



Draft Management Plan 2012 - 2016



Mid-Western
REGIONAL COUNCIL

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Our journey together . . .



Introduction and Overview

Welcome to the Council's 2012 – 2016 draft Management Plan which highlights the work that we propose to do over the next five years. This plan also sets out the costs of projects and how we will fund them. This is now your opportunity to participate in how you want to see your community develop. Submissions on this draft Management Plan are open until Monday 23 May 2011.

This Council has a strong philosophy of remaining financially sustainable so we can continue to provide quality services to the community, and maintain our infrastructure to a high standard.

Over the last four years the Council has set a direction to improve our infrastructure to a standard that you as a community deserve. The impetus in this draft Management Plan is to continue that growth and improvement over the next five years. Recent surveys undertaken by Council clearly indicate that we need to continue to focus our priorities on core services such as roads, waste, parks and gardens, water and sewerage.

Rates

The Independent Pricing and Regulatory Tribunal (IPART) has approved a 2.8% rate increase limit for local government for the 2011/12 financial year. However, Council like all other businesses and individuals is facing cost increases closer to 3.5%. This does place added pressure on Council, making it more difficult to retain existing levels of service as well as undertaking new community projects. The Council is promoting the following increases to rate categories to make up the 2.8% increase in our overall income:

Residential – 0.8%
 Farmland – 0.8%
 Business – 0.8%
 Mining – Coal – 36.7%
 Mining – Other - 0.8%

Although the rates for coal mining are proposed to increase by 36.7% it only represents a revenue increase of \$277,000. Council believes that the impact of coal mining on community services and infrastructure warrants this dollar increase.

Development

A number of significant developments will occur in this region in the next few years. Known developments include new and expanded coal mines, a gas fired power station and two large wind farms. These developments will generate a lot of growth and as a Council, we are focussed on working with both State and Federal Government to ensure that that growth is managed and planned in an appropriate way. The pressure upon infrastructure needs to be addressed by all levels of Government, in particular issues like:

- Hospitals, doctors and dentists
- Schools, pre-schools and child care facilities

- Housing
- Professionals and qualified trades people
- Roads
- Ground water
- Other essential services

Council gives the community a commitment that we are working very hard to ensure that these matters are dealt with appropriately and that existing services are protected and enhanced.

Regional Library

The Council has been discussing and investigating for three years what our new Regional Library should look like, and where it should be located. Following ongoing community consultation, the Council has finalised its thinking and is promoting the upgrade of the existing library facility in Market Street, Mudgee. This iconic heritage building (which used to be the Mudgee Town Hall) is a fabulous asset to this community and to prolong its life as a high-use facility is a wonderful asset to our Region.

Not only will we refurbish and extend the building for a library but we will also make the building multi-purpose incorporating additional facilities such as a:

- Art Gallery
- Theatre (capable of both live theatre and movies)
- Meeting/conference facilities
- Expanded public computer facilities and technology access

A copy of the plans for the proposed refurbishment of the library building can be found in the Library section of the plan, see page 58. Your feedback on this proposal is welcome.

Lawson Park

Some four years ago, Council purchased the former TAFE site on Short Street. The Council proposes to upgrade that site into a useable green space for the community. The area will form part of Lawson Park. A copy of the landscaping plan can be found in the Parks and Reserves section of this plan, see page 49. Included in this new park will be a heritage/memorial walkway, which will incorporate the history of this region as well as recognition of the people of this community who have made an extraordinary contribution to the town and surrounding areas. Your feedback on this proposal is welcome.

Gulgong and Rylstone Heritage Recognition

As stated above, Council is establishing a heritage/memorial walkway in our towns. At this time we have not yet determined a location for such a walkway in Rylstone or Gulgong. We would like the community's feedback on the best location for this type of recognition in those towns.

Integrated Planning and Reporting

Council has commenced the development of a Community Strategic Plan which will determine the future direction of the community over the next twenty years. The plan will not just focus on Council's input into the growth and development of our community, but also the involvement of State and Federal Government and many other stakeholder groups. We strongly encourage you to participate in this process.

Roads

Roads remain a very high priority for Council, and we will continue to ensure that available resources are spent on roads. The improvements we have made around the region over the past three years are very noticeable, but we won't rest there and will continue to make improvements for your benefit.

Our region has recently suffered considerable flood damage to our roads network. The cost of those repairs works will be \$4.5 million. This will dominate our works program over the next twelve months.

Other major works planned for the 2011/2012 financial year are:

- Carwell Creek Bridge replacement – carried forward from 2010/2011
- Upgrade of the Pitts Lane/Ulan Road/Lue Road intersection – carried forward from 2010/2011
- Upgrade of the Lewis Street/Horatio Street Mudgee intersection – rehabilitation
- Market Street Mudgee (between Perry Street and Douro Street) – rehabilitation
- Mayne Street, Gulgong, west of Medley Street – rehabilitation
- Completion of Hill End Road seal extension
- Henry Lawson Drive (north of Henry Lawson Bridge) – rehabilitation
- Upgrade of the Lue Road adjacent to the olive farm
- Continued upgrade of Ulan Road
- Ulan Wollar Road seal extension
- Wollar Road seal extension.

Sewer Scheme

Over the next twelve months Council will complete the planning and design of the Rylstone, Kandos, Charbon and Clandulla sewer schemes. Council will consult with these communities on the need for the scheme and its costs, and where the infrastructure will be located.

The physical works for the Mudgee sewer scheme has been tendered and Council proposes to award a tender prior to the 30 June 2011. The cost of the scheme is likely to be \$23 million. The new scheme will take more than a year to build.

The total cost of the two schemes across coming financial years is anticipated to be over \$34 million. Council will need to borrow \$24.3 million over a 20 year period to fund the schemes. The charges for the sewer schemes region wide are listed in the Sewer section of this plan on page 27.

Swimming Pools

Council owns three swimming pools in the region – Kandos, Mudgee and Gulgong. Each of the pools is nearing or beyond their effective life, and require substantial renewal works. A report on the state of the pools was received by Council last year which determined that if some major upgrades were undertaken, the life of those pools could be extended 25 years. The cost of those upgrades is \$4.5 million and Council proposes to do those works over two years. The cost of the upgrades will be loan funded.

The works included at all three pools:

- Replace sand filters
- Replace broken tiles
- New storage facilities for chemicals
- Rebuilding plant rooms
- Repair concrete around pools
- Rebuild changing room/toilet amenities
- Rebuild front entrances
- Build disabled access ramp at the Gulgong pool

Weeds Management

The Council will continue to enhance its operation of weeds eradication in the region. Council allocated \$120,000 for weeds spray on roadsides and employs 5 staff to actively work with landowners to eradicate weeds on private property.

Other Projects

Other major upgrades planned for the 2011/2012 financial year are:

- Ilford Information Bay – new toilets
- New regional dog pound facilities
- New children’s playground at Victoria Park, Gulgong
- Upgrade of Anzac Park, Gulgong
- Continuation of footpath to Charbon and construction of a pedestrian bridge into Charbon
- New grandstand and amenities at Kandos Sports Ground
- Kandos Museum upgrade – continuing
- Upgrade to the skate parks at Mudgee and Gulgong
- Fencing at Billy Dunn Oval
- Walkway extension from Lawson Park toward Glen Willow Sports Complex
- New public carpark at the Council owned Mortimer Street precinct

Summary

This draft Management Plan is developed from a series of strategic plans and policies that we have produced over the past few years. We encourage you to look at our website to review those plans and policies.

Finally, we thank you for taking time to read this draft Management Plan. Council believes that the proposed projects will help build this dynamic community further and enhance the quality of living for our residents and visitors.


We encourage you to make a submission to this draft Management Plan. It is your opportunity to help shape our future.

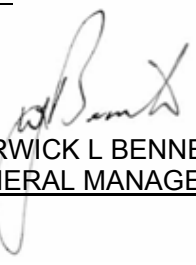
We as a Council want to deliver good quality service and projects to you, the community, to fulfil our mission

“A progressive and prosperous community we proudly call home”

We believe this Plan continues us along that road to making the region an even greater place to live.

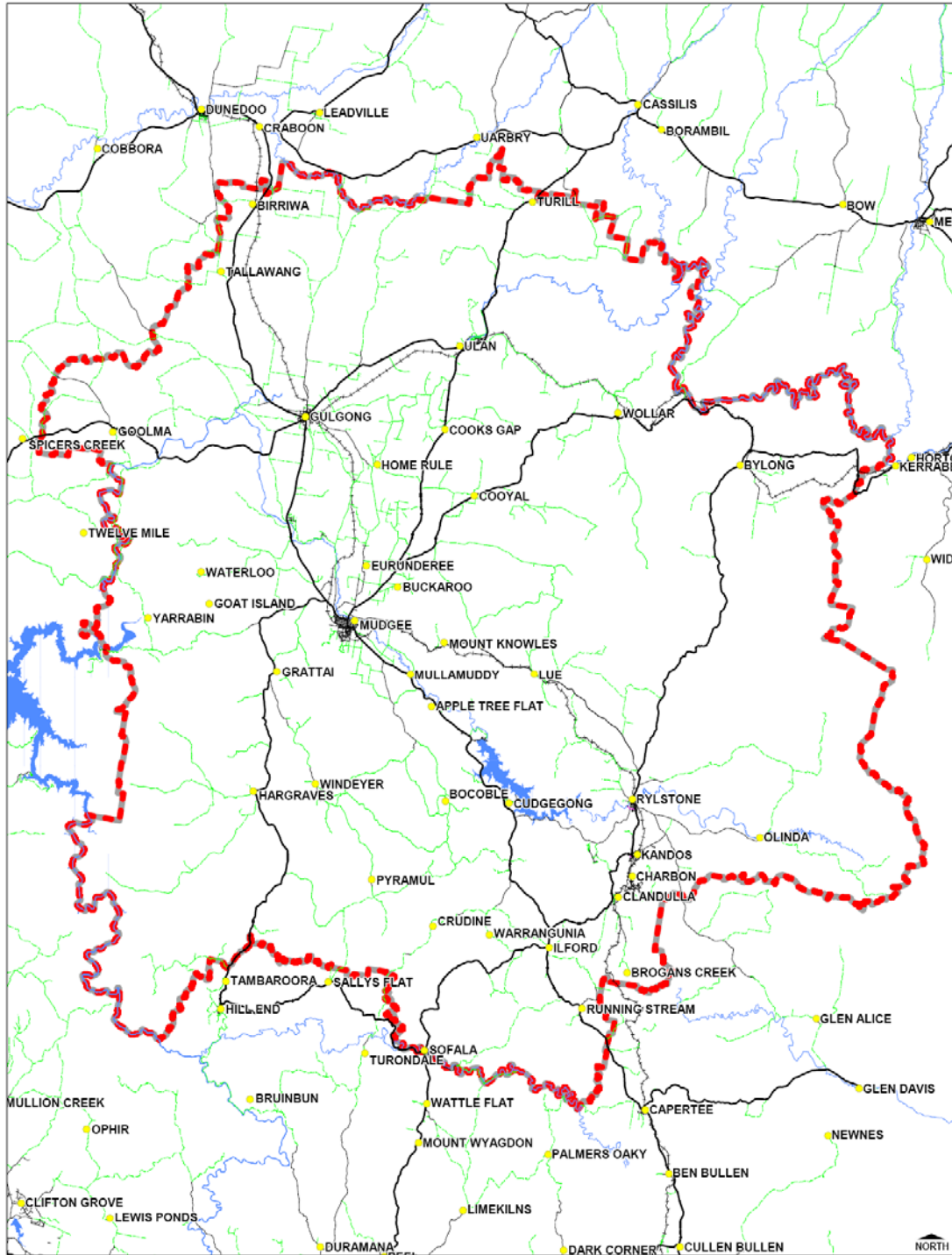
ON BEHALF OF MID-WESTERN REGIONAL COUNCIL


CR DES KENNEDY
MAYOR


WARWICK L BENNETT
GENERAL MANAGER



Mid-Western Regional Council Area



Key Council Plans and Policies

INTEGRATED PLANNING & REPORTING

As mentioned earlier, Council is embarking on a comprehensive program of consultation and planning across the local community as we begin to formulate our Community Strategic Plan – Towards 2030. This is the community’s plan – your plan. Towards 2030 will outline our community’s vision; the key challenges facing our community over the next 20 years; and strategies for overcoming these challenges.

Towards 2030 is a plan that will be developed and delivered as a partnership between Council, state agencies, community groups and individuals – Council’s role will be to guide the community through the important process of developing and maintaining the plan.

This new approach to integrated planning and reporting will supersede the current Management Plan framework for Councils:



Towards 2030 will be developed around the following themes:

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.

Protecting our Natural Environment

Conserving and promoting the natural beauty of our region.

Building a Strong Local Economy

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

Connecting our Region

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

Good Government

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

The strategic plans set out below will help inform Towards 2030. However, some plans, such as the Social Plan are superseded by the new framework.

ROADS ASSET MANAGEMENT PLAN

The objectives of the Roads Asset Management Plan are:

1. To provide and plan for transport infrastructure within the Region that allows safe, convenient and comfortable vehicular traffic movements to, from, and within the Region;
2. To develop, upgrade and maintain the road network to standards (as determined by resource and funding constraints), which relate to a road hierarchical system based on functional classification criteria;
3. To exercise responsible asset and resource management so as to effectively preserve and maintain the road network infrastructure assets;
4. To respond to customer requests in a timely and efficient manner, whether by acting or advising on the outcome of the request;
5. To provide for the long term safety and access needs of local road users where the network intersects watercourses and railways;
6. To protect the road network from the damaging effects of vehicle overloading.

RECREATIONAL STRATEGIC PLAN

The objectives of the Recreational Strategic Plan are:

1. To exercise responsible asset and resource management so as to effectively preserve and maintain the recreational infrastructure assets;
2. To ensure that a consistent approach in methodology and standards is applied across all asset classes;
3. To identify current and future demand for sporting grounds, reserves, public amenities and open space;
4. To identify current deficiencies and future needs for each type of reserve and open space including additional land, facilities and amenities;
5. To determine the minimum standards of facilities for each type of reserve and open space (within resource and funding constraints);
6. To respond to customer requests in a timely and efficient manner, whether by acting or by advising on the outcome of the request;
7. To protect the recreational facilities from the damaging effects of pests, vandalism and damaging type use.

PATHWAYS STRATEGIC PLAN

The objectives of the Pathways Strategic Plan are:

1. To provide a safe and convenient Pathway network;
2. To exercise responsible asset and resource management so as to effectively preserve and maintain the asset;
3. To promote and facilitate pedestrian and non-vehicular transport including gophers as alternatives to motorised modes of transport;
4. To enhance the appearance of the streetscape by the use of appropriate footpath construction materials;
5. To integrate and facilitate the transport, recreation and safety needs of pedestrians and cyclists.

BUILDINGS STRATEGIC PLAN

The proposed objectives of the Buildings Strategic Plan are:

1. To create a network of high quality, well located, properly maintained, and easily accessible buildings;
2. To use the buildings will be seen as focal points for the delivery of services to the local community by council, voluntary and community organisations working in partnership;
3. To provide an asset base that matches and supports the business needs of the Council;
4. To ensure that projects developed are sustainable via a robust business plan which is adopted by all relevant parties;
5. To reduce the backlog of maintenance requirements progressively over time through improved decisions and increased funding that is optimally targeted;
6. To consolidate where appropriate existing corporate and community building assets to optimise asset utilisation;
7. To progressively make Council buildings “Best Practice” for energy efficiency, heritage preservation, recycling and act to reduce their carbon footprint.

SALEYARDS STRATEGIC PLAN

The objectives of the Saleyards Strategic Plan are:

1. To provide a safe and efficient working environment;
2. To ensure the well being of all stock;
3. To provide a facility for local graziers and farming communities to meet;
4. To provide a venue to facilitate the transaction and exchange of livestock;
5. To maintain a viable business unit into the future;
6. To upgrade and expand to meet future trends and technologies in the industry;

WATER STRATEGIC BUSINESS PLAN

The Water Strategic Business Plan sets an objective of supplying water in an efficient manner to the agreed and currently recognised health, environmental and other community standards and needs with flexibility to promote and meet development demands within the Region. This strategic

business plan identifies infrastructure requirements to cater for growth in each town for the next 30 years.

Council will be developing detailed Strategic Asset Management Plans for managing our water assets over the coming year which will include a detailed mains replacement program to reduce the number of breaks in the system.

SEWER STRATEGIC BUSINESS PLAN

The Sewer Strategic Business Plan sets an objective of supplying sewerage services in an efficient manner to the agreed and currently recognised health, environmental and other community standards and needs with flexibility to promote and meet development demands within the Region. This strategic business plan identifies infrastructure requirements to cater for growth in each town for the next 30 years, and to ensure appropriate maintenance and renewal of existing infrastructure.

WASTE INTERIM STRATEGIC PLAN

The provision and maintenance of waste facilities that enables Council to:

1. Provide kerbside domestic waste and kerbside recyclables collection services at Mudgee, Gulgong, Rylstone, Kandos, Charbon and Clandulla;
2. Operate a single regional landfill that meets licence conditions and industry best-practice;
3. Provide for domestic waste drop-off at locations such that at least 90% of the population is within a 15km radius of a waste facility.

Council will be developing detailed Strategic Asset Management Plans for managing our waste facilities over the coming year which will include a detailed rationalisation program

LAND USE STRATEGIES

Council has a number of land use strategies that guide development and form the Local Environmental Plans and Development Control Plans. Current land use strategies include:

Comprehensive Land Use Strategy – This strategy examines the potential growth and development of land use across the region for the next 25 years. The strategy provides the foundation for the preparation of the principle LEP which is reviewed every five years.

Community Based Heritage Study – This study was undertaken in the former Mudgee and Rylstone Shires and identifies and investigates those elements and buildings within the Region which the community considers to be significant. The study identifies a range of options for the conservation and management of heritage items and conservation areas.

Floodplain Management Study and Plan – These studies focus on the urban areas of Rylstone, Gulgong and Mudgee and investigate flooding issues leading to the identification of flood related planning controls. Council is currently preparing a Rylstone- Kandos Flood Study and Drainage Assessment.

The Retail Study – The Retail Study was originally undertaken in 2000 with an update in 2004/05 to incorporate the whole Region. The study investigates the supply of retail floor space within the Region and identifies future demand.

SOCIAL PLAN

The Mid-Western Regional Council Social Plan, which was adopted in 2006, seeks to inform Council and the wider community of current and emerging social issues within the Region and to provide practical and cost effective strategies to address these issues for the benefit of all residents of the Local Government Area.

Central to this is an integrated approach to social planning. This Plan recognises the benefits that are realised when all sections of Council as well as other community agencies and services are aware of the role and activities that each performs. There is greater opportunity not only to avoid duplication but also to form effective partnerships that enhance service provision for the whole Region through the maximisation of available resources.

The Plan has a number of specific aims and objectives that link Council's Strategic Plan goal of fostering communities to this Management Plan. These include:

- Providing an accurate representation of the Region at the present time, including demographic information as well as information on existing services available throughout the area.
- Identifying areas of strength and weakness in service provision as well as emerging social issues that impact on the region as a whole and specific target population groups.
- Suggesting potential ways and strategies through which the community and Council can improve the social situation for residents in the area.
- Developing linkages between Mid-Western Regional Council and other community groups and service providers across the region.

Council will ensure that it meets the legislative requirements as identified by the Division of Local Government in 2010/11 with a view to a comprehensive investigation, community consultation and reporting of social issues as required by the Integrated Planning and Reporting Framework 2011/12

CULTURAL PLAN

The role of Council's Cultural Development Committee is to oversee the implementation of the Cultural Plan and to promote, both within Council and in the wider community, the importance of cultural development.

Through the Cultural Development Committee, and in line with the Cultural Plan, Council has looked to strengthen its cultural networks through membership of Orana Arts examined the development cultural facilities including library facilities, provided the local Arts Council with exhibition space in The Stables building, commenced renovation of the Kandos Bicentennial Industrial Museum and has completed a regional cultural project, called "Reading the Rivers" which utilises the skills and abilities of primary school students from across the region in exploring the community's relationship with water.

YOUTH STRATEGY

Mid-Western Regional Council recognises the importance of young people within the local government area and their potential to enrich the community. Council's existing strategic plans call for a particular focus on the promotion and support for a range of services to facilitate the development of youth in the Region. A Youth Strategy has been developed that outlines a number of key areas, issues and actions that need to be addressed in order to support both our youth and, through them, the future of our community.

Council addresses these matters through a number of mechanisms, including through the employment of Community and Youth Development Officer, support for various youth related programs and events, and through the establishment in 2007 of the Mid-Western Regional Youth Council. The Youth Council seeks to provide a voice for young people in the region and an opportunity for youth to provide ideas, feedback, enthusiasm and solutions directly to Council.

Sponsorship of \$100,000 per year for three years has been provided through Xstrata's Corporate Social Investment Program. Under this program, a Youth Services Officer has been employed with a region-wide focus. The Youth Services Officer has been working with youth, the community and youth related agencies to develop a full schedule of events and activities for youth across the Mid-Western Regional Council area. The final year of funding for this program is 2011/12; Council will be investigating funding sources to allow the extension of the program.

OTHER STRATEGIES AND INITIATIVES

Currently Council is developing a number of other community strategies and initiatives which include:

- Environmental Strategy
- Asset Management Plans for urban stormwater drainage systems
- Integrated Water Cycle Management Plan

Activities Section

The following pages set out clearly the activities that Council proposes to undertake over the next financial year and the four years beyond, and what it will cost the community. The activities of Council have been collated into areas of commonality.

The commentary on each of the activities sets out the objectives to be achieved by your Council and the projects that need to be completed to achieve the desired performance targets. Some projects extend over a number of years, for example major water and sewer scheme augmentations, and the performance of these projects will be monitored over a longer period.

The performance assessment of each of the activities will be by way of the status of the progress of each of the tasks itemised in each of the activities. Council reports to the public on a quarterly timeframe as to the progress of its activities.

Roads and Bridges

The road network in Mid-Western is categorised into three classes:

1. **State Roads** – fully funded and managed by State Government;
2. **Regional Roads** – funded predominantly by State Government but managed by Council;
3. **Council Roads** – these roads are funded by Council with assistance from the Federal Government under the Roads to Recovery Program and Financial Assistance Grants.

Road Group	Sealed (kms)	Gravel (kms)	Total Length
State Highways	203.5	0.0	203.5
Regional	305.6	24.5	330.1
Council Roads			
<i>Rural</i>	474.3	1,260.3	1,734.6
<i>Towns & Villages</i>	159.0	32.4	191.5
Total	1,142.4	1,317.2	2,459.7

Roads are a major portion of Council's expenditure program and Council is very aware of the high community expectations. Council will, over the five year timeframe of this plan, continue to upgrade roads to a safe and smooth road network within the boundaries of affordability. The repairs from the recent floods will be a priority for this new financial year.

Council increased its roads budget by \$1,000,000 on an ongoing basis. The focus of the additional money will be roadside drainage and resheeting on gravel roads.

The Road Asset Management Plan identifies the complete program of works to be undertaken on the road network in 2011/12 and beyond in terms of maintenance grading, gravel resheeting, and rehabilitation of sealed roads. The program was developed prior to the flooding; hence the program will be modified to work in conjunction with the funding received through the natural disaster program. Copies are available from Customer Service centres and the Council website.

Council will undertake seal extension projects in three areas:

- Completion of Hill End Road sealing
- 1km on Wollar Road
- 2.5km on Ulan Wollar Road (this will be funded from Voluntary Planning Agreement monies from Wilpingjong Mine)

These are the major works planned for this year:

- *Complete the sealing on Hill End Road.*
- *Carwell Creek Bridge – Council will replace the one lane Carwell Creek Bridge (on the Kandos to Ilford Road).*
- *Seal extensions on Ulan-Wollar Road and Wollar Road*
- *Resurfacing / rehabilitation on Mayne Street, Lewis Street, Market Street, Henry Lawson Drive, Ulan Road, and Lue Road*
- *Construction of a roundabout at Pitt Lane/Ulan Road/Lue Road intersections*
- *Council has allocated funds to continue the annual tree pruning program to improve safety on*

major rural roads in the region.

- *Maintenance grading of 732km as noted in the Road Asset Management Plan plus additional grading from Natural Disaster Funding*
- *Gravel resheeting of 54 km plus additional resheeting from Natural Disaster Funding.*
- *Roads to Recovery – Council receives \$1 million annually for works on Council roads.*
- *31 kms of reseals/rehabs*

And in future years:

- *Fairydale Lane (Mudgee) upgrade – As and when the residential land is expanded in Mudgee Council proposes an upgrade of this road which will be funded from S94 contributions.*
- *Continued upgrade of Ulan Road and Cope Road.*
- *Continuation of the implementation of the works program in the Roads Asset Management Plan.*

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
State Roads					
Income					
Rates & Annual Charges	0	0	0	0	1
User Charges & Fees	(2,891)	(2,956)	(3,024)	(3,093)	(3,162)
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	143	147	151	156	160
Grants & Contributions - Operating	0	0	0	0	0
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	(2,748)	(2,809)	(2,872)	(2,937)	(3,001)
Expenditure					
Employee Benefits & Oncosts	723	769	794	824	852
Borrowing Costs	0	0	0	0	0
Materials & Contracts	1,740	1,757	1,783	1,813	1,828
Depreciation & Amortisation	0	0	0	0	0
Other Expenses	0	0	0	0	0
Total Expenditure	2,462	2,526	2,577	2,636	2,680
Net Result	(286)	(283)	(295)	(301)	(321)
Funding Sources					
Non Cash Entries - Depreciation, Accruals	0	0	0	0	0
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	0	0	0	0	0
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	286	283	295	301	321
Net Result	(286)	(283)	(295)	(301)	(321)

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Regional Roads					
Income					
Rates & Annual Charges	0	0	0	0	0
User Charges & Fees	0	0	0	0	0
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	124	128	132	136	140
Grants & Contributions - Operating	(2,140)	(2,200)	(2,262)	(2,325)	(2,390)
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	(2,016)	(2,072)	(2,130)	(2,190)	(2,251)
Expenditure					
Employee Benefits & Oncosts	380	391	403	393	408
Borrowing Costs	0	0	0	0	0
Materials & Contracts	342	338	338	350	352
Depreciation & Amortisation	2,811	2,811	2,811	2,811	2,811
Other Expenses	20	21	25	25	25
Total Expenditure	3,553	3,561	3,577	3,579	3,596
Net Result	1,537	1,489	1,447	1,389	1,346
Funding Sources					
Non Cash Entries - Depreciation, Accruals	(2,811)	(2,811)	(2,811)	(2,811)	(2,811)
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	0	0	0	0	0
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	1,274	1,323	1,364	1,422	1,465
Net Result	1,537	1,489	1,447	1,389	1,346

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Council Roads					
Income					
Rates & Annual Charges	0	0	0	0	0
User Charges & Fees	0	0	0	0	0
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	248	256	263	271	279
Grants & Contributions - Operating	(1,890)	(1,942)	(1,994)	(2,049)	(2,105)
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	(1,642)	(1,686)	(1,731)	(1,778)	(1,825)
Expenditure					
Employee Benefits & Oncosts	1,206	1,218	1,255	1,298	1,346
Borrowing Costs	0	0	0	0	0
Materials & Contracts	2,317	2,348	2,378	2,414	2,445
Depreciation & Amortisation	5,349	5,349	5,349	5,349	5,349
Other Expenses	170	175	180	185	190
Total Expenditure	9,042	9,089	9,162	9,246	9,330
Net Result	7,400	7,403	7,431	7,468	7,504
Funding Sources					
Non Cash Entries - Depreciation, Accruals	(5,349)	(5,349)	(5,349)	(5,349)	(5,349)
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	0	0	0	0	0
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	(2,051)	(2,055)	(2,082)	(2,120)	(2,156)
Net Result	7,400	7,403	7,431	7,468	7,504

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Roads & Bridges Capital					
Income					
Rates & Annual Charges	0	0	0	0	0
User Charges & Fees	0	0	0	0	0
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	0	0	0	0	0
Grants & Contributions - Operating	0	0	0	0	0
Grants & Contributions - Capital	(1,417)	(1,417)	(1,417)	(1,417)	(1,417)
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	(1,417)	(1,417)	(1,417)	(1,417)	(1,417)
Expenditure					
Employee Benefits & Oncosts	1,392	1,447	1,502	1,589	1,641
Borrowing Costs	0	0	0	0	0
Materials & Contracts	5,418	3,144	3,228	3,685	3,370
Depreciation & Amortisation	0	0	0	0	0
Other Expenses	0	0	0	0	0
Total Expenditure	6,810	4,591	4,730	5,274	5,011
Net Result	5,393	3,174	3,313	3,857	3,594
	0	0	0	0	0
	0	0	0	0	0
Funding Sources					
Non Cash Entries - Depreciation, Accruals	0	0	0	0	0
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	(1,390)	(100)	(150)	(150)	(150)
Transfer to (from) Section 94	(241)	0	0	(400)	0
Transfer to (from) Voluntary Planning Agreements	(880)	(70)	(70)	(70)	(70)
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	(2,882)	(3,004)	(3,093)	(3,237)	(3,374)
Net Result	5,393	3,174	3,313	3,857	3,594

Car Parking, Cycleways, Streetscaping and Footpaths

Council proposes to develop a new car park in the Council owned Mortimer Street site and also initiate a capital works program for new footpaths (pathways program).

\$65,000 has been budgeted per annum for new pathway development and refurbishment of existing pathways across the Region. Council has an adopted Pathways Strategic Plan which lists the projects for future years. This will be reviewed on an annual basis to ensure it remains aligned to the community's needs.

These are the major works planned for this year:

- Construction of new pathways in Madeira Road, Inglis Street, Denison Street and Lawson Street.
- Extension of the path between Kandos and Charbon including a new pedestrian footbridge into Charbon.
- Construction of a car park in Mortimer Street in the Mudgee CBD.
- Continuation of streetscape maintenance in rural villages.

And in future years:

- Continuation of the pathway program at \$65,000 per annum.
- Continuation of streetscape maintenance in rural villages.
- Develop pedestrian access including a walkway and foot bridge from the Mudgee township to Glen Willow Sports Complex.

Footpath/Cycleway to be extended between Charbon and Kandos



\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Car Parking, Cycleways, Streetscaping					
Income					
Rates & Annual Charges	4	4	4	4	4
User Charges & Fees	5	5	5	5	5
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	2	2	2	2	2
Grants & Contributions - Operating	(28)	(28)	(28)	(28)	(28)
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	(17)	(17)	(17)	(16)	(16)
Expenditure					
Employee Benefits & Oncosts	256	264	272	281	291
Borrowing Costs	0	0	0	0	0
Materials & Contracts	303	309	314	320	326
Depreciation & Amortisation	633	633	633	633	633
Other Expenses	0	0	0	0	0
Total Expenditure	1,191	1,205	1,219	1,234	1,250
Net Result	1,174	1,188	1,202	1,217	1,234
Funding Sources					
Non Cash Entries - Depreciation, Accruals	(633)	(633)	(633)	(633)	(633)
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	0	0	0	0	0
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	(541)	(556)	(569)	(585)	(601)
Net Result	1,174	1,188	1,202	1,217	1,234

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Car Parking, Cycleways, Streetscaping Capital					
Income					
Rates & Annual Charges	0	0	0	0	0
User Charges & Fees	0	0	0	0	0
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	0	0	0	0	0
Grants & Contributions - Operating	0	0	0	0	0
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	0	0	0	0	0
Expenditure					
Employee Benefits & Oncosts	25	26	27	28	28
Borrowing Costs	0	0	0	0	0
Materials & Contracts	256	153	253	152	152
Depreciation & Amortisation	0	0	0	0	0
Other Expenses	0	0	0	0	0
Total Expenditure	281	179	279	180	180
Net Result	281	179	279	180	180
Funding Sources					
Non Cash Entries - Depreciation, Accruals	0	0	0	0	0
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	(265)	(163)	(263)	(163)	(163)
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	(16)	(16)	(16)	(17)	(17)
Net Result	281	179	279	180	180

Water Supply

Council provides a high quality sustainable water supply to the community and has three water treatment plants with reticulated water supplies at Rylstone/Kandos, Mudgee and Gulgong.

To meet community aspirations the focus is to continue to consistently supply high quality water. Council will continue with a water pipe (mains) replacement program.

Council believes firmly in voluntary water conservation and demand management through pricing rather than imposed restrictions

Charges

Council has adopted a water charges structure that complies with State Government's Best Practice Guidelines. This requires an access charge based on capacity (water meter size) and a two-step pricing system for water consumption for residential customers.

Council must generate 75% of its income from residential customers via usage charges. Therefore, high water consumers will pay more than those who consume a lower volume of water. Council believes that a more equitable split between user charges and access charges would be 65%/35%. We are making representations to State Government to be allowed to implement this.

In accordance with Best Practice Guidelines, business customers will be charged a flat rate per kilolitre without any step increase. The following are the charges for the 75/25 split and we refer you to page 89 for the charges that maybe applied if Council is successful with its application to State Government to have this ratio reviewed.

Charge Type		Amount of fees and Charges for 2011/12	Amount of fees and Charges for 2010/11
Service Availability	20mm meter	\$125	\$143
	25mm meter	\$195	\$224
	32mm meter	\$320	\$367
	40mm meter	\$500	\$573
	50mm meter	\$781	\$895
	80mm meter	\$2,000	\$2,292
	100mm meter	\$3,125	\$3,581
	150mm meter	\$7,031	\$8,056
Usage - Residential	450 kL per annum (150 kL per 4 monthly billing cycle) (Average daily consumption ≤ 1.23kL)	\$2.40	\$1.72
	After 450 kL per annum (Average daily consumption ≤ 1.23kL)	\$3.60	\$2.58
Usage – Business	Per kL	\$2.40	\$1.72
Usage – raw water	Per kL	\$0.53	\$0.52

These are the major works planned for this year:

- Replacement of old and failing water mains.
- Continuation of installation / improvements to the telemetry network to improve monitoring of our system.

- Metering of parks and reserves to improve management of Council water usage will continue.
- The raw water scheme will be extended to Gulgong instead of constructing a new reservoir to extend the life of the Water Treatment Plant and reduce the demand on the town's reservoirs. .

And in future years:

- A new reservoir is proposed in Mudgee in 2014/15 together with an augmentation of the system that year and the next
- Augmentations will also continue at Rylstone between 2012-2014 including construction of a new rising main, pump station and reservoir
- The mains replacement program will continue.

Mudgee Water Treatment Plant



\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Water Supply					
Income					
Rates & Annual Charges	(947)	(984)	(1,023)	(1,063)	(1,105)
User Charges & Fees	(4,033)	(4,177)	(4,326)	(4,480)	(4,639)
Interest & Investment Revenue	(175)	(175)	(175)	(175)	(180)
Other Revenues	831	856	882	908	935
Grants & Contributions - Operating	(76)	(77)	(79)	(80)	(82)
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	(4,400)	(4,557)	(4,721)	(4,890)	(5,071)
Expenditure					
Employee Benefits & Oncosts	962	995	1,027	1,060	1,093
Borrowing Costs	309	287	266	243	223
Materials & Contracts	789	871	900	933	964
Depreciation & Amortisation	1,507	1,507	1,507	1,507	1,507
Other Expenses	494	515	536	571	592
Total Expenditure	4,060	4,175	4,237	4,314	4,378
Net Result	(340)	(382)	(484)	(577)	(693)
Funding Sources					
Non Cash Entries - Depreciation, Accruals	(1,507)	(1,507)	(1,507)	(1,507)	(1,507)
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	0	1,200	1,500	1,500	1,700
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	1,847	690	491	584	500
Transfer to (from) General Purpose Revenue	(0)	(0)	0	(0)	(0)
Net Result	(340)	(382)	(484)	(577)	(693)

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Water Supply Capital					
Income					
Rates & Annual Charges	0	0	0	0	0
User Charges & Fees	0	0	0	0	0
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	0	0	0	0	0
Grants & Contributions - Operating	0	0	0	0	0
Grants & Contributions - Capital	(900)	0	0	(500)	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	(900)	0	0	(500)	0
Expenditure					
Employee Benefits & Oncosts	101	103	106	110	113
Borrowing Costs	0	0	0	0	0
Materials & Contracts	2,177	589	507	4,297	2,217
Depreciation & Amortisation	0	0	0	0	0
Other Expenses	0	0	0	0	0
Total Expenditure	2,278	692	612	4,406	2,330
Net Result	1,378	692	612	3,906	2,330
Funding Sources					
Non Cash Entries - Depreciation, Accruals	0	0	0	0	0
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	(897)	(487)	(455)	(2,676)	(1,596)
Transfer to (from) Section 94	(360)	(80)	(30)	(1,100)	(600)
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	(121)	(125)	(127)	(130)	(134)
Transfer to (from) General Purpose Revenue	0	(0)	(0)	(0)	(0)
Net Result	1,378	692	612	3,906	2,330

Sewerage Services

The focus of this activity is to provide highly efficient and effective sewerage systems that collect, treat and dispose of sewerage in an environmentally friendly manner. Council operates sewerage schemes in:

- Kandos
- Rylstone
- Mudgee
- Gulgong

The treatment of sewerage and other wastewater in the community is vital to ensuring Council has a clean and healthy environment. Council will continue to upgrade the sewer schemes to the highest standard that is affordable to the community and that will meet increasingly higher environmental standards.

Charges

The State Government requires councils to have in place a pricing regime based on their Best Practice Guidelines. The framework is based on user contributions to the scheme, which is determined by the annual water consumption to calculate the quantity of effluent leaving the premises. The pricing regime has two components for business customers - an access charge which is the scheme's costs for capital works, borrowings and depreciations, and the second variable component which is calculated on operating, maintenance and administration costs. Those business premises which place a heavy demand on the sewer network will see that reflected in their charges for sewer services.

Council was aware that the introduction of the new pricing regime in 2011 would have a significant effect on some businesses in our community and therefore elected to introduce the scheme over three years. That staging was discounted at 75% in 2010/11, and will be discounted at 30% in 2011/12, and fully implemented in 2012/13.

In order to fund major augmentations in excess of \$30 million, Council will be required to undertake borrowings of \$24.3 million. This ensures the cost of upgrading the infrastructure to a level that will cater for existing and future capacity demands is borne by the community across future years, creating an element of intergenerational equity. In order to service these loans though, charges for sewer services will need to increase substantially. Proposed annual charges and discharge/kL rates are proposed as follows:-

Charge Type	Annual Charge for 2011/12	Annual Charge for 2010/11
Service availability – residential	\$528	\$476
Service availability – non-residential	\$335	\$400
Usage – Non-residential based on kilolitres of water used that would reasonably be deemed to enter sewer schemes	\$1.27 per kilolitre	\$0.44 per kilolitre

These are the major works planned for this year:

- *Mudgee Sewer Scheme – work on the construction of a new sewer treatment works off Hill End Road adjacent to the existing Mudgee Waste Facility will continue.*
- *Kandos/Rylstone Sewer Scheme - the detailed design of a new sewer treatment plant at Kandos will be completed this financial year and the construction timeframe*

determined after that. Public consultation will be undertaken prior to implementation.

- Mains and pump station upgrading works. Council has an ongoing mains replacement and pump upgrading program each year to ensure that the assets remain of a high quality.

And in future years:

- Decommissioning of the existing Kandos / Rylstone sewer treatment plants.
- Continuing mains replacement.
- Construction of the new sewer treatment plant at Kandos and extension of sewer lines to Charbon and investigation of the extension to Clandulla.



Existing Kandos sewer treatment plant

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Sewerage					
Income					
Rates & Annual Charges	(3,257)	(3,603)	(4,020)	(4,484)	(4,999)
User Charges & Fees	(381)	(533)	(586)	(645)	(712)
Interest & Investment Revenue	(209)	(159)	(104)	(84)	(95)
Other Revenues	751	773	797	821	845
Grants & Contributions - Operating	(61)	(61)	(61)	(62)	(62)
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	(3,156)	(3,583)	(3,975)	(4,454)	(5,022)
Expenditure					
Employee Benefits & Oncosts	923	942	954	981	1,015
Borrowing Costs	468	1,114	1,690	2,011	1,957
Materials & Contracts	506	558	579	590	612
Depreciation & Amortisation	1,350	1,515	1,685	1,800	1,815
Other Expenses	222	226	230	234	238
Total Expenditure	3,468	4,355	5,139	5,616	5,637
Net Result	312	773	1,164	1,162	615
Funding Sources					
Non Cash Entries - Depreciation, Accruals	(1,350)	(1,515)	(1,685)	(1,800)	(1,815)
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	500	500	500	500	500
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	538	242	21	138	700
Transfer to (from) General Purpose Revenue	0	0	0	0	(0)
Net Result	312	773	1,164	1,162	615

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Sewerage Capital					
Income					
Rates & Annual Charges	0	0	0	0	0
User Charges & Fees	0	0	0	0	0
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	0	0	0	0	0
Grants & Contributions - Operating	0	0	0	0	0
Grants & Contributions - Capital	0	(5,260)	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	0	(5,260)	0	0	0
Expenditure					
Employee Benefits & Oncosts	59	61	62	66	68
Borrowing Costs	0	0	0	0	0
Materials & Contracts	11,350	12,059	9,176	398	391
Depreciation & Amortisation	0	0	0	0	0
Other Expenses	0	0	0	0	0
Total Expenditure	11,408	12,120	9,238	464	460
Net Result	11,408	6,860	9,238	464	460
Funding Sources					
Non Cash Entries - Depreciation, Accruals	0	0	0	0	0
Loan Repayments	(10,000)	(5,625)	(8,640)	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	(1,303)	(1,249)	(390)	(415)	(410)
Transfer to (from) Section 94	0	0	(160)	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	(105)	14	(48)	(49)	(50)
Transfer to (from) General Purpose Revenue	(0)	0	(0)	(0)	0
Net Result	11,408	6,860	9,238	464	460

Waste Management

Council provides waste management services across of the Region. The services that Council provide include:

- Waste Facilities
- Kerbside collection (recycling and rubbish)
- Recycling facilities
- Transfer stations

Council's aim is to:

- Minimise the amount of waste that goes to landfill
- Encourage the maximisation of community involvement in recycling by providing accessible recycling services and facilities.

Council places high emphasis on recycling and ensuring that the amount of material entering landfill is kept to a minimum. An important aspect of the recycling operation is the ongoing employment of members of the region's disabled community.

Charges

Proposed annual charges for Domestic Waste Management, General Waste Management and Business Waste Management are as follows:

	Charges for 2011/12 \$	Charges for 2010/11 \$
Domestic Waste Management Charge	153.00	143.00
General Waste Disposal Charge	160.00	155.00
Business Availability Charge	171.00	166.00

These are the major works planned for this year:

- Rehabilitation of previously decommissioned landfills in the rural area.
- Development of new staff amenities at the Mudgee Waste Facility.

And in future years:

- Remediation of the previous open landfill facility at Kandos.
- Construction of a new cell at the Mudgee Waste Facility
- Ongoing renewal / upgrades at each Waste Transfer Station.
- Continuation of rehabilitation of previously decommissioned landfills in the rural area.

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Solid Waste Management					
Income					
Rates & Annual Charges	(3,017)	(3,161)	(3,263)	(3,350)	(3,440)
User Charges & Fees	(585)	(605)	(625)	(644)	(667)
Interest & Investment Revenue	(75)	(67)	(95)	(122)	(149)
Other Revenues	(61)	(56)	(52)	(47)	(35)
Grants & Contributions - Operating	(330)	(340)	(343)	(352)	(363)
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	(4,067)	(4,229)	(4,377)	(4,516)	(4,653)
Expenditure					
Employee Benefits & Oncosts	1,718	1,772	1,827	1,885	1,946
Borrowing Costs	93	88	84	78	81
Materials & Contracts	1,443	1,482	1,523	1,565	1,611
Depreciation & Amortisation	328	341	355	369	384
Other Expenses	31	31	32	33	34
Total Expenditure	3,613	3,715	3,820	3,930	4,056
Net Result	(454)	(513)	(556)	(585)	(597)
Funding Sources					
Non Cash Entries - Depreciation, Accruals	(328)	(341)	(355)	(369)	(384)
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	500	650	650	650	650
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	229	148	201	243	268
Transfer to (from) General Purpose Revenue	53	56	60	61	63
Net Result	(454)	(513)	(556)	(585)	(597)

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Solid Waste Management Capital					
Income					
Rates & Annual Charges	0	0	0	0	0
User Charges & Fees	0	0	0	0	0
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	0	0	0	0	0
Grants & Contributions - Operating	0	0	0	0	0
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	0	0	0	0	0
Expenditure					
Employee Benefits & Oncosts	0	0	0	0	0
Borrowing Costs	0	0	0	0	0
Materials & Contracts	243	1,051	182	183	183
Depreciation & Amortisation	0	0	0	0	0
Other Expenses	0	0	0	0	0
Total Expenditure	243	1,051	182	183	183
Net Result	243	1,051	182	183	183
Funding Sources					
Non Cash Entries - Depreciation, Accruals	0	0	0	0	0
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	(240)	(1,050)	(181)	(182)	(183)
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	(3)	(1)	(1)	(1)	0
Transfer to (from) General Purpose Revenue	0	(0)	0	0	(0)
Net Result	243	1,051	182	183	183

Stormwater and Drainage

This activity will focus on the provision of an effective and efficient stormwater collection and disposal system that achieves an optimum balance between the level of protection and minimum cost to the community.

Drainage studies need to be undertaken to refine future required works. This work will identify major works needed to deal with existing problem areas and cater for future growth of the towns.

The other works included in this area are the construction or repair of concrete causeways in the rural locations identified and included in the 10 year Causeway Improvement Program identified in the Road Asset Management Plan.

Council does not levy an annual charge in relation to Stormwater Management Services.

These are the major works planned for future years:

- *Identification of trunk drainage works to cater for existing and future residential areas.*
- *Causeway upgrades as identified in the Road Asset Management Plan as reviewed annually.*



Installation of storm water pipe on Coricudgy Road

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Stormwater					
Income					
Rates & Annual Charges	1	1	1	1	1
User Charges & Fees	0	0	0	0	0
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	124	127	131	135	139
Grants & Contributions - Operating	(103)	(106)	(109)	(112)	(115)
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	21	22	23	24	25
Expenditure					
Employee Benefits & Oncosts	121	123	127	104	107
Borrowing Costs	0	0	0	0	0
Materials & Contracts	109	112	116	119	122
Depreciation & Amortisation	240	240	240	240	240
Other Expenses	0	0	0	0	0
Total Expenditure	470	475	482	462	469
Net Result	492	497	505	486	494
Funding Sources					
Non Cash Entries - Depreciation, Accruals	(240)	(240)	(240)	(240)	(240)
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	0	0	0	0	0
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	(252)	(257)	(265)	(246)	(254)
Net Result	492	497	505	486	494

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Stormwater Capital					
Income					
Rates & Annual Charges	0	0	0	0	0
User Charges & Fees	0	0	0	0	0
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	0	0	0	0	0
Grants & Contributions - Operating	0	0	0	0	0
Grants & Contributions - Capital	(60)	(60)	(60)	(60)	(60)
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	(60)	(60)	(60)	(60)	(60)
Expenditure					
Employee Benefits & Oncosts	33	33	34	36	37
Borrowing Costs	0	0	0	0	0
Materials & Contracts	348	348	349	349	350
Depreciation & Amortisation	0	0	0	0	0
Other Expenses	0	0	0	0	0
Total Expenditure	380	381	383	385	387
Net Result	320	321	323	325	327
Funding Sources					
Non Cash Entries - Depreciation, Accruals	0	0	0	0	0
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	(250)	(250)	(250)	(250)	(250)
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	(70)	(71)	(73)	(75)	(77)
Net Result	320	321	323	325	327

Mudgee Airport

The Mudgee Airport is a vital asset for the Mid-Western Region. It is important that this asset be maintained and developed as a modern regional airport that has the capability of attracting new aviation businesses to the area. The region has a commercial passenger service operating between Mudgee and Sydney 12 times per week, now based in Mudgee.

Council has included in the Draft Local Environment Plan to rezone land adjacent to the airport for future airport development. In the short term the land adjacent to George Campbell Drive may be purchased by Council for immediate development of businesses associated with the aviation industry.

Council has undertaken a subdivision development for recreation/residential use which will allow hangars and accommodation units.

Council has reinstated landing fees and charges of all aircraft at the Mudgee Airport to ensure that the cost of maintaining and operating this facility is distributed equitably across the community.

The primary attributes of the Mudgee Airport are:

- It is a security controlled airport;
- The facility is located 5 km north east of Mudgee CBD;
- It covers a land area of 95 ha;
- The main sealed runway length (Code 3C) is 1,739 m;
- The secondary grass runway length (Code 2C) is 1,075 m;
- Navigation aids are non-directional beacon (NDB) and very high frequency omni range (VOR);
- The passenger terminal includes secure baggage handling facilities and passenger amenities; and
- A private aircraft parking area is available.

These are the major works planned for this year:

- *Extend the footprint of the operational land of the airport to be included in the Comprehensive LEP.*
- *Undertake subdivision development for industrial and residential use which is associated with the aviation industry.*
- *Possible purchase of land for industrial aviation use.*

And in future years:

- *The subdivision development will be completed and then sold.*

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Airport					
Income					
Rates & Annual Charges	1	1	1	1	1
User Charges & Fees	(144)	(147)	(152)	(156)	(160)
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	9	9	10	10	11
Grants & Contributions - Operating	0	0	0	0	0
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	(134)	(137)	(141)	(145)	(148)
Expenditure					
Employee Benefits & Oncosts	88	92	95	99	102
Borrowing Costs	0	0	0	0	0
Materials & Contracts	130	109	113	117	121
Depreciation & Amortisation	96	96	96	96	96
Other Expenses	19	20	20	21	22
Total Expenditure	334	317	325	333	341
Net Result	200	180	184	188	193
Funding Sources					
Non Cash Entries - Depreciation, Accruals	(96)	(96)	(96)	(96)	(96)
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	0	0	0	0	0
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	(103)	(83)	(88)	(92)	(97)
Net Result	200	180	184	188	193

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Airport Capital					
Income					
Rates & Annual Charges	0	0	0	0	0
User Charges & Fees	0	0	0	0	0
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	0	0	0	0	0
Grants & Contributions - Operating	0	0	0	0	0
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	0	0	0	0	0
Expenditure					
Employee Benefits & Oncosts	0	0	0	0	0
Borrowing Costs	0	0	0	0	0
Materials & Contracts	50	0	0	0	0
Depreciation & Amortisation	0	0	0	0	0
Other Expenses	0	0	0	0	0
Total Expenditure	50	0	0	0	0
Net Result	50	0	0	0	0
Funding Sources					
Non Cash Entries - Depreciation, Accruals	0	0	0	0	0
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	0	0	0	0	0
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	(50)	0	0	0	0
Net Result	50	0	0	0	0

Cemeteries

Council owns, operates and manages a number of cemetery facilities around the Region:

- Mudgee Cemetery
- Gulgong Cemetery
- Rylstone Cemetery

It is Council's intention to maintain these facilities at a high level. We understand that it can be an emotional and sad time when people visit these facilities and Council wishes to make visits there as pleasant as possible.

General maintenance of these cemeteries includes mowing, whipper snipping, weeds spraying and pest control, excavation for burials and grave maintenance.

Council also maintains rural cemeteries.

There are no major works planned for this year.



Gulgong Cemetery

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Cemeteries					
Income					
Rates & Annual Charges	7	8	8	8	8
User Charges & Fees	(207)	(213)	(219)	(226)	(232)
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	53	55	57	58	60
Grants & Contributions - Operating	0	0	0	0	0
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	(146)	(150)	(155)	(160)	(164)
Expenditure					
Employee Benefits & Oncosts	200	207	214	221	229
Borrowing Costs	0	0	0	0	0
Materials & Contracts	92	95	97	100	103
Depreciation & Amortisation	14	14	14	14	14
Other Expenses	1	0	0	0	0
Total Expenditure	307	316	326	336	346
Net Result	161	166	171	176	183
Funding Sources					
Non Cash Entries - Depreciation, Accruals	(14)	(14)	(14)	(14)	(14)
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	0	0	0	0	0
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	(147)	(152)	(156)	(162)	(168)
Net Result	161	166	171	176	183

Corporate and Community Buildings

Council owns 248 buildings around the Region which are used for a variety of purposes. These include Council's own office buildings, community halls and buildings such as rural halls and Community centres e.g. Stables Complex.

Council strives to maintain each of these buildings to a standard that both the Council and the community can be proud of. Therefore, provision has been made for a substantial allocation of funds to ensure that the maintenance of corporate and community buildings is at an appropriate standard.

Council will be reviewing its total portfolio of properties it owns. If Council identifies properties which are surplus in terms of providing benefit to the community, Council will undertake a robust public consultation process to determine the future of those properties. This may include recommendations for disposal.

These are the major works planned for this year:

Corporate Buildings

- Council has adopted a Buildings Strategic Plan that details the full scope of proposed works to be undertaken on our corporate buildings.

Community Buildings

- Continued upgrade of the Kandos Museum.
- Upgrade rural halls, namely
 - Grattai Hall – pergola and concrete paths
 - Cooks Gap – drainage
 - Botobolar – signage and landscaping
 - Olinda – lighting
 - Ilford – reline Supper Room



Kandos Hall and Town Square

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Corporate & Community Buildings					
Income					
Rates & Annual Charges	18	18	19	19	20
User Charges & Fees	15	16	15	15	16
Interest & Investment Revenue	(1)	(1)	(1)	(1)	(1)
Other Revenues	(8)	(8)	(8)	(7)	(7)
Grants & Contributions - Operating	0	0	0	0	0
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	23	25	25	26	28
Expenditure					
Employee Benefits & Oncosts	19	20	20	21	21
Borrowing Costs	0	0	0	0	0
Materials & Contracts	262	250	280	269	302
Depreciation & Amortisation	447	447	447	447	450
Other Expenses	95	98	101	104	107
Total Expenditure	823	814	847	840	881
Net Result	846	839	872	866	908
Funding Sources					
Non Cash Entries - Depreciation, Accruals	(447)	(447)	(447)	(447)	(450)
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	(20)	0	(20)	0	(20)
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	(380)	(392)	(406)	(420)	(438)
Net Result	846	839	872	866	908

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Corporate & Community Buildings Capital					
Income					
Rates & Annual Charges	0	0	0	0	0
User Charges & Fees	0	0	0	0	0
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	0	0	0	0	0
Grants & Contributions - Operating	0	0	0	0	0
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	0	0	0	0	0
Expenditure					
Employee Benefits & Oncosts	0	0	0	0	0
Borrowing Costs	0	0	0	0	0
Materials & Contracts	219	205	455	455	455
Depreciation & Amortisation	0	0	0	0	0
Other Expenses	0	0	0	0	0
Total Expenditure	219	205	455	455	455
Net Result	219	205	455	455	455
Funding Sources					
Non Cash Entries - Depreciation, Accruals	0	0	0	0	0
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	(200)	(200)	(450)	(450)	(450)
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	(5)	(5)	(5)	(5)	(5)
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	(14)	0	0	0	0
Net Result	219	205	455	455	455

Swimming Pools

Council owns three swimming pool facilities located in Gulgong, Mudgee and Kandos. It is Council's aim to ensure these three facilities are maintained and operated at similar levels and to a standard that allows the community to continue to enjoy the benefit of these important recreational facilities.

During the school holidays Council will fund additional lifeguards so that patrons can use the pool in the knowledge that adequate safety procedures are in place.

Council has undertaken a review of the structure of its three pools. With some upgrading works, we can extend the life of the pools by 25 years. The cost will be \$4.5 million and Council will loan fund this expenditure over 20 years.

The works Planned for this financial year

- Mudgee Pool
 Storage area for chemicals and new chlorine tank
 Bunding at tanks
 Concreting around pool where existing concrete is cracked and a trip hazard
 Rebuild plant room,
- Gulgong Pool
 Bond beam and wall tiles need to be replaced
 Concreting around pool where concrete is cracked and a trip hazard
 Rebox top of pool deck
 Rebuild plant room,
- Kandos Pool
 Bond beam and wall tiles need to be replaced
 Concreting works around pool
 Rebuild plant room

And in future years

- Rebuild the amenities and front entrance at all pools and construct a disabled access ramp at the Gulgong pool.

Pool opening hours

Month	Day	Time
Sept / Oct / March / April	Monday to Sunday	6.00am – 7.30am 9.30am – 6.00pm
Nov / Dec / Feb	Monday to Sunday	6.00am – 7.30am 9.30am – 7.00pm
January	Monday to Sunday	6.00am – 7.30am 9.30am – 8.00pm

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Swimming Pools					
Income					
Rates & Annual Charges	1	1	1	1	1
User Charges & Fees	(166)	(172)	(179)	(184)	(190)
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	27	28	28	29	30
Grants & Contributions - Operating	0	0	0	0	0
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	(138)	(143)	(150)	(154)	(159)
Expenditure					
Employee Benefits & Oncosts	358	370	383	396	409
Borrowing Costs	0	0	0	0	0
Materials & Contracts	259	266	274	283	292
Depreciation & Amortisation	69	71	71	71	117
Other Expenses	129	133	137	140	145
Total Expenditure	814	840	864	890	962
Net Result	676	696	715	736	802
Funding Sources					
Non Cash Entries - Depreciation, Accruals	(69)	(71)	(71)	(71)	(117)
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	0	0	0	0	0
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	(607)	(626)	(644)	(665)	(686)
Net Result	676	696	715	736	802

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Swimming Pools Capital					
Income					
Rates & Annual Charges	0	0	0	0	0
User Charges & Fees	0	0	0	0	0
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	0	0	0	0	0
Grants & Contributions - Operating	0	0	0	0	0
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	0	0	0	0	0
Expenditure					
Employee Benefits & Oncosts	0	0	0	0	0
Borrowing Costs	0	0	0	0	0
Materials & Contracts	3,000	1,500	0	0	0
Depreciation & Amortisation	0	0	0	0	0
Other Expenses	0	0	0	0	0
Total Expenditure	3,000	1,500	0	0	0
Net Result	3,000	1,500	0	0	0
Funding Sources					
Non Cash Entries - Depreciation, Accruals	0	0	0	0	0
Loan Repayments	0	0	0	0	0
New Loan Borrowings	(3,000)	(1,500)	0	0	0
Transfer to (from) Reserves	0	0	0	0	0
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	0	0	0	0	0
Net Result	3,000	1,500	0	0	0

Parks and Reserves

Council provides a wide range of services and amenities within the Region's parks and reserves. These include:

- Sports grounds
- Showgrounds
- Passive and recreational reserves
- Conservation and amenity reserves
- Walkways
- Public toilets

Council will actively promote and further develop these facilities as they are beneficial to the general well being of the community.

Council has finalised the development of a Master Plan of Sporting Facilities within the region. There is a need to ensure that all the sporting and recreational users are adequately catered for, that existing facilities are used efficiently and effectively and that there is minimal duplication, especially within the major towns.

These are the major works planned for this year:

Public Toilets

- *Replacement of toilet at the Ilford Information Bay*

Passive Reserves

- *Installation of new playground equipment at Victoria Park, Gulgong*
- *Develop new grandstand and amenities at the Kandos Sports Ground*
- *Upgrade Anzac Park Gulgong with additional landscaping and concrete paths*
- *Upgrade the Mudgee and Gulgong skate parks*
- *Install new fencing around Billy Dunn Oval*
- *Develop the Lawson Park extension into a useable passive recreation area (see plan next page)*

Active Parks / Sports Grounds

- *Glen Willow Regional Sports Facility –promotion and marketing of this new facility.*
- *Mudgee Showground – Council will employ a permanent caretaker for this facility*

Plan for Lawson Park extension



And in future years:

Playgrounds

- *Additional playground improvements to be determined with the next review of the Recreational Strategic Plan.*

Passive Parks

- *Landscaping of parks – Council proposes to undertake one significant upgrade of a reserve every second year and would like to hear from the community of their priorities, subject to Plans of Management for these reserves.*

Active Parks / Sports Grounds

- *Funds have been set aside in 2013/14 and 2014/15 for upgrades at both the Rylstone and Gulgong Showgrounds.*



Playground at Coomber Park, Kandos

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Parks & Reserves					
Income					
Rates & Annual Charges	35	36	37	38	39
User Charges & Fees	55	59	61	63	65
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	199	206	212	219	226
Grants & Contributions - Operating	0	0	0	0	0
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	290	301	310	321	330
Expenditure					
Employee Benefits & Oncosts	810	837	866	895	924
Borrowing Costs	76	73	71	69	67
Materials & Contracts	663	685	705	709	730
Depreciation & Amortisation	741	741	741	741	741
Other Expenses	103	105	108	110	114
Total Expenditure	2,392	2,441	2,490	2,524	2,575
Net Result	2,682	2,742	2,801	2,845	2,906
Funding Sources					
Non Cash Entries - Depreciation, Accruals	(741)	(741)	(741)	(741)	(741)
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	0	0	0	0	0
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	(1,942)	(2,001)	(2,060)	(2,104)	(2,165)
Net Result	2,682	2,742	2,801	2,845	2,906

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Parks & Reserves Capital					
Income					
Rates & Annual Charges	0	0	0	0	0
User Charges & Fees	0	0	0	0	0
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	0	0	0	0	0
Grants & Contributions - Operating	0	0	0	0	0
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	0	0	0	0	0
Expenditure					
Employee Benefits & Oncosts	0	0	0	0	0
Borrowing Costs	0	0	0	0	0
Materials & Contracts	1,310	160	490	460	190
Depreciation & Amortisation	0	0	0	0	0
Other Expenses	0	0	0	0	0
Total Expenditure	1,310	160	490	460	190
Net Result	1,310	160	490	460	190
Funding Sources					
Non Cash Entries - Depreciation, Accruals	0	0	0	0	0
Loan Repayments	0	0	0	0	0
New Loan Borrowings	(700)	0	0	0	0
Transfer to (from) Reserves	(160)	(80)	(410)	(380)	(110)
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	(430)	(80)	(80)	(80)	(80)
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	(20)	0	0	0	0
Net Result	1,310	160	490	460	190

Strategic Planning

It is vital that as a community we determine our future; otherwise, the future will be determined for us. As a community we need to focus on how growth will happen over the next 10 years. That growth is not just bricks and mortar. It should include:

- Our social infrastructure.
- Our sustainability as a community and
- Our economic and environmental well being.

The primary purpose of the Local Environment Plan (LEP) is sustainable management of the environment, which encompasses the utilisation of natural and physical resources as well as the social, cultural and economic well being of the community and its individuals. In completing the comprehensive Land Use Strategy, Council has identified opportunities for growth in both the rural and urban environment. The principle LEP will implement the findings of the strategy providing an opportunity for sustainable development meeting the community's and developer's aspirations. The principle LEP will also embrace current best practice to promote the timely assessment of development applications.

With the introduction of the new principle LEP, Council is conducting a review of all development control plans leading to the formulation of a comprehensive Development Control Plan for the Region. The implementation of one comprehensive Development Control Plan is desirable and will provide the opportunity to update provisions particularly in relation to residential and subdivision controls to promote the best possible living environments for the community.

Council witnessed continuing changes by the State Government to planning legislation including S94 Developer Contribution. Council will continue to monitor and review its S94 and 94A plans to embrace the legislative changes and promote the provision of community facilities and services consistent with development.

These are the major works planned for this year:

- *Finalise after public consultation the new principle Local Environmental Plan.*
- *Finalisation and implementation of the Comprehensive Development Control Plan.*
- *Review of Section 94 and 94A plans in line with changes in government legislation.*

And in future years:

- *Implementation of the new comprehensive Local Environmental Plan and Development Control Plan.*
- *Formulation of an Environmental Strategy.*
- *Review of S94 and S94A Developer Contribution Plans.*

Development, Health and Environmental Control

Council will continue to monitor the development application process to promote the processing of development applications within the statutory timeframe. Continual review of the process will promote the implementation of best practice in the assessment of development and subdivision applications.

Council will continue to meet its obligations for regulation of environmental health legislation. Bi-annually Council runs a series of educational seminars Region-wide for the handling and preparation of food.

Seed funding to enable greater access to environmental grants has been included in the Management Plan for a range of environmental projects and to support initiatives including National Tree Day, salinity monitoring and school gardening program.

Council participated in a Regional State of the Environment Report with 17 other Councils from across the Central West region. Copies of the State of the Environment Report are available for viewing in the library and from Council. This process was facilitated by the Central West Catchment Management Authority (CWCMA). Council is continuing to work with both the CWCMA and the Hunter Central Rivers Catchment Management Authority and other organisations to secure funding for on-ground projects including rehabilitation works, and riverbed regeneration.

These are the major works planned for this year:

- Continued water quality monitoring as part of the Central West Salinity and Water Quality Alliance network.
- Continued roll out of the school vegetable garden program.
- Roadside natural resource management, involving the implementation of roadside management and specific on-ground actions and practices in targeted area.
- Investigation and identification of trunk stormwater drainage for existing and future residential areas.
- Aboriginal Heritage Management Study including sensitivity mapping.
- Continuation of treatment of Willows and regeneration of the Cudgegong River.
- Implementation of Stage 2 works at the Putta Bucca Wetlands including the construction of pathways.
- Continuation of the partnership with Watershed Landcare with the delivery of Green Day activities for all the primary school in the Mid-Western Region.
- Completion of the Rylstone- Kandos Flood Study and Drainage Assessment
- Increase the availability of heritage advice by employment of in-house heritage advisor.
- Continue to develop best practice methods to improve the processing of applications including the use of technology developments and increase use of Complying Development Certificates.

And in future years:

- Development of Environmental Strategy to identify grant opportunities to implement a range of environmental projects.
- Continued water quality monitoring.
- Roadside natural resource management.
- Continued support of the school vegetable garden program.
- Continuation of the Local Heritage Assistance Program.
- Food Handling seminars.

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Development & Environmental Control					
Income					
Rates & Annual Charges	0	0	0	0	0
User Charges & Fees	(559)	(569)	(584)	(589)	(600)
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	(53)	(55)	(56)	(58)	(60)
Grants & Contributions - Operating	(4)	(4)	(4)	(4)	(4)
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	(616)	(628)	(644)	(651)	(663)
Expenditure					
Employee Benefits & Oncosts	1,805	1,863	1,923	1,984	2,048
Borrowing Costs	0	0	0	0	0
Materials & Contracts	286	247	245	250	249
Depreciation & Amortisation	5	5	5	5	5
Other Expenses	14	14	14	14	14
Total Expenditure	2,111	2,129	2,188	2,254	2,316
Net Result	1,494	1,501	1,544	1,603	1,654
Funding Sources					
Non Cash Entries - Depreciation, Accruals	(5)	(5)	(5)	(5)	(5)
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	0	0	0	0	0
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	(1,489)	(1,496)	(1,539)	(1,598)	(1,648)
Net Result	1,494	1,501	1,544	1,603	1,654

Libraries

There are three libraries across the Mid-Western region at Gulgong, Kandos and Mudgee as well as a mobile library service. Council provides a wide range of library services to the community. Each year over 150,000 items are loaned and well over 100,000 visits are made to our libraries. Current library services provided to the community are:

- Circulation services allowing members to borrow books, DVDs, music CDs, magazines, inter-library loans and other items from libraries.
- Reference services assisting the community with their information needs.
- Free internet access at each of the three libraries.
- Online access to the library catalogue and other databases through the Mid-Western Regional Council website.
- Expansion of the Navigator program of hand-held talking book devices for the visually impaired.
- Specialised collections to assist with local studies and family history research.
- Pre-school storytelling and craft activity programs at Kandos, Gulgong and Mudgee.
- School holiday and Summer Reading Programs at Kandos, Gulgong and Mudgee.
- Mobile library services to village schools and communities and housebound patrons.
- *Headspace*, a HSC support package for senior students.
- *Born-to-read*, a language enrichment program for babies and toddlers.

As stated earlier, Council has had to review the scope of the work for a new regional library as we simply don't have the level of funding previously anticipated. However, we believe that we can provide the community with an exciting and modern regional library facility that will meet the needs of the community for many years. We have \$4,000,000 to develop an asset we can all be extremely proud of.

These are the major works planned for this year:

- *Develop new multi-purpose regional library facility in Mudgee including upgrading the theatre and meeting facilities.*
- *Continuation of the book purchasing program.*

And in future years:

- *Continued development of partnerships with local groups, schools and individuals for the delivery of additional services and programs, particularly for seniors, students and teachers.*

Proposed additions to the existing Mudgee Library



\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Library					
Income					
Rates & Annual Charges	1	1	1	1	1
User Charges & Fees	(5)	(5)	(5)	(5)	(5)
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	(21)	(21)	(21)	(21)	(21)
Grants & Contributions - Operating	(85)	(86)	(86)	(86)	(86)
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	(110)	(110)	(110)	(110)	(111)
Expenditure					
Employee Benefits & Oncosts	500	516	533	550	568
Borrowing Costs	0	0	0	0	0
Materials & Contracts	141	143	143	144	145
Depreciation & Amortisation	235	235	235	235	235
Other Expenses	24	24	25	26	27
Total Expenditure	899	918	936	955	975
Net Result	789	808	826	844	864
Funding Sources					
Non Cash Entries - Depreciation, Accruals	(235)	(235)	(235)	(235)	(235)
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	0	0	0	0	0
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	(554)	(573)	(591)	(609)	(629)
Net Result	789	808	826	844	864

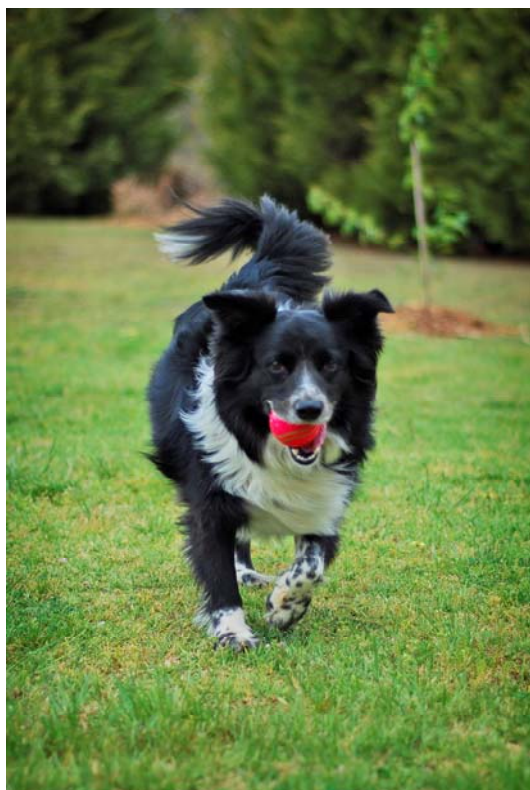
\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Library Capital					
Income					
Rates & Annual Charges	0	0	0	0	0
User Charges & Fees	0	0	0	0	0
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	0	0	0	0	0
Grants & Contributions - Operating	(35)	0	0	0	0
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	(35)	0	0	0	0
Expenditure					
Employee Benefits & Oncosts	0	0	0	0	0
Borrowing Costs	0	0	0	0	0
Materials & Contracts	3,760	140	110	112	114
Depreciation & Amortisation	0	0	0	0	0
Other Expenses	0	0	0	0	0
Total Expenditure	3,760	140	110	112	114
Net Result	3,725	140	110	112	114
Funding Sources					
Non Cash Entries - Depreciation, Accruals	0	0	0	0	0
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	0	0	0	0	0
Transfer to (from) Section 94	(1,314)	(40)	(10)	(10)	(10)
Transfer to (from) Voluntary Planning Agreements	(2,136)	0	0	0	0
Transfer to (from) Unexpended Grants	(200)	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	(75)	(100)	(100)	(102)	(104)
Net Result	3,725	140	110	112	114

Regulatory Control including Animals, Parking and Weeds Management

Council will continue with its role of enforcing parking restrictions in the CBD areas of our towns. Animal control continues to be a significant issue with many stray and dangerous dogs keeping this section of Council very busy.

At the same time, a specialised team focusing on the spraying of noxious weeds on Council controlled land has been identified as the most efficient and effective way for Council to gain value for money in this key area. Considerable resources have been allocated to the controlling of noxious weeds on roadsides. Council has allocated a further \$30,000 for roadside spraying in the 2011/12 financial year, taking the total financial resources allocation for roadside weed management to \$116,000 per annum.

The animal control activity is a community safety service focused mainly on the control of dogs. The ongoing focus for this activity is to encourage the responsible ownership of dogs and to minimise the danger that is posed to the community from uncontrolled dogs.



These are the major works planned for this year:

- *Council's Weeds Inspection staff will be actively pursuing those land holders who don't comply with the Noxious Weeds legislation as well as liaising with other agencies to carry out an education program for weed control.*
- *Roadside spraying of noxious weeds is to be carried out during peak growing periods.*
- *Construction of new regional pound facilities in Mudgee*

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Regulatory Control					
Income					
Rates & Annual Charges	1	1	1	1	1
User Charges & Fees	(8)	(8)	(8)	(8)	(8)
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	(80)	(81)	(81)	(82)	(83)
Grants & Contributions - Operating	(267)	(271)	(275)	(275)	(104)
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	(354)	(358)	(363)	(364)	(194)
Expenditure					
Employee Benefits & Oncosts	586	604	624	639	540
Borrowing Costs	0	0	0	0	0
Materials & Contracts	306	285	290	291	238
Depreciation & Amortisation	1	1	1	1	1
Other Expenses	5	5	6	6	4
Total Expenditure	898	895	920	937	784
Net Result	545	537	557	573	590
Funding Sources					
Non Cash Entries - Depreciation, Accruals	(1)	(1)	(1)	(1)	(1)
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	0	0	0	0	0
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	(544)	(536)	(556)	(572)	(589)
Net Result	545	537	557	573	590

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Regulatory Control Capital					
Income					
Rates & Annual Charges	0	0	0	0	0
User Charges & Fees	0	0	0	0	0
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	0	0	0	0	0
Grants & Contributions - Operating	0	0	0	0	0
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	0	0	0	0	0
Expenditure					
Employee Benefits & Oncosts	0	0	0	0	0
Borrowing Costs	0	0	0	0	0
Materials & Contracts	150	0	0	0	0
Depreciation & Amortisation	0	0	0	0	0
Other Expenses	0	0	0	0	0
Total Expenditure	150	0	0	0	0
Net Result	150	0	0	0	0
Funding Sources					
Non Cash Entries - Depreciation, Accruals	0	0	0	0	0
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	(150)	0	0	0	0
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	0	0	0	0	0
Net Result	150	0	0	0	0

Cultural and Community Services

Council provides support for a range of services that benefit the community and underline the commitment of Council to work towards a better quality of life for the Mid-Western Regional Council area. These services are under the control of Council, working with State and Federal funding to maximise beneficial outcomes for the community. The services include:

- **Community Transport** (in Mudgee) – providing transport for medical and social appointments for the frail and aged, people with a disability and those in the community who are transport disadvantaged.
- **Host Family Respite Care** – supporting families caring for a child or adult with a disability by providing respite care in a family environment.
- **Meals on Wheels** (in Mudgee) – providing hot and frozen nutritional meals to the frail, the aged, people with disabilities and carers within Mudgee and surrounding areas.
- **Home Modification and Maintenance** – assisting the frail and aged and disabled to stay in their own homes by making minor modifications to buildings.
- **Children's Services** – providing flexible home-based child care options for families in the community.
- **Youth Council and Youth Services** – providing advice to Council on youth matters and co-ordinate activities for the youth within the Council area.

Council also works to enhance the development of the community by working with a range of different agencies, working parties and committees. A number of planning documents have been developed including the Social Plan, the Cultural Plan and the Youth Strategy. These documents underpin the work of Council in the community and provide strategic direction for the support and development of service delivery in the Region.

These are the major works planned for this year:

- *Continuation of a three year youth program as a result of a generous \$100,000 per annum grant from Xstrata Coal.*
- *Co-ordination of community activities such as Seniors Week, Volunteers Week, Carers Week and Youth Week.*
- *Support for the Kandos Centenary project.*
- *Support for the Kandos Bicentennial Museum.*
- *Continuation of partnership for doctor rental support.*

And in future years:

- *Continued support of community services.*
- *Improved access to information for employment opportunities for youth.*
- *Providing opportunities for further programs and activities to support young people.*
- *Assisting the Cultural Development Committee in supporting the development and growth of cultural pursuits and activities in the Region.*
- *Supporting the work of the Mudgee & Gulgong Access Committee and the Rylstone & Kandos in highlighting the needs of all in the community in developing and improving buildings and public areas.*

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Community Services					
Income					
Rates & Annual Charges	5	5	5	5	6
User Charges & Fees	(298)	(303)	(308)	(313)	(318)
Interest & Investment Revenue	(2)	(2)	(2)	(2)	(2)
Other Revenues	(121)	(125)	(130)	(134)	(139)
Grants & Contributions - Operating	(1,308)	(1,458)	(1,460)	(1,481)	(1,500)
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	(1,725)	(1,883)	(1,894)	(1,925)	(1,954)
Expenditure					
Employee Benefits & Oncosts	998	1,030	1,058	1,088	1,119
Borrowing Costs	0	0	0	0	0
Materials & Contracts	469	428	431	434	433
Depreciation & Amortisation	67	67	67	67	67
Other Expenses	574	579	584	588	593
Total Expenditure	2,108	2,104	2,140	2,177	2,213
Net Result	384	221	246	252	259
Funding Sources					
Non Cash Entries - Depreciation, Accruals	(67)	(67)	(67)	(67)	(67)
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	(50)	0	0	0	0
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	(100)	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	(167)	(154)	(179)	(185)	(192)
Net Result	384	221	246	252	259

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Community Services Capital					
Income					
Rates & Annual Charges	0	0	0	0	0
User Charges & Fees	0	0	0	0	0
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	0	0	0	0	0
Grants & Contributions - Operating	0	0	0	0	0
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	5	(1)	5	5	5
Total Income	5	(1)	5	5	5
Expenditure					
Employee Benefits & Oncosts	0	0	0	0	0
Borrowing Costs	0	0	0	0	0
Materials & Contracts	132	153	127	128	129
Depreciation & Amortisation	0	0	0	0	0
Other Expenses	0	0	0	0	0
Total Expenditure	132	153	127	128	129
Net Result	137	152	132	133	134
Funding Sources					
Non Cash Entries - Depreciation, Accruals	(70)	(71)	(72)	(73)	(74)
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	0	0	0	0	0
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	(67)	(81)	(60)	(60)	(60)
Net Result	137	152	132	133	134

Administrative, Statutory and Management Services

This activity section of Council covers all the management and administration of the Council and includes:

- Customer service
- Financial management
- Integrated Planning & Reporting
- Information Technology
- Engineering and Quality Assurance Services
- Bushfire and Emergency Services
- Records Management
- Employee Learning and Development
- Employee services
- Occupational Health & Safety
- Insurance
- Executive support and administration

These are the major works planned for this year:

- Continuation of a process of protecting and storing of all archive material to comply with best practice and the Records Act
- Continue to develop annual Learning and Development Plans aligned to organisational strategies and objectives
- Implementation of the Integrated Planning & Reporting Framework, including the development of our Community Strategic Plan
- Development of a Workforce Plan
- Continuous review of related procedures, practices and policies
- Ongoing leadership development in people management
- Development of a capability framework to establish capabilities, skills and behaviours for all levels of employees
- Compliance training in areas such as bullying, harassment and discrimination, privacy, equal employment opportunity, diversity
- Participate in upgrading Rural Fire Services capabilities including new water tanks and fire fighting vehicles
- Plant replacement

And in future years:

- Investigate the opportunities for joint learning and development activities with nearby Councils, particularly within the Central Tablelands Alliance
- Ongoing plant replacement
- Upgrade Council's record management system
- Improved accessibility for Council's web site to ensure compliance with the Disability Discrimination Act

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Administration & Management Services					
Income					
Rates & Annual Charges	(13,795)	(14,181)	(14,578)	(14,986)	(15,406)
User Charges & Fees	(74)	(39)	(76)	(77)	(78)
Interest & Investment Revenue	(495)	(496)	(498)	(499)	(500)
Other Revenues	(3,164)	(3,254)	(3,347)	(3,443)	(3,541)
Grants & Contributions - Operating	(4,456)	(4,573)	(4,704)	(4,838)	(4,977)
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	(127)	(64)	3	(195)	(145)
Total Income	(22,111)	(22,607)	(23,199)	(24,037)	(24,646)
Expenditure					
Employee Benefits & Oncosts	6,313	6,499	6,692	6,891	7,097
Borrowing Costs	276	521	559	530	499
Materials & Contracts	(856)	(924)	(990)	(1,049)	(1,122)
Depreciation & Amortisation	1,696	1,738	1,781	1,735	1,872
Other Expenses	1,562	1,628	1,698	1,784	1,861
Total Expenditure	8,991	9,463	9,740	9,892	10,207
Net Result	(13,120)	(13,144)	(13,459)	(14,145)	(14,439)
Funding Sources					
Non Cash Entries - Depreciation, Accruals	(2,421)	(2,471)	(2,523)	(2,485)	(2,631)
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	4,076	4,130	4,180	4,214	4,260
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	(37)	(68)	(68)	(68)	(68)
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	11,502	11,553	11,870	12,485	12,879
Net Result	(13,120)	(13,144)	(13,459)	(14,145)	(14,439)

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Administration & Management Services Capital					
Income					
Rates & Annual Charges	0	0	0	0	0
User Charges & Fees	0	0	0	0	0
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	0	0	0	0	0
Grants & Contributions - Operating	0	0	0	0	0
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	0	0	0	0	0
Expenditure					
Employee Benefits & Oncosts	0	0	0	0	0
Borrowing Costs	0	0	0	0	0
Materials & Contracts	2,928	2,295	2,405	3,042	2,527
Depreciation & Amortisation	0	0	0	0	0
Other Expenses	0	0	0	0	0
Total Expenditure	2,928	2,295	2,405	3,042	2,527
Net Result	2,928	2,295	2,405	3,042	2,527
Funding Sources					
Non Cash Entries - Depreciation, Accruals	0	0	0	0	0
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	(2,283)	(1,781)	(1,958)	(2,397)	(1,932)
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	(645)	(514)	(447)	(645)	(595)
Net Result	2,928	2,295	2,405	3,042	2,527

Governance

Corporate leadership is fundamental to Council's requirement under the Local Government Act and the delivery of democratic principles into the Mid-Western Region. Council's role is to establish the policies and strategic direction for the Region. Council has a significant role to ensure that the appropriate checks and balances (monitoring) are in place to deliver the right community input and involvement.

The elected Council, comprising nine councillors elected every four years, represents the whole of the local government area. The next Council election will be held in September 2012.

Council is required to meet at least ten times per year. Council holds its ordinary meetings on the third Wednesday of each month, except for January when there are no meetings.

As well as meeting as the Council once each month, the Councillors also meet at the following standing committees on the first Wednesday of each month (except January and July):

- Assets Committee
- Planning & Development Committee
- Cultural & Community Services Committee
- Finance & Corporate Committee.

In addition to their responsibilities in Council Meetings, Councillors hold representative positions on various other Council Advisory Committees and other external bodies.

Council will publish a newsletter monthly to not only to keep the community informed, but also to seek regular feedback. Council publishes the Community News in the Mudgee Guardian as well as making available copies of the Community News to those areas that do not receive the Mudgee Guardian. Community News is also be available in our offices and libraries. It's our way of informing you of what we are doing.

We ask the community to regularly visit our website for up-to-date information about Council, www.midwestern.nsw.gov.au.

Council is also a member of the Local Government and Shires Associations, and the Association of Mining Related Councils, with councillors attending meetings and conferences of these and other organisations as required.

These are the major works planned for this year:

- *Continue the production of the 'Community News' – the 'Community News' will be published 11 times a year in the Mudgee Guardian*
- *Continuation of an internal audit program with the Internal Audit Committee.*

And in future years:

- *Election in September 2012*
- *Continue to meet statutory responsibilities*

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Governance					
Income					
Rates & Annual Charges	0	0	0	0	0
User Charges & Fees	0	0	0	0	0
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	(66)	(68)	(70)	(72)	(75)
Grants & Contributions - Operating	0	0	0	0	0
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	(66)	(68)	(70)	(72)	(75)
Expenditure					
Employee Benefits & Oncosts	15	15	16	16	16
Borrowing Costs	0	0	0	0	0
Materials & Contracts	101	260	105	108	109
Depreciation & Amortisation	0	0	0	0	0
Other Expenses	351	355	360	364	368
Total Expenditure	467	631	481	488	493
Net Result	401	562	410	415	418
Funding Sources					
Non Cash Entries - Depreciation, Accruals	0	0	0	0	0
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	0	(158)	0	0	0
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	(401)	(404)	(410)	(415)	(418)
Net Result	401	562	410	415	418

Economic Development and Tourism

As one of the largest organisations in the Region, Council has a role to play in promoting the economic development of the Mid-Western area. This involves the facilitating of information for those seeking data to assist with decision making for economic ventures.

Council is involved in many areas of economic development ranging from input into events that happen in the Mid-Western Region to the subdivision of land surplus to Council's requirements.

It is recognised that tourism is a major industry in the Region and all residents benefit either directly or indirectly. Historically, Council has made a substantial financial contribution towards maintaining a tourism service and encouraging its growth.

Council is the major contributor to the funding of Mudgee Regional Tourism Inc (MRTI). Council's funding is close to 50% of the total income for MRTI. Council pays \$323,000 plus GST to the operations of MRTI. Council has placed a number of key performance indicators on MRTI to ensure the delivery of quality tourism outcomes for the Mid-Western Region. Council has renewed the contract of service with MRTI. The contract is for three years and is adjusted annually by CPI.

From time to time Council receives requests for funding from a number of events being held in the Region. These are events that the total Region benefits from and that have the ability to attract many visitors. Council has set aside a sum of money for these requests.

Land Development

Over the next few years Council will be undertaking subdivision of land it owns that is not required for the long term operations and strategic use of the Council. Council will also be reviewing all land it owns to determine if it is required for the long term benefit of the community. If not required, Council will undertake a process to sell the land.

Land development sites proposed for 2011/12 are:

- *Sale of industrial land at the rear of the Council depot in Depot Road*
- *Sale of residential land fronting Lions Drive*
- *Sale of surplus land region-wide including Cox's Creek Road land near the Rylstone Airport*
- *Development and sale of land at Mudgee Airport*
- *Any lands or buildings determined as surplus after a community consultation process*

Mudgee Saleyards

The Mudgee Saleyard Strategic Plan identifies a number of projects in its 10 year program. The Saleyard Committee will consider and recommend the project(s) to be undertaken with the money proposed in the budget.

These are the major works planned for this year:

- *Funding to Mudgee Regional Tourism Inc in 2011/2012 is \$323,000 to allow a complete provision of tourism services to the Mid-Western Region*
- *Implementation of the Economic Development Strategy*

- Council will also have available \$60,000 to assist community organisations to organise and administer events in the region

And in future years:

- Sale of remaining residential land in Lions Drive and Depot Road Mudgee
- Sale of land at Mudgee Airport
- Sale of surplus Council-owned land in the region
- Upgrade the entrance signage into the towns of Rylstone, Kandos, Mudgee and Gulgong
- Upgrade entrance signage to the towns of Rylstone, Kandos, Mudgee and Gulgong

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Economic Development					
Income					
Rates & Annual Charges	26	26	27	28	29
User Charges & Fees	(307)	(313)	(320)	(326)	(333)
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	(521)	(684)	(705)	(727)	(750)
Grants & Contributions - Operating	(33)	0	0	0	0
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	(740)	(715)	(715)	(250)	(250)
Total Income	(1,576)	(1,686)	(1,712)	(1,275)	(1,304)
Expenditure					
Employee Benefits & Oncosts	193	198	205	211	217
Borrowing Costs	4	4	3	3	2
Materials & Contracts	519	517	527	521	525
Depreciation & Amortisation	191	191	191	191	191
Other Expenses	70	71	71	72	73
Total Expenditure	977	980	996	997	1,007
Net Result	(599)	(706)	(716)	(278)	(297)
Funding Sources					
Non Cash Entries - Depreciation, Accruals	(191)	(191)	(191)	(191)	(191)
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	730	730	730	265	265
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	74	76	76	77	78
Transfer to (from) General Purpose Revenue	(14)	90	100	126	145
Net Result	(599)	(706)	(716)	(278)	(297)

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Economic Development Capital					
Income					
Rates & Annual Charges	0	0	0	0	0
User Charges & Fees	0	0	0	0	0
Interest & Investment Revenue	0	0	0	0	0
Other Revenues	31	25	19	20	20
Grants & Contributions - Operating	0	0	0	0	0
Grants & Contributions - Capital	0	0	0	0	0
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	31	25	19	20	20
Expenditure					
Employee Benefits & Oncosts	0	0	0	0	0
Borrowing Costs	0	0	0	0	0
Materials & Contracts	1,094	145	135	135	10
Depreciation & Amortisation	0	0	0	0	0
Other Expenses	0	0	0	0	0
Total Expenditure	1,094	145	135	135	10
Net Result	1,126	170	154	155	30
Funding Sources					
Non Cash Entries - Depreciation, Accruals	0	0	0	0	0
Loan Repayments	0	0	0	0	0
New Loan Borrowings	(1,000)	0	0	0	0
Transfer to (from) Reserves	(109)	(170)	(154)	(155)	(30)
Transfer to (from) Section 94	0	0	0	0	0
Transfer to (from) Voluntary Planning Agreements	0	0	0	0	0
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	(17)	0	0	0	0
Net Result	1,126	170	154	155	30

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Section 94/64					
Income					
Rates & Annual Charges	0	0	0	0	0
User Charges & Fees	0	0	0	0	0
Interest & Investment Revenue	(113)	(118)	(123)	(120)	(125)
Other Revenues	0	0	0	0	0
Grants & Contributions - Operating	0	0	0	0	0
Grants & Contributions - Capital	(3,230)	(893)	(938)	(980)	(1,025)
Gain (Loss) on Disposal of Assets	0	0	0	0	0
Total Income	(3,343)	(1,011)	(1,061)	(1,100)	(1,150)
Expenditure					
Employee Benefits & Oncosts	0	0	0	0	0
Borrowing Costs	0	0	0	0	0
Materials & Contracts	0	0	0	0	0
Depreciation & Amortisation	0	0	0	0	0
Other Expenses	0	0	0	0	0
Total Expenditure	0	0	0	0	0
Net Result	(3,343)	(1,011)	(1,061)	(1,100)	(1,150)
Funding Sources					
Non Cash Entries - Depreciation, Accruals	0	0	0	0	0
Loan Repayments	0	0	0	0	0
New Loan Borrowings	0	0	0	0	0
Transfer to (from) Reserves	0	0	0	0	0
Transfer to (from) Section 94	580	614	655	685	726
Transfer to (from) Voluntary Planning Agreements	2,763	397	406	415	424
Transfer to (from) Unexpended Grants	0	0	0	0	0
Transfer to (from) Other External Restrictions	0	0	0	0	0
Transfer to (from) General Purpose Revenue	0	(0)	0	(0)	0
Net Result	(3,343)	(1,011)	(1,061)	(1,100)	(1,150)

Consolidated Financial Information

Forecast Financial Statements Commentary

The financial information of Council's Management Plan is prepared in a number of formats for the purpose of assisting Councillors and other users in forming a view as to the services Council intends to provide and to form an opinion as to the financial sustainability of the Council.

Firstly, there is the detailed format explaining Council's services and outputs. The bulk of the Management Plan concentrates on the activities that Council intends to provide. The financial information relating to these activities indicates the financial inputs required to achieve the stated performance targets of each of these activities.

Excluding those activities in the Water, Waste Water and Waste operations of Council, the "Net Cost / (Surplus)" result of each activity generally indicates the amount of General Purpose Revenue required to fund that activity. Reserves, Section 94, Voluntary Planning Agreement or loan funds may also be utilised, depending on the tasks involved in an activity.

Secondly, information is provided in the form of Council's Income Statement. The second format is prepared on an accrual basis in accordance with Australian International Financial Reporting Standards and also forms part of Council's annual financial statements. An accrual basis includes non-cash transactions such as depreciation, provisions for employee liabilities, and provision for the book-value adjustments due to disposal of assets. Accrual accounting does not recognise transfers from loans, Section 94 or Reserves as income. The preparation of financial information on an accrual basis is essential in determining the financial sustainability of any organisation.

As part of the Integrated Planning & Reporting Framework, and the development of Towards 2030, Council is currently in the process of formulating a long term financial plan. This plan will be presented to the community as part of the Towards 2030 engagement process, and we would welcome your feedback.

Income Statement

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Income from Continuing Operations					
Rates & Annual Charges	20,915	21,827	22,778	23,775	24,838
User Charges & Fees	9,582	9,961	10,329	10,663	11,017
Interest & Investment Revenue	1,070	1,018	998	1,003	1,053
Other Revenues	1,553	1,740	1,785	1,825	1,861
Grants & Contributions - provided for Operating Purposes	10,815	11,144	11,403	11,691	11,814
Grants & Contributions - provided for Capital Purposes	5,007	7,630	2,415	2,957	2,502
Profit on Disposal of Assets	862	780	707	440	390
Income from Continuing Operations	49,804	54,100	50,415	52,354	53,475
Expenses from Continuing Operations					
Employee Benefits & on-costs	18,173	18,724	19,286	19,835	20,348
Borrowing Costs	1,225	2,088	2,673	2,935	2,831
Materials & Contracts	9,920	10,136	10,151	10,281	10,386
Depreciation & Amortisation	15,779	16,000	16,228	16,310	16,527
Other Expenses	3,885	4,001	4,126	4,277	4,405
Total Expenses from Continuing Operations	48,982	50,949	52,464	53,638	54,497
Operating Result from Continuing Operations	822	3,151	- 2,049	- 1,284	- 1,022
Net Operating Result before Grants & Contributions provided for Capital Purposes	(4,185)	(4,479)	(4,464)	(4,241)	(3,524)

Balance Sheet

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
ASSETS					
Current Assets					
Cash & Cash Equivalents	17,189	19,377	25,078	24,226	26,997
Investments	1,000	1,000	1,000	1,000	1,000
Receivables	4,339 [▼]	4,471 [▼]	4,598 [▼]	4,728 [▼]	4,850 [▼]
Inventories	1,488	1,520	1,523	1,542	1,558
Total Current Assets	24,017	26,368	32,199	31,495	34,405
Non-Current Assets					
Investments	2,268 [▼]	2,500	-	-	-
Inventories	1,924 [▼]	1,684	962	481	241
Infrastructure, Property, Plant & Equip	544,924	552,535	555,453	554,367	549,817
Intangible Assets	257 [▼]	225	193	161	128
Total Non-Current Assets	549,373	556,943	556,608	555,009	550,186
TOTAL ASSETS	573,389	583,311	588,807	586,504	584,591
LIABILITIES					
Current Liabilities					
Payables	5,048	5,696	5,840	6,252	6,915
Borrowings	1,035	1,274	1,463	1,578	1,799
Provisions	4,543	4,681	4,822	4,959	5,087
Total Current Liabilities	10,626	11,651	12,124	12,789	13,801
Non-Current Liabilities					
Borrowings	20,352	26,203	33,380	31,802	30,003
Provisions	842 [▼]	737	632	527	421
Total Non-Current Liabilities	21,194	26,940	34,012	32,329	30,424
TOTAL LIABILITIES	31,820	38,591	46,136	45,117	44,225
NET ASSETS	541,569	544,720	542,671	541,387	540,365
EQUITY					
Retained Earnings	286,403	289,554	287,505	286,221	285,199
Revaluation Reserves	255,166	255,166	255,166	255,166	255,166
TOTAL EQUITY	541,569	544,720	542,671	541,387	540,365

Cash Flow Statement

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Cash Flows from Operating Activities					
Receipts					
Rates & Annual Charges	20,915	21,827	22,778	23,775	24,838
User Charges & Fees	9,234	9,829	10,202	10,534	10,895
Interest & Interest Received	1,070	1,018	998	1,003	1,053
Grants & Contributions	15,822	18,774	13,818	14,648	14,316
Other	1,553	1,740	1,785	1,825	1,861
Payments					
Employee Benefits & on-costs	(18,105)	(18,692)	(19,251)	(19,803)	(20,325)
Materials & Contracts	(10,507)	(9,520)	(10,010)	(9,888)	(9,739)
Borrowing Costs	(1,225)	(2,088)	(2,673)	(2,935)	(2,831)
Other	(3,885)	(4,001)	(4,126)	(4,277)	(4,405)
Net Cash provided (or used in) Operating Activities	14,872	18,888	13,521	14,881	15,663
Cash Flows from Investing Activities					
Receipts					
Sale of Investments	-	-	2,500	-	-
Sale of Infrastructure, Property, Plant & Equipment	1,382	1,301	1,229	963	914
Payments					
Purchase of Investments	-	(232)	-	-	-
Purchase of Infrastructure, Property, Plant & Equip.	(29,771)	(23,859)	(18,915)	(15,234)	(12,228)
Net Cash provided (or used in) Investing Activities	(28,389)	(22,790)	(15,186)	(14,271)	(11,314)
Cash Flows from Financing Activities					
Receipts					
Proceeds from Borrowings & Advances	14,700	7,125	8,640	-	-
Payments					
Repayment of Borrowings & Advances	(702)	(1,035)	(1,274)	(1,463)	(1,578)
Net Cash Flow provided (used in) Financing Activities	13,998	6,090	7,366	(1,463)	(1,578)
Net Increase/(Decrease) in Cash & Cash Equivalents	481	2,188	5,701	(853)	2,771
plus: Cash & Cash Equivalents - beginning of year	16,708	17,189	19,377	25,078	24,225
Cash & Cash Equivalents as at end of Period	17,189	19,377	25,078	24,225	26,997

Statement of Restricted Assets

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Reserves					
Internal Reserves					
Employee Leave Entitlements	2,355	2,525	2,695	2,865	3,035
Emergency	200	200	200	200	200
Land Development	365	965	1,565	1,815	2,065
Airport Development	(368)	(278)	(182)	(202)	(222)
Elections	153	55	115	175	235
Plant Replacement	538	827	820	406	505
Asset Replacement	(146)	141	279	436	574
Capital Program	65	690	885	1,210	1,930
Livestock Exchange	19	14	19	24	29
State Roads Warranty	400	400	400	400	400
Rylstone Community Services	6	6	6	6	6
Kandos Museum	12	12	12	12	12
Total Internal Reserves	3,599	5,557	6,814	7,347	8,769
External Reserves					
Waste Reserves	1,489	1,089	1,558	2,026	2,493
Sewer Reserves	1,785	1,036	1,146	1,231	1,321
Water Reserves	1,732	2,445	3,490	2,314	2,418
Community Services	77	77	77	77	77
Community Tenancy Scheme	119	119	119	119	119
Family Day Care	17	17	17	17	17
Section 355 Committees	82	82	82	82	82
Bequest - Simpkins Park	84	84	84	84	84
Bequest - Kandos Museum	28	28	28	28	28
Total External Reserves	5,413	4,977	6,601	5,978	6,639
Total Reserves	9,012	10,534	13,415	13,325	15,408
Developer Contributions					
Transport Management	574	638	708	384	466
Open Space	155	338	545	774	1,026
Community Facilities	124	146	201	259	320
Civic Improvements	(66)	(66)	(66)	(66)	(66)
Carparking	135	138	141	144	147
Administration	57	81	108	137	169
Total S94 Under Plans	979	1,275	1,637	1,632	2,062
S94A Levies Under Plans	282	307	332	357	382
S93F Planning Agreements	948	1,122	1,305	1,497	1,697
S64 Water	1,231	1,311	1,441	501	61
S64 Sewer	235	328	266	361	462
Total Contributions	3,675	4,343	4,981	4,348	4,664

Other					
Trust Deposits	904	904	904	904	904
Unexpended Loans	-	-	-	-	-
Water Fund	723	966	987	1,074	1,048
Sewer Fund	1,776	1,703	1,175	632	594
Waste Management	114	233	400	604	830
Unrestricted Cash	4,253	4,194	4,216	4,339	4,549
TOTAL CASH & INVESTMENTS	20,457	22,877	26,078	25,226	27,997

Performance Indicators

Indicator		Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Current Ratio	> 2					
<u>Current Assets</u>	1 - 2	2.26	2.26	2.66	2.46	2.49
<u>Current Liabilities</u>	< 1					

This ratio measures Council's ability to meet its short-term obligations such as creditors and payroll.

Debt Service Ratio	< 10%					
<u>Net Debt Service Cost</u>	10% - 15%	4.85	7.57	9.24	10.00	9.67
<u>Operating Revenue excl Capital and Specific Purpose Grants</u>	> 15%					

This ratio shows the amount of annual revenue necessary to service annual debt obligations, the commitment of or from future revenue necessary to fund long term capacity

Rates & Annual Charges Coverage Ratio						
<u>Rates & Annual Charges Revenue</u>		42%	40%	45%	45%	46%
<u>Total Revenues</u>						

This ratio measures the amount of rates and annual charges revenue as a percentage of total revenue. The ability of Council to meet community expectations for the delivery of services and provision of facilities is directly influenced by the discretion it can exercise in the allocation of resources. A high level of dependency on rates income provides Council with a degree of flexibility in the nature and timing of how funds are spent.

IMPORTANT: The financial indicators provided above are based on the consolidated budgets of Mid-Western Regional Council, and cannot be relied upon as a measure of the performance of individual funds.

Capital Works Program

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
ROADS & BRIDGES					
Urban Roads - Reseals	301	308	318	330	342
Urban Roads - Rehabilitations	209	216	223	231	236
Urban Roads - Kerb & Gutter	15	16	17	18	19
Urban Roads - Fairydale Lane Upgrade	-	-	-	400	-
Urban Roads - Resheeting	12	12	13	14	15
Urban Roads - Land Matters	20	20	20	20	20
Rural Sealed Roads - Reseals	875	908	942	977	1,007
Rural Sealed Roads - Rehabilitations & Widening	286	297	308	320	333
Rural Sealed Roads - REFs for Future Year Projects	40	40	40	40	40
Rural Sealed Regional Roads - Reseals	586	630	663	703	738
Rural Sealed Regional Roads - REPAIR Program	800	800	800	800	800
Rural Sealed Regional Roads - Pitts Lane/Ulan Road Intersection	892	-	-	-	-
Rural Sealed Regional Roads - Ulan & Cope Road Upgrades	70	70	71	71	71
Rural Sealed Regional Roads - Land Matters	17	-	-	-	-
Rural Unsealed Roads - Ulan Wollar Road Seal Extension	600	-	-	-	-
Rural Unsealed Roads - Resheeting	942	964	996	1,017	1,051
Rural Unsealed Roads - Land Matters	6	-	-	-	-
Rural Unsealed Regional Roads - Wollar Road Seal Extension	290	310	320	335	340
Regional Road Bridges - Carwell Creek Bridge Upgrade	850	-	-	-	-
SUBTOTAL	6,810	4,591	4,730	5,274	5,011
CAR PARKING, CYCLEWAYS, STREETSCAPING					
Streetscape Improvements - Region Wide	15	15	15	15	15
Streetscape Improvements - Bellevue	16	16	17	17	18
Streetscape Improvements - Bin Replacement Program	15	13	13	13	13
Footpaths & Cycleways - Region Wide	65	65	65	65	65
Footpaths & Cycleways - Kandos to Clandulla	20	20	20	20	20
Footpaths & Cycleways - Charbon Pedestrian Bridge	100	-	-	-	-
Footpaths & Cycleways - Glen Willow Walkway	50	50	150	50	50
SUBTOTAL	281	179	279	180	180
WATER SUPPLY					
New Water Connections	121	124	127	130	134
Water Augmentation - Mudgee	-	-	-	200	1,600
Chlorine Dosing Plant - Rylstone & Charbon	12	-	-	-	-
Dam Upgrade - Rylstone	-	-	-	1,500	-
Water Telemetry Upgrade	20	20	15	15	15
Water Loss Management Works	25	25	26	26	-
Water Mains Replacement Program	240	260	280	300	350
Water Pump Station Upgrades	40	43	44	45	46
Water Reservoir - Flirtation Hill Gulgong	-	-	-	50	-
Water Reservoir - Flirtation Hill Mudgee	-	-	-	2,000	70
Water Reservoir - Kandos	-	50	-	-	-
Water Reservoir - Palermo Road Mudgee	-	50	-	-	-
Raw Water Scheme - Gulgong	1,700	-	-	-	-
Water Treatment Works - Mudgee	30	30	30	-	-
Standpipes Installation	-	-	-	30	-
Water Meter Replacement Program	90	90	90	110	115
SUBTOTAL	2,278	692	612	4,406	2,330

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
SEWERAGE					
New Sewer Connections	45	46	48	49	50
Sewer Augmentation - Rylstone/Kandos/Charbon/Clandulla	-	6,500	8,800	-	-
Sewer Augmentation - Mudgee	11,000	5,200	-	-	-
Sewer Telemetry Upgrade - Gulgong Link	-	-	-	15	-
Sewer Mains Replacement Program	278	285	300	309	318
Sewer Pump Station Upgrades	40	44	45	46	47
Sewer Treatment Works - Mudgee	45	45	45	45	45
SUBTOTAL	11,408	12,120	9,238	464	460
SOLID WASTE MANAGEMENT					
Waste Depot Upgrades - Rural Waste Transfer Stations	30	30	30	30	30
Waste Depot Upgrades - Mudgee	100	30	30	30	30
New Landfill Cell Construction	-	920	-	-	-
Solid Waste Management - Land Matters	2	0	0	0	1
Waste Depot Upgrades - Kandos & Ilford	20	21	21	22	23
Waste Sites Rehabilitation	-	50	100	100	100
Remote Security Cameras - Rural Waste Transfer Stations	40	-	-	-	-
Waste Sites Rehabilitation - Kandos Landfill	50	-	-	-	-
SUBTOTAL	243	1,051	182	183	183
STORMWATER					
Stormwater Drainage Upgrades	250	250	250	250	250
Culvert Installations	70	71	73	75	77
Causeway Improvements	60	60	60	60	60
SUBTOTAL	380	381	383	385	387
AIRPORT					
Mudgee Airport Fencing	50	-	-	-	-
SUBTOTAL	50	-	-	-	-
CORPORATE & COMMUNITY BUILDINGS					
Corporate Buildings Upgrades - Region Wide	100	100	225	225	225
Community Buildings Upgrades - Kandos Museum	14	-	-	-	-
Community Buildings Upgrades - Clandulla Facilities	5	5	5	5	5
Community Buildings Upgrades - Region Wide	100	100	225	225	225
SUBTOTAL	219	205	455	455	455
SWIMMING POOLS					
Swimming Pool Upgrades - Region Wide	3,000	1,500	-	-	-
SUBTOTAL	3,000	1,500	-	-	-
PARKS & RESERVES					
Public Toilet Upgrades	80	80	80	80	80
Kandos Sports Oval Grandstand Upgrade	750	-	-	-	-
Billy Dunn Oval Upgrade	15	-	-	-	-
Showground Upgrade - Rylstone	-	-	300	-	-
Showground Upgrade - Gulgong	-	-	-	300	-
Skate Park Upgrade - Mudgee	20	-	-	-	-
Skate Park Upgrade - Gulgong	35	-	-	-	-

\$'000	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Landscaping Improvements - Passive Parks	30	-	30	-	30
Playground Equipment Upgrades	80	80	80	80	80
Landscaping Improvements - Lawson Park	300	-	-	-	-
SUBTOTAL	1,310	160	490	460	190
LIBRARIES					
Library Books Program	85	120	90	92	94
Library Building Upgrade - Regional Library	3,675	-	-	-	-
Library Equipment Upgrade	-	20	20	20	20
SUBTOTAL	3,760	140	110	112	114
REGULATORY CONTROL					
Regional Animal Pound Facilities	150	-	-	-	-
SUBTOTAL	150	-	-	-	-
COMMUNITY SERVICES					
Vehicle Purchase - Home Modification & Maintenance Program	-	27	-	-	-
Vehicle Purchase - Community Transport Program	195	197	199	201	203
Upgrade Aged Care Units - Mudgee Street Rylstone	7	-	-	-	-
SUBTOTAL	202	224	199	201	203
ADMINISTRATION & MANAGEMENT SERVICES					
Information Technology - Network Upgrades	38	-	-	-	-
Information Technology - Corporate Software	30	-	-	-	-
Information Technology - Records Management	-	170	-	-	-
Plant Replacement Program - Light Commercial	300	311	321	333	344
Plant Replacement Program - Heavy Plant	2,525	1,778	2,047	2,670	2,143
Plant Replacement Program - Minor Plant	35	36	37	39	40
SUBTOTAL	2,928	2,295	2,405	3,042	2,527
ECONOMIC DEVELOPMENT					
Entrance Signage	-	125	125	125	-
Saleyards Upgrades	78	20	10	10	10
Property Development - Mudgee Airport Subdivision	31	25	19	20	20
Property Development - Kandos Surplus Land	3	-	-	-	-
Property Development - Lions Drive Subdivision	6	-	-	-	-
Property Development - Mortimer Street Precinct	1,000	-	-	-	-
Property Development - Former SES Building	7	-	-	-	-
SUBTOTAL	1,126	170	154	155	30
TOTAL	34,145	23,707	19,237	15,317	12,071

Statutory Information

Asset Replacement

Council regularly replaces a number of its assets to maximise the efficiency of its operations.

Assets are replaced on a life cycle basis as funds permit. Historically, replacement has not been funded to the most desirable level with most infrastructure assets exceeding cost effective life cycles.

Each activity lists those major assets that are scheduled to be replaced, upgraded, or are new assets. A detailed list of the individual assets to be included in the Management Plan, appear under the heading "Capital Works".

Council's Water Supply, Sewer and Waste Activities have allowed for depreciation in their current pricing structures. Financial modelling indicates that funds will be available to replace assets as they become unserviceable.

Sale of Assets

Activity	Description of Assets to be Sold
Administrative, Statutory and Management Services	<ul style="list-style-type: none"> All light fleet vehicles are replaced to minimise changeover costs. Future trade-in values are considered when replacing a vehicle. All plant is replaced in accordance with a replacement program which extends to 2019/2020.
Economic Development	<ul style="list-style-type: none"> Land currently surplus to requirements. All land is sold in accordance with Council's land development strategy. Proposed sales of land include various lots in Kandos, industrial land in Depot Road and residential land in Lions Drive, Mudgee.

Activities of a Business or Commercial Nature

The following operations are identified as businesses in line with National Competition policy guidelines:

- Livestock Selling Centre Category 2
- Private Works Category 2
- Water Supply Category 1
- Sewerage Services Category 2

Human Resources

Over the coming years, Council will continue to develop a comprehensive Human Resources program in line with the Human Resources or “People” Strategy adopted in 2009, and with a focus on the resources and workforce planning components of the Integrated Planning and Reporting Framework.

Through the Human Resources program, Council will continue to establish solid “people foundations” and get the basic Human Resources activities right. Once achieved, Council’s focus will be to specifically address the key challenges and business complexities which will shape the landscape for Mid-Western Regional Council; challenges which include an ageing workforce, reduced numbers of young people joining the workforce, increasing regulatory, reporting and statutory requirements, skills shortages, changing patterns of work, changing customer needs, changes to technology.

These are the major works planned for this year:

- *Continued review and update of Human Resources procedures and practices*
- *Manager and supervisor training in Induction, Orientation, Performance Management and Occupational Health and Safety*
- *Roll-out of new employee “onboarding” processes and activities to increase employee productivity and efficiency*
- *Induction and orientation for existing employees moving into new roles within Council*
- *Training for all managers and supervisors in Recruitment and Selection techniques and practices*

And in future years:

- *Reward and recognition initiatives which encourage employees to display the actions, behaviours and approaches that drive Council’s culture and success*
- *Alignment of the Mid-Western Regional Council “brand” and internal communications to increase a sense of cohesion, community, consistency and culture for the organisation and employees*
- *Talent Management aimed at creating and developing a pool of high potential employees across the organisation to address the approaching skills shortage and ageing workforce issues*

Equal Employment Opportunity (EEO)

Mid-Western Regional Council is an equal opportunity employer committed to providing:

- Fair practices in the workplace
- Management decisions made without bias
- Recognition of and respect for the social and cultural backgrounds of all employees, Councillors and customers
- Employment practices which create employee satisfaction and commitment

In order to achieve our objective, Mid-Western Regional Council will:

- Incorporate the EEO principle into all relevant policies and procedures
- Base all selection decisions on merit and the individual's ability to meet the requirements of the position
- Provide learning and development activities that are designed to achieve Council's strategies and objectives and which are linked to the needs of both our customers and our employees
- Provide an efficient workplace free from bullying, harassment and discrimination
- Promote EEO throughout Council to ensure that every employee is aware of and understands Council's policies on EEO related matters

Access and Equity

Council has a Social Plan.

An Access and Equity activity is defined as one that assists Council to:

- Promote fairness in the distribution of resources, particularly for those most in need;
- Recognise and promote peoples rights and improve the accountability of decision makers;
- Ensure that people have fairer access to the economic resources and services essential to meeting their basic needs and improving their quality of life;
- Give people better opportunities for genuine participation and consultation about decisions affecting their lives.

Mid-Western Regional Council is committed to continuing its program of identifying the needs of its community and improve and provide appropriate and accessible services for the benefit of the community.

Council has a Development Control Plan (Accessibility). The Plan aims to focus the attention of designers, building regulators and contractors on the needs of people with disabilities, enabling them to participate in community life independently and effectively.

Council has established Access Committees in both the Mudgee and Gulgong area and the Rylstone and Kandos area. These Committees provide an important link to Council in promoting accessibility issues and in highlighting local priorities.

Council's Library provides services, through its mobile library, for people who are housebound or live in isolated areas. In addition the library has a range of talking and large print books and offers homework support at its branches. Fair and equitable access to the Internet guidelines will be developed and maintained.

Mid-Western Regional Council's Community Services team provides advice, resources and

services for aged people and people with disabilities, young people, the Aboriginal Community and people from other linguistic and culturally diverse backgrounds. In addition, funding is sought when appropriate, for a number of projects ranging from arts and culturally focussed projects to Youth Week. Council also has developed a Community Directory which is available through its website.

Environmental Protection

The following activities, designed to protect environmentally sensitive areas and to promote the ecological sustainability of the area, are undertaken by Council:

- All identified environmentally sensitive areas are zoned 7(b) which has strict controls to minimise interference with flora and fauna. These areas have been recognised in the new Draft Local Environmental Plan and assigned an appropriate environmental zone.
- The State of the Environment Report identifies and records potential threats to the environment.
- Water testing is made available for rural residents on a fee-for-service basis.
- Roadside trees and vegetation are assessed prior to any major works being undertaken.
- An Environmental Management System is in place for all road works.
- Pollution assessment services and enforcement of the provisions of the Protection of the Environment Operations Act are provided.
- Urban streets are maintained in a clean state.
- Provisions of the Companion Animals Act are enforced.
- Recycling is encouraged and promoted.
- A program is in place to regulate the disposal of effluent and increase its reuse.
- On-site sewage management systems are regularly inspected to ensure protection of the environment.
- Respond quickly and diligently to reported environmental incidents.
- A program is in place to resolve neighbourhood environmental complaints by implementing legislation, negotiation or a combination of these.
- Environmental education programs are conducted.
- Waste transfer stations in rural areas are provided to ensure a safe, clean and efficient waste disposal service.
- A program for the control of noxious weeds is in operation.

Revenue Policy

Purpose of Proposed Special Rates

Hunter Valley Catchment Special Rate

- Provision of watercourse management.

Proposed Borrowings

It is Council's intention to borrow monies to support the following Program of Works:

Project	2011/12 (\$'000)	2012/13 (\$'000)	2013/14 (\$'000)	2014/15 (\$'000)	2015/16 (\$'000)
Swimming Pool Upgrades	3,000	1,500			
Kandos Sports Ground Grandstand Redevelopment	700				
Mortimer Street Precinct Improvements	1,000				
Sewer Augmentation – Mudgee	10,000				
Sewer Augmentation – Rylstone, Kandos, Charbon & Clandulla		5,625	8,640		
Total Proposed Borrowings	14,700	7,125	8,640	0	0

Source of Funds:

Lending authorities approved by Department of Local Government in accordance with the Ministerial Order on Borrowings.

Security:

A mortgage over Council's consolidated funds and income from any source.

Charges to be Levied

The Council will levy various charges which are incorporated in the schedule of Fees and Charges that follows:

Water Charges (LG. Act Section 501 & 502)

This charge will be levied on all rateable and non-rateable (in response to Sect 503(2)) properties where the service is available.

Water Annual Charges and User Fees

75/25 Residential Income Split

Charge Type		Amount	Annual Income
Service Availability	20mm meter	\$125	\$1,090,445
	25mm meter	\$195	
	32mm meter	\$320	
	40mm meter	\$500	
	50mm meter	\$781	
	80mm meter	\$2,000	
	100mm meter	\$3,125	
	150mm meter	\$7,031	
Usage - Residential	450 kL per annum (150 kL per 4 monthly billing cycle) (Average daily consumption ≤ 1.23kL)	\$2.40	\$2,722,919
	After 450 kL per annum (Average daily consumption ≤ 1.23kL)	\$3.60	
Usage – Business	Per kL	\$2.40	\$1,158,136
Usage – raw water	Per kL	\$0.53	\$5,605

65/35 Residential Income Split

Charge Type		Amount	Annual Income
Service Availability	20mm meter	\$170	\$1,484,488
	25mm meter	\$266	
	32mm meter	\$436	
	40mm meter	\$681	
	50mm meter	\$1,064	
	80mm meter	\$2,723	
	100mm meter	\$4,254	
	150mm meter	\$9,572	
Usage - Residential	450 kL per annum (150 kL per 4 monthly billing cycle) (Average daily consumption ≤ 1.23kL)	\$2.00	\$2,269,099
	After 450 kL per annum (Average daily consumption ≤ 1.23kL)	\$3.00	
Usage – Business	Per kL	\$2.00	\$965,114
Usage – raw water	Per kL	\$0.61	\$6,475

Note: In relation to strata title units, each unit will be levied with a service availability charge.

Domestic Waste Management Rateable urban land – including Town Recycling (LG. Act Sect. 496)

This charge will be levied on all rateable and non-rateable (in response to LG Act Sect 503(2)) urban properties in Mudgee, Gulgong, Rylstone, Kandos, Charbon and Clandulla.

Location	Annual Charge	Annual Income
All locations	\$153	\$1,028,688

Where there is more than one service the annual charge will be multiplied by the number of services.

General Waste Disposal (LG. Act Sect. 501)

This charge will be levied on all rateable and non-rateable (in response to LG Act Sect 503(2)) properties. The charge is based on all waste management costs, less the cost of providing domestic waste management services and the street and parks litter bin costs.

Location	Annual Charge	Annual Income
All locations	\$160	\$2,018,660

Where there is more than one service the annual charge will be multiplied by the number of services.

*Except certain farmland properties that can identify in the manner required by Council that they have a landholding that is comprised of multiple adjoining assessments, but with a lesser number of residences than assessments. They will be levied a charge for each residence on that holding.

Business Waste Management including Town Recycling (LG Act Sect 501)

This charge will be levied on all rateable and non-rateable (in response to Sect 503(2)) properties within the business category where a service is rendered by council.

Location	Annual Charge	Annual Income
All locations	\$171	\$111,004

Where there is more than one service the annual charge will be multiplied by the number of services.

Sewerage Charges (LG. Act Sect. 501)

This charge will be levied on all rateable and non-rateable (in response to Sect 503(2)) properties where the service is available.

Location	Charge Type	Annual Charge	Annual Income
All Locations	Service availability – residential	\$528	\$3,151,667
	Service availability – non-residential	\$335	\$223,445
	Usage – Non-residential based on kLs of water used that would reasonably be deemed to enter sewer schemes	\$1.27 per kL	\$325,004

Rates Proposed to be Levied in 2011/2012

The Minister has released a rate pegging of 2.8%. It is Council's intention to take up the entire value of the 2.8% pegging amount.

	Minimum Amount \$	Ad Valorem Amount c in \$	Estimated Yield \$
Ordinary Rates (LG Act Sect 494) Council will levy the following Ordinary Rates within the defined areas:			
<u>Category</u>	<u>Sub Category</u>		
Farmland	555.97	0.614227	4,316,459
Residential	555.97	0.662317	7,712,199
Business	555.97	0.894294	1,204,367
Mining	555.97	1.379483	4,670
Mining	555.97	7.473698	1,034,472
Total Ordinary Rate Yield			14,272,167

Special Rates (LG Act Sect 494) Council will levy the following Special Rates within the defined areas:			
Hunter Valley Catchment Special Rate	N/A	TBA	TBA
Total Special Rate Yield			TBA

Council does not intend to make any base amounts in relation to any ordinary or special rates.

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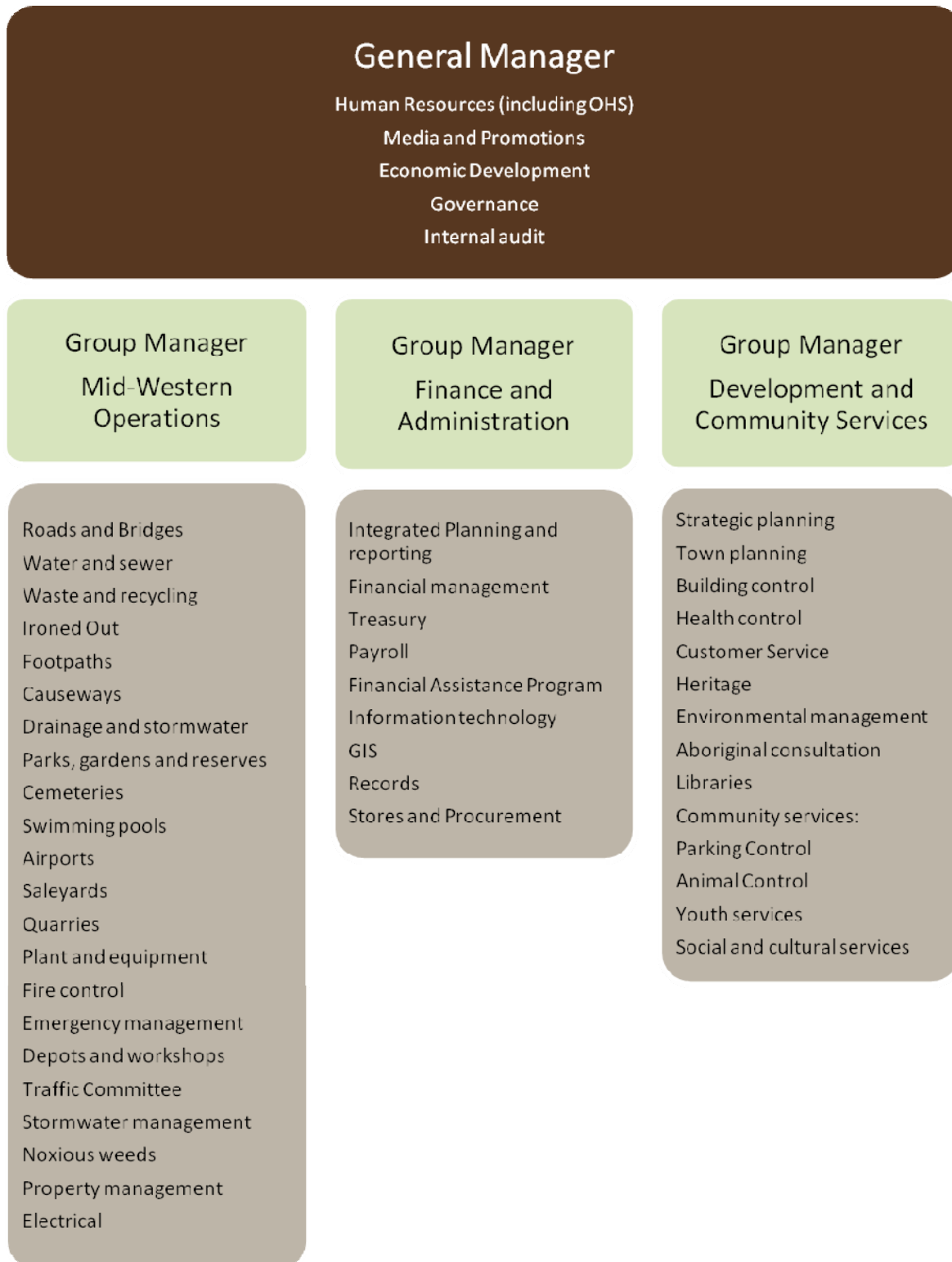
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Appendix 1 – 2011/12 Fees & Charges

2011/12 Proposed Fees & Charges