



Mid-Western Region

# Community Strategic Plan

Towards 2040





A scenic landscape photograph showing a river winding through a dense, green forest. In the background, a large, sunlit hill rises, with the sun's rays creating a lens flare effect. The foreground is filled with lush vegetation and trees.

## ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Wiradjuri people, the traditional custodians of the Wiradjuri Nation. We acknowledge their Elders past, present and future. We also acknowledge people from other nations and language groups who have now made the Mid-Western Region their home, along with the descendants of the Wiradjuri Nation.





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#### COUNCIL'S VISION

A prosperous and  
progressive community  
we proudly call home.

#### Mid-Western Regional Council

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# A Message from Council

The Mid-Western Region Towards 2040 Community Strategic 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 Towards 2040 Community Strategic Plan presents a shared vision for the future of the Mid-Western Region—one that reflects the goals, values and aspirations of our residents and sets a direction for a strong, sustainable, and inclusive future.

The Mid-Western Region is a modern, growing region with a proud heritage and a strong sense of community. Significant growth in industry and population, particularly driven by state significant development and major infrastructure projects, continues to shape our landscape. At the forefront of this change is the Central-West Orana Renewable Energy Zone—an initiative that brings both opportunities and complex challenges.

At the same time, our region faces pressures on key services. Persistent challenges in attracting and retaining essential workers—including healthcare professionals, educators, and skilled tradespeople—underscore the importance of strategic, community-driven planning.

This Plan aims to reconcile the economic, environmental, social, and civic leadership priorities of our community. It is built on the voices of our community with over 4380 residents (more than 16 per cent of the population) contributing through online, paper, phone and face-to-face engagement over a ten-month period. This is the most extensive consultation process ever undertaken for a Community Plan in our region.

Together—as residents, businesses, organisations and local government—we all have a role to play. The Towards 2040 Plan provides the foundation to harness our opportunities, confront our challenges, and shape a thriving Mid-Western Region for current and future generations.



Cr Alex Karavas  
DEPUTY MAYOR



Cr Marcus Cornish



Cr Katie Dicker



Cr Elwyn Lang



Cr Robbie Palmer



Cr Rod Pryor



Cr Peter Shelley



Cr Percy Thompson



Cr Des Kennedy, Mayor

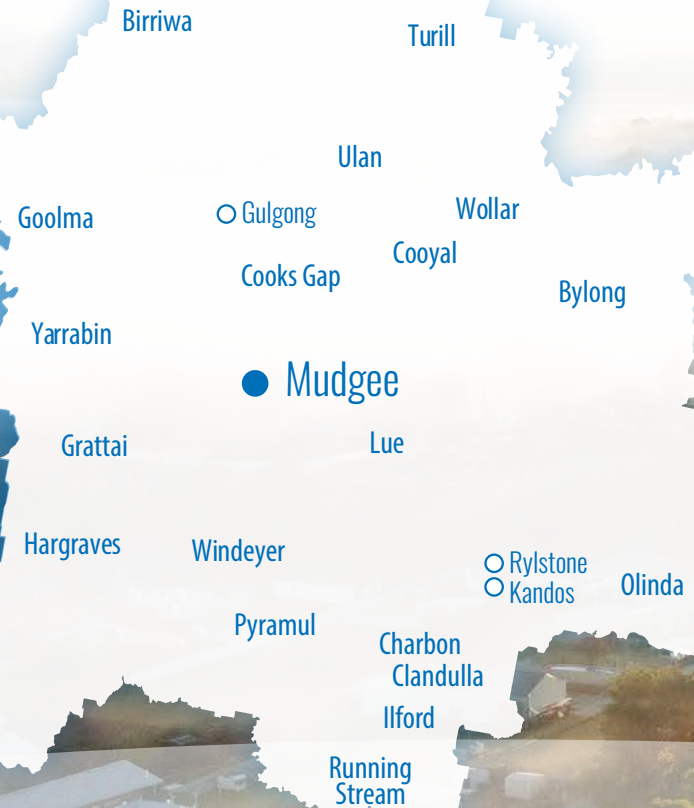


# Community Snapshot

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 Tablelands of NSW, the area covers approximately 9000 square kilometres and has a population of more than 26,000.

The population has grown 9% since 2014, and is forecast to continue to grow in the future.



A map of the Mid-Western Region in NSW, Australia, overlaid on an aerial photograph of a suburban area. The map shows the following locations: Birriwa, Turill, Ulan, Wollar, Goolma, Gulgong, Cooyal, Cooks Gap, Yarrabin, Bylong, Grattai, Lue, Hargraves, Windeyer, Pyramul, Rylstone, Kandos, Olinda, Charbon, Clandulla, Ilford, Running Stream, and Mudgee (marked with a blue dot). The map also shows a blue shaded area representing the region's extent.



LAND AREA  
**8752km<sup>2</sup>**



POPULATION\*  
**26,214**



GROSS REGIONAL  
PRODUCT\*\*  
**\$5.647 bn**



ROADS NETWORK  
**2460 km**



JOB\*\*  
**14,059**



REGISTERED  
BUSINESSES\*  
**2991**



UNEMPLOYMENT  
RATE\*\*  
**1.9%**



ACTIVE INDUSTRY  
SECTORS  
**85**



TOURISTS  
**691,000 pa**



PARKS IN THE REGION  
**80+** (inc. 38 playgrounds)



SKATEPARKS  
**4** (+ 1 pumptrack)



POOLS  
**3**

### Major Towns and Centres



Mudgee, Gulgong, Kandos  
and Rylstone

### Major Industries



Agriculture, Mining, Tourism,  
Retail and Construction

### Competitive Advantages



- Diverse and growing economic base
- Centrally located to Sydney, Newcastle and major regional centres in NSW
- Skilled workforce
- Strong business services sector
- Great lifestyle benefits
- Thriving tourism, arts and cultural sectors
- Adequate water supply

# Our Community Strategic 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.

Our Plan is structured around key strategic themes, each supported by clear objectives, targeted strategies, and measurable outcomes to guide progress and track success.



## Objectives

Where do we want to be in 2040?



## Strategies

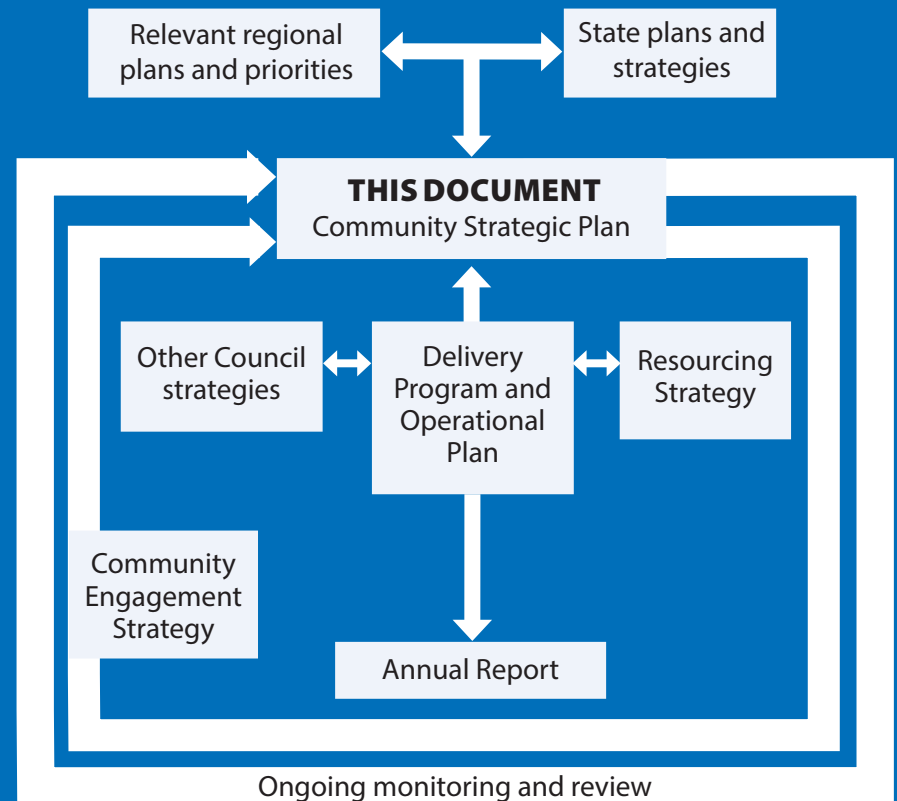
How will we get there?



## How will we measure success?

Provide the measure of where we are now and how we will know we have met our objectives.

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





# Social Justice Principles

The Towards 2040 Community Strategic Plan is grounded in the social justice principles that underpin the Integrated Planning and Reporting (IP&R) framework: **equity, access, participation, and rights.**

These principles ensure that Council's engagement with the community is fair, inclusive, and transparent when developing the plan, setting long-term priorities, and shaping services that reflect the needs and aspirations of all residents.



Promoting equitable decision-making, priority setting, and resource distribution, with a focus on supporting those with the greatest need



People can fairly access the services, resources, and opportunities they need to live well



Everyone is given a real chance to take part in decisions that impact their lives



Everyone's rights are respected and supported, with opportunities for people of all languages, cultures, and religions to take part in community life



## OUR SUSTAINABILITY APPROACH: THE QUADRUPLE BOTTOM LINE (QBL)

The QBL is a framework to evaluate Council's performance across 4 pillars:

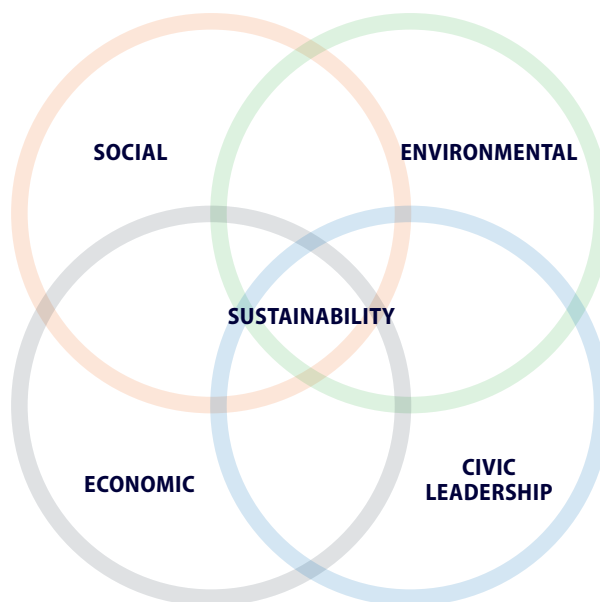
- Civic leadership
- Economic
- Environmental
- Social

It is an extension of the triple bottom line accounting framework, which provided a balance of people, planet and profit needs, to encompass civic leadership. This approach has its origins in

Council's strategic themes are aligned with the quadruple bottom line framework, ensuring a balanced focus across all key areas of sustainability. Looking After Our Community reflects the social dimension, Protecting the Natural Environment addresses the environmental, Building a Strong Local Economy supports the economic, and Good Government represents civic leadership. Based on strong community feedback and the importance of the region's expansive transport network, Connecting our Region remains a relevant theme in its own right, recognising the critical role infrastructure and connectivity play in supporting regional growth and liveability.

corporate reporting, encouraging a move away from company performance being judged on the single financial bottom line towards a more holistic view.

The QBL principles are central to the IP&R requirements which all NSW councils must meet, as set out in the Local Government Act 1993. The legislation states that councils must address social, environmental, economic and civic leadership issues in an integrated manner.







## COUNCIL'S ROLE

We undertake a range of roles and functions to support the needs and aspirations of the community and achieve our vision and Community Strategic Plan. Our Community Strategic Plan must identify the role Council will have in the delivery of a service. These have been defined as follows:



# State and Regional Priorities

Our Community Strategic Plan is informed by, and helps achieve the objectives of the following key state and regional plans, strategies and priorities.

## 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 Strategic Plan.



### A Strong Economy

Prioritising economic growth through infrastructure investment, job creation, and support for industries, aiming to boost productivity and future-proof the economy.



### Sustainable Environment

Protecting natural resources through climate action, emissions reduction, water security, and biodiversity conservation to ensure a liveable, resilient future for all.



### Quality Education

Improve education and learning outcomes for all students



### Affordable Housing and Homelessness Support

Tackling housing affordability and homelessness by increasing housing and supporting pathways to stable, long-term accommodation.



### Safe and Inclusive Communities

Safe, inclusive communities through disaster preparedness, youth engagement initiatives, and targeted support for vulnerable and diverse groups to strengthen resilience, equity, and social cohesion.



### Accessible Healthcare

Delivering timely, high-quality healthcare services by investing in hospitals, digital health, regional care, and reducing wait times for patients.

## CENTRAL WEST AND ORANA REGIONAL PLAN 2041

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 23 key objectives outlined in the Plan under the following parts:

- Region-shaping investment
- A sustainable and resilient place
- People, centres, housing and communities
- Prosperity, productivity and innovation



# Other Plans

## OTHER NSW STRATEGIES THAT HAVE GUIDED THE TOWARDS 2040 COMMUNITY STRATEGIC PLAN

- Office of Local Government (Integrated Planning and Reporting)
- NSW Government Net Zero Plan Stage 1: 2020-2030
- NSW State Infrastructure Strategy 2022-2042
- NSW Government Creative Communities 2024-2033
- Active Transport Strategy
- NSW 2021 State Plan
- Mid-Western Regional Economic Development Strategy

## ..... COUNCIL STRATEGIES AND PLANS .....

### Integrated Planning and Reporting Towards 2040

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>■ Community Engagement Strategy and Policy</li> <li>■ Workforce Strategy</li> <li>■ Asset Management Strategy and Policy</li> <li>■ Building Asset Management Plan</li> <li>■ Open Space and Recreational Asset Management Plan</li> <li>■ Plant and Equipment Asset Management Plan</li> <li>■ Road Asset Management Plan</li> <li>■ Sewer Asset Management Plan</li> <li>■ Solid Waste Asset Management Plan</li> <li>■ Water Supply Systems Asset Management Plan</li> <li>■ Storm Water Asset Management Plan</li> <li>■ Long Term Financial Plan</li> <li>■ Delivery Program and Operational Plan</li> <li>■ Annual Report</li> </ul> | <ul style="list-style-type: none"> <li>■ Community Participation Plan</li> <li>■ Comprehensive Land Use Strategy</li> <li>■ Disability Inclusion Action Plan</li> <li>■ Employment Lands Strategy (Industrial) 2024</li> <li>■ IT Strategic Plan 2024/28</li> <li>■ Mid-Western Region Local Emergency Plan</li> <li>■ Mudgee and Gulgong Urban Release Strategy</li> <li>■ Mid-Western Regional Public Art Plan</li> <li>■ Mudgee Arts Precinct Strategic Plan</li> <li>■ MWRC Cultural Plan 2023-2033</li> <li>■ MWRC Library Strategic Plan</li> <li>■ Recreation Strategy</li> <li>■ Rural Residential, Industrial and Residential Strategy</li> <li>■ Saleyards Strategic Plan 2023</li> <li>■ Smart Community Strategy</li> <li>■ Rural Strategy</li> <li>■ Walking and Cycling Strategic Plan</li> <li>■ Youth Strategy</li> </ul> |
|---|---|

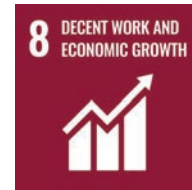
Visit [midwestern.nsw.gov.au](https://midwestern.nsw.gov.au) to find Council's Integrated Planning and Reporting documents, as well as policies, strategies and financial reports.

# United Nations Sustainable Development Goals



The United Nations Sustainable Development Goals (SDGs) are a global blueprint for achieving a better and more sustainable future for all. Comprised of 17 interconnected goals, the SDGs address the world's most pressing challenges—ranging from health, and education to climate action, clean energy, and strong institutions. In this Towards 2040 Community Strategic Plan, we have identified how our community's goals align with the SDGs, reinforcing our commitment to global sustainability while addressing local needs and priorities. By aligning our regional vision with these international goals, we ensure our planning contributes to both local wellbeing and broader global outcomes.

## SUSTAINABLE DEVELOPMENT GOALS





# Community Consultation

The community played a key role in shaping and reviewing the Towards 2040 Community Strategic Plan, with 4,380 people participating in a variety of consultation and engagement activities.

Council's Community Engagement Strategy, developed in accordance with the Local Government Act 1993, ensured the process was inclusive, accessible, and guided by the principles of equity, access, participation, and rights.

Between May 2024 and March 2025, community members contributed through:

- Telephone surveys
- Online surveys
- Focus groups
- Postcard exercises
- Youth engagement initiatives
- Direct mail campaigns
- Permanent public displays

The engagement approach had a dual purpose: to raise awareness of the Community Plan and to collect meaningful feedback. Participants were asked what they value about the region now, their vision for the future, and what priorities Council should focus on over the next 4 to 15 years.

**4380**

PARTICIPANTS



**960**

SCHOOL AGED STUDENTS



**401**

TELEPHONE SURVEYS



**7**

COMMUNITY INTEREST FOCUS GROUPS



**2270**

ONLINE SURVEY RESPONSES



# Consultation Outcomes



Community engagement for the Towards 2040 Community Strategic Plan revealed clear and consistent priorities across the region. Residents emphasised the need for **improved road maintenance** and **footpath upgrades**, access to quality **healthcare** through the attraction of doctors and specialists, and a stronger local **education** workforce, particularly teachers. An **indoor pool, indoor sports centre**, and more **youth-focused** services were frequently identified as important additions to support community wellbeing and active lifestyles.

**Housing affordability** and availability, especially for key workers, emerged as a major concern, alongside calls for better planning to accommodate future growth. Environmental priorities included long-term **water security**, increased **tree planting**, and investment in sustainability initiatives. Community members also strongly supported **economic diversification**, including strategies to transition beyond mining and attract **new industries** to the region. Partnerships with local educational institutions to deliver training aligned with job opportunities were also highlighted.

While priorities varied slightly across towns and villages, common values were clear: the community want to preserve the region's **lifestyle** and **natural beauty** while planning smartly for future needs. **Clean towns**, parks and **green spaces**, the sense of **community**, and **heritage** remain central to what residents love about living in the Mid-Western Region.





**89%**

of residents rate the quality of life living in the region as being 'good' to 'excellent'



**76%**

of residents are at least somewhat satisfied with the performance of Council over the last 12 months



### Youth loved about the region

- Community / people
- Parks
- Small town lifestyle
- Glen Willow
- Sporting facilities
- Fishing
- Pool



### Youth would like to improve in the region

- More activities for entertainment
- Cinema
- Water park
- More shops / shopping centre
- Indoor pool
- Public transport and roads
- Recreational spaces
- More fast food options



### Adults like about the region

- Parks and natural beauty
- Community, people and lifestyle
- Clean towns
- Recreation and outdoor facilities
- Heritage and culture
- Food and wine
- No traffic lights and size of towns

## Top priorities for the region:



HEALTH SERVICES AND DOCTORS



YOUTH ACTIVITIES



AFFORDABLE HOUSING AND URBAN PLANNING



ROADS AND FOOTPATHS



INDOOR POOL AND SPORTS CENTRE



PLANTING TREES AND SUSTAINABILITY



BUSINESS AND INDUSTRY ATTRACTION



POST MINING STRATEGY



WALKING AND CYCLING TRACKS



SUSTAINABILITY AND GREEN INITIATIVES

# Community Strategic Priorities

The Towards 2040 community priorities are structured around five key themes that reflect the needs and aspirations of our region:



## Looking After Our Community

Supporting the health, wellbeing, safety, and inclusion of all residents by providing access to quality services, facilities, and opportunities for social connection.



## Protecting Our Natural Environment

Preserving and enhancing the region's natural assets through sustainable land use, conservation efforts, and actions that address climate change and environmental resilience.





## Building a Strong Local Economy

Encouraging diverse and sustainable economic growth by supporting local businesses, attracting new industries, and creating job opportunities for current and future generations.



## Connecting Our Region

Focusing on the development and maintenance of transport and digital infrastructure to improve connectivity between towns, villages, and the wider region, supporting access and mobility.



## Good Government

Ensuring transparent, accountable, and inclusive decision-making, with a commitment to community engagement, effective service delivery, and strong civic leadership.



# Looking After Our Community

## OBJECTIVES

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

## STRATEGIES

- 1.1 Provide high quality, accessible services that meet community needs
- 1.2 Advocate for improved health services and work with key partners to enhance community wellbeing, safety, and crime prevention
- 1.3 Preserve and enrich the historic character and heritage of our region
- 1.4 Support strategic land use planning and development while preserving and enhancing the aesthetic appeal of towns and villages
- 1.5 Deliver infrastructure and services that meet the evolving needs of the community while ensuring equitable access to public spaces for all
- 1.6 Support programs that foster stronger relationships with community groups
- 1.7 Support arts and cultural development across the region

SUSTAINABLE  
DEVELOPMENT GOALS





## HOW WILL WE MEASURE SUCCESS?

- 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
- Growth in volunteer hours contributed by community members to local services and initiatives
- 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





# Protecting Our Natural Environment

## OBJECTIVES

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

## STRATEGIES

- 2.1 Ensure management of our natural environment. Enhance and protect biodiversity, natural and cultural heritage including the impacts of major developments across the region
- 2.2 Increase community awareness of environmental and biodiversity issues and implement measures to control invasive weed species
- 2.3 Identify and implement innovative water conservation and sustainable water usage management practices
- 2.4 Protect and improve catchments across the region by supporting relevant agencies
- 2.5 Manage waste-water quality to meet Environmental Protection Agency (EPA) legislative requirements
- 2.6 Work locally and regionally to educate, promote and support the community in managing waste
- 2.7 Consider technologies in Council's facilities, infrastructure and service delivery to reduce our ecological footprint

SUSTAINABLE  
DEVELOPMENT GOALS







## HOW WILL WE MEASURE SUCCESS?

- Minimise damage to our natural environment from economic activities
- A reduction in tonnes of waste to landfill per capita
- An increase in weed control on roadsides and Council land
- 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







# Building a Strong Local Economy

## OBJECTIVES

- A resilient and innovative region driving sustainable growth and a secure future

## STRATEGIES

- 3.1 Support the attraction, retention and resilience of a diverse range of businesses and workforce
- 3.2 Attract and deliver events to increase the visitor economy
- 3.3 Support the expansion of essential infrastructure and services to match business and industry developments in the region
- 3.4 Develop and implement initiatives to enhance the regional workforce's skills and capabilities
- 3.5 Build and grow the visitor economy

**SUSTAINABLE  
DEVELOPMENT GOALS**





## HOW WILL WE MEASURE SUCCESS?

- An increase in the size of the local labour force
- Decreased unemployment
- Increased economic activity in the region
- 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







# Connecting Our Region

## OBJECTIVES

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

## STRATEGIES

- 4.1 Provide traffic management solutions that promote safer local roads and minimise traffic congestion
- 4.2 Provide a roads network that balances asset conditions with available resources and community needs
- 4.3 Develop a regional transport network in partnership with government agencies that grows with the needs of residents and businesses
- 4.4 Create a communication network that services the needs of residents and businesses
- 4.5 Develop and enhance walking and cycling networks across the region

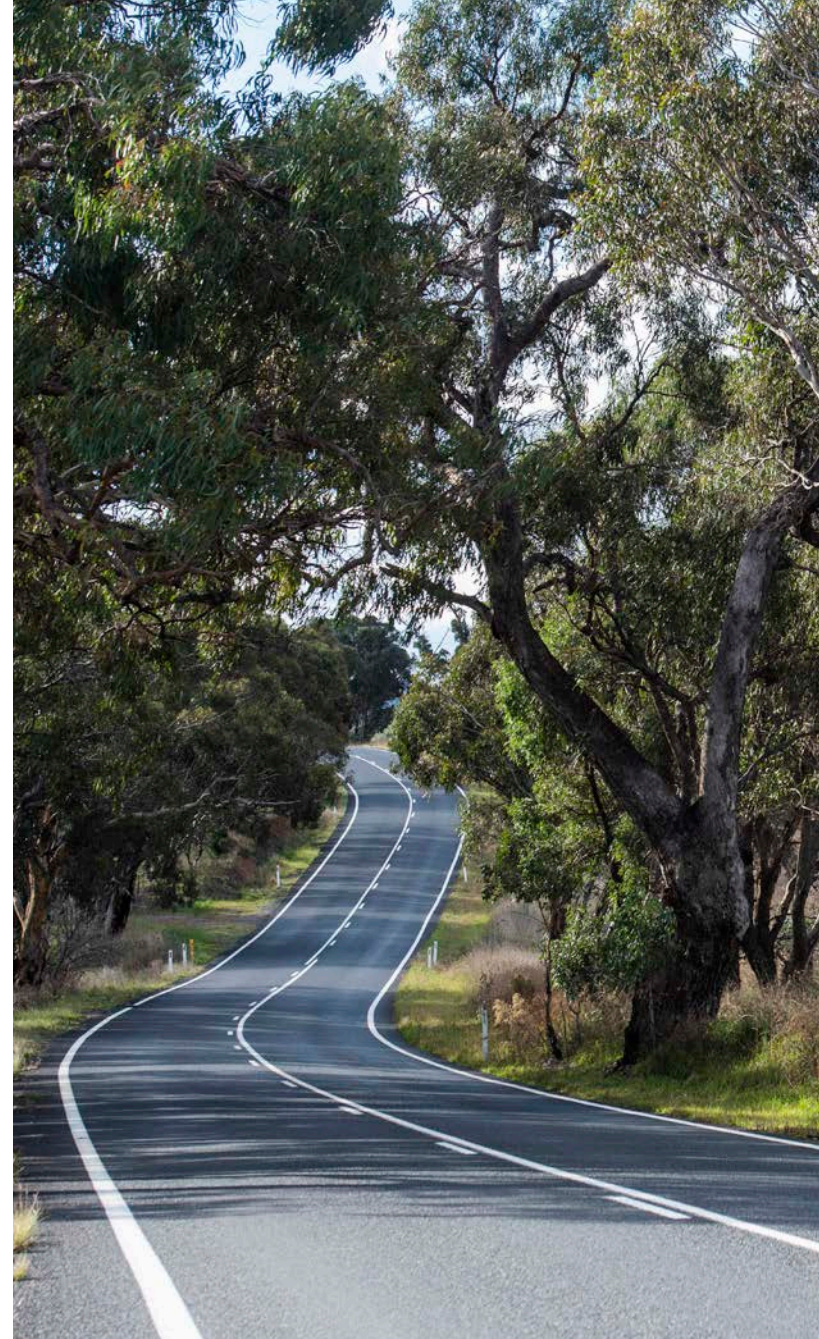
**SUSTAINABLE  
DEVELOPMENT GOALS**





## HOW WILL WE MEASURE SUCCESS?

- 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
- Improved mobile and broadband coverage across the region







# Good Government

## OBJECTIVES

- Strong Civic Leadership
- Good Communications and Engagement
- An effective and efficient organisation

## STRATEGIES

- 5.1 Provide clear strategic direction
- 5.2 Lead, govern and regulate in an ethical, equitable and transparent way
- 5.3 Provide strong representation for the community at Regional, State and Federal levels
- 5.4 Enhance communication and transparency between Council and the community, fostering awareness of Council's roles and encouraging active community participation in decision-making
- 5.5 Pursue efficiencies, ongoing business improvement and customer focused service delivery
- 5.6 Provide a safe, positive and supportive working environment for employees
- 5.7 Prudently manage risks associated with all Council activities

**SUSTAINABLE  
DEVELOPMENT**  **GOALS**





## HOW WILL WE MEASURE SUCCESS?

- 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



# Council's Role and Partners



**Deliver:** Plan and deliver services, programs and projects



**Partner:** Work with other stakeholders to achieve shared goals



**Facilitate:** Assist others to undertake activities by bringing interested parties together



**Regulate:** Regulating activities and legislated responsibilities to deliver the service



**Advocate:** Promote the interest of our communities to influence decision makers



**Educate:** Share learning to support broader understanding and action

## LOOKING AFTER OUR COMMUNITY

Strategy	Deliver	Partner	Facilitate	Regulate	Advocate	Educate
1.1	Y	Y	Y	Y	Y	
1.2	Y	Y	Y	Y	Y	Y
1.3	Y	Y				
1.4	Y	Y	Y	Y	Y	Y
1.5	Y	Y	Y			
1.6	Y	Y	Y			
1.7	Y	Y			Y	Y

### Stakeholders

- NSW Health
- Local Doctors
- NSW Police
- Community Groups
- NSW Government
- Commonwealth Government
- RDA Orana
- Community Members
- Central West Libraries
- Arts Out West
- RSPCA and Pet Owners
- Local Service Providers
- Emergency Services
- Local Business and Industry

## PROTECTING OUR NATURAL ENVIRONMENT

Strategy	Deliver	Partner	Facilitate	Regulate	Advocate	Educate
2.1	Y				Y	
2.2	Y				Y	Y
2.3	Y					
2.4						
2.5	Y	Y		Y		Y
2.6	Y	Y				Y
2.7	Y					

### Stakeholders

- Community Groups
- Environmental Protection Authority
- Commonwealth Government
- RDA Orana
- Local Lands Council
- NSW Office of Environment and Heritage
- Waste Contractors
- State Significant Developers
- NSW Government
- Endeavour Energy
- Central Tablelands Water
- Local Business and Industry
- Central Tablelands Weeds Authority



## BUILDING A STRONG LOCAL ECONOMY

Strategy	Deliver	Partner	Facilitate	Regulate	Advocate	Educate
3.1	Y	Y				
3.2	Y					
3.3	Y		Y		Y	
3.4	Y	Y				

### Stakeholders

- Businesses and industry
- NSW Government
- Commonwealth Government
- RDA Orana
- Business Chambers
- Education Institutions
- State Significant Developers

## CONNECTING OUR REGION

Strategy	Deliver	Partner	Facilitate	Regulate	Advocate	Educate
4.1	Y	Y			Y	
4.2	Y					
4.3	Y	Y			Y	
4.4	Y	Y			Y	
4.5	Y					

### Stakeholders

- Transport for NSW
- RDA Orana
- NSW Government
- Commonwealth Government
- Telecommunications Providers
- CASA
- State Significant Developers
- Air Passenger Service Providers

## GOOD GOVERNMENT

Strategy	Deliver	Partner	Facilitate	Regulate	Advocate	Educate
5.1	Y					
5.2	Y					
5.3					Y	
5.4	Y					
5.5	Y					
5.6	Y					
5.7	Y	Y	Y	Y		Y

### Stakeholders

- NSW Government
- Commonwealth Government
- LGNSW
- LGPA



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

**MID-WESTERN REGIONAL COUNCIL**  
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