

# Mid-Western Region Community Plan



# TOWARDS 2040



COUNCIL'S VISION

A prosperous and  
progressive community  
we proudly call home.



# Mayor's Message

The Mid-Western Region Towards 2040 Community Plan sets out the community's vision for the future – where we are, where we want to be and how we will get there.

The plan represents an opportunity to create and foster community-based goals, values and aspirations – to drive a sustainable community that reconciles the economic, social, environmental and civic leadership priorities for the region.

The Mid-Western Region is a modern and growing region. We continue to have strong growth in industry and population, driven by state significant development.

Coupled with the significant agricultural sector and increased tourism, this presents not only unique challenges but also opportunities for us as a community. Our role as individual custodians, community organisations, industry, business and government is to harness those opportunities.

The Towards 2040 Community Plan has been developed following an extensive consultation exercise in which over 1,500 residents participated in varying forms. It was their input that has forged the direction of the plan, and it will continue to be a vision that we can all contribute towards.



Cr Sam Paine  
DEPUTY MAYOR



Cr Paul Cavalier



Cr Katie Dicker



Cr Alex Karavas



Cr Robbie Palmer



Cr Peter Shelley



Cr Phil Stoddart



Cr Percy Thompson



Cr Des Kennedy, Mayor

# The Mid-Western Region

The prosperous Mid-Western Region is located just 3.5 hours from Sydney and offers a quality lifestyle in a dynamic economic environment.

Located in the Central West of NSW, the area covers approximately 9,000 square kilometres and has a population of more than 25,000.

## MAJOR TOWN CENTRES



- Mudgee
- Gulgong
- Kandos
- Rylstone

## MAJOR INDUSTRIES



- Agriculture
- Construction
- Property development
- Viticulture
- Mining
- Tourism
- Retail

## GROWTH



- 12% population growth since 2010
- Continued growth driven by state significant development

## FAST FACTS

### LAND AREA

**8,752**

square kilometres

### POPULATION

**25,563**

people live in the region

### ROADS NETWORK

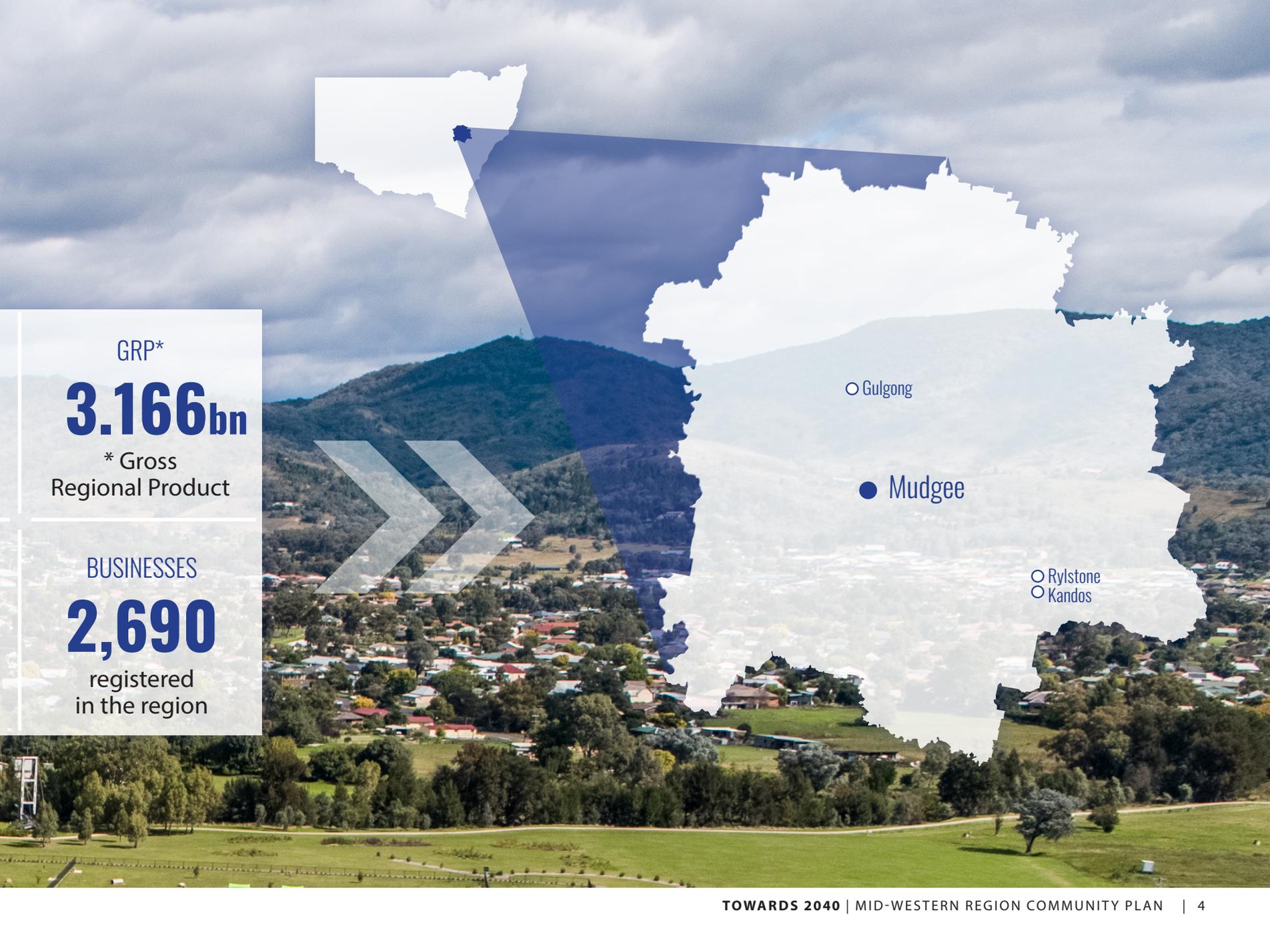
**2,460**

kilometres

### EMPLOYMENT

**13,326**

jobs in the region



GRP\*

**3.166bn**

\* Gross  
Regional Product

BUSINESSES

**2,690**

registered  
in the region

○ Gulgong

● Mudgee

○ Rylstone  
○ Kandos

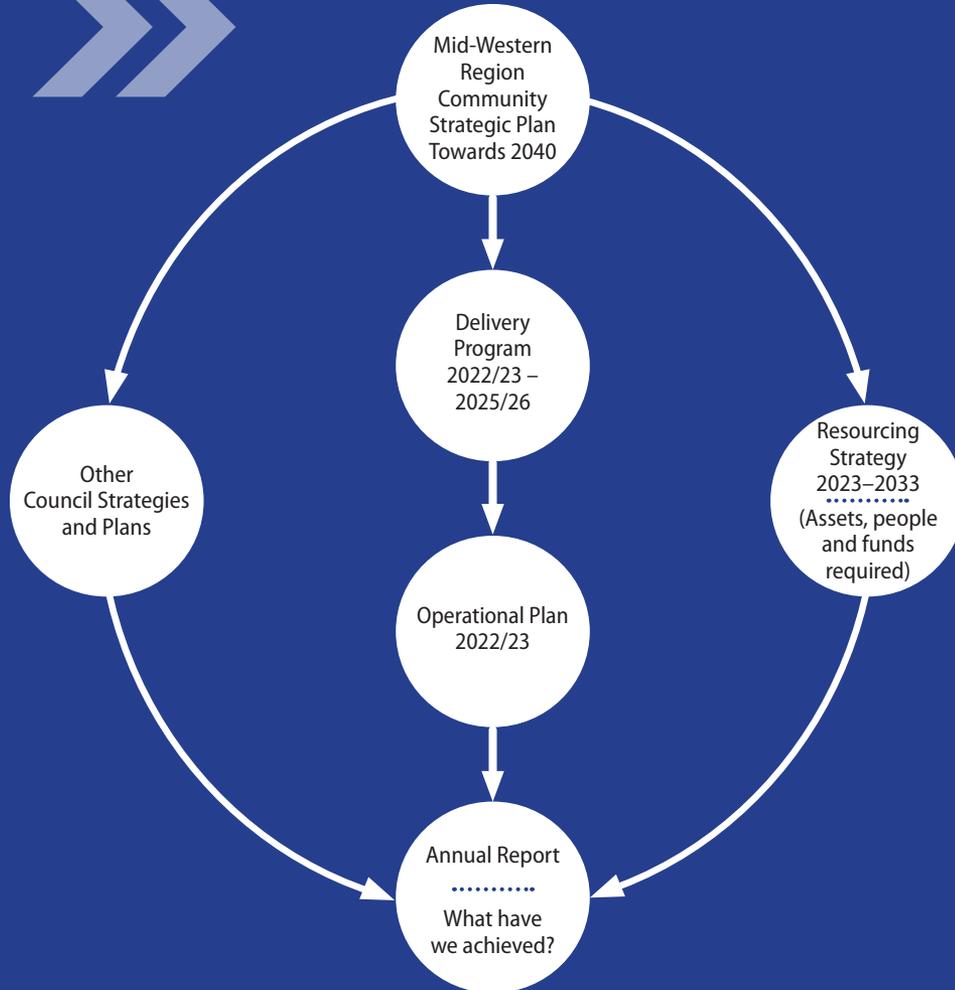
## OUR COMMUNITY PLAN

Our plan sets out where, as a community, we want to be in the year 2040. It is a future vision developed collaboratively between the community and Council and represents the aspirations of the people who live and work within the Mid-Western Region and strategies for achieving these goals.

Towards 2040 addresses four key questions for the community:

-  Where are we now?
-  Where do we want to be in 2040?
-  How will we get there?
-  How will we know when we have arrived?

## HOW THE COMMUNITY PLAN LINKS TO COUNCIL'S PLANS





## THE RESOURCING STRATEGY CONSISTS OF THREE COMPONENTS



01 Long Term Financial Planning



02 Workforce Management Planning



03 Asset Management Planning

The Delivery Program summarises the activities that Council has prioritised over a four year term to achieve the Towards 2040 Community Plan, including Council's operations.

The Operational Plan includes a detailed budget for the activities that are to be undertaken each year to achieve the outcomes of the Delivery Program.

The Annual Report provides feedback to the community on Council's progress in achieving the Delivery Program objectives.



## NSW STATE PRIORITIES

The NSW Government has identified a range of state priorities which are aimed at making NSW even better in the future. These priorities align with the Towards 2040 Community Plan.



the  
NSW Local  
Government elections

# How does the Towards 2040 Community Plan link in with other plans?



## A Strong Economy

Diverse economy with well-educated and skilled population, high living standards, productive and growing regions with world-class infrastructure and transport links, innovative businesses and industries.



## Better Customer Service

Improving the customer experience for all kinds of services, providing high-quality integrated services, implementing best-practice productivity and digital capability for a world-class public service.



## Highest Quality Education

Lifting literacy and numeracy standards across NSW public schools, unlock children's academic potential at school, increasing the number of Aboriginal young people reaching their learning potential.



## Breaking the Cycle of Disadvantage

Protecting the most vulnerable children, keeping families safely together, providing safe and stable housing, reducing domestic violence reoffending, reducing homelessness.



## Connected Communities

Delivering a network of welcoming and inclusive spaces in local neighbourhoods, greener public spaces, increasing tree canopy and green cover, enhancing outdoor recreation and exercise opportunities.



## Improved Health System

Improving service levels in hospitals, improving outpatient and community care, holistic approach to suicide prevention and mental health and wellbeing.

## DRAFT CENTRAL WEST AND ORANA REGIONAL PLAN

The Regional Plan outlines the goals and actions for the Central West and Orana Region to achieve a sustainable future. It applies to 19 local government areas including the Mid-Western Region, covering an area of 125,666 square kilometres.

The vision for the Central West and Orana Region closely reflects the vision and priorities identified in the Towards 2040 Community Plan. There are direct linkages between the goals, strategies and actions in both plans for the next 20 years. There are 22 key objectives outlined in the Plan under the following parts:

- A sustainable and resilient place
- People, housing and communities
- Prosperity, productivity and innovation
- Location specific responses



# Community consultation

The community played an integral role in the development and review of the Towards 2040 Community Plan with over 1,500 people taking part in a variety of consultation and community engagement activities.

The Community Engagement Strategy adopted by Council to inform this review of the Community Plan was based on social justice principles of equity, access, participation and rights, and included a range of opportunities for people to be involved in the process. The review process included activities to inform,

engage and consult the community and key stakeholders between June 2021 and March 2022, including:

- Telephone surveys
- Online surveys
- Postcard exercise
- Direct mail
- Permanent displays

Community engagement had a dual

purpose to both create awareness and seek feedback on the goals and strategies identified in the Community Plan. This was achieved by asking people to consider what they like about the region now, what they would like the region to look like in the future and what they see as key priorities for Council to investigate.



# What our community wants

## CONSULTATION OUTCOMES

The results of extensive community consultation showed that we continue to value: our friendly community, the range of parks and facilities for all ages, activities for youth, ongoing improvements to our transport network and economic diversity.

During consultation, the community was asked what they liked about the region. Further, they were asked what their priorities for the region were for the next three, five and ten years.

Feedback was sought from the community on the range of services Council provides and satisfaction with existing service levels.



## MOST LIKED ABOUT THE REGION



## IMPORTANT PRIORITIES FOR THE REGION





# THEME 1

## Looking After Our Community

### OUTCOME

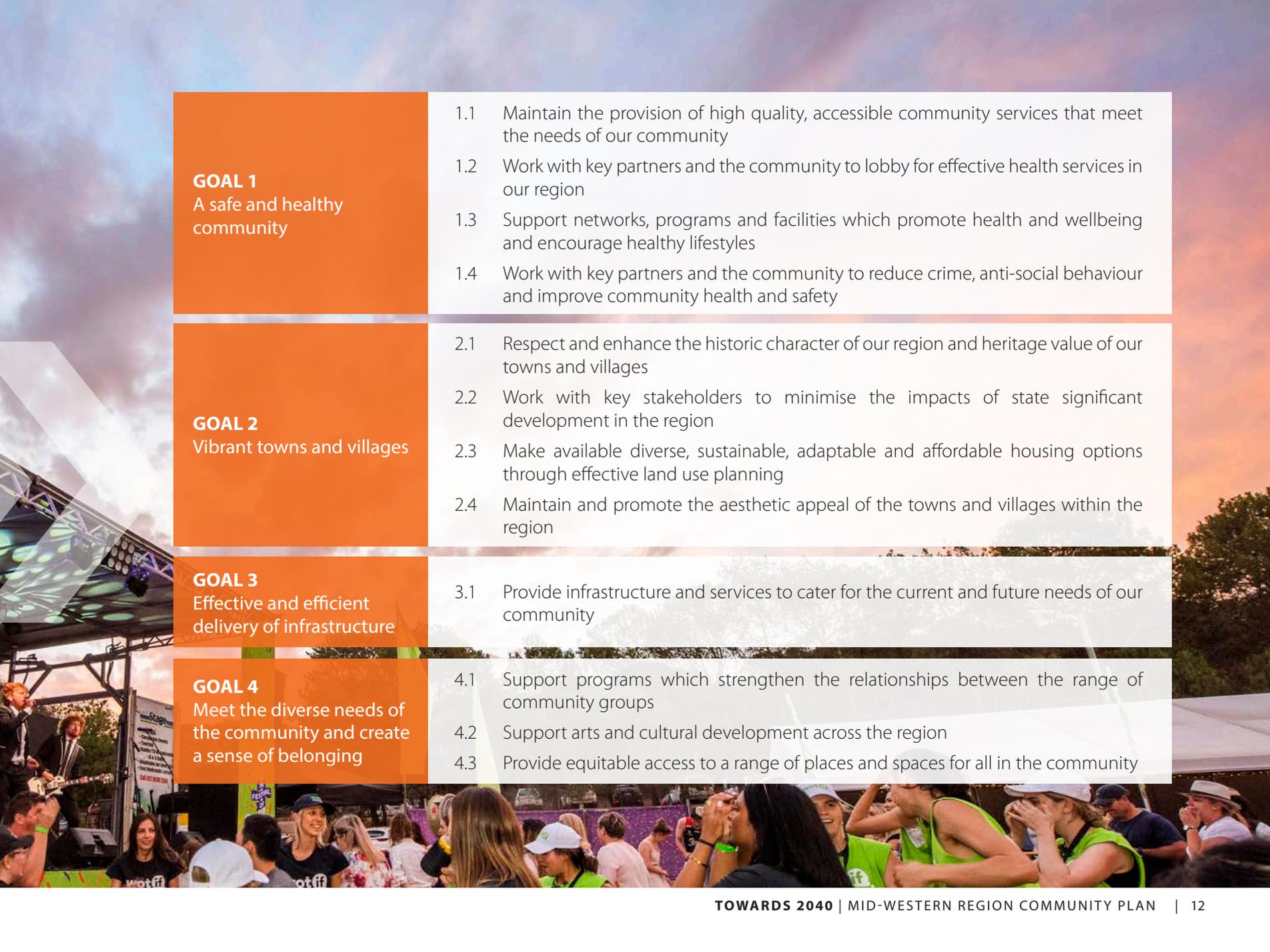
Vibrant towns and villages with a rich history, a safe and healthy community, and a strong sense of community pride – a great place for families.

### COMMUNITY INPUT

- Be a local volunteer
- Make use of local facilities and services
- Be a responsible pet owner
- Join one of the many community groups or organisations involved in various community projects across the region
- Dispose of hazardous waste in approved locations
- Report safety and maintenance issues at public parks, facilities, playgrounds and buildings to Council
- Be proud of your town and your street
- Respect the heritage and culture of others
- Embrace a healthy lifestyle and get involved in local sporting and physical activities

### MEASURES

- An increase in the proportion of new housing stock that is affordable housing
- Development is of a high quality in keeping with the character of our towns and villages
- An increase in the proportion of people who feel safe in our community
- An increase in the number of community members participating in community events, volunteering, activities and organisations
- An increase in community participation in sporting and recreational activities
- An increase in the proportion of people who are satisfied with infrastructure conditions and service levels
- An increase in the proportion of people who feel they have equitable access to community services and facilities to meet their needs
- Improved playground and recreational facilities
- An increase in the proportion of community members who are satisfied with the range and quality of community and cultural facilities and opportunities



**GOAL 1**

A safe and healthy community

- 1.1 Maintain the provision of high quality, accessible community services that meet the needs of our community
- 1.2 Work with key partners and the community to lobby for effective health services in our region
- 1.3 Support networks, programs and facilities which promote health and wellbeing and encourage healthy lifestyles
- 1.4 Work with key partners and the community to reduce crime, anti-social behaviour and improve community health and safety

**GOAL 2**

Vibrant towns and villages

- 2.1 Respect and enhance the historic character of our region and heritage value of our towns and villages
- 2.2 Work with key stakeholders to minimise the impacts of state significant development in the region
- 2.3 Make available diverse, sustainable, adaptable and affordable housing options through effective land use planning
- 2.4 Maintain and promote the aesthetic appeal of the towns and villages within the region

**GOAL 3**

Effective and efficient delivery of infrastructure

- 3.1 Provide infrastructure and services to cater for the current and future needs of our community

**GOAL 4**

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

- 4.1 Support programs which strengthen the relationships between the range of community groups
- 4.2 Support arts and cultural development across the region
- 4.3 Provide equitable access to a range of places and spaces for all in the community



## THEME 2

# Protecting our Natural Environment

### COMMUNITY INPUT

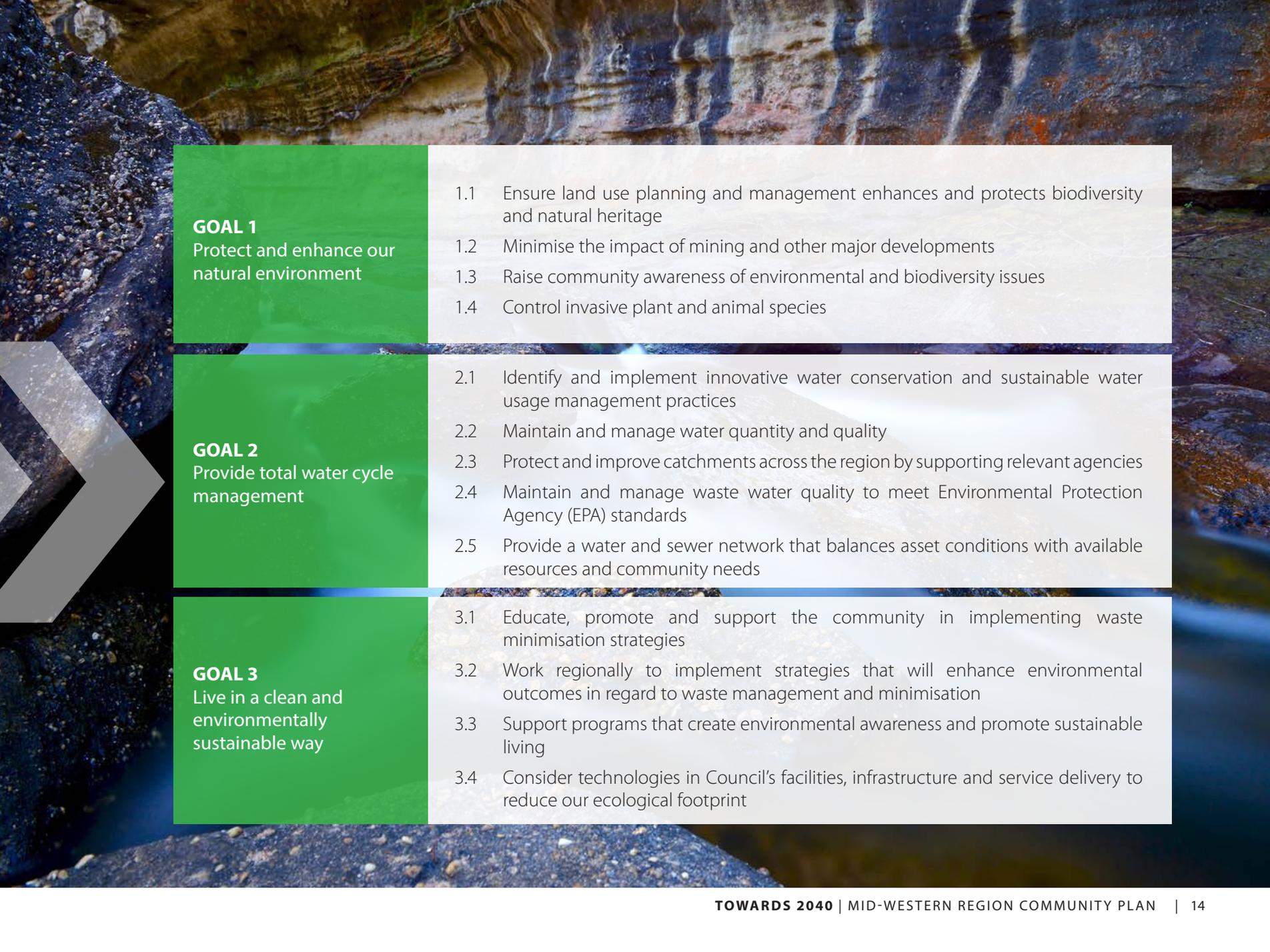
- Continue to reduce, reuse, recycle – minimising waste to landfill
- Reduce consumption of energy and fossil fuels, and consider alternative resources
- Take ownership of our natural environment and protect it through responsible practices
- Control invasive plant and animal species on private property
- Support and participate in Council's environmental programs and initiatives
- Minimise water consumption
- Keep our waterways clean – the drain is just for rain
- Educate each other on environmentally sustainable living practices and reduce our environmental footprint
- Dispose of rubbish properly, do not litter in streets and other public places

### MEASURES

- Minimise damage to our natural environment from economic activities
- A reduction in tonnes of waste to landfill per capita
- An increase in the use of alternative water sources
- Improved standards of water quality in our waterways
- Meet Best Practice Management Guidelines for Water Supply
- An increase in the use of alternative energy sources

### OUTCOME

Conserving and promoting the natural beauty of our region.



**GOAL 1**

Protect and enhance our natural environment

- 1.1 Ensure land use planning and management enhances and protects biodiversity and natural heritage
- 1.2 Minimise the impact of mining and other major developments
- 1.3 Raise community awareness of environmental and biodiversity issues
- 1.4 Control invasive plant and animal species

**GOAL 2**

Provide total water cycle management

- 2.1 Identify and implement innovative water conservation and sustainable water usage management practices
- 2.2 Maintain and manage water quantity and quality
- 2.3 Protect and improve catchments across the region by supporting relevant agencies
- 2.4 Maintain and manage waste water quality to meet Environmental Protection Agency (EPA) standards
- 2.5 Provide a water and sewer network that balances asset conditions with available resources and community needs

**GOAL 3**

Live in a clean and environmentally sustainable way

- 3.1 Educate, promote and support the community in implementing waste minimisation strategies
- 3.2 Work regionally to implement strategies that will enhance environmental outcomes in regard to waste management and minimisation
- 3.3 Support programs that create environmental awareness and promote sustainable living
- 3.4 Consider technologies in Council's facilities, infrastructure and service delivery to reduce our ecological footprint



## THEME 3

# Building a Strong Local Economy

### OUTCOME

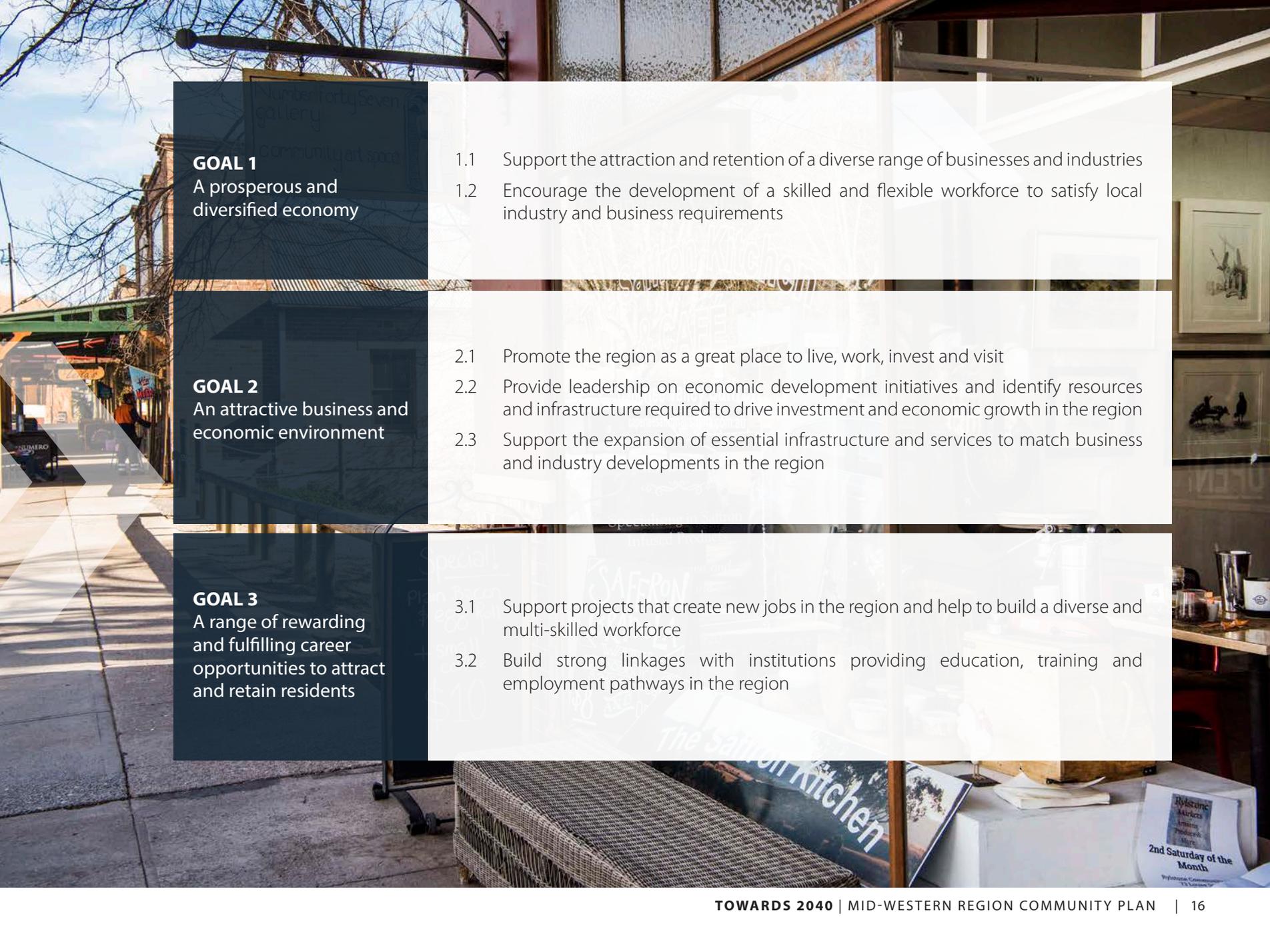
A prosperous and diversified economy delivering lifestyle benefits to the community through employment, income and sustainable economic growth.

### COMMUNITY INPUT

- Shop locally to support our local economy
- Look for local job opportunities
- Promote the region to friends and visitors as a great place to live, work, invest and visit
- Attend and enjoy local festivals and events
- Create opportunities for trainees, work experience and apprenticeships

### MEASURES

- An increase in the size of the local labour force
- Decreased unemployment
- Increased economic activity in the region
- An increase in available housing stock
- An increase in the availability of educational offerings in the region
- An increase in the number of visitors
- An increase in the number of residents
- An increase in the proportion of community members satisfied with the range of products and services available locally



### GOAL 1

A prosperous and diversified economy

- 1.1 Support the attraction and retention of a diverse range of businesses and industries
- 1.2 Encourage the development of a skilled and flexible workforce to satisfy local industry and business requirements

### GOAL 2

An attractive business and economic environment

- 2.1 Promote the region as a great place to live, work, invest and visit
- 2.2 Provide leadership on economic development initiatives and identify resources and infrastructure required to drive investment and economic growth in the region
- 2.3 Support the expansion of essential infrastructure and services to match business and industry developments in the region

### GOAL 3

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

- 3.1 Support projects that create new jobs in the region and help to build a diverse and multi-skilled workforce
- 3.2 Build strong linkages with institutions providing education, training and employment pathways in the region



## THEME 4

# Connecting Our Region

### COMMUNITY INPUT

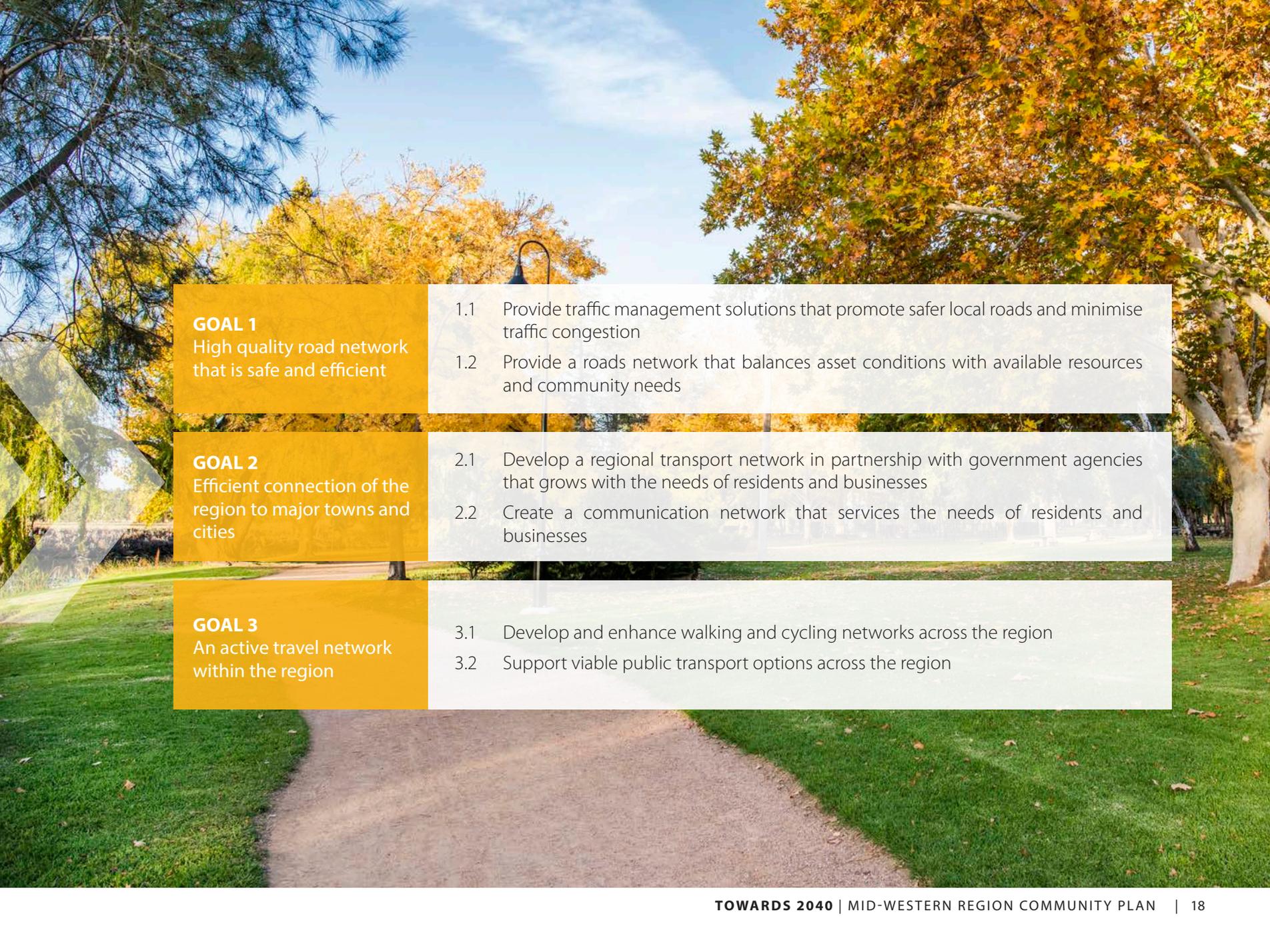
- Report safety and maintenance issues for roads and footpaths to Council
- Lobby the State Government for improved transport links
- Use alternative transport as available
- Always drive safely and to the conditions of the roads

### MEASURES

- An increase in the proportion of community members who are satisfied with road conditions
- An increase in the availability of viable and affordable public transport options
- Increased access to and usage of shared pathways
- An increase in the average condition of road surfaces
- An increase in the take up of technologies to support lifestyle and economic activities
- Improve mobile and broadband coverage across the region

### OUTCOME

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



**GOAL 1**

High quality road network that is safe and efficient

- 1.1 Provide traffic management solutions that promote safer local roads and minimise traffic congestion
- 1.2 Provide a roads network that balances asset conditions with available resources and community needs

**GOAL 2**

Efficient connection of the region to major towns and cities

- 2.1 Develop a regional transport network in partnership with government agencies that grows with the needs of residents and businesses
- 2.2 Create a communication network that services the needs of residents and businesses

**GOAL 3**

An active travel network within the region

- 3.1 Develop and enhance walking and cycling networks across the region
- 3.2 Support viable public transport options across the region



## THEME 5 Good Government

### COMMUNITY INPUT

- Talk to your Councillors about ideas and suggestions for improving Mid-Western Regional Council
- Attend Council meetings
- Read Community News and keep up to date with Council activities
- Provide feedback on public exhibitions of policies, strategies, plans and community projects
- Participate in community surveys
- Make use of Council's website

### MEASURES

- Compliance with the Office of Local Government's 'Promoting Better Practice' program
- An increase in the proportion of community members who are satisfied with the provision of information by Council
- An increase in the percentage of service requests completed within established timeframes
- Meet Office of Local Government's Performance Benchmarks
- An increase in the percentage of correspondence and other contact acknowledged and completed within 14 days
- An increase in the proportion of community members who are satisfied with the customer service provided by Council

### OUTCOME

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



**GOAL 1**  
Strong civic leadership

- 1.1 Provide clear strategic direction through the Community Plan, Delivery Program and Operational Plan
- 1.2 Provide accountable and transparent decision making for the community
- 1.3 Provide strong representation for the community at regional, state and federal levels

**GOAL 2**  
Good communications and engagement

- 2.1 Improve communications between Council and the community and create awareness of Council's roles and responsibilities
- 2.2 Encourage community access and participation in Council decision making

**GOAL 3**  
An effective and efficient organisation

- 3.1 Pursue excellence in service delivery
- 3.2 Provide a positive and supporting working environment for employees
- 3.3 Prudently manage risks associated with all Council activities
- 3.4 Pursue efficiencies and ongoing business improvement



# Further reading and references

## Integrated Planning and Reporting Towards 2040

Community Engagement Strategy

Workforce Management Strategy

Asset Management Strategy and Policy

Asset Management Plans

- Roads, Bridges and Footpaths
- Buildings and Facilities
- Water Supply Infrastructure
- Sewerage Treatment Infrastructure
- Stormwater Drainage
- Waste Management Facilities

Long Term Financial Plan

Delivery Program and Operational Plan

Annual Report

## External links

NSW State Priorities

Central West and Orana Regional Plan

Office of Local Government  
(Integrated Planning and Reporting)

## Contact us

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Visit: 86 Market Street, Mudgee  
109 Herbert Street, Gulgong  
99 Louee Street, Rylstone

Visit [midwestern.nsw.gov.au](http://midwestern.nsw.gov.au) to find Council's Integrated Planning and Reporting documents, as well as policies, strategies and financial reports.



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

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