND INITIATIVES

Church Street Upgrade

A main street makeover in Mudgee was completed in 2014. The works involved consistent kerb and gutter, drainage patterned footpaths and manchurian pears planted between Market and Gladstone Street. Installation of underground communication pipelines was also completed.

Bridge Widening

The widening of Yarrawonga Bridge, Gulgong from one to two lanes was completed in 2014.

Cope Road

Council received a \$6.7 million grant from the Restart NSW Resources for Regions program for capital works on Cope Road, including Rouse Street in Gulgong. The 2 year project will be completed in 2016 and has included significant rehabilitation and widening of the existing Cope Road. The project scope also included upgrades to safety barriers, visibility improvements, drainage, line marking, signage and pavement works. The project addressed poor road conditions and provides a safe and high quality road network to connect the region.

Mudgee Traffic Study

Council has completed a Mudgee Traffic Study to monitor current traffic movements. The study will inform the planning and prioritisation of works to accommodate future growth.

More Footpaths and Walkways

Council has spent more than \$500,000 a year on pedestrian access and cycleways around the region. Construction of a footbridge over the Cudgegong River in Mudgee completed a 4km walking loop that connects Lawson Park, Walkers Oval and Glen Willow to the town centre. In Gulgong a granite pathway winding through People's Park and extensions of the walk way to the cemetery have been completed.

Louee Street Rylstone

A road surface facelift of Louee St, Rylstone in 2013 delivered rehabilitation works and significant stabilisation of the road pavement.

Wollar Road

Council secured \$14 million in grant funding from the Restart NSW Resources for Regions Program for the upgrade of Wollar Road. The road will be upgraded between Bylong and Wollar to improve access, safety and reduce travel time for drivers in the Mid-Western Region, and increase connectivity with neighbouring regions.

Fairydale and Saleyards Lane Upgrades

A grant of \$2.6 million from the Cobbara Transition Fund has supported a \$3.4 million major upgrade of Fairydale and Saleyards Lanes, Mudgee. The work includes upgrade of causeways, drainage works, a new culvert on Bell Street and establishment of kerb and guttering.

Ulan Road

The 4 year capital works program on Ulan Road, which began in April 2014, was funded by a \$9.45 million grant from Restart NSW and a \$9.18 million contribution from Ulan Coal, Moolarben Coal and Wilpinjong Coal (Peabody). The ongoing project includes rehabilitation and widening works to upgrade Ulan Road to provide a safe and efficient road network for not only residents and visitors but employees of the local mines.

PAMP

In 2015, Council prepared a Pedestrian Access Mobility Plan for Kandos, Gulgong, Rylstone and Mudgee. The plan aims to develop pedestrian routes, cycling facilities and shared use pathways and facilities which are sustainable, safe and convenient for the community.

FlyPelican Service

In 2015, Council agreed to provide financial assistance to FlyPelican to reestablish a regular air service between Sydney and Mudgee. The twice daily service provides important economic, social, and health related benefits for residents.

Mudgee Airport Upgrades

A \$2.3 million upgrade at Mudgee Airport in 2015 included 80m taxiway extension, a new 7,000 square metre plane parking area, installation of runway lighting, major refurbishment of the terminal building and car parking improvements.

Castlereagh Highway

Council completed a 6.2km upgrade of the Castlereagh Highway between Mudgee and Gulgong on behalf of the RMS in 2016. The \$6.5 million project involved widening the road by up to 4 metres, and raising the road surface to ensure a smooth drive.

Replacement of Timber Bridges

In 2015, Council secured \$1 million in funding towards a \$2.1 million project to replace three timber bridges including Green Gully Bridge on Queens Pinch Road, Butter Factory Bridge on Crudine Road and Stoney Creek Bridge on Wollar Road. The project means there are no remaining timber bridges in the region, which is a significant achievement for a regional council.

5. GOOD GOVERNMENT

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

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

Key Achievements 2012-16

- Installation of a fibre link between Council buildings to improve productivity
- Complete annual performance monitoring for NSW Department of Planning
- Complete community wide telephone survey
- Installation of an audio loop in Council Chambers to encourage participation in Council meetings
- Facilitate annual rates reference group
- Maintain a Works Request system to capture and respond to community requests
- Continue to hold Open Day prior to the commencement of monthly Council meetings
- Ensure all correspondence is replied to within 14 days
- Implementation of an online recruitment system to streamline the recruitment process
- Continue to provide flexible work practices to promote a healthy work life balance and support employees transition to retirement
- Implementation of new software to manage the production of Council's business papers and recording of minutes
- Introduction of a new electronic record keeping system
- Ongoing monitoring of grant opportunities and submission of applications



MAJOR WORKS AND INITIATIVES

Fit For Future Assessment

As part of the local government reforms, Council has participated in the Fit For Future Assessment process and has developed key strategies to meet the NSW Government's objective of long term sustainability. Work is already underway to improve key financial indicators and help achieve overall objectives of the Fit For Future reforms. This will ensure Council remains a strong and viable organisation, able to represent the community's needs and interests in the future.

School Visits

Council has hosted a number of visits by local school students each year. These visits allow students to learn how local government works and ask questions of Council representatives.

#askMWRC

Council introduced a social media campaign in February 2016 to streamline conversations occurring on various social media platforms. The main message to accompany the hashtag is that Council should always be the first port of call when there is an issue or question that needs to be addressed.

Mount Misery Live View

Council launched a live view from Mount Misery in 2016 which provides a view of Mudgee township for the benefit of residents, travellers and pilots. The immediate information shows current weather conditions which eliminates the need to call and rely on airport staff for updates.

Workforce Plan

Council implemented strategies to support the Workforce Plan including a Learning and Development Program and Leadership Capability Framework, to ensure that Council has an engaged workforce that is appropriately qualified to deliver the outcomes in the Delivery Program. Council has seen an improvement in employee engagement through the annual Employee Opinion Survey.

Debtors Invoices Online

Council has redesigned the format of debt or invoices to make it easier to pay invoices. Invoices can now be paid online using BPAY, in the same way that water and rates notices can be paid.

Tender Process

Council's tender procedure and document suite has been reviewed and redesigned to streamline the process for bidding service providers. The new document suite was utilised on several new tenders conducted during 2016, including plant hire and cleaning services. The new process makes the task of tendering easier for service providers, whilst also improving probity. The goal is to attract more local service providers to submit tenders.

Employment

Council continues to offer a range of career opportunities in areas such as administration, planning and development, water supply and waste and water, parks and gardens, libraries and operations.

Work Health and Safety

Council continues to provide a safe place to work, and has introduced WHS initiatives which have reduced serious workplace injuries and workers compensation costs. The Workers Compensation Premium was reduced by 38% during this period.

Live Webcasts

Council introduced new technology at the Council Chambers in July 2014 to enable residents to watch Council meetings online. The initiative makes it easier for residents to see how decisions are made in real time without attending a meeting. The webcasts are recorded and available online following each meeting.

Vendor Panel

Council has introduced a new online procurement platform for local businesses. The platform helps manage work sought under ongoing contracts, creates a competitive marketplace for local businesses and the opportunity for new service providers to quote on goods and services.

Community News

Community News is distributed on a monthly basis directly to 8,500 households in the region, and is also available online. A major rebranding of Community News was completed in 2012/13 to ensure readers remain engaged and content is relevant. Community News is also voice recorded to assist residents who are visually impaired.

AR Bluett Award

Council was awarded the AR Bluett Award in 2013, the highest accolade in local government in NSW.

Community Engagement

Council utilises a broad range of communications focused initiatives to support high levels of engagement and participation in Council activities. In the last 4 years this has included the launch of social media with Facebook and Twitter, targeted outreach, online surveys, focus group sessions and continued use of traditional channels such as print and broadcast media.

Financial Performance

Council has received an unqualified audit report in each of the last 4 financial years. No material management issues have been identified and Council continues to achieve a high standard of financial management. All financial reporting requirements and deadlines have been met.

Employment Programs

Council has developed programs to improve the health and wellbeing of employees. In recognition of these programs and other WHS initiatives, Council was awarded equal second prize in the 2015 StateCover WHS Excellence Awards. Council also received a Highly Commended award in 2014 for Most Active Asbestos Awareness Month Council Campaigner; Regional NSW.

PROGRESS ON THE OPERATIONAL PLAN AND DELIVERY PROGRAM OVER FOUR YEARS

We manage

\$840 m

of property and
infrastructure

We raised

\$99 m

of rates and
annual charges

We invested

\$112 m

into new and
renewed assets

We achieved

\$58 m

of capital grants and
contributions

We donated

\$600,000

to our community as grants
and in-kind support

We spent

\$83 m

on roads, bridges and
footpaths

PROGRESS AGAINST COMMUNITY PLAN

The following table provides a summary of the outgoing Council's progress towards the Community Strategic Plan over its 4 year term.

Theme	Delivery Program Actions Completed			
	Year 1 (2012-13)	Year 2 (2013-14)	Year 3 (2014-15)	Year 4 (2015-16)
1. Looking after our community				
1.1 A safe and healthy community	100%	96%	100%	97%
1.2 Vibrant towns and villages	63%	58%	100%	92%
1.3 Effective and efficient delivery of infrastructure	54%	54%	82%	100%
1.4 Meet the diverse needs of the community and create a sense of belonging	100%	100%	100%	94%
2. Protecting our natural environment				
2.1 Protect and enhance our natural environment	94%	89%	100%	93%
2.2 Provide total water cycle management	71%	64%	82%	73%
2.3 Live in a clean and environmentally sustainable way	80%	80%	67%	70%
3. Building a strong local economy				
3.1 A prosperous and diversified economy	86%	89%	80%	91%
3.2 An attractive business and economic environment	67%	90%	84%	90%
3.3 A range of rewarding and fulfilling career opportunities to attract and retain residents	50%	50%	100%	100%
4. Connecting our region				
4.1 High quality road network that is safe and efficient	82%	81%	71%	84%
4.2 Efficient connection of the region to major towns and cities	67%	80%	100%	100%
5. Good Government				
5.1 Strong civic leadership	100%	100%	100%	100%
5.2 Good communications and engagement	89%	89%	100%	100%
5.3 An effective and efficient organisation	80%	88%	94%	79%
Total	82%	81%	91%	88%

Looking after our community

Goal 1.1: A safe and healthy community

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

Provide comprehensive community support programs that embrace social justice and access and equity	Provide Meals on Wheels Services	Meals on Wheels, supported by its volunteers, continues to service the elderly residents unable to provide a nutritious meal for themselves each day. The service also provides a vital daily 'checking service' for those residents living alone within our community.	✓
	Provide Respite Care support services	Council continues its volunteer based host family respite service which provides respite assistance to families living within the Region who are caring for children or adults with a disability.	✓
	Provide Home Modification & Maintenance service	Council continues to provide home modifications to assist elderly and disabled residents to live in their own homes safely and to avoid the risk of premature institutionalisation.	✓
	Provide Community Transport service	Council continues to auspice its Community Transport service that provides vital transport to those living in the community that do not have accessible or affordable transportation options.	✓
	Provide financial and in-kind support to MWRC Youth Council to deliver a range of youth oriented initiatives	Council provides funds to assist with the delivery of youth oriented initiatives by the Youth Council, including the purchase of Youth Room furniture, youth-oriented art workshops, and support for The Loft, which runs social and recreational programs and activities for young people in Kandos.	✓
	Provide Family Day Care services	Family Day Care averaged 78 places for the financial year ended 30 June 2016 with educators operating in Mudgee, Wellington, Gulgong and Kandos. There is a current waiting list and more educators are required to place these children.	✓
Provide customer focused library and information services	Delivery of high quality, modern library services at Mudgee, Kandos and Gulgong	Mid-Western Regional Council Library continues to provide the residents of the local area 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 via 3 library branches and a Mobile Library Service, and serviced through the provision of extensive print and online collections, which are freely available to all members of the Mid-Western Region community.	✓
	Continue to run Mobile Library Service within the Region	The Mobile Library continues to be an integral part of the Library's Outreach Service, visiting small schools, outlying communities and the frail, aged and disabled in their own homes or care facilities. The Mobile Library travels across the Region on a 3-week rotation, extending the Library's reach within the community, through the loan of physical Library items and promoting the use of the Library's online resources.	✓

	Continue to run Children and Youth library programs including Pre-School Bookworms and school holiday reading program	The Library continues to encourage a life-long love of books and reading through its 3 early literacy programs for small children - Born to Read, Toddler Tales, and Bookworms - as well as hosting a wide range of children's craft and storytelling sessions during the school holidays. There is continuous high demand for the Library's Children's Programs and Services, including the annual special events - Dad's Night In, Book Week, National Simultaneous Storytime, and the Summer Reading Program.	✓
	Maintain an up to date library collection in accordance with Collection Policy	Mid-Western Regional Council Library continues to purchase new 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, CDs and DVDs.	✓
Strategy 1.1.2: Work with key partners and the community to lobby for effective health services in our Region			
Explore funding opportunities for improved health services. Work in partnership with Western Local Area Health Network to promote health projects	Lobby government and industry for funding including potential upgrade of Mudgee Hospital	Council continue to work with Western Local Health Area Network and local MP on the redevelopment of Mudgee Hospital including needs assessment and participation in community meetings.	✓
	Liaise with Western NSW Local Health District and work with local Medical Services Organisations through Interagency meetings	Council continues to participate in and provide secretarial assistance to interagency meetings held in Mudgee and Kandos. Stakeholders from the Western NSW Local Health District and other medical service organisations participate in these meetings also.	✓
	Continue to provide accommodation for Doctors in the Region	Council continues to maintain a property in Rylstone for Rylstone doctors and has provided rental assistance to support the relocation of a new doctor in Gulgong.	✓
Strategy 1.1.3: Support networks, programs and facilities which promote health and wellbeing and encourage healthy lifestyles			
Provide financial assistance in accordance with Council's Financial Assistance Policy	Continue financial assistance including for local and regional bodies in accordance with Financial Assistance Policy	The budget for the Financial Assistance program in 2015/16 was \$148,000 with Council allocating the full amount of financial assistance grants to local and regional bodies throughout the year.	✓
Promote and support programs aimed at increasing community health and wellbeing	Continue provide funding for Healthy Communities initiatives	Council has provided funding for various Healthy Communities programs in the Region, including aqua fitness classes in Mudgee, Gulgong and Kandos, strength and conditioning classes in Gulgong and an outdoor exercise program in Lawson Park, Mudgee.	✓
Strategy 1.1.4: Work with key partners and the community to reduce crime, anti social behaviour and improve community safety			
Support and implement programs which aim to reduce anti-social behaviour.	Maintain effective working relationship with NSW Police	Over the last four years vandalism in the Region has fallen by 27.5%. In the last 12 months it fell by 7.19%.	✓
	Participate in the Liquor Accord	All Liquor Accord meetings were attended by Council Staff as required.	✓

	Review Alcohol Free Zones in Town Centres	The Alcohol Free Zone was adopted in June 2009 for 4 years. It was re-established by Council in May 2014 for a further period of 4 years ending June 2018. At the February 2016 meeting Council again considered the AFZ in light of amendment to the business use of footpaths, which would allow restaurants and cafes to extend licensed areas to the footpath. During the review of the Business Use of Footpaths policy, discussions have been held with Police when considering the service of alcohol in footpath dining areas.	✓
	Increase lighting and other safety initiatives in parks and gardens as per Capital Works Program 2015/16	The increase of lighting and other safety initiatives in parks and gardens as per Capital Works Program 2015/16 were completed with the continuation of lighting in Lawson Park and installation of lights at Glen Willow.	✓
	Installation of CCTV cameras at Mudgee CBD cab rank	The installation of CCTV cameras at Mudgee CBD cab rank relies on grant funding which has yet to be secured.	x
Maintain clean and attractive streets and public spaces where people feel safe	Regular street cleaning and litter collection in town centres	Street cleaning was undertaken throughout the year in accordance with the street cleaning schedule.	✓
Work effectively with State Agency partners to maintain and enhance public safety	Update of Displan to new Emergency Plan	The EMPLAN has been completed and endorsed by the Regional Emergency Management Committee.	✓
Effective public health regulation and continuing education	Work in partnership with the NSW Food Authority in addressing matters such as food premises inspections, safe food handling and food borne illness investigations	Council continues to undertake its food premises inspection program. A total of 111 inspections were completed in 2015/16.	✓
	Continued support and promotion of Scores on Doors initiative	Council continues to actively promote the value of scores on doors to business owners. Effective advice to new businesses and education on their obligations to ensure the safe handling and sale of food has prevented any major incidences in 2015/16.	✓
	Onsite sewerage management registration and inspections	Council continues to educate the public on their obligations to maintain existing septic systems and obtain relevant approvals to operate. To date a total of 54 approvals to install and operate have been issued.	✓
Effective animal control regulation	Utilise website to actively re-home animals	The re-homing program has continued to be successfully promoted via Facebook and Councils web page.	✓
	Conduct media campaign to encourage registration of dogs	A micro-chipping campaign was completed in Kandos/Rylstone and Council's Community News was used to promote desexing, registration and responsible pet ownership in 2015/16.	✓
	Installation of path bins and bag dispensers along walking trails	Three bins were installed along the walking path from Lawson Park to Glen Willow in March 2016 .	✓
	Provision of off-leash dog areas	Council provides off- leash dog areas in Gulgong, Mudgee and Rylstone.	✓

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

Heritage advisory services and Heritage conservation	Access to heritage funding through Local Assistance Program	Council allocated \$12,100 in heritage grants in 2015/16.	✓
Support and assist preservation of important historical sites in the Region	Support Kandos Museum with financial assistance for insurance and rates expenses	The Kandos Museum has been supported through the provision of financial assistance covering insurance, rates and operational costs.	✓
	Maintain historical sites within the Region, for example Red Hill Reserve	Red Hill, the Camping Tree and Henry Lawson Memorial were maintained throughout the year on a regular basis.	✓

Strategy 1.2.2: Manage growth pressure driven by the increase in mining operations in the Region

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

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

Ongoing monitoring of land release and development	Continue to review and release land for development as required	With the adoption of the Urban Release Strategy, Council adopted a Land Monitoring Report for building approvals, subdivision approvals, construction and subdivision certificates.	✓
Regular updating of the Comprehensive Land Use Strategy	Nil activity planned for 2015/16	Nil activity planned for 2015/16	x
Promote Affordable Housing options within the Region	Provide funding to lease emergency housing for women and children leaving family violence	Council contracts Barnardos and Housing Plus to provide short term crisis accommodation to homeless families, women and children escaping domestic violence and young people who do not have somewhere safe to stay.	✓

Strategy 1.2.4: Maintain and promote the aesthetic appeal of the towns and villages within the Region

Maintain and beautify civic open space and street access areas within towns and villages in the Region	Ongoing program of street beautification and tree planting	With street trees being planted throughout the year, Council continues to promote the aesthetic appeal of the towns and villages within the Region.	✓
	Work in partnership with the public Art Advisory Panel and local groups to apply for grants, buy and erect sculptures across the region	The annual program of selection and installation of public art sculptures has continued throughout the year with several new sculptures installed. This has included the ongoing relationship with Sculptures in the Garden as well as the hosting of the Rylstone Sculpture Symposium in Oct/Nov 2015.	✓
Application of appropriate building and development controls to protect and enhance the natural and built environment of the Mid-Western Region	Delivery of statutory and strategic planning functions, and building regulation in accordance with relevant legislation and adopted planning instruments	Council continues to undertake statutory, strategic and building regulatory functions.	✓

Goal 1.3: Vibrant towns and villages

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

Review asset management plans and underpin with financial strategy	Review, update and develop asset management plans for each major category of infrastructure	All asset management plans have been completed.	✓
Manage and maintain sportsgrounds, parks, reserves and playgrounds across the Region	Review and where necessary update Parks Management Plans	Council has reviewed and updated Parks Management Plans for Glen Willow, Anzac Park (Gulgong), Robertson Park and Lawson Park in 2015/16.	✓
	Maintain and operate public open space in accordance with agreed service levels	Council continues to manage and maintain sportsgrounds, parks, reserves and playgrounds across the Region.	✓
	Passive parks and facilities upgrades as per Capital Works Program 2015/16	Council continues to maintain and upgrade passive parks and facilities across the Region as per Capital Works Program 2015/16.	✓
	Public toilet construction and refurbishment as per Capital Works Program 2015/16	Public toilet construction and refurbishment has been completed as per Capital Works Program 2015/16.	✓
	Playground installations and upgrades as per Capital Works Program 2015/16	Playground installations and upgrades as per Capital Works Program 2015/16 were completed including playgrounds at Bellevue, Gilbey, George Campbell and Eleanor Dark.	✓
	Construction of Rylstone Skate Park	The construction of Rylstone skate was completed in 2015/16.	✓
	Active parks and facilities upgrades as per Capital Works Program 2015/16	Upgrades to active parks and facilities as per Capital Works Program 2015/16 were completed, with existing lights on fields 5 and 6 at Glen Willow upgraded and speed humps installed on Pitts Lane. Maintenance continuous throughout the year.	✓
Manage and maintain cemeteries throughout the Region	Maintain and operate town and rural cemeteries in accordance with adopted service levels and policy requirements	Council continues to provide funeral services and general maintenance for 3 urban cemeteries and 8 rural cemeteries across the Region.	✓
	GPS mapping of town cemeteries	GPS mapping of Gulgong Cemetery was completed in 2015/16.	✓
	Upgrades and extensions of cemeteries as per 2015/16 Capital Works Program	Upgrades and extensions of cemeteries as per 2015/16 Capital Works Program were completed with the extension to Gulgong Cemetery.	✓
Manage, plan and maintain buildings and other assets across the Region	Buildings upgrade and refurbishments as per Capital Works Program 2015/16	All buildings were upgraded and refurbished as per Capital Works Program 2015/16.	✓
	Complete construction of new preschool facility	The new preschool was completed and delivered under budget in 2016. The preschool is now open and delivering additional preschool places for the local community.	✓
Showground upgrades	Minor upgrades and renewal works undertaken in accordance with Capital Works Program 2015/16	Upgrades and renewal works were completed at showgrounds in accordance with the Capital Works Program 2015/16.	✓

Maintain and operate swimming pool centres across the Region	Maintain and operate swimming pool facilities at Mudgee, Gulgong and Kandos in accordance with adopted service levels	Council owns 3 pools across the Region, 2 are owner operated and 1 leased. Council continues to manage these pools in alignment with the pool safety guidelines throughout the pool season.	✓
	Undertake capital upgrades and renewals to swimming pool facilities as per Capital Works Program 2015/16	Council continues to maintain and operate swimming pool centres across the Region. New pool lane ropes and pool cleaner were purchased in 2015/16. Upgrade projects at Kandos and Gulgong Pools have commenced.	✓

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

Continue youth representation through the Youth Council	Provide secretarial support for Youth Council	Council's Community and Youth Development Officer provides secretarial assistance to the Youth Council and encourages and promotes youth interest and participation in Youth Council supported and instigated events, such as Youth Week events and quarterly Youth movie nights.	✓
	Allocation of funding for delivery of youth oriented initiatives by MWRC Youth Council	Council has allocated funds to assist with the delivery of youth oriented initiatives by the Youth Council. This has included the purchase of furniture for the Youth Room in the Mudgee Library, the hosting of quarterly youth movie nights and support for The Loft, which runs social and recreational programs and activities for young people in Kandos.	✓
Provide meaningful employment to members of the disabled community	Maintain policies that support employment for people with disabilities at MWRC	Council has an EEO and Anti-Discrimination Policy and EEO Management Plan and continues to support employees with a disability through the Disability Enterprise.	✓
	Continued operations of Mudgee Recycling and Ironed Out	Meaningful employment continues to be offered to members of the disabled community through Ironed Out and Mudgee Recycling.	✓
Work with lead agencies to ensure adequate provision of a range of services	Continue to attend inter-agency meetings	Community Development Officers attend and provide secretarial support to Interagency meetings held in Mudgee and Kandos. Other relevant Community Services staff also attend meetings and network with stakeholder agencies.	✓
Promote volunteering through the community	Continue to run community services programs that encourage volunteering	Community Services utilises both individual and group volunteers with its Meals on Wheels, Community Transport and Host Family Respite services, and regularly advertises for the same. Council's Community Development Officers are also able to point members of public to other volunteering opportunities within the community when requested.	✓

Strategy 1.4.2: Support arts cultural development across the region

Arts and Cultural events promotion	Provide financial and in-kind support to events in accordance with Events Assistance Policy	The Events Assistance Program continues to be delivered every 6 months to provide financial support for local community events.	✓
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	Promote the use of Council Facilities for significant events	Council continues to promote the use of Council owned facilities for major events. Major events held at Council owned facilities in 2015/16 include Flavours of Mudgee, Rugby League 9's, NSW U15 State Rugby Championships, Western Mariners regional competition, Mudgee Netball Regional Carnival, Peter Sterling clinic and local shows.	✓
Provision of meeting and exhibition space	Make existing community buildings available at reasonable cost and promote use and availability through the website	The patronage of Council buildings and facilities by the community has increased in all locations over the past 12 months. Mudgee has increased from 566 to 626 bookings (up 10.6%), Gulgong has increased from 204 to 207 bookings (up 1.4%) and Rylstone has increased from 226 to 240 bookings (up 6.2%). Council also promotes the use of these facilities in the Council website and at Customer Service counters.	✓
	Promote the use of Exhibition Space provided at the new Regional Library	A number of exhibitions have been held since the new library was completed. In 2015/16, 3 exhibitions were held showcasing local artists, as well as a significant collection of works across a range of painting styles.	✓
Coordinate and facilitate cultural and arts projects throughout the Region	Implement recommendations from the pARTicipate investigation	The Cultural Development Committee continue to meet to discuss art and cultural development in the Region, including the possibility of a regional art gallery. The Committee is supported by the Public Art Advisory Panel.	✓
	Liaise with Cultural Development Committee, Public Art Advisory Panel, Orana Arts and local arts and cultural groups to develop cultural and artistic projects within the Region	Council continues to liaise with the Cultural Development Committee and the Public Art Advisory Panel in respect of cultural and artistic projects within the Region. Orana Arts sits on the Public Art Advisory Panel and participates in these discussions.	✓
	Initiate an arts prize for the Mid-Western Region	Council continues to support the Cultural Development Committee and its sub-committee, the Public Art Advisory Panel. The 2015 Mid-Western Art Prize contributed to artists' honoraria at the Rylstone Wood Symposium. Installation of wood sculptures is underway.	✓
Strategy 1.4.3: Provide equitable access to a range of places and spaces for all in the community			
Public facilities to be accessible	On-going monitoring of existing buildings	Council continues to monitor all public facility buildings and upgrade in accordance with Accessibility DCP.	✓
	Commence development of a Disability Access Inclusion Plan	A draft Disability Inclusion Access Plan was completed in 2015/16 and will go to the October 2016 Council meeting.	✓

Coordinate the provision of local community centres and halls for community use	A variety of community facilities available for use	Council continues to provide a variety of community facilities available for use, including Gulgong and Rylstone Memorial Halls, Mudgee Showground Complex, The Stables in Mudgee and the Mudgee Library. The patronage of these facilities has increased in all locations over the past 12 months. Mudgee has increased from 566 to 626 bookings (up 10.6%), Gulgong has increased from 204 to 207 bookings (up 1.4%) and Rylstone has increased from 226 to 240 bookings (up 6.2%).	✓
Corporate and Community Buildings upgrades	Buildings upgrade and refurbishments as per Capital Works Program 2015/16	Capital buildings and refurbishment completed on time and on budget.	✓

Protecting our natural environment

Goal 2.1: Protect and enhance our natural environment

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

Include biodiversity and heritage as key components in the development application process	Implement Comprehensive Development Control Plan (DCP) through the development assessment process in relation to environment protection	Review of comprehensive DCP completed in December 2014.	✓
Manage environmental and cultural factors impacted by physical works on Council lands	Continue to prepare Review of Environmental Factors for MWRC works	REF's were undertaken for the Roads Program.	✓
	Work with local Aboriginal groups to effectively plan works involving sites of cultural significance	Council has continued to liaise through the Aboriginal Reference Group in 2015/16.	✓

Strategy 2.1.2: Minimise the impact of mining and other development on the environment both natural and built

Work with the community and government agencies to identify and address the issues and mitigate impacts associated with mining	Raise any issues as part of Environmental Assessment stage of development approval process	Council continues to work with the Department of Planning and is represented on each of the Mine's Community Consultative Committees. Quarterly meetings are held with representatives of local mines.	✓
	Represent MWRC on Community Consultative Committees	Councillors are represented on Community Consultative Committees for local mines.	✓
Work with the Department of Planning in the approval process to ensure community concerns are addressed in consents	Address issues as part of Environmental Assessment	Council has continually worked with the Department of Planning and Infrastructure to ensure that local concerns are recognised in the assessment of State Significant Development.	✓

Strategy 2.1.3: Raise community awareness of environmental and biodiversity issues

Deliver projects which work towards protecting biodiversity and regeneration of native environment	Implement a roadside vegetation management plan	Resources have not been allocated to this activity to date.	✗
	Pursue grant funding for environmental projects	Council continues to monitor grant opportunities for eligible projects.	✓
	Support Green Army project	The first round of the Green Army project was completed in October 2015. Funding for a second round announced December 2015 for commencement July 2016.	✓
Support National Tree Day	Facilitate National Tree Day	Council and Planet Ark invited residents to take part in a local National Tree Day event on 26 July 2015. The program was a huge success with over 500 trees provided to the community.	✓
Work with schools to promote environmental awareness amongst students	Support Green Day	Council was again the major sponsor of Green Day held on 10 September 2015. Over 500 school children from across the Region participated in this annual initiative run by Watershed Landcare.	✓

Strategy 2.1.4: Control invasive plant and animal species

Effective weeds management	Effective monitoring and management of noxious weeds across Region	Property inspections occurred throughout the year with a total 1,666 inspections. 1,049 were new inspections.	✓
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	Ongoing community education on noxious weeds	Education is provided through website, Facebook, Community News, field days and site inspections. A detailed marketing plan has been developed and is running to schedule.	✓
	Undertake weed control on roadsides and MWRC land	Roadside spraying totalled 2,147km for the year which exceeds the target km's by 647.5km.	✓
Collaborate with agencies to manage feral animals	Ongoing community education on the impact of domestic pets on rural land managers	Council in cooperation with Local Land Services has undertaken letterbox drops of rural areas where stray dogs are observed or dog attacks of livestock have been reported.	✓

Goal 2.2: Provide total water cycle management

Strategy 2.2.1: Identify and implement innovative water conservation and sustainable water usage management practices

Encourage reduced water consumption through Best Practice Pricing	Maintain Best Practice water pricing structure	Council has prepared the 30 year long term financial plan for Water Fund, and has met the 75/25 billing mix ratio. Water consumption for 2015/16 was 1,948 KL's, which is consistent with previous year consumption of 1,960 KL's.	✓
Implement water conservation and reuse programs	Ongoing community education on water conservation	Potable water consumption for 4th quarter 2015/16 is higher than total water consumption for 4th quarter 2014/15. Aside from dry conditions continuing into April-May 2016, Council has completed construction of significant trunk infrastructure this financial year requiring regular flushing (non-revenue water consumption) until subdivision development increases to the point that billed consumption can maintain water quality.	✓
Work to secure water for agriculture and urban use	Work with State Government to secure domestic water supply	Council continues undertaking dialogue with the State Government to ensure that subsidies are secured for the Rylstone/Kandos sewer scheme.	✓
Promote an active role and participate in the review of the Murray Darling Basin Plan	Effectively represent MWRC at Murray Darling Association meetings	Council is represented at the Murray Darling Association by Cllr Lucy White and Mr Russell Holden.	✓

Strategy 2.2.2: Maintain and manage water quantity and quality

Identify and plan future maintenance, renewals and upgrades for Council's stormwater assets	Complete drainage works for the detention basin between Horatio Street and Winter Street	This project has commenced but has experienced delays due to inclement weather. Construction will be completed in 2016/17.	—
	Drainage renewal and extension works undertaken as per Capital Works Program 2015/16	The majority of drainage work was completed in the 2015/16 financial year. Any remaining items have been carried into 2016/17 due to prolonged inclement weather.	—
	Effectively maintain existing drainage network including built infrastructure and overland drainage reserves	All drainage reserves have been maintained at the agreed levels of service.	✓
	Identify and undertake culvert replacement and causeway improvement program	Major culvert replacements were completed on Spring Ridge Road and Barney's Reef Road as well as a significant number of smaller culverts. The causeway replacement on Campbells Creek Road was delayed due to wet weather and will proceed in 2016/17. Culvert maintenance has continued progressively throughout the year.	✓

Achieve NSW Government Best Practice Management of Water Supply and Sewerage	Integrated Water Cycle Management Strategy implemented in accordance with NSW Office of Water Guidelines	IWCM issue paper has been completed and is due for submission to NSW DPI for concurrence prior to Council implementation and progression to IWCM Strategy.	—
	Ongoing implementation and review of the Drinking Water Management System	Drinking Water Management System implemented for all potable water supply systems. The Management Systems are dynamic documents that will be reviewed annually in line with legislative requirements.	✓
Identify and plan future maintenance, renewals and upgrades for Council's water supply infrastructure	West Mudgee water distribution extension	Construction of water distribution main west of Mudgee completed in May 2016. Awaiting final contract documentation. Works completed within budget allocated.	✓
	Water Supply infrastructure renewals and new works undertaken as per Capital Works Program 2015/16	Water Fund capital project program completed in 2015/16 with 93% budget expenditure.	✓
Strategy 2.2.3: Protect and improve catchments across the Region by supporting Catchment Management Authorities			
Support the Central West Catchment Management and Hunter Central Rivers CMA Catchment Action Plan implementation	Represent MWRC interests as appropriate	Council continues to support and participate in LLS and associated programs and partnerships.	✓
Continue riparian rehabilitation program along waterways	Continue riverbed regeneration	Completed as part of the Green Army Project.	✓
	Maintenance and promotion of Putta Bucca Wetlands	Management of Putta Bucca Wetlands continued throughout the year with assistance from Dads Army and Friends of Putta Bucca to promote and maintain Putta Bucca.	✓
Provide education to the community of the importance of waterways	Ongoing community education on protecting waterways	Council continues to provide education to the community on the importance of protecting our waterways.	✓
Strategy 2.2.4: Maintain and manage waste water quality to meet Environmental Protection Agency (EPA) standards			
Identify and plan future maintenance, renewals and upgrades for Council's sewerage treatment infrastructure	West Mudgee sewer pump station construction	Pump station construction delayed in June 2016 due to wet weather. Expected completion date is early August 2016.	—
	Decommissioning Mudgee Sewer Treatment Plant (Putta Bucca)	Physical works completed within allocated budget during 2015/16 financial year. The decommissioned site is currently being utilised as a temporary road materials stockpile site.	✓
	Sewer Infrastructure renewals and new works undertaken as per Capital Works Program 2015/16	Sewer fund capital program completed in 2015/16 with exception of completion of Caerleon SPS construction due to wet weather delays. 81% of budget expended.	—
Improve and develop treatment options to ensure quality of waste water meets EPA standards	Develop options and plans for effective management of sewage at Charbon village	Application for funding assistance submitted to Restart NSW program for Charbon sewerage system construction.	✓
	Continue to improve outgoing water quality at all sewerage treatment plants across the Region	Process adjustment trials at Kandos and Rylstone STPs during last quarter has seen favourable results with all STPs currently meeting EPA licence requirements.	✓

Achieve NSW Government Best Practice Management of Water Supply and Sewerage	Develop Liquid Trade Waste Policy and Pricing with implementation from 1 July 2016	Liquid Trade Waste Policy drafted in 2015/16 and staff trained in NSW Department of Primary Industries trade waste requirements. Draft trade waste policy now requires consideration by Council, and subsequent community consultation in preparation for implementation.	—
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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

Promote a philosophy of Reduce, Reuse, Recycle	Ongoing education on waste minimisation	Council runs periodic education through the website, facebook and school groups that visit the waste facility. Through an association with NetWaste, smaller schools are targeted for education sessions through the NetWaste Education Officer.	✓
Provide a domestic recycling and waste services for all residents through kerbside collection and rural waste transfer stations	Kerbside and local recycling facilities	A domestic waste and recycling service is provided to urban residents through kerbside collections and to rural residents through the waste transfer station drop off facilities.	✓
Promote home composting initiatives for green waste	Ongoing education on managing green waste	Investigation underway for kerbside organics collection that will replace or complement the home composting initiative. This investigation is linked to a regional project through Dubbo City Council (now Western Plains Council).	✓

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

Participate in regional procurement contracts for waste services that provided added value.	Regional scrap steel, green waste processing, used motor oil, house hold chemical collection, e-waste	Council is participating in regional procurement contracts for waste services through NetWaste or other service providers.	✓
Participate in regional investigations for collaborative solutions to problem wastes types.	Participate in NetWaste steering committee for strategic direction of the group	Manager of Waste and Weeds Services sits on the steering committee for NetWaste. Meetings are held quarterly with attendance at both meetings this year. Currently part of a regional project targeting kerbside organics and regional contracts for green waste mulching, waste tyre collection and processing, waste oils and household chemical collection.	✓
	Participate in Organics Processing tender with Dubbo City Council	This project has been delayed as a result of the amalgamation of Dubbo and Wellington Councils into Western Plains Council.	—
Apply for available grants under the NSW Government 'Waste Less Recycle More' package	Apply for grants to upgrade or introduce services to the Mid-Western Community that reduces landfill tonnes and Co2 emissions	Council was successful in receiving a grant to assist in introducing a kerbside organics collection system. This grant will only be taken up if the project goes ahead with a neighbouring Council area.	—

Strategy 2.3.3: Support programs that create environmental awareness

Build community awareness through environmental education	Enhanced communications on environmental issues	This is ongoing and includes promotion of Community Gardens Grants.	✓
	Facilitate and promote community garden programs	Council continues to promote programs through the provision of assistance to schools for community garden projects.	✓

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

Implement alternative energy and sustainable technologies in physical works and service delivery

Nil planned for 2015/16

There were no actions planned in 2015/16



Building a strong local economy

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

Business expos targeting businesses that complement key local industries	Presence at 2-3 conferences or events where the Region can be marketed	Council has participated in a number of conferences/events to promote the Region as a great place to live, work, invest and visit including, Flavours of Mudgee, Regional Living Expo, Sydney Film Festival and Pymont Festival.	✓
Work with business and industry groups to facilitate business development workshops for existing businesses in the region	Support the business chambers by attendance at meeting as required	Council continues to support initiatives of local business chambers and attend meetings as requested.	✓
	Formulate policy on provision of financial support for business attraction	Council continues to support business development initiatives in the region and respond to and follow up opportunities relating to new business investment and expansion of local businesses.	x
Establish a process of capturing and monitoring relevant economic data to identify opportunities, trends and needs of local businesses	Produce annual update to Economic and Business Profile booklet	Staff continuously update the latest available statistics for inclusion in the Economic and Business Profile booklet.	✓
Develop and strengthen partnerships with major employers in the region	Conduct two Think Tank forums to encourage business leaders to participate in local economic development	Economic Think Tank meetings held in November and May.	✓
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	Respond to and follow up enquiries relating to new business investment in the Region and the expansion of local business activities.	✓
Work with Mudgee Regional (MRTI) to identify target markets and promote the Region	Develop parameters for target markets in terms of how tourism will be developed in the Region	MRTI has a contract with Council to undertake tourism marketing on behalf of the Region.	✓
Develop existing events in the region and attract new event proponents to hold major events and festivals in the region	Identify opportunities to submit bids for new events and conferences and support event proponents holding or wishing to hold events in the Region	Council continues to identify opportunities to attract new events to the region and submit bid proposals for new events. Major events or new events held include Rugby League 9's tournament, Hogs for Homeless and Peter Sterling development clinic. Council continues to provide an Events Assistance Program to support local event proponents in developing major events in the Region. Bids have been submitted to host Country v City 2017, Central Coast Mariners match and NRL Knights premiership match.	✓
	Deliver Flavours of Mudgee in September 2015	Council continues to host the annual Flavours of Mudgee Event which was held in September 2015.	✓

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

Work with business and industry groups to identify the main skills shortage areas	Conduct two think tank forums to encourage business leaders to participate in local economic development and provide feedback on skills issues	Economic Think Tank meetings held in November and May.	✓
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Encourage workers to move to the region for employment opportunities where skills shortages exist	Presence at 2-3 conferences or events where the Region can be marketed	Council has participated in a number of conferences/events to promote the Region as a great place to live, work, invest and visit including, Flavours of Mudgee, Regional Living Expo, Sydney Film Festival and Pymont Festival.	✓
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Goal 3.2: An attractive business and economic development

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

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

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	The Mudgee Airport Project has been completed, including terminal building upgraded, taxiway extension completed and PAPI lighting installed and commissioned.	✓
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Review airport development strategy and promotional opportunities in the future	The update of the Airport Master Plan has been completed. Council continues to work with existing and new businesses regarding opportunities to relocate to Mudgee Airport.	✓
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Facilitate the production of a study on investment opportunities in the local property market	Provide information package regarding development opportunities in property market	Property data and trends for the Region are collected and included in the Economic Profile Booklet.	✓
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Lobby State and Federal Government on infrastructure needs of local businesses including transport and communications linkages	Continue to lobby government agencies and departments on the provision of infrastructure to meet community needs	Council continues to identify issues with local MPs and relevant government ministers.	✓
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Strategy 3.2.3: Support the expansion of essential services (education, health) to match business and industry development in the region

Lobby State and Federal Government for expanded health and education services	Continue to lobby government agencies and departments on the provision of infrastructure to meet community needs	Council continues to identify issues with local MPs and relevant government ministers.	✓
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Work with local service providers to maintain an acceptable level of service delivery	Participate in regional planning working group	Council continues to work with the Department of Planning with the focus on delivery of regional land use plans.	✓
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Work towards highlighting the deficiencies in education needs across the Region in particular Pre-School and High School	Council continues to work with local service providers to meet the education needs of the Region. A new preschool has provided additional preschool places from Term 1 2016.	✓
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Strategy 3.2.4: Develop tools that simplify development processes and encourage high quality commercial and residential development

Develop a step by step guide to assist potential investors to work through the regulatory framework	Develop a guide to assist potential investors and developers to work through regulatory framework	A developers newsletter to assist potential investors and developers to remain updated on changes to the regulatory framework and local development matters will be distributed quarterly from July 2016.	x
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Review plans and controls with economic impacts	Continue to update and review guides, as required, to keep up with changes in legislation and the economy	Produce annual update to economic data to assist investors and developers understand local economy.	✓
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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

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

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

Work with lead agencies for education in the region and understand their roles and responsibilities in economic development	Continue to work with education providers on the provision of services to meet community needs	Continue to investigate education gaps from preschool to higher education and provide feedback to relevant agencies.	✓
Pursue opportunities to develop a university outreach campus with offerings aligned to local industries	Continue to monitor and identify new opportunities as work to date has exhausted all avenues	Council continues to seek opportunities for the expansion of education facilities in the Region or improved links to facilities outside the Region.	✓

Connecting our region

Goal 4.1: High quality road network that is safe and efficient

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

Work with the RMS to improve road safety	Continue to liaise with the RMS on road safety matters	Council has worked closely with RMS and through the Traffic Committee and other meetings to provide good outcomes for safer roads and to minimise congestion. This includes successful delivery of Blackspot projects, works around schools to ease congestion and improvements to intersections.	✓
	Improve pedestrian safety at Lewis St and Mortimer St intersection	The project for Lewis St and Mortimer St intersection was completed during the 2015/16 year.	✓
Regulate effective and appropriate user activities on the road network	Contribute to and support load limit variations and B-Double restrictions on various local roads as necessary	Council continue to review applications for B-double routes on local roads and make recommendations to support or reject these applications to the Local Traffic Committee. Multiple requests for over size and over mass vehicle movements have been evaluated by Council over the last year.	✓
	Review speed limits and traffic management	Traffic management applications are reviewed by Council and feedback provided where necessary. Speed limit requests are forwarded to RMS for review and decisions. RMS is the regulatory authority for speed zoning.	✓
Partner with Transport NSW regarding local transport needs	Support the Transport Working Group	Council is awaiting the appointment of a new Regional Transport Coordinator. All members of the Transport Working Party have been advised that any local transport issues in the short term, can be referred directly to Council's Manager, Community Services.	✓
Participate in relevant regional transport committees and working parties	Facilitate the Local Traffic Committee	Council continues to facilitate the Local Traffic Committee meetings on a regular basis.	✓

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

Annually review the Roads Asset Management Plan	Continue to update data for Asset Management Plans	The Roads Asset Management Plan has been delivered.	✓
Implement the works program in accordance with the Roads Asset Management Plan	Manage State Roads in consultation with RMS	Council fulfilled its obligations in maintaining the State Road network throughout the LGA under the RMS Routine Maintenance Council Contract. Council undertook both routine maintenance works and ordered works projects including Cudgegong Widening Project, heavy patching and reseals.	✓
	Continue ongoing maintenance of regional road network	Significant reseals on the Bylong Valley Way were completed, however wet weather during the fourth quarter of the year prevented the proposed heavy patching project from commencing. Timber bridges on the Hill End Road and Wollar Road were successfully replaced. Maintenance works on the regional network have continued throughout the year.	—

	Maintenance of MWRC local road network in accordance with established levels of service	Very dry conditions through the summer and a very wet winter has made grading and the maintenance of the unsealed network very challenging. Grading was suspended during summer months due to lack of water, however once the wet weather arrived all resources were focused on the grading backlog. 634 km of road was graded this year.	✓
	Upgrade, renewal and extension of local roads in accordance with Capital Works Program 2015/16	95% of the capital works program was completed this year.	✓
	Upgrade and renewal of bridges across the region in accordance with the Capital Works Program 2015/16	Four timber bridges were replaced this year. Wet weather during the final quarter of the year disrupted the completion of the the Green Gully bridge on Queens Pinch Road and although the structure was completed the approach works will be completed early 2016/17. The wet weather has also prevented the removal of the side track.	—
	Sealing of and upgrades to Wollar Road in accordance with Restart NSW funding agreement	The Wollar Road upgrade project will last three years. Design of the road and Fitzpatrick Bridge will continue. The application for an Aboriginal Heritage Impact Permit (AHIP) is currently underway.	—
	Undertake upgrades of Ulan Road in accordance with the Ulan Road Strategy	Progress on the Ulan Road upgrade this year includes the completion of the George Campbell Drive / Mt Pleasant intersection, the rehabilitation and widening works between Winchester Crescent and Ridge Road, including the overtaking lane and the commencement of works north of Wollar Road intersection. Wet weather has disrupted the project in the latter part of the year.	✓
Pursue additional funding for upgrading of roads infrastructure	Lobby for funding for roads	Successfully applied to replace 3 timber bridges across the Region through the Bridges Renewal Program. In addition, applications were also made for black spot funding for road safety improvements and regional road repair.	✓
	Ensure that major developers pay for the impact additional development will have on road network	Funding committed through Ulan Road Strategy and Resources for Regions program.	✓
Strategy 4.1.3: Develop and enhance walking and cycling networks across the Region			
Implement the Pedestrian Access Mobility Plan	Upgrade and renewal of footpaths and cycleways in accordance with Capital Works Program 2015/16	The Pedestrian Assess and Mobility Plan was adopted by Council. Capital footpath projects were completed and included new footpaths in Gulgong, Mudgee, Rylstone and Kandos and the construction of multiple pram ramps in Gulgong.	✓
	Maintain existing footpath and cycleway network in accordance with established levels of service	Maintenance works on footpaths and cycleways have been progressed throughout the year.	✓
	Extension of Cudgegong River shared pathway to Glen Willow/Putta Bucca	The construction of the Putta Bucca and Glen Willow shared pathways projects were completed in 2014/15.	✓

Goal 4.2: Efficient connection of the region to major towns and cities

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

Support the continuation of commercial passenger services at Mudgee Airport	Work with service provider to maintain passenger services to end from Sydney	Fly Pelican commenced services in June 2015. The service remained operational at 30 June 2016.	✓
	Operation and maintenance of Mudgee Airport in accordance with agreed service levels	Mudgee Airport remains operational and meets CASA audit requirements.	✓
Lobby for improved highway linkages along the Great Western Highway and Bells Line	Continue to lobby for improved access to Western NSW from Sydney	Participate in CENTROC transport infrastructure planning and General Manager meetings with Ministers.	✓

Strategy 4.2.2: Create a communication network that services the needs of our residents and businesses

Pursue improved broadband and mobile coverage with Government and major service providers	Lobby for improved internet speeds and mobile coverage throughout the Region	Continue to pursue improved broadband and mobile coverage, through grant programs and the roll out of the NBN in the Region.	✓
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Good Government

Goal 5.1: Strong civic leadership

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

Ensure actions of the Operational Plan and Delivery Program are completed on time, on budget and meets success criteria	Successful delivery of 2015/16 Operational Plan	88% of projects/actuals of Operational Plan completed.	✓
	Six monthly progress reporting against Delivery Program and comprehensive Quarterly Budget Reviews against Operational Plan	Six monthly progress reporting against Delivery Program and comprehensive Quarterly Budget Reviews against Operational Plan were completed.	✓

Strategy 5.1.2: Provide accountable and transparent decision making for the community

Ongoing review and enhancement of governance framework	Continue to hold "Open Day" prior to Council Meetings	Open days continue to be conducted commencing 5.30pm on Council meeting days. It remains popular with community members taking up the option to address Council on a variety of issues.	✓
	Webcast of Council Meetings	Webcast of Council Meetings continue on an ongoing basis.	✓
	Installation of Audio Loop in Council Chambers	Installation of an audio loop in Council Chambers has been completed.	✓
Provide professional development opportunities to support elected members in fulfilling their obligations as councillors	Provide access to professional development programs for elected members	OLG and LG NSW newsletters are circulated to Councillors monthly detailing development opportunities.	✓
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	Public sessions are being conducted in July 2016 for potential candidates. It is planned to step through the Electoral Commission candidate registration process plus provide some insight into the role of a Councillor, time requirements and allowances and recoupable expenses.	✓

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

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

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

Publish monthly editions of Community News	Monthly distribution of Community News	Monthly Community News was published and distributed to residents.	✓
Provide an up to date and functional web interface	Ensure web content is kept up to date and relevant	New website was kept up to date and relevant through the year. The website is now responsive to mobile technologies allowing for greater use and feedback from the community.	✓
Regularly report to the community in a variety of interesting ways	Increased use of all media avenues including social media, radio and television	Council provides ongoing opportunities for community engagement to improve communications and create awareness of Council's activities. This includes increased utilisation of online surveys, Facebook activities and community workshops.	✓
	Implementation of Social Media Strategy	Council utilises a range of communications tools to improve communications with the community and create awareness of Council's roles and responsibilities. This includes surveys, advertising, TV, radio, newspaper and Facebook.	✓
Operate and maintain a community works request system that provides timely and accurate information and responses	Maintain Works Request System and produce regular reporting on response times	Council continues to focus on improved and transparent communication of work requests within the MWRC Region, along with the aim of completing or assessing all work requests within 14 days. During 2015/16 Council received 6,604 request for work to be undertaken by Council staff, of which 84% were completed within 14 days. This was a significant improvement on the previous year with 74% of work requests completed within 14 days.	✓
	Promote use of Snap Send Solve for community to submit works requests	Council continues to promote the "Snap, Send, Solve" application via the MWRC website and Facebook / Twitter social media platforms.	✓
Ensure the community has clear information about who to contact in Council	Provide a customer focused website	In addition to the updated MWRC website the community is now updated when calling Customer Service through the introduction of a Knowledge Management software in June 2016. This software enables Customer Service staff to better inform the community with Council information, updates, events and all of Council's roles and responsibilities. The new MWRC website has been designed with customer engagement and satisfaction in mind with live Twitter and Facebook updates, events information and access to all Council reports and public documents.	✓
Educate the community on Council's roles and responsibilities	Provide access to Council's corporate planning documents both through the website and Administration Centres	MWRC continues to display all Documents on Exhibition in the foyers of the 3 Council administration centres in Mudgee, Gulgong and Rylstone. Documents on Exhibition and active Development Applications are accessible on the MWRC website during the specified exhibition periods.	✓
Strategy 5.2.2: Encourage community access and participation in Council decision making			
Seek feedback on policy development and local issues	Ensure policies, strategies and proposals impacting the community are placed on exhibition for public comment	All Documents on Exhibition are accessible on the MWRC website and available for viewing at administration centres during the public exhibition period.	✓

	Continue to utilise a range of formal and informal engagement tools to seek community feedback on a broad range of issues	Council provides ongoing opportunities for community engagement and feedback through the use of survey monkey, workshops, phone surveys and Facebook.	✓
Provide opportunities and make it easy for the community to participate in and influence decision making	Encourage attendance at Council meetings	Council's webpage provides easy access to the webcast and encourages members of the public to view proceedings with the number of online viewers averaging 30 site visits per meeting.	✓
Goal 5.3: An effective and efficient organisation			
Strategy 5.3.1: Pursue excellence in service delivery			
Benchmark Council's service delivery against relevant organisations	Provide Planning and Building Statistics to Department of Planning	Reports completed and submitted to Department of Planning as required.	✓
	Participate in Centroc, NSW LGPA, LGNSW and other industry body surveys and benchmarking exercises	Staff continue to participate in relevant activities. At the April 2016 meeting Council decided to discontinue membership of Centroc in 2016/17.	✓
	Desktop analysis of annual financial results against other NSW councils	Benchmarking analysis has been achieved using the Local Government Professionals Operational and Effectiveness Survey Tool for 2015 financial figures. Further analysis planned with LG Solutions financial comparative Analyser, which was released in February 2016 and analysis undertaken May 2016.	✓
	Report on OLG comparatives for Group 4 councils	Reporting of OLG comparatives has been moved to October 2016 as part of the induction program for the incoming Council following the September 2016 election.	—
Conduct bi-annual community surveys 2014 & 2016	Conduct annual satisfaction survey	Community surveys were completed in the Integrated Planning & Reporting project managed by Council's Development Directorate.	✓
Provide effective and efficient internal support functions, and undertake regular service reviews	Conduct quarterly all of Council Staff Updates across all work sites	Quarterly staff update meetings are held.	✓
	Develop program of internal service reviews	Resources have not been allocated to date.	✗
	Provide effective Workshop services for Council fleet	Council fleet reliable and operational within the expected budget.	✓
	Effective capture and management of corporate records	To support the effective capture and management of corporate records, the Records Management Policy for MWRC has been reviewed and updated in line with the State Records implementation guide which was released in March 2016. The Records department conducts internal staff training on how to manage Council records and how to use the Records Management software. IT also conducts daily audits of any records entered into the Records Management software to ensure they are compliant with the Records Management Policy.	✓

	Ongoing enhancements to Council procurement including Roadmap Best Practice Procurement project	Council continues to make improvements to Council procurement. In 2015/16, Vendor Panel was introduced, and updates were made to tender documentation and returnable schedules. Process improvements and policy reviews are continuous.	✓
	Engage with the community on desired levels of service across Council functions	This action will be addressed as part of the update of the Community Plan in 2016/17 and through community engagement which commenced in March 2016.	—
Provide a responsive customer service function	Reply to all correspondence within 14 days	All Council staff continue to review, action and respond to all incoming correspondence from the community (within 14 days) through our internal Records Management System.	✓
	Review Customer Service Charter and deliver positive, informative, and professional front-of-house and phone customer service function	MWRC Customer Service department has continued to focus on improving service delivery throughout 2015/6. The key component of this has been the introduction of a Knowledge Management Software in June 2016. As mentioned previously this software enables Customer Service staff to better inform the community with general Council information, recent updates, upcoming events and all of Council's roles and responsibilities.	✓
Strategy 5.3.2: Promote Council as a great place to work for talented people			
Attract, retain and develop a skilled workforce	Develop a training program targeted towards achievement of Delivery Program and areas of risk identified in Workforce Plan.	A training plan was developed and training delivered over the course of the year.	✓
	Promote our core values of Respect, Integrity and Recognition	Council's core values of respect, integrity and recognition are promoted throughout Council from recruitment; commencement of employment; induction; staff updates and the GM's update. The values are also promoted and measured during the employment performance process.	✓
	Ensure all employees have clearly articulated accountabilities against which they will be assessed	Position Descriptions were reviewed and employee appraisals were conducted in September 2015.	✓
Provide a safe, healthy and non-discriminatory working environment	Review current WHS systems and implement a WHS Management Framework based on AS4801	Council is currently reviewing and implementing a WHS Management System based on AS4801.	✓
	Provide a positive working environment	Employee Opinion Survey completed in March 2016. The results were positive with an increase in the Best Practice Weighted Performance Index to 67.1% and an increase in Employee Engagement to 66%.	✓
	Annual review of Equal Employment Opportunity Management Plan	The EEO Management Plan was reviewed and updated for 2016/17.	✓

	Implement a service provider management framework	A manual system has been created to ensure staff the framework to manage both feedback and non-conformance of our service providers. Procedures, non conformance documentation, feedback forms and backing sheets have been created. With the introduction of vendor panel to Council will assist staff with their service provider management requirements. Vendor Panel will be compulsory once General Service Provider and Plant Hire tenders have been accepted by Council. This is targeted from July 2016.	✓
	Align workplace behaviour with core values of Respect, Integrity and Recognition	Council continues to promote our core values. Expected behaviours are included in Position Descriptions and measured during the Employee Performance Appraisal process.	✓
Conduct annual Employee Opinion Surveys	Seek staff feedback via Employee Opinion Survey 2015/16	Employee Opinion Survey was completed in March 2016 and the response rate was 78%.	✓
	Identify and implement improvement strategies based on feedback from Employee Opinion Survey	Council consulted with employee and management focus groups to identify and implement improvement strategies from the Employee Opinion Survey.	✓
Strategy 5.3.3: Prudently manage risks associated with all Council activities			
Monitor and review Council's policies and strategies	Provide up to date Policy Register	Council has a rolling program to review its policies and all policies have a review date. A register is maintained to track policy review compliance. A procedure has been developed during June 2016 to commence in July 2016 for managing new policy development and the policy review process.	✓
	Identify and resolve existing policy gaps	A policy review register has been established. Council's Executive resolved to change all policies and move to a 4 year review cycle or as required. Executive will monitor the review schedules.	✓
	Education program to ensure staff understand policy requirements	Staff induction sessions conducted and staff advised of changes to existing policies as required.	✓
	Run test exercise against Business Continuity Plan	Audit conducted 2 June 2016. The report to Council's Executive was presented in June 2016.	✓
Enhance the information systems that support delivery of Council activities	Implementation of VOIP system	Internal VOIP configuration is complete and awaiting Telstra to commission service.	—
	Implementation of Corporate Performance Reporting software solution	Pulse corporate reporting software has been introduced from Q1 2016.	✓
	Implementation of online employee performance management system	Pulse Employee Performance Management online system was implemented in September 2015.	✓
	Continued investment in existing information systems to delivery productivity enhancements	Complete disaster recovery site and plan constructed and configured. 10Gb Network access to operations complete.	✓
	Implementation of mobility solutions for integrated asset management	The data required to run the tablets is being updated and refined prior to tablets being operated in the field and this development and data checking will continue into the new financial year.	—

	Canvas options for increasing speed and reliability of Council network	Canvas options for increasing speed and reliability of Council network is complete and operational.	✓
Provide long term financial sustainability through sound financial management	Development of Rating Strategy to support LTFP	The 2016/17 Rates Reference Group was convened in November 2015 to provide feedback from ratepayers to Council regarding the equitable sharing of the rates burden between the four rating categories – Residential (rural & urban), Business, Farmland and Mining and to canvas ideas for the development of a Rating Strategy. The Rates Reference Group's recommendations were presented to Council in April 2016 and it is intended to conduct surveys at the Mudgee Small Farms Field Day in July and at other locations throughout the Region in order to gain further ratepayer perspectives and input for the development of the Strategy.	—
	Integration of long term impacts on financial sustainability indicators incorporated into Council decision making process	A new reporting template will be devised to include Fit For The Future sustainability impacts, with Long Term Financial Planning and Asset Management impacts in 2016/17.	✗
	Comprehensive Quarterly Budget Review reporting	All quarterly budget reports within the period were provided within statutory deadlines, and produced to OLG Guidelines & requirements.	✓
	Monthly reporting against budget and schedule for major works programs/strategic projects	All monthly reporting for the period was completed on time, and in line with Office of Local Government and statutory requirements.	✓
	Update Long Term Financial Plan	Long Term Financial Plan 2017/2026 was adopted by Council on the 17th July 2016. 95% complete in 2015/16.	—
Ensure strategic and asset management plans are underpinned by sound financial strategies	Improved integration of Asset Management Plans and Long Term Financial Plan	Development of the LTFP focused on meeting Fit For The Future requirements due to changed reassessment timelines. Some feed through to the LTFP from asset management plans (capital construction) was included and modelled. Additional work will need to be carried out on this in the 2016/17 year.	✗
	Integrate long term asset management considerations into Council decision making process	A new reporting template will be devised to include Fit For The Future sustainability impacts, with Long Term Financial Planning and Asset Management impacts in 2016/17.	✗
	Ongoing improvements to asset data and asset system capabilities	Roads Asset Management Plan complete with current data based on the 2015 fair value round. Continual data cleansing and system improvements are occurring in the Asset Management System to ensure continued improvement in data. All AMP's now up to date.	✓
Comply with relevant accounting standards, taxation legislation and other financial reporting obligations	All rating, taxation, statutory, and grant reporting obligations satisfied in an accurate and timely manner	Deadlines and reporting obligations met to June 2016.	✓
	Achieve a high standard of financial management	Unqualified audit report received 29 October 2015. All other statutory reporting requirements and relevant controls met throughout year.	✓



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