

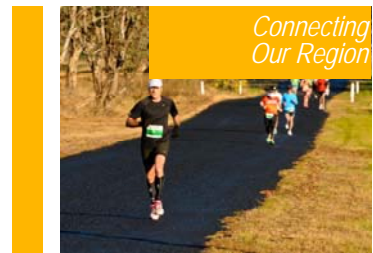
TOWARDS 2030



*Good
Government*



*Protecting our
Natural Environment*



*Connecting
Our Region*



*Looking after
Our Community*



*Building a Strong,
Local Economy*

MID-WESTERN REGIONAL COUNCIL

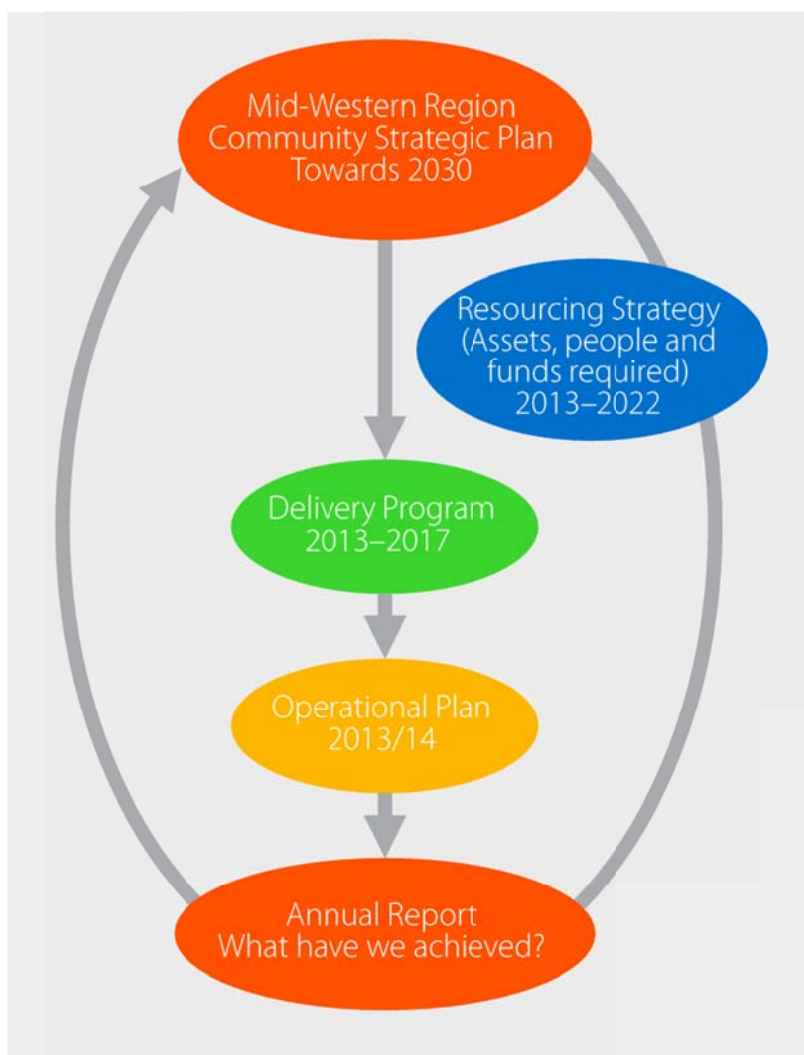
Annual Report 2014



Reading this Report

The Annual Report compares our performance against what we said we would do in the 2013 - 2014 financial year, which was set out our Delivery Program 2013 - 2017.

Council must prepare an annual report within five months of the end of the financial year. It outlines our achievements in implementing our Delivery Program; contains our audited financial reports; and a range of other information that is required to be disclosed as part of our statutory obligations.



Key	Complete/ Achieved ✓	In Progress/Partially Achieved -	Not Complete/ Not Achieved x
------------	------------------------------------	--	--

Table of Contents

Introduction	4
Message from the Mayor	4
Message from the General Manager	5
Your Council	6
About Mid-Western	8
Our Progress on the Operational Plan and Delivery Program	10
A Snapshot	10
Progress against Delivery Program targets for 2012/13	11
Statutory Information.....	57
Annual Charges	57
Companion Animals.....	57
Committees of Council and Delegations to External Bodies.....	58
Partnerships, Cooperatives and Joint Ventures.....	59
Contracts Awarded	60
Financial Assistance	61
Financial Summary	62
Condition of Public Works.....	63
Legal Proceedings	63
Mayoral and Councillor Fees and Expenses.....	65
Overseas and Interstate Visits	66
Planning Agreements	66
Private Works	68
Rates and Charges Written Off.....	68
Senior Staff	68
Equal Employment Opportunity	69
Financial Statements	69
State of the Environment Report.....	70

Introduction

Message from the Mayor

I am proud to present another Annual Report to the community, reflecting the effort that has been made by Council and staff over the last 12 months. And I would like to thank the community for all of the feedback and consultation you have provided, in order for us to prioritise Council's services. It has been a pleasure working with my fellow elected Councillors to provide the best outcome to the community that we all enjoy and call home.



The Councillors we have are a very dedicated group of diverse individuals. Always striving to provide the best possible service to our community. We are determined to continue providing services and activities in a financially sustainable way. This year we adopted our 2014/15 Operational Plan and our revised 4 year Delivery Plan. We have based these short term plans around our Community Strategic Plan, resourcing strategy and our 10 year Long Term Financial Plan. It was important that we retained any rate increases over the life of that Strategic Plan in order for our services and goals to be affordable to all sectors of our community. The Community Strategic Plan provides a very strong direction in terms of what we are trying to achieve over the next 10 years. The consistent message we receive from community feedback is that roads are the most important issue within the region. Council listens very clearly to that message and we continue to put as much money into roads and walkways as we can possibly afford.

Growth continues to be a driving factor for our community at the moment and it is our determination as a Council that we will provide the planning outcomes and the community infrastructure that gives us the capability of coping with that anticipated growth. We also need to ensure that the state government and other government agencies participate in the growth needs of the community to ensure that the community expectations are realised.

I would like to thank the community sincerely for the continuous feedback we receive at our various forums. A number of the community attend our open day forums prior to every council meeting, as well as the town forums held all around the region. I am particularly pleased that Council is now even more available to the community with the addition of our web cast Council Meetings. I look forward to having further community feedback from this outcome.

Finally I thank you all most sincerely for the confidence you have in us as an elected Council. We will deliver outcomes to meet your expectations and most importantly provide the services and infrastructure to this community so we can genuinely call Mid-Western a 'Prosperous and progressive place we proudly call home'.

DES KENNEDY
MAYOR

Message from the General Manager

The 2013/14 year has been another very successful one for Council. As the Mayor has stated in his report the main focus of our operations is to ensure that the roads of this region are of a very high quality. Roads are our most important strategic assets as confirmed in many of the community consultations we have undertaken. As such, we have started works on major upgrades to Ulan Road and Cope Road. These projects will span several years and will see a combined \$25 million dollars invested in these regional roads over the next four years.

Of course, Council's other core services remain within our priorities and I am pleased to note that Council has also completed final works on the Mudgee Sewer Augmentation this year, and will look to start design works on the Rylstone/Kandos Sewer Augmentation over the next year.

It is also important that we provide good community facilities as well and as part of our role of delivering to the community we are continuously upgrading public halls, parks and reserves and walkways to name a few, as well as providing quality community services within our region. This includes community transport, meals on wheels and work for those members of our community with disabilities. We have a very active Youth Council and they have assisted Council in many youth activities including the upgrade of our skate parks.

Council has adopted a Delivery Program and Operational Plan which dictates to us as staff what we are to achieve in the 12 month period of this Annual report. Those plans are focused on 5 key themes:

- Looking after our community
- Protecting our natural environment
- Building a strong local economy
- Connecting our region; and
- Good Government

All of these themes contribute to the Council adopted vision of a prosperous and progressive community we proudly call home. We as staff are delighted and proud to deliver Council's outcomes and we certainly look forward to delivering upon community expectations for many years in the future.

BRAD CAM
GENERAL MANAGER



Your Council

Mid-Western Regional Council is represented by nine Councillors with the Mayor elected annually from within.

Our Councillors are elected to a four year term, with the most recent elections occurring in September 2012. That elections saw 42 candidates nominate to serve the Mid-Western Region, with Councillors Paul Cavalier, Des Kennedy, Esme Martens, Peter Shelley, Percy Thompson, Max Walker, John Webb, John Weatherley, and Lucy White elected.

Council elected Clr Kennedy as Mayor, and Clr Cavalier as Deputy Mayor for the period September 2013 through to September 2014.

The next round of Local Government elections is due in 2016.



MAYOR

Councillor Des Kennedy

P: 02 6378 2850

F: 02 6378 2804

E: des.kennedy@midwestern.nsw.gov.au



DEPUTY MAYOR

Councillor Paul Cavalier

P: 6374 2890

M: 0403 995 533

F: 02 6374 2893

E: paul.cavalier@midwestern.nsw.gov.au



Councillor Esme Martens

P: 02 6358 8237

F: 02 6358 8232

E: esmemartens@optusnet.com.au



Councillor Peter Shelley

M: 0403 156 405

F: 02 6379 0964

E: pashelley@bigponcd.com



Councillor Percy Thompson

P: 02 6374 0226

M: 0428 740 226

F: 02 6379 0964



Councillor Max Walker

P: 02 6372 3490

M: 0427 652 211

F: 02 6372 3491

E: colleen@hwy.com.au



Councillor John Weatherley

P: 02 6372 2572

M: 0408 867 644

E: rojomulq@hotmail.com.au



Councillor John Webb

P: 02 6373 3951

M: 0428 134 398

F: 02 6373 3951



Councillor Lucy White

M: 0417 410 244

E: luwhite@live.com

About Mid-Western

A prosperous community that we proudly call home.

The Region is experiencing continued growth in industry and population, and pressure on public infrastructure from increased population figures is still evident. The Region continues to have a strong agricultural sector and continued tourism activity. The Regions mix of economies presents not only unique challenges but also diverse opportunities for Mid-Western Regional Council and the local community.

During the last 12 months, Council has obtained a large amount of grant funding towards major infrastructure projects within the Region in order to start addressing infrastructure and community service backlogs. Works have started on major upgrades to Ulan Road and Cope Road which will continue for the next 4 and 2 years, consecutively. Council has also secured funding for a new preschool facility to address the shortage of childcare problems with consultation, design and planning starting this year.

Council has also identified further key priority areas and is working on solutions as follows:

Access to doctors and upgrades to health infrastructure - to address this key area Council is continuing to lobby for funding to improve the Regions health facilities and to support attracting doctors to the Region by subsidising residence costs.

Investment in local tourism facilities and maintaining diverse economies - Council continues to promote economic diversity of the Region. In the last 12 months Council has hosted a number of major sporting events. With TV broadcasts to both international and domestic audiences, these events have received widespread media coverage and highlight to visitors just how much this beautiful Region has to offer.

Continued improvement to local roads to meet the needs of increased traffic volumes - Council continues to invest in the improvement and maintenance of local roads, as this area is of great concern to the community as highlighted in the Community Plan 2014. Major rehabs to Church St, Perry St and Mortimer St were undertaken within the Mudgee CBD. As well as rural upgrades to Lue Rd and Brogans Creek Rd, regional heavy patching to Wollar Road and continued seal extension on Ulan-Wollar Road. Road and footpath works totalled around \$10 million dollars for the 2013/14 year.

Addressing the lack of a commercial air service within Mudgee Airport - In December 2013, the local air service provider Brindabella went into receivership. Council is pursuing options to ensure a commercial air service returns to the Region, because it has important economic and social benefits for the region.

Overall, the growth in the Mid-Western Region is a positive challenge and provides opportunity to business owners and the community alike.

FAST FACTS

The Region is located just over 3 hours from Sydney in Central West NSW. It has a dynamic and friendly community and a strong and diverse economic base, providing opportunities for future business development and growth. The Region also attracts more than 503,000 visitors each year to experience the local wine, food, sporting and cultural events.

Population

23, 843

Area

9,000 square kilometres

Major Towns and Centres

- Mudgee
- Gulgong
- Kandos
- Rylstone

Major Industries

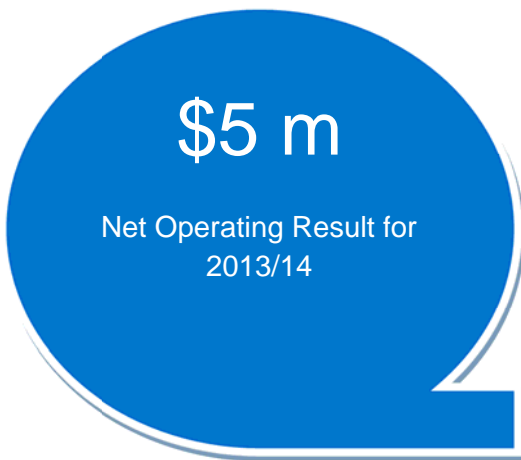
- Agriculture
- Mining
- Tourism
- Viticulture

Competitive Advantages

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

Our Progress on the Operational Plan and Delivery Program

A Snapshot



Progress against Delivery Program targets for 2013/14

Delivery Program (4 Years)	Operational Plan (1 Year)	Achievement - as at 30/06/14	Status
Looking after our Community			
Goal 1.1: A safe and healthy community			
Strategy 1.1.1 Maintain the provision of high quality, accessible community services that meet the needs of our community			
Provide comprehensive community support programs that embrace social justice and access and equity	Meals on Wheels	The Meals on Wheels service in Mudgee continues to provide meals to frail, elderly and disabled residents in Mudgee. It is also supported by invaluable volunteers who deliver the meals. An average of 106 meals per week have been provided to clients for the year ended 30 June 2014	✓
	Respite Care	Respite hours provided to clients continued to substantially exceed the requirements of the funding body, with 1999 hours of respite to clients provided. The respite is provided by volunteers who are matched to clients based on their individual needs	✓
	Home Modification & Maintenance	Bathroom renovations, grab rails and slip resistant treatments are just some of the jobs undertaken by the service during the year. The jobs were undertaken within the Mid-Western and Warrumbungle Shire Council areas, meeting the output requirements of the funding body.	✓

Delivery Program (4 Years)	Operational Plan (1 Year)	Achievement - as at 30/06/14	Status
Looking after our Community			
Goal 1.1: A safe and healthy community			
	Community Transport	Community Transport continues to provide transport to disadvantaged residents with access to a door to door transport service for both health and social connection transport. An average of 196 trips per week are provided to clients	✓
Provide comprehensive community support programs that embrace social justice and access and equity	Youth Services	Youth Council considered funds allocated for expenditure on Youth Services, and delivered well attended Youth Events during Youth Week. It also delivered blog workshops, skate events, and a short film workshop which saw an entry into the youth category of Mudfest	✓
	Family Day Care	Average of 97 places. Family Day Care has waiting lists and needs more Educators to place these children.	✓
Provide customer focused library and information services	Investigate options for better delivery of library services	There were 105,868 visits to Mudgee Library from July 2013 to June 2014. Library visitation has increased by 58% compare to 2012-13 (when the library was in temporary accommodation at the Stables) and by 12% compared to the corresponding period in 2011-12.	✓
	Continue to run Mobile Library Service within the Region	Mobile borrowings have increased by 34% compared to the corresponding period in 2012-13 and an increase of 37% on 2011-13 levels	✓

Delivery Program (4 Years)	Operational Plan (1 Year)	Achievement - as at 30/06/14	Status
Looking after our Community			
Goal 1.1: A safe and healthy community			
	Continue to run Children and Youth library programs including Pre-School Bookworms and school holiday reading program	Regular programs and school holiday sessions were delivered. Bookworms and Born to Read programs were continued and a pilot program of Toddler Tails was delivered. This will become a permanent fixture from 2014/15.	✓
	Up to date and renew library collections	Borrowings in 2013-14 have increased by 11% to 111,191 items compared to the previous 12 months.	✓
	Maintain Collection Policy	An updated Library Collection Strategy was delivered.	✓
Strategy 1.1.2 Work with key partners and the community to lobby for effective health services in our Region			
Ensure commitment to construction of Gulgong MPS	Work cooperatively with Western NSW Local Health District to facilitate the development of an MPS	MPS completed March 2014.	✓
Explore funding opportunities for improved health services Work in partnership with Western Local Area Health Network to promote health projects	Lobby government and industry for funding	Continue to work with Western Health Network and local MPs regarding health services in the Region.	✓

Delivery Program (4 Years)	Operational Plan (1 Year)	Achievement - as at 30/06/14	Status
Looking after our Community			
Goal 1.1: A safe and healthy community			
	Liaise with Western NSW Local Health District and work with local Medical Services Organisations	Council continues to auspice meetings including Interagency in both Mudgee and Rylstone on a monthly basis to engage with local health, medical and social service organisations and also auspices the Mudgee Transport Working Party on a quarterly basis, which has representation from Community Health	✓
	Continue to provide accommodation for Doctors in the region	Council continues to maintain a property in Rylstone for the Rylstone Doctors and has provided rental assistance in Gulgong to support doctors living in the area and providing medical services.	✓
Strategy 1.1.3 Support networks, programs and facilities which promote health and wellbeing and encourage healthy lifestyles			
Provide financial assistance in accordance with Council's Financial Assistance Policy	Continue financial assistance including for local and regional bodies in accordance with Financial Assistance Policy	As part of more than \$205,000 of financial assistance and donations, Council specifically funded Mudgee & Districts Tennis Club, Gulgong Chamber of Commerce, Kandos Community Capers, and Christmas Parties for the major towns, Blue Mountains Bush Fire Relief Fund, Mudgee Rugby Club & Sculptures in the Garden.	✓
Strategy 1.1.4 Work with key partners and the community to reduce crime, anti-social behaviour and improve community safety			

Delivery Program (4 Years)	Operational Plan (1 Year)	Achievement - as at 30/06/14	Status
Looking after our Community			
Goal 1.1: A safe and healthy community			
Support and implement programs which aim to reduce anti-social behaviour.	Continue to liaise with Police	26 vandalism incidents were recorded in 2013/14 compared with 28 in 2012/13, representing a slight reduction.	✓
	Support the Community Safety Committee	The Community Safety Committee has not met this financial year. It remains in place and able to meet when funding bodies or the like require it's engagement	✗
	Participate in the Liquor Accord	Staff have attended each Liquor Accord meeting held in Rylstone, Mudgee and Gulgong. These meetings are held every three months.	✓
	Maintain Alcohol Free Zones in Town Centres	Alcohol free zones were reinstated for a further four (4) years in Gulgong, Mudgee, Kandos and Rylstone. Approvals for variations to the zones for events like Flavours of Mudgee and Kandos Centenary have been processed in accordance with relevant legislation.	✓
Maintain clean and attractive streets and public spaces where people feel safe	Maintain presence of street cleaners in all town centres	All town streets are being maintained as per the street cleaning schedule using Council streetsweeper and waste trolley. Additional attention is given to the CBD's prior to major events.	✓
Effective animal control regulation	Utilise website to actively re-home animals	During the financial year, 334 animals were either returned to their homes or they were re-homed. The Council website was used extensively to assist in the re-homing of animals.	✓

Delivery Program (4 Years)	Operational Plan (1 Year)	Achievement - as at 30/06/14	Status
Looking after our Community			
Goal 1.1: A safe and healthy community			
	Media campaign to encourage registration of dogs	A media campaign has been completed over the 12 months to the 30 June 2014, utilising Council website, social media and Community News. Council however has not met the measure of reducing the number of animals impounded. During the financial year, Council impounded 405 animals. This represented a slight increase from 399 on the previous year.	✓
	Provision of off leash areas	Council continues to provide off-leash dog areas.	✓

Delivery Program (4 Years)	Operational Plan (1 Year)		
Looking after our Community			
Goal 1.2: Vibrant towns and villages			
Strategy 1.2.1 Respect and enhance the historic character of our Region and heritage value of our towns			

Delivery Program (4 Years)	Operational Plan (1 Year)		
Looking after our Community			
Goal 1.2: Vibrant towns and villages			
Review Development Control Plan	Commence the 12 month review of the DCP	Completed in December 2013.	✓
Heritage advisory services and Heritage conservation	Provide opportunities for Heritage funding through Local Assistance Program	Ongoing support for owner of heritage items has been provided through advice from the Planning section of Council. No heritage grants were provided for the 2013/14 year.	-
Support and assist preservation of important historical sites in the Region	Facilitate and administer Kandos Museum to ensure continuation of the centre	Council has worked closely with the newly formed Kandos Bicentennial Industrial Museum Incorporated Association to complete building works and collection assessment, prior to the intended property transfer	✓
	Maintain historical sites within the region, for example Red Hill Reserve	Buildings are being maintained as per the maintenance schedule and reactive works as required.	✓
Strategy 1.2.2 Manage growth pressure driven by the increase in mining operations in the Region			

Delivery Program (4 Years)	Operational Plan (1 Year)		
Looking after our Community			
Goal 1.2: Vibrant towns and villages			
Monitor employment and population growth	Work with State Government to provide updated population estimates based on building statistics and employment growth	Council continues to supply data to the Department of Planning & Infrastructure for use in statistics, and continues to encourage State Government to use more relevant data for population estimates. Unfortunately, to date, State Government have continued to utilise historical data to inform population projections.	✓
	Support the preparation of Central West Regional Land Use Plan	Not yet commenced by the NSW Department of Planning & Environment.	✗
Meet regularly with mining companies	Quarterly meeting with Mine Managers	Council is represented on each of the Mine's Community Consultative Committees. Meetings are held with mine managers on an as needs basis.	✓
Strategy 1.2.3 Make available diverse, sustainable, adaptable and affordable housing options through effective land use planning			
Ongoing monitoring of land release and development	Continue to review and release land for development as required	The Urban Release Strategy is due for completion December 2014	-
	Work with DOPI to secure funding for an Urban Release Strategy	The Urban Release Strategy is due for completion December 2014	-
Regular updating of the Comprehensive Land Use Strategy	Commence review of Mudgee Town Structure Plan	After completion of the Urban Release Strategy, Council will commence in early 2015 review of the MudgeeTown Structure Plan.	-

Delivery Program (4 Years)	Operational Plan (1 Year)		
Looking after our Community			
Goal 1.2: Vibrant towns and villages			
Promote Affordable Housing options within the Region	Provide funding to lease emergency housing for women and children leaving family violence	Council entered into a partnership with Barnardos and Housing Plus to provide crisis accommodation. The partnership sees Council provide the funds for rental, Barnardos provide the case management, and Housing Plus provide the property management.	✓
Strategy 1.2.4 Maintain and promote the aesthetic appeal of the towns and villages within the Region			
Maintain and beautify civic open space and street access areas within towns and villages in the Region	Pursue grant funding to install Sculptures across the Region	Continue to pursue grant opportunities for Sculptures across the Region. Applications to date have been made to T-Qual, Regional NSW Sculpture Acquisitions Program and Tourism Industry Regional Development Fund.	✓

Delivery Program (4 Years)	Operational Plan (1 Year)		
Looking after our Community			
Goal 1.3: Effective and efficient delivery of infrastructure			
Strategy 1.3.1 Provide infrastructure and services to cater for the current and future needs of our community			
Review asset management plans and underpin with financial strategy	Review, update and develop asset management plans for each major category of infrastructure	Council adopted an updated Asset Management Strategy in April 2013. Council is now reviewing individual Asset Management Plans, with a view to having 7 plans encompassing all of Councils assets complete by February 2015.	-
Manage and maintain sportsgrounds, parks, reserves and playgrounds across the Region	Review and where necessary update Parks Management Plans	Parks management plans are yet to be updated. This work to occur during the 2014/15 year.	-
	Commence implementation of Recreation Strategy	The Recreation Strategy was adopted by Council 7th August 2013.	✓
	Undertake review of Public toilet facilities	The buildings asset management plan is in draft form and will include a review of public amenities.	-

Delivery Program (4 Years)	Operational Plan (1 Year)		
Looking after our Community			
Goal 1.3: Effective and efficient delivery of infrastructure			
	Upgrades of public toilets as per the Capital Works Program 2013/14	Works completed.	✓
	Upgrade play equipment at Kandos Sports Field & Winbourne St Mudgee	Works completed. 2014/15 sees playground upgrades and the Gulgong tennis courts, Dewhurst Reserve, Victoria Park Mudgee and Noyes Park Kandos.	✓
Manage and maintain cemeteries throughout the Region	Continue maintenance and operation of cemeteries including rural cemeteries	On-going maintenance works are undertaken throughout the year. Upgrades to the lawn cemetery in both Mudgee and Gulgong have been completed.	✓
Manage, plan and maintain buildings and other assets across the Region	Update Asset Management Plans for Buildings	The buildings asset management plan is in final draft form and forms part of the overall asset management planning process.	-
	Update Asset Management Plans for Plant & Airport	Plant Replacement Plan updated regularly and the Airport Master Plan is currently being updated by consultants	-
	Upgrade of Council's Works Depot amenities building	Project completed	✓

Delivery Program (4 Years)	Operational Plan (1 Year)		
Looking after our Community			
Goal 1.3: Effective and efficient delivery of infrastructure			
	Upgrade of Community Buildings including as per the Capital Works Program 2013/14	Project completed	✓
Showground upgrades at Gulgong and Rylstone	Update kiosk and kitchen facilities at Rylstone	New canteen facility has been completed, new parade ring fencing materials are on site, portable grandstands on site, site fencing works completed. DA for new bar is completed with works to commence in October.	-
Maintain and operate swimming pool centres across the Region	Continue to Provide high quality swimming pool facilities at Mudgee, Gulgong and Kandos	Pools opened and maintained as per recommended standards	✓

Delivery Program (4 Years)	Operational Plan (1 Year)		
Looking after our Community			
Goal 1.4: Meet the diverse needs of the community and create a sense of belonging			
Strategy 1.4.1 Support programs which strengthen the relationships between the range of community groups			
Continue youth representation through the Youth Council	Provide secretarial support for Youth Council	Youth Council continued to meet twice in each school term. Youth Council continued to advertise for representation. Youth Council continued to actively identify funding opportunities for projects and programs.	✓
Provide meaningful employment to members of the disabled community	Maintain policies that support employment for people with disabilities at MWRC	Council continues to provide employment and training opportunities for a number of people with disabilities through the recycling facility and ironed out services.	✓
	Continue Program at Mudgee Recycling	Disability enterprise run by Council is an ongoing business unit. This service provides employment for 36 supported workers through the recycling and ironed out businesses.	✓
Work with lead agencies to ensure adequate provision of a range of services	Continuing of the Healthy Communities Program	There were 3404 participants of Healthy Communities programs and activities during the 2013-14 financial year.	✓

Delivery Program (4 Years)	Operational Plan (1 Year)		
Looking after our Community			
Goal 1.4: Meet the diverse needs of the community and create a sense of belonging			
Promote volunteering through the community	Continue to run community services programs that encourage volunteering including respite care, community transport and meals on wheels	Volunteering for Youth Council, and Council's ageing and disability services is promoted through Youth Council, a Carmel Croan Community Centre newsletter, Community News, Council's website and celebration of volunteers through individual service functions such as National Meals on Wheels Day and NSW Carers celebrations. All Council Community Services are operating with an adequate number of volunteers. Council has also actively involved Rotary volunteers to facilitate the operation of the Mudgee Town Hall Cinema	✓
Strategy 1.4.2 Support arts and cultural development across the Region			
Arts and Cultural events promotion	Support initiatives for events in the region by providing organisational and management assistance	Assisted event proponents both locally and outside the Region as per Economic Development Updates to Council.	✓
	Promote the use of Council facilities for significant events	Major events secured include Trans Tasman International Touch Series, NSW Country Championships. Ongoing promotion of facilities to other professional sporting bodies.	✓

Delivery Program (4 Years)	Operational Plan (1 Year)		
Looking after our Community			
Goal 1.4: Meet the diverse needs of the community and create a sense of belonging			
Provision of meeting and exhibition space	Make existing community buildings available and reasonable cost & promote use and availability through the web site	Council is committed to providing reasonably costed building hire, and provides all hire information and fees on its website. There were an average of 113 community facility bookings per month for the 2013/14 year.	✓
	Promote the use of Exhibition Space provided at the new Regional Library	The collection of Indigenous Art generated much community interest at the Mudgee Library during its display period of Dec 2013 - July 2014. Council's Ceramic Collection remains on display at the Library.	✓
Coordinate and facilitate cultural and arts projects throughout the Region	Review and recommend a plan for a Cultural/Arts Centre within the Region	Council undertook an extensive public consultation process called pARTicipate. The results were reported to Council, and the results of investigation of site suitability will be reported to Council after July 2014	✓
	Continue to liaise with local arts/cultural groups to identify cultural/artistic projects within the Region	Council continues to support the Cultural Development Committee, and the newly formed Public Art Advisory Panel in formulating a Public Art Plan	✓
Strategy 1.4.3 Provide equitable access to a range of places and spaces for all in the community			

Delivery Program (4 Years)	Operational Plan (1 Year)		
Looking after our Community			
Goal 1.4: Meet the diverse needs of the community and create a sense of belonging			
Public facilities to be accessible	On-going monitoring of existing buildings	On-going responses to works requests and proactive upgrades to buildings to provide accessible facilities for the community. All new amenities are fully accessible i.e. Rylstone disabled.	✓
Coordinate the provision of local community centres and halls for community use	Facilities available	Income has remained on par with previous years	✓
Corporate and Community Buildings upgrades	Implement recommendations and actions of Buildings Strategic Plan	On-going implementation of corporate and community buildings capital works program. All works on the program have been completed for 2013/14 financial year.	✓

Delivery Program (4 Years)	Operational Plan (1 Year)		
Protecting our Natural Environment			
Goal 2.1: Protect and enhance our natural environment			
Strategy 2.1.1 Ensure land use planning and management enhances and protects biodiversity and natural heritage			

Delivery Program (4 Years)	Operational Plan (1 Year)		
Protecting our Natural Environment			
Goal 2.1: Protect and enhance our natural environment			
Include biodiversity and heritage as key components in the development application process	Implement Comprehensive Development Control Plan (DCP) through the development assessment process in relation to environment protection	Review of comprehensive DCP completed in December 2013.	✓
Manage environmental and cultural factors impacted by physical works on Council lands	Continue to prepare REF's for Council works	REFs for road works were completed during the period.	✓
	Work with local Aboriginal Groups	Council continues to engage the Aboriginal Reference Group (ARG) in the preparation of Review of Environmental Factors.	✓
Strategy 2.1.2 Minimise the impact of mining and other development on the environment both natural and built			
Work with the community and government agencies to identify and address the issues and mitigate impacts associated with mining	Address issues as part of Environmental Assessment	This is an ongoing program involving liaison with government departments in the assessment of integrated applications and state significant development.	✓
	Represent Council on Community Consultative Committees	Council has appointed representatives to the Community Consultative Committees for Ulan, Moolarben, Wilpinjong, Charbon, Inglenook, and Kingsgate developments.	✓

Delivery Program (4 Years)	Operational Plan (1 Year)		
Protecting our Natural Environment			
Goal 2.1: Protect and enhance our natural environment			
Drive the development of studies and strategies aimed at addressing the longer term impacts of mining	Commence implementation of recommendations of Local Services Assessment undertaken on behalf of Council and DOPI	A downturn in the resources sector during the period relieved development pressure. Council continues to address the impacts of the resources sector through policy including the Urban Release Strategy and amendments to the Town Structure Plans which are on-going and reflect the outcomes of the Local Services Assessment.	-
Work with the Department of Planning in the approval process to ensure community concerns are addressed in consents	Address issues as part of Environmental Assessment	Council has continually worked with the Department of Planning and Infrastructure to ensure that local concerns are recognised in the assessment of State Significant Development.	✓
Strategy 2.1.3 Raise community awareness of environmental and biodiversity issues			
Deliver projects which work towards protecting biodiversity and regeneration of native environment	Implement a roadside vegetation management plan	A grant of \$20000 from the CW CMA was used to provide weed control and erosion control along a high value vegetation section of Robertson Rd	✓
	Pursue grant funding for environmental projects	Council sourced additional grant funding for management of invasive weeds, and restoration of fish habitats within the Putta Bucca Wetlands.	✓

Delivery Program (4 Years)	Operational Plan (1 Year)		
Protecting our Natural Environment			
Goal 2.1: Protect and enhance our natural environment			
Support National Tree Day	Facilitate National Tree Day	Completed in April 2014 with the tree giveaway initiative.	✓
Work with schools to promote environmental awareness amongst students	School Veggie Patch	This program was not carried out by Council during the period.	✗
	Red Hill	Our contribution to Red Hill was the provision of meeting space for an education day for the school students.	✓
	Green Day	Council sponsored Green Day in July 2013 through a contribution of \$3000	✓
Strategy 2.1.4 Control invasive plant and animal species			
Effective weeds management	Continue to manage noxious weeds	Total property inspections year to date are 508 with an annual target of new property inspection of 1080. The WAP target for new property inspection for 2014 is 650.	✓
	Provide education through the web site	Education is provided through Councils website, face book page and Community News. Further the weeds shed located at the Mudgee showground is a purpose built facility for weed education activities such as green day run by the schools and weed specific training provided by staff.	✓
	Undertake weed control on roadsides and Council land	A total of 3278 KM of roadsides were sprayed in the past year.	✓

Delivery Program (4 Years)	Operational Plan (1 Year)		
Protecting our Natural Environment			
Goal 2.1: Protect and enhance our natural environment			
	Continue to host the Serrated Tussock State Weeds Management program	Council has continuing to host this project and auspice the funds received for the program.	✓
Collaborate with agencies to manage feral animals	Use the web site to raise awareness of the impact of domestic pets on rural land managers	Comments included on website and in Community News regarding attacks on stock by both feral and domestic animals.	✓

Delivery Program (4 Years)	Operational Plan (1 Year)		
Protecting our Natural Environment			
Goal 2.2: Provide total water cycle management			
Strategy 2.2.1 Identify and implement innovative water conservation and sustainable water usage management practices			

Delivery Program (4 Years)	Operational Plan (1 Year)		
Protecting our Natural Environment			
Goal 2.2: Provide total water cycle management			
Encourage reduced water consumption through Best Practice Pricing	Continue to implement water pricing with reliance on user charges	Council adopted a Water and Sewer pricing structure that complies with the requirements of NSW Office of Water Best Practice Guidelines. Water tariffs are structured such that a minimum of 75% of residential water revenue is generated via water consumption charges, with the balance from access charges. Water consumption is seasonal, and consumption this financial year is on par to the same period last year.	✓
Implement water conservation and reuse programs	Investigate options for water conservation	The IWCM Evaluation Study Draft has been provided to Council for review.	-
Work to secure water for agriculture and urban use	Continue to work with State Government to secure domestic water supply	Council continues undertaking dialogue with State Government to ensure that we are able to receive subsidies for the Rylstone/Kandos sewer scheme.	✓
Promote an active role and participate in the review of the Murray Darling Basin Plan	Continue to make representations	Council is represented at the Murray Darling Association by Clr John Webb and Mr Russell Holden.	✓
Strategy 2.2.2 Maintain and manage water quantity and quality			
Identify and plan future maintenance, renewals and upgrades for Council's stormwater assets	Complete drainage works from Rifle Range Road to Jubilee Oval	Construction of Richards St. and Winter St. detention basins complete. Major culvert upgrade in Rifle Range Rd still to be undertaken as funds become available.	-

Delivery Program (4 Years)	Operational Plan (1 Year)		
Protecting our Natural Environment			
Goal 2.2: Provide total water cycle management			
	Identify and continue urban stormwater improvement program	Ongoing - Horatio St detention basin to be redesigned to cater for additional development in upper catchment where land constraints did not allow detention. Consultant engaged to undertake WSUD review.	✓
	Identify and undertake culvert replacement & causeway improvement program	Causeways identified for replacement are completed. Culvert replacement works are completed over many sites for the year.	✓
Achieve NSW Government Best Practice management of Water Supply and Sewerage	Develop and implement an Integrated Water Cycle Management Strategy	The IWCM Evaluation Study Draft has been provided to Council for review. Following review by both Council and NSW Office of Water, the IWCM Strategy will be commenced.	-
	Develop and implement a Drinking Water Management System	A Drinking Water Quality Management System has been completed (draft provided to Council for minor modifications and implementation). Implementation training will occur during September, October 2014.	-
Identify and plan future maintenance, renewals and upgrades for Council's water supply infrastructure	West Mudgee water distribution extension	Draft design documentation has been provided to Council for review.	-
	Mudgee Water Treatment Plant Headworks Augmentation	Further survey works has been undertaken on plant structures and provided to original plant designer for their assessment.	-

Delivery Program (4 Years)	Operational Plan (1 Year)		
Protecting our Natural Environment			
Goal 2.2: Provide total water cycle management			
	Redbank Dam stabilisation works	All stabilisation works on Redbank Dam complete.	✓
	Identify and undertake mains replacement & improvement program	Mains replacement program has been completed for the 2013/14 financial year.	✓
Strategy 2.2.3 Protect and improve catchments across the Region by supporting Catchment Management Authorities			
Support the Central West Catchment Management and Hunter Central Rivers CMA Catchment Action Plan implementation	Represent Council on CW and Hunter CMAs	Council was represented by staff and Cllr John Webb at Central West Catchment Management Authority meetings.	✓
Continue riparian rehabilitation program along waterways	Continue Riverbed regeneration	Additional regeneration works undertaken in Rylstone and Mudgee.	✓
	Continue to manage Putta Bucca Wetlands Project	On-going maintenance is carried out. New management plan is being developed with key user groups that will also develop a works program for maintenance and capital works over the next few years. Grant funded catchment management project has been completed.	✓
	Install permanent water source to Putta Bucca Wetlands	Works to provide a water supply have been completed.	✓
Provide education to the community of the importance of waterways	Participate in National Water Week activities	Councils organised the Carp Muster event for National Water Week.	✓
Strategy 2.2.4 Maintain and manage waste water quality to meet Environmental protection Agency (EPA) Standards			

Delivery Program (4 Years)	Operational Plan (1 Year)		
Protecting our Natural Environment			
Goal 2.2: Provide total water cycle management			
Identify and plan future maintenance, renewals and upgrades for Council's sewerage treatment infrastructure	West Mudgee sewer pump station construction	Draft design documentation has been provided to Council for review.	-
	Commission the new Mudgee Sewerage Treatment Plant and associated works	The plant is now consistently meeting EPA discharge quality requirements including phosphorus removal requirements.	✓
	Decommissioning Mudgee Sewer Treatment Plant (Putta Bucca)	Sludge lagoons have not yet sufficiently dried out to allow earthworks to commence.	-
	Identify and undertake mains replacement & improvement program	Mains replacement and renewals program completed for the 2013/14 financial year.	✓
Improve and develop treatment options to ensure quality of waste water meets EPA standards	Sewerage treatment plans for Charbon	Detailed design documentation complete. Currently investigating options for short term increases in existing STP discharge quality as a basis for proceeding with Charbon connection.	✓
	Continue to improve outgoing water quality at all sewerage treatment plants across the Region	Trial works have now been implemented at Kandos STP to improve discharge water quality. The trial will run over the summer period to allow assessment of success.	✓

Delivery Program (4 Years)	Operational Plan (1 Year)		
Protecting our Natural Environment			
Goal 2.2: Provide total water cycle management			
Achieve NSW Government Best Practice Management of Water Supply and Sewerage	Develop and implement Liquid Trade Waste Policy and Pricing	A draft policy has been prepared.	-

Delivery Program (4 Years)	Operational Plan (1 Year)		
Protecting our Natural Environment			
Goal 2.3: Live in a clean and environmentally sustainable way			
Strategy 2.3.1 Educate, promote and support the community in implementing waste minimisation strategies			
Promote a philosophy of Reduce, Reuse, Recycle	Ongoing Education through web site	The e-waste contract has been terminated due to performance issues. Council is however, involved in House hold chemical collection programs, drum muster programs, organics chipping contracts, scrap metal contract and actively promotes recycling in the community.	✓
Provide a domestic recycling and waste services for all residents through kerbside collection and rural waste transfer stations	Kerbside and local recycling facilities	Current kerb-side waste and recycling services as well as rural waste transfer station recycling are being maintained.	✓

Delivery Program (4 Years)	Operational Plan (1 Year)		
Protecting our Natural Environment			
Goal 2.3: Live in a clean and environmentally sustainable way			
Promote home composting initiatives for green waste	Develop an education program through Community News	Education is carried out periodically. There are legislative changes being brought in by the Protection of Environment and Operations Act in regards to raw mulch that will prevent this material being sold back to the community. This will impact on any strategy to introduce kerb-side organics collection.	✓
Strategy 2.3.2 Support programs that create environmental awareness and promote sustainable living			
Participate in regional procurement contracts for waste services that provided added value.	Regional scrap steel, green waste processing, used motor oil, household chemical collection, e-waste	Contracts are still in place for these services	✓
	Review and recommend to council business opportunities for improved services through regional contracts	This review has taken place as part of the draft waste strategic plan, which is now complete.	✓
Participate in regional investigations for collaborative solutions to problem wastes types.	Participate in Netwaste steering committee for strategic direction of the group	Business Manager resources and Recreation is an active member of the Netwaste group and attends meetings as required.	✓
Apply for available grants under the NSW Government 'Waste Less Recycle More' package	Apply for grants to upgrade or introduce services to the Mid-Western Community that reduces landfill tonnes and Co2 emissions	Currently sourcing grants through Netwaste in regards to community recycling facilities that facilitate disposal of problem wastes like gas bottles, smoke detectors, flouro tubes etc.	-
Strategy 2.3.3 Support programs that create environmental awareness			

Delivery Program (4 Years)	Operational Plan (1 Year)		
Protecting our Natural Environment			
Goal 2.3: Live in a clean and environmentally sustainable way			
Build community awareness through environmental education	Investigate better use of Council's web site for environmental awareness	Maintenance of the developed environmental pages on Councils website has been carried out.	✓
	Facilitate and promote community garden programs	Scoping work for this project is underway, currently obtaining community feedback.	-
Implement alternative energy and sustainable technologies in physical works and service delivery	Investigate options for solar electricity generation on all administration buildings	No further progress has been undertaken on solar technologies for buildings. There are minimal subsidies at the moment to entice the capital expenditure required to fund solar.	✓

Delivery Program (4 Years)	Operational Plan (1 Year)		
Building a Strong Local Economy			
Goal 3.1: A prosperous and diversified economy			
Strategy 3.1.1 Support the attraction and retention of a diverse range of businesses and industries including tourism			
Business expos targeting businesses that complement key local industries	Presence at 2-3 conferences or events where the Region can be marketed	Participation includes Country & Regional Living Expo, RDA Texpo, KPMG/Mudgee Wine Event, NSW Planning Institute of NSW Conference.	✓

Delivery Program (4 Years)	Operational Plan (1 Year)		
Building a Strong Local Economy			
Goal 3.1: A prosperous and diversified economy			
Work with business and industry groups to facilitate business development workshops for existing businesses in the region	Conduct two business breakfasts on business development topics	Options to support local business development are currently being considered.	-
Establish a process of capturing and monitoring relevant economic data to identify opportunities, trends and needs of local businesses	Produce annual update to Economic and Business Profile booklet	Completed annual update to Economic and Business Profile booklet with available statistics as at June 2014.	✓
Develop and strengthen partnerships with major employers in the region	Conduct two think tank forums to encourage business leaders to participate in local economic development	Economic Think Tank forums held twice per year. The next forum proposed for Nov 2014.	✓
Work with the community to identify economic development opportunities	Be aware of new business investors coming to the Region and work with them to promote benefits	Assisted event proponents both locally and outside the Region as per Economic Development Updates to Council.	✓
Work with MRTI to identify target markets and promote the region	Develop parameters for target markets in terms of how tourism will be developed in the Region	Council has renewed its contract with MRTI for the delivery of tourism marketing services. This activity is to be the responsibility of MRTI and should be removed as a Council activity.	✓
Develop existing events in the region and attract new event proponents to hold major events and festivals in the region	Identify opportunities to submit bids for new events and conferences and support event proponents holding or wishing to hold events in the Region	Assisted existing and new event proponents with relevant information about events as per Economic Development Updates to Council. Submitted successful bid for NSW Country Championships and NSW Libraries Conference.	✓
Strategy 3.1.2 Encourage the development of a skilled and flexible workforce to satisfy local			

Delivery Program (4 Years)	Operational Plan (1 Year)		
Building a Strong Local Economy			
Goal 3.1: A prosperous and diversified economy			
industry and business requirements			
Work with business and industry groups to identify the main skills shortage areas	Conduct two think tank forums to encourage business leaders to participate in local economic development and provide feedback on skills issues	Economic Think Tank forums held twice per year. The next forum proposed for Nov 2014.	✓
Encourage workers to move to the region for employment opportunities where skills shortages exist	Presence at 2-3 conferences or events where the Region can be marketed	Participation includes Country & Regional Living Expo, RDA Texpo, KPMG/Mudgee Wine Event, NSW Planning Institute of NSW Conference.	✓

Delivery Program (4 Years)	Operational Plan (1 Year)		
Building a Strong Local Economy			
Goal 3.2: An attractive business and economic environment			
Strategy 3.2.1 Promote the region as a great place to live, work, invest and visit			
Provide brand leadership, market the Region's competitive advantages and targeted marketing of investment opportunities	Presence at 2-3 conferences or events where the Region can be marketed	Participation includes Country & Regional Living Expo, RDA Texpo, KPMG/Mudgee Wine Event, NSW Planning Institute of NSW Conference.	✓
Strategy 3.2.2 Provide leadership on economic			

Delivery Program (4 Years)	Operational Plan (1 Year)		
Building a Strong Local Economy			
Goal 3.2: An attractive business and economic environment			
development initiatives and identify resources and infrastructure required to drive investment and economic growth in the region			
Promote the development of infrastructure at the Mudgee Airport as an opportunity for business expansion in the aviation industry	Review airport development strategy and promotional opportunities in the future	Appointed consultant to undertake update to Airport Master Plan. Project commenced May 2014.	✓
Facilitate the production of a study on investment opportunities in the local property market	Provide information package regarding development opportunities in property market	Housing and development information and statistics included in Business and Economic Profile Booklet. Provide property information to investors in response to ongoing telephone enquiries.	✓
Lobby State and Federal Government on infrastructure needs of local businesses including transport and communications linkages	Continue to lobby government agencies and departments on the provision of infrastructure to meet community needs	Successful applications to both Resources for Regions program (Round 1 and Round 2) and the Cobbora Transition Fund for Ulan Road, Cope Road, Mudgee Airport, Mudgee Region Early Childhood Hub. Ongoing negotiations with NSW Ministry for Transport regarding air services to the Region and attendance at the Parliamentary Inquiry into Regional Aviation.	✓
Strategy 3.2.3 Support the expansion of essential services (education, health) to match business and industry development in the region			

Delivery Program (4 Years)	Operational Plan (1 Year)		
Building a Strong Local Economy			
Goal 3.2: An attractive business and economic environment			
Lobby State and Federal Government for expanded health and education services	Continue to lobby government agencies and departments on the provision of infrastructure to meet community needs	Continue to work with Western Health Network and local MPs regarding health services in the Region. Ongoing negotiations with NSW Minister for Transport regarding air services to the Region.	✓
Work with local service providers to maintain an acceptable level of service delivery	Continue to work with Western NSW Local Health District	Council continues to auspice meetings including Interagency in both Mudgee and Rylstone on a monthly basis to engage with local health, medical and social service organisations and also auspices the Mudgee Transport Working Party on a quarterly basis, and attend Home and Community Care forums	✓
	Work towards highlighting the deficiencies in education needs across the Region in particular Pre-School and High School	Continue to work with early childhood network to improve access to preschool and early childhood intervention services. Successful application to Cobbora Transition Fund towards \$1 million development of an early childhood centre.	✓
Partner with the Department of Planning and Infrastructure in the review and monitoring of service delivery in the Region	Participate in local services assessment project and working group to address issues and priorities	Complete	✓
Strategy 3.2.4 Develop tools that simplify			

Delivery Program (4 Years)	Operational Plan (1 Year)		
Building a Strong Local Economy			
Goal 3.2: An attractive business and economic environment			
development processes and encourage high quality commercial and residential development			
Develop a step by step guide to assist potential investors to work through the regulatory framework	Develop a guide to assist potential investors and developers to work through regulatory framework	No action in this period	✘
Review plans and controls with economic impacts	Continue to update and review guides, as required, to keep up with changes in legislation and the economy	Economic development action plan was approved by Council for the 2013/14 year.	✔

Delivery Program (4 Years)	Operational Plan (1 Year)		
Building a Strong Local Economy			
Goal 3.3: A range of rewarding and fulfilling career opportunities to attract and retain residents			
Strategy 3.3.1 Support projects that create new jobs in the region and help to build a			

Delivery Program (4 Years)	Operational Plan (1 Year)		
Building a Strong Local Economy			
Goal 3.3: A range of rewarding and fulfilling career opportunities to attract and retain residents			
<i>diverse and multi-skilled workforce</i>			
Work with lead agencies for employment to identify trends and discuss issues impacting employment	Continue to work with employment agencies to identify trends and develop strategies to assist employment opportunities across the Region	Not funded in 2013/14 budget.	✘
Encourage local businesses to explore traineeships and apprenticeships focused on youth employment	Continue to work with local businesses to promote traineeship and apprenticeship positions, including educating businesses on available government support.	Not funded in 2013/14 budget.	✘
<i>Strategy 3.3.2 Build strong linkages with institutions providing education, training and employment pathways in the region</i>			
Work with lead agencies for education in the region and understand their roles and responsibilities in economic development	Continue to work with education providers on the provision of services to meet community needs	Continue to work with lead agencies in early childhood sector regarding the lack of preschool and early childhood intervention services.	✔
Pursue opportunities to develop a university outreach campus with offerings aligned to local industries	Attend meeting with CSU/TAFE to discuss future opportunities to deliver tertiary education in the Region	Meetings held with TAFE to discuss future regional opportunities and partnerships with CSU.	✔

Delivery Program (4 Years)	Operational Plan (1 Year)		
Connecting the Region			
Goal 4.1: High quality road network that is safe and efficient			
Strategy 4.1.1 Provide traffic management solutions that promote safer local roads and minimise traffic congestion			
Work with the RMS to improve road safety	Continue to liaise with the RMS on road safety matters	Regular meetings and consultation with RMS have occurred through the year to discuss opportunities to improve safety in Mid-Wester LGA	✓
Regulate effective and appropriate user activities on the road network	Contribute to and support load limit variations and B-Double restrictions on various local roads as necessary	Council review applications for B-double routes on local roads and make recommendations to support or reject these applications to our Local Traffic Committee.	✓
	Review speed limits and traffic management	Council continue to liaise closely with RMS road safety to identify traffic management and road safety issues. In 2013/14 no speed limit reviews were identified. The Mudgee Traffic Study review is underway and will continue into 2014/15.	✓
Partner with Transport NSW regarding local transport needs	Continue to support the Transport Working Group	Transport Working Group meetings continue to be auspiced by the Mudgee Community Transport Service and are held on a quarterly basis	✓



Delivery Program (4 Years)	Operational Plan (1 Year)		
Connecting the Region			
Goal 4.1: High quality road network that is safe and efficient			
participate in relevant regional transport committees and working parties	Facilitate the Local Traffic Committee	Staff support supplied to all meetings with minutes reported to Council meetings.	✓
Strategy 4.1.2 Provide a roads network that balances asset conditions with available resources and community needs			
Annually review the Roads Asset Management Plan	Undertake Review Asset Management Plans	Review of plan largely complete. Proposed to be completed and reported to Council by Dec 2015	✗
	Undertake Review Roads Strategic Plan	Review of plan largely complete. Proposed to be completed and reported to Council by Dec 2015	✗
Implement the works program in accordance with the Roads Asset Management Plan	Complete Operational and Capital Expenditure Program for Roads and Bridges including Capital Works Refer Capital Works Section 3	Completed 2013/14 program and prepared the 2014/15 program that is incorporated into Councils Operational Plan for 2014/15 year.	✓
	Manage State Roads in consultation with RMS	MWRC continued to carry out the maintenance of the state highways under the RMCC. The heavy patching and reseal program are complete. The major RMS Springfield Widening Project on SH18 at Gulgong has commenced with all drainage works nearing completion. Project completion date is 2016. Current years' work complete.	✓

Delivery Program (4 Years)	Operational Plan (1 Year)		
Connecting the Region			
Goal 4.1: High quality road network that is safe and efficient			
	Continue ongoing maintenance of regional road network	Ongoing maintenance continues on the Regional Network. REAPIR funding was successfully secured for a widening and rehabilitation project on the Ulan Road which is complete. Federal Blackspot funding was also secured for 3 projects on the regional network that are all complete.	✓
	Continue reseals, rehabilitation, grading, re-sheeting of Councils local road network consistent with Roads Strategic Plan	Completed 10.0km of rehabilitation projects, 4.1km seal extension, 34.9km of reseals, 51km of resheeting and 711km of grading.	✓
Pursue additional funding for upgrading of roads infrastructure	Lobby for funding for roads	Successful application for \$9.5 million to Resources for Regions Round 1 for Ulan Road. Successful application for \$6.7 million to Resources for Regions Round 2 for Cope Road.	✓



Delivery Program (4 Years)	Operational Plan (1 Year)		
Connecting the Region			
Goal 4.1: High quality road network that is safe and efficient			
	Ensure that major developers pay for the impact additional development will have on road network	Council has been successful with funding of the Ulan Road Strategy and will continue to ensure that developers contribute appropriately to the impact they have on Council's road network.	✓
Strategy 4.1.3 Develop and enhance walking and cycling networks across the Region			
Implement the Pathways Strategic Plan	Undertaken Kandos to Clandulla Pedestrian link	Delays with approvals from Railway authorities prevented this project from starting.	✗
	Walkways in Gulgong	Project completed for the year. Funding next year will allow the path to be continued.	✓
	Continue Cudgegong River pedestrian walk way to Glen Willow/Putta Bucca	Footbridge complete and paths leading to Glen Willow also complete. Additional funding will allow the path to be continued next year.	✓

Delivery Program (4 Years)	Operational Plan (1 Year)		
Connecting the Region			
Goal 4.2: Efficient connection of the region to major towns and cities			
Strategy 4.2.1 Develop a regional transport network, in partnership with other relevant government agencies, that grows with the needs of business and industry			
Support the continuation of commercial passenger services at Mudgee Airport	Work with service provider to maintain passenger services to end from Sydney	The commercial passenger services between Mudgee and Sydney was ceased in December 2013 due to Brindabella being placed in receivership. Council has been able to secure the services of Air Link to and from Sydney on an interim basis, working closely with NSW Transport and a number of airlines for a permanent service.	-
	Continue maintenance and operation of Mudgee Airport	All technical inspections required by CASA completed and airport fully operational	✓
Lobby for improved highway linkages along the Great Western Highway and Bells Line	Continue to lobby for improved access to Western NSW from Sydney	Council is represented at the Bells Line Expressway Group by Clr Percy Thompson.	✓

Delivery Program (4 Years)	Operational Plan (1 Year)		
Connecting the Region			
Goal 4.2: Efficient connection of the region to major towns and cities			
Pursue the State Government and ARTC to have passenger rail services returned to the region.	Continue to lobby for passenger rail access	The State Government has advised that the rail line requires an investment of \$300 million in upgrades to make it workable, and that use of the line would have to be significant enough to provide a reasonable return on that investment. The State Government has clearly stated that reopening the line would need to be on a commercial basis.	✓
Strategy 4.2.2 Create a communication network that services the needs of our residents and businesses			
Pursue improved broadband and mobile coverage with Government and major service providers	Continue to lobby for improved internet speeds and mobile coverage throughout the region	There has been some progress towards the rollout of NBN in this Region but was ceased at the direction of the new government. The Mayor, Deputy Mayor and General Manager have lobbied the Minister for Communications Malcolm Turnbull, throughout the year.	✓

Delivery Program (4 Years)	Operational Plan (1 Year)		
Good Government			
Goal 5.1: Strong civic leadership			
Strategy 5.1.1 Provide clear strategic direction through the Community Plan, Delivery Program and Operational Plans			

Delivery Program (4 Years)	Operational Plan (1 Year)		
Good Government			
Goal 5.1: Strong civic leadership			
Ensure actions of the Operational Plan and Delivery Program are completed on time, on budget and meets success criteria	Successful delivery of Year 1 Operations Plan	Council successfully completed 84% of the 2013/14 Operational Plan. Some projects have continued across into the 2014/15 year.	✓
Strategy 5.1.2 Provide accountable and transparent decision making for the community			
Conduct Open Days twice per month	Continue to hold "Open Day" prior to Council Meetings	Council has continued to offer Open Days prior to Council meetings	✓
Strategy 5.1.3 Provide strong representation for the community at Regional, State and Federal levels			
Continue to lobby State and Federal Government on all matters that are of interest to the Mid-Western Region	Work with the Mayor to access Local Members and Ministers on relevant issues	The Mayor and General Manager hold regular meetings with local members to highlight key issues and areas of interest in the Mid-Western Region which require attention from government.	✓

Delivery Program (4 Years)	Operational Plan (1 Year)		
Good Government			
Goal 5.1: Strong civic leadership			
	Strengthen relationships with local State and Federal members	The Mayor and General Manager hold regular meetings with local members to highlight key issues and areas of interest in the Mid-Western Region which require attention from both State and Federal government.	✓
	Engage with Regional Directors of State Government	Senior members of staff are in constant contact with a number of State Government officials on a case by case basis when we require their assistance	✓

Delivery Program (4 Years)	Operational Plan (1 Year)		
Good Government			
Goal 5.2: Good communications and engagement			
Strategy 5.2.1 Improve communications between Council and the community and create awareness of Council's roles and responsibilities			
Publish monthly editions of Community News	Monthly distribution of Community News	Community News is distributed on a monthly basis directly to 8,500 households in the Region and is also available online.	✓
Provide an up to date and functional web interface	Continue to update web site	Website views have remained relatively stable at a monthly average of about 22,000 views for the 2013/14 financial year.	✓
Regularly report to the community in a variety of interesting ways	Investigate options for dissemination of information on a project by project basis	Council's communications activities utilise a range of channels which includes the launch of social media, traditional print & broadcast media, and targeted outreach to stakeholder groups, advertising and marketing.	✓
Operate and maintain a community works request system that provides timely and accurate information and responses	Maintain Works Request System	Council maintains and operates a works request system that saw 2639 works requests received between Jan - Jul 204, with an average of 70% being completed within the target timeframe	✓

Delivery Program (4 Years)	Operational Plan (1 Year)		
Good Government			
Goal 5.2: Good communications and engagement			
Participate in Village Forums across the region	Provide access to Councillors and senior staff through Village Forums	Village forums were held during October/November. Council has ceased village forums, but continues its town forums annually.	-
Ensure the community has clear information about who to contact in Council	Provide a customer focused web site	Council maintains a complex website which saw 154,865 page hits between January and June 2014, with an average of 25811 per month	✓
Educate the community on Council's roles and responsibilities	Provide Access to Council's Corporate Planning Documents both through the web site and Administration Centres	Council maintains a complex website which saw 154,865 page hits between January and June 2014, with an average of 25811 per month	✓
Strategy 5.2.2 Encourage community access and participation in Council decision making			
Seek feedback on policy development and local issues	Continue to utilise local media in addition to Council's Web site for information dissemination	Council continues to use a range of media to seek feedback on policy development and local issues. This has been extended to include social media and the use of online survey tools.	✓
Provide opportunities and make it easy for the community to participate in and influence decision making	Encourage attendance at Council Meetings	111 members of the public spoke at Open Day preceding each Council meeting in the 2013/14 year.	✓

Delivery Program (4 Years)	Operational Plan (1 Year)		
Good Government			
Goal 5.3: An effective and efficient organisation			
Strategy 5.3.1 Pursue excellence in service delivery			
Benchmark Council's service delivery against relevant organisations	Provide Planning and Building Statistics to Department of Planning	Council met the reporting requirement for the Department of Planning Performance monitoring Review. Mid-Western continues have a high level of productivity. The performance reporting indicated the productivity levels of Mid-Western as the highest in the wider region, combined with the processing times achieved; this indicates that the development assessment function of Council is performing well.	✓
	Local Government Reporting	A report on comparative information on NSW Councils was presented to Council at its meeting on 6 November 2013.	✓
Conduct bi-annual community surveys 2014 & 2016	Conduct annual satisfaction survey	The community survey was completed and reported to Council in February 2014	✓
Reflect on service provision and review work regularly	Conduct quarterly all of Council Staff Updates across all work sites	Quarterly Staff Update meetings have been completed with all staff as schedule to date.	✓
	Work with Staff towards ongoing productivity improvements	Council is subject to an inbuilt productivity gain via rate pegging, where the rate peg amount is less than the Local Government Cost Index. Council management continues to review all aspects of the business to ensure that the organisation is operating effectively and efficiently.	✓

Delivery Program (4 Years)	Operational Plan (1 Year)		
Good Government			
Goal 5.3: An effective and efficient organisation			
Provide a responsive customer service function	Reply to all correspondence within 14 days	33,293 items of correspondence were received in the 2013-14 financial year. 91% of these are recorded as being answered within 14 days. The target of 100% was not met.	✓
Strategy 5.3.2 Promote Council as a great place to work for talented people			
Attract, retain and develop a skilled workforce	Implement a meaningful Training Program	The Training Program for FY14 has concluded and the Program for FY15 has been approved by the Executive.	✓
	Promote our core values of Respect, Integrity and Recognition	We continued to promote the values of the Council via internal and external communications and programs such as induction and performance reviews.	✓
	Continue to improve performance appraisal process for all employees	The revised appraisal process is being implemented again to review performance for the FY14 year.	✓
Provide a safe, healthy and non-discriminatory working environment	Continue promotion of the Work Health and Safety Act and ensure the highest level of work place safety	Workplace inspections continued; a Proactive Exercise program was introduced; a quarterly WHS newsletter commenced; active WHS Committee and Tool Box Talks and WHS training as required. There has been a reduction in LTI's and the workers compensation premium from the previous year.	✓
	Provide a positive working environment	Survey completed the results indicate that there has been an overall employee engagement increase from the previous year's results.	✓
Conduct annual Employee Opinion Surveys	Employee Opinion Survey 2014	The response rates this year were consistent with last year's results, which were a 40% increase on the year before.	✓
Strategy 5.3.3 Prudently manage risks associated with all Council activities			

Delivery Program (4 Years)	Operational Plan (1 Year)		
Good Government			
Goal 5.3: An effective and efficient organisation			
Monitor and review Council's policies and strategies	Provide up to date Policy Register	Council has a rolling program to review its policies every two years.	✓
Enhance the information systems that support delivery of Council activities	Develop Smart Phone Application to improve communication with the community, and access to information	The project was discontinued as responsive design for tablets and mobile devices form part of the brief for the Council website upgrade to be delivered in 2014/15.	✗
Provide long term financial sustainability through sound financial management	Update and Implement Long Term Financial Plan through Integrated Planning and reporting process	The Long Term Financial Plan is planned to be brought back to Council before December 2014.	-
Ensure strategic and asset management plans are underpinned by sound financial strategies	Maintain an up to date asset management system	Ongoing systems improvement work, including integration of Works Requests with Assets, and revision of Asset Management Plans for all major categories of infrastructure continues.	✓
Comply with relevant accounting standards, taxation legislation and other financial reporting obligations	Continue to achieve a high standard of financial management	Council received an unqualified audit report for the 2012/13 financial statements in September 2013. No material issues were identified in Management Letters. All of Councils taxation and other financial reporting obligations have been met on time to 30 June 2014.	✓

Statutory Information

Annual Charges

STORMWATER MANAGEMENT

Council has not levied an annual charge for stormwater management services during the year.

COASTAL PROTECTION SERVICES

Council has not levied an annual charge for coastal protection services during the year.

Companion Animals

Council undertakes companion animal management functions and activities, in accordance with the *Companion Animals Act 1998* and the associated Regulations.

EXPENDITURE

During 2013/14, Council spent \$176,000 on companion animal management activities. Council employs one full time Ranger to enforce the provisions of the Companion Animal legislation. This Ranger also attends to after-hours stock impounding. As part of running an animal pound facility, Council utilises additional staff resources to ensure 7 day a week animal care and coverage.

The Office of Local Government provided \$12,500 of revenue to Council in 2013/14 for Animal Management Services. A further \$20,000 was received from stock impounding fees, animal release fees, fines, animal sales and other related revenue, helping to partially offset the total cost of companion animal management to the Mid-Western Region community.

REGISTRATION AND REHOMING

Council strongly encourages residents to have their dogs and cats micro-chipped. Micro-chipping is quick, painless, and easy. It is the easiest way a pet can be returned home, so it should be top priority for every pet owner. Council has a micro-chipping service, and charged \$30 in 2013/14.

In addition, Council works with the local branch of the RSPCA regarding foster care and advertising of impounded animals. The Mid-Western Regional Council website always has a current listing of animals in the pound that are lost or looking for a new home. Across 2013/14, Council compiled Pound Data Collection Returns for the Office of Local Government. 405 animals were seized. Fortunately, 334 of those animals were able to be returned to their owners or Council successfully re-homed them. A total of 72 animals were required to be euthanased as they were either unsuitable or unable to be rehomed. 134 companion animals were registered through Council.

DOG ATTACKS AND DANGEROUS DOGS

Data relating to dog attacks is required to be lodged by Council with the Office of Local Government. During the 2013/14 period, there have been 31 separate dog attack incidents in the Mid-Western Region, with a number of animal (primarily stock) and human victims. Actions taken

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

OTHER COMPANION ANIMAL ACTIVITIES

Council has three off-leash areas for companion dogs, located at Glen Willow Sports Complex in Mudgee, Peoples Park in Gulgong, and the Rylstone Showground.

Committees of Council and Delegations to External Bodies

A range of committees conduct functions on behalf of Council. There are a number of different committee types including advisory committees, management committees, and appointments to external committees.

Committees of the Mid-Western Regional Council in place for 2013/14 were:

ADVISORY COMMITTEES

- Red Hill Reserve Working Party
- Mid-Western Regional Council Heritage Committee
- Mudgee & Gulgong Access Committee
- Rylstone & Kandos Access Committee
- Mid-Western Regional Cultural Development Committee
- Australia Day Selection Committee
- Mid-Western Regional Youth Council
- Community Safety Committee
- Noxious Weeds Control Advisory Committee
- Kandos Centennial Working Party

MANAGEMENT COMMITTEES

- Mudgee Showground Management Committee
- Gulgong Memorial Hall Committee
- Mid-Western Regional Council Peak Sports Council
- Mudgee Sports Council Sub Committee
- Gulgong Sports Council Sub Committee
- Rylstone Sports Council Sub Committee
- Mudgee Regional Saleyards Committee

EXTERNAL BODIES

In 2013/14, Council delegated none of its functions to external bodies such as County Councils.

However Council has appointed delegates to a number of external organisations and committees. These are:

- Bushfire Management Committee
- Rural Fire Service District Liaison Committee

- Mudgee Regional Tourism Inc
- Ulan Coal Mine Community Consultative Committee
- Wilpinjong Community Consultative Committee
- Charbon Community Consultative Committee
- Moolarben Community Consultative Committee
- Inglenook Community Consultative Committee
- Kingsgate Silver Mine Community Consultative Committee
- Central West Catchment Management Authority
- Bells Line Expressway Group
- Macquarie Valley Weeds Advisory Committee
- Joint Regional Planning Panel
- Lachlan Regional Transport Committee
- Botobolar Community Committee
- Murray Darling Association

Partnerships, Cooperatives and Joint Ventures

HUNTER COUNCILS LIMITED

Council is an associate member of Hunter Councils Limited along with the other full member Councils of Hunter Councils, being Cessnock, Dungog, Gloucester, Great Lakes, Lake Macquarie, Maitland, Muswellbrook, Newcastle, Port Stephens, Singleton, and Upper Hunter. The activities of the organisation are not controlled by any one council.

Hunter Councils Limited was established to improve the quality and efficiency of local government across the Hunter Region. The organisation has several business units providing specialist services to member and non member councils including Regional Procurement, Local Government Training Institute, Hunter Records Storage, Screen Hunter Central Coast, Environment Division, and Local Government Legal.

Hunter Councils Limited was established in January 2003 after receiving Minister's consent, pursuant to section 358(1)(a) of the *Local Government Act 1993*. Council became an associate member of Hunter Councils Limited in 2011.

STATECOVER MUTUAL LIMITED

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity. StateCover is a company providing workers compensation insurance cover to the NSW Local government Industry, and specifically, Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the Company's capital base as a result of the company's past performance and or claims experience or as a result of any increased prudential requirements from Australian Prudential Regulation Authority. These future equity contributions would be required to maintain the company's minimum level of Net Assets in accordance with its licence requirements.

Contracts Awarded

In accordance with the *Local Government Act 1993* and our own Procurement Policy, Council calls for tenders for the supply of various goods and services where the estimated spend under that contract exceeds \$150,000. The requirement to tender excludes the purchase or sale of land; purchases at public auction; contracts for employees of Council; purchase of goods and services under State Government or Commonwealth procurement contracts; emergency contracts; or where because of extenuating circumstances, remoteness of locality or the unavailability of competitive or reliable tenderers, Council decides by resolution (which states the reasons for the decision) that a satisfactory result would not be achieved by inviting tenders.

The following contracts were awarded during 2013/14:

Contractor	Tender Awarded	Nature of Goods & Services	Contract Period	Contract Amount Ex GST	Spent 2013/14 Ex GST
A1 Earthworx Civil and Mining	September 2013	Construction of two Catchment A Detention Basins	Sep 2013 - Sep 2014	\$534,561	\$542,641
Leed Engineering	August 2013	Redbank Creek Dam Structural Upgrade	August 2013 - June 2014	\$548,000	\$518,297
Reliance Petroleum BP	October 2013	Supply Bulk Fuel	October 2013 - October 2015 +12 month option	est \$1,200,000 p.a	\$1,442,291
Various	July 2013	Wet & Dry Plant Hire (Panel)	July 2013 - June 2016	est over \$150,000	\$3,241,203
Interflow Pty Ltd	December 2013	Sewer Main Relining Contract 2013-2016	December 2013 - July 2016	est \$688,000	\$222,950
Downer, Boral Asphalt and Accurate Asphalt & Road Repairs	October 2013	Tender Asphalt supply & lay	October 2013 - October 2016	est \$150,000 p.a	over \$5,000,000
Central West Civil	December 2013	Yarrowonga Rd Bridge Widening Tender	December 2013 - December 2014	\$163,064	\$163,064
Aluka Constructions	February 2014	Construction Glen Willow Amenities	February 2014 - October 2014	\$863,359	\$591,411
ERM Power	January 2014	Small sites electricity supply - State Contract	January 2014 - June 2016	est \$474,000	\$35,407
Various (Panel)	February 2014	Legal Services	February 2014 - February 2019	est over \$150,000	\$962,571
Various (Panel)	February 2014	Chemical Supply - Herbicide & Pesticide	February 2014 - February 2017	est over \$150,000	\$76,246
Various (Panel)	March 2014	Ready Mix Concrete - Regional Procurement Tender	March 2014 - March 2016	est over \$150,000	est over \$50,000
Cadia Group	March 2014	Water & Sewer Fittings &	March 2014 -	est over	\$136,391

Contractor	Tender Awarded	Nature of Goods & Services	Contract Period	Contract Amount Ex GST	Spent 2013/14 Ex GST
		Valves- Regional Procurement Tender	December 2016	\$150,000	
Iplex Pipes Australia	March 2014	DICL pipe- Regional Procurement Tender	March 2014 - December 2016	est over \$150,000	\$0
Iveco Trucks Australia Ltd	April 2014	Side loading garbage truck (Superior Pak body)	NA	\$332,464	\$0
Garwood International	April 2014	Rear loading garbage truck	NA	\$158,385	\$0
MacDonald Johnson Pty Ltd	April 2014	Street sweeper	NA	\$305,425	\$0
Volvo Trucks	June 2014	Volvo hooklift truck (Palfinger body)	NA	\$281,850	\$0
VoR Environmental Pty Ltd	June 2014	Mobile biosolids dewatering unit	NA	\$405,900	\$0
Hitachi Construction Machinery P/L	June 2014	Two John Deere graders	NA	\$737,800	\$0
GCM Agencies P/L	June 2014	Four Multipac rollers	NA	\$528,000	\$0
Mack Trucks	June 2014	Two Mack water carts (Barry Burrows body)	NA	\$546,000	\$0
Mack Trucks	June 2014	Mack truck and dog (M&S body)	NA	\$336,600	\$0
GHD	June 2014	Ulan Road - Investigation & Design	July 2014 - June 2015	\$366,520	\$0

Financial Assistance

Council has a program of financial assistance, as set out in the Financial Assistance and Event Management Policies, for organisations, groups and individuals that meet the goals and strategies as set out in Councils Community Plan 2030. In doing so, Council seeks to support wide range of community and cultural services; an increase in community spirit and cohesion; effective, inclusive and equitable services within the community; and projects with a high level of community support and ownership.

Council regularly gives donations to local schools for award nights; village subsidies to progress associations for maintenance of local facilities; rates refunds to charitable and sporting organisations; sports people representing the region at a state, national or international event; tourism events; town Christmas parties; and Seniors Week activities.

During the 2013/14 financial year, Council provided total grants of financial assistance of \$180,509 to local and regional organisations, and individuals. Material donations and contributions (over \$5,000 exclusive of GST if any) provided during the year were:

Recipient	Amount	Purpose
Seniors Week	\$5,000.00	Contribution to Seniors Week events
Mudgee & Districts Tennis Club	\$30,000.00	Contribution towards resurfacing courts
Kandos Rylstone Community Radio Inc (Community Capers)	\$10,000.00	Kandos Rylstone Community Capers publication
Gulgong Chamber of Commerce Inc	\$12,000.00	Business development; Town Christmas Party - Gulgong
Christmas Party Mudgee	\$5,000.00	One day event
Orana Arts	\$8,000.00	Business development; Town Christmas Party - Gulgong
Sculptures in the Garden Committee	\$5,000.00	Purchase of sculptures for local open space
Mudgee Rugby Club	\$7,500.00	NSW Country Championships
Blue Mountains Mayoral Relief	\$12,500.00	Bushfire relief fund
Bylong Hall Committee	\$5,500.00	Contribution for operation & maintenance of Bylong Hall & surrounding area

Financial Summary

Each year, individual Local Governments across NSW are required to present a set of audited financial statements to their Council and community. The financial statements set out the financial performance, financial position and cash flows of council for the financial year. The format of the financial statements is standard

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the NSW Office of Local Government.

The financial statements must be certified by Senior staff as presenting fairly the Council's financial results for the year, and are required to be adopted by Council - ensuring both responsibility for and ownership of the financial statements.

The financial reports incorporate 5 primary financial statements:

- *The Income Statement* summarises Council's financial performance for the year, listing all income & expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.
- *The Statement of Comprehensive Income* primarily records changes in the fair values of Council's Infrastructure, Property, Plant and Equipment.
- *The Statement of Financial Position* is a 30 June snapshot of Council's financial position indicating its Assets, Liabilities and Net Wealth.
- *The Statement of Changes in Equity* reports the overall change for the year of Council's Net Wealth.
- *The Statement of Cash Flows* indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

The Notes to the financial statements provide greater detail and additional information on the 5 primary financial statements.

Council's financial statements are required to be audited by external accountants (that generally specialise in Local Government).

In NSW, the Auditor provides 3 audit reports:

- An opinion on whether the financial statements present fairly the Council's financial performance & position;
- An opinion on whether the total permissible general income is properly drawn up; and
- Their observations on the conduct of the Audit including commentary on the Council's financial performance and financial position.

The financial statements are publicly available documents and must be presented at a Council meeting between 7 days and 5 weeks after the date of the Audit Report. Council's Auditor undertook the public presentation of the 2013/14 statements at the Council meeting of 5 November 2014.

Submissions from the public can be made to Council up to 7 days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

Council's complete audited Financial Reports for 2013/14 are included in Section 3 of this Annual Report.

Condition of Public Works

Council is the custodian of a substantial portfolio of community infrastructure, property, plant and equipment. It manages infrastructure assets with a fair value of \$825 million (written down value \$553 million) on behalf of the Mid-Western community. It is Council's role to ensure the right level of assets are maintained in a satisfactory condition, in a long-term sustainable manner.

A detailed report is set out in Special Schedule No. 7 - Condition of Public Works in the 2013/14 Financial Reports in Section 3 of this document.

Legal Proceedings

Council expended \$962,571 on legal costs during the period.

Of that amount, \$127,922 related to the cost of obtaining legal advice or opinion in relation to various matters and not in relation to legal proceedings taken by or against the Council.

In addition, Council expended \$121,103 during the period in recovering outstanding rates and charges. These costs are debited as a charge against individual rate assessments. Council recovered \$119,125 of such costs during the period.

Summarised below are details of legal proceedings in which the Council was involved, together with the results of those proceedings and the nature and amount of legal costs incurred:

Proceedings	Type	Status	Cost
<i>MAC Group v MWRC</i> 12/1119064 Land & Environment Court	Class 1 Appeal against refusal of DA0217/2012 for a 400 bed temporary works accommodation facility at Cope Road Gulgong	Appeal was upheld in 29/4/2014 in the Land and Environment Court. Costs were not awarded. However, negotiations continue over work performed by Councils expert on behalf of MAC Group.	\$217,165
<i>Moolarben Coal Mines P/L v MWRC</i> 12/31107 NSW Land & Environment Court	Class 3 Appeal against Declaration of Rating Category (Section 526 LG Act)	Council gave its consent to Orders upholding Moolarben's appeal on 22/3/2013. And Council signed an in principal agreement with Moolarben on 13 June 2014 for costs.	\$120,035
<i>Ulan Coal Mines Limited v MWRC</i> 12/31279-31287 NSW Land & Environment Court	Class 3 Appeal against Declaration of Rating Category (Sec 526 LG Act)	Hearings commenced 6/5/2013 & concluded 21/5/2013. Senior Commissioner T Moore of the NSW Land & Environment Court handed down a decision on the 9 matters in Ulan Coal Mines Limited v MWRC, upholding each of the 9 appeal matters. An application for costs was sought and approved. Council settled the costs claim	\$378,829
<i>Peabody Pastoral Holdings P/L v MWRC</i> 12/31293-31295 NSW Land & Environment Court	Class 3 Appeal against Declaration of Rating Category (Sec 526 LG Act)	Matters did not proceed to hearing. Council gave its consent to orders upholding Peabody's appeal on 27 May 2013. On 5 June 2013, a Cost Hearing was held, the result being that the Land & Environment Court awarded costs against Council. At this time, no agreement has been made and no costs have been paid. ¹	\$368,829
<i>MWRC v Peabody Pastoral Holdings P/L</i> 2013/195874 filed 27/6/2013 Supreme Court of NSW, Court of Appeal	Notice of Intention to Appeal against whole decision of Cost Hearing.	On 19 September 2013, the Supreme Court of NSW, Court of Appeal declined Council's application for leave to appeal the decision of the NSW Land & Environment Court in relation to Peabody Pastoral Holdings P/L v MWRC. Costs were awarded to the applicant. ¹	\$10,000 est ²

¹Subsequent to 30 June 2014, but prior to the completion of this Annual Report, Peabody Pastoral Holdings Pty Ltd filed their Applications for Costs Assessments in the Supreme Court on 13 October 2014.

²Action for the class 3 Appeal and the Appeal against decision have merged due to negotiations wholly surrounding the matter of combined costs. Total legal costs on Peabody Pastoral Holdings Pty Ltd are \$378,829 for the financial year ended 30 June 2014.



No expenses were incurred for provision of childcare, or an immediate family member of, a councillor, to allow the councillor to undertake his or her civic functions

Overseas and Interstate Visits

Council is required to disclose details of any interstate visits undertaken by elected members in relation to Council business, along with details of any overseas visits undertaken by any council officers including Councillors and staff.

On occasion, the General Manager and Mayor are required to travel to Canberra for meetings with Commonwealth departments and ministers. No other interstate visits were undertaken by elected members.

There were no overseas visits undertaken by any council officers in 2013/14.

Planning Agreements

Company	Effective	Purpose	Amount	Due Date	Paid
Wilpinjong Coal	March 2006	Lump Sum - Coal Shipment	\$450,000	Payable prior to the first shipment of coal from the land	Yes
		Annual Contribution - Community Infrastructure	\$800,000	\$40,000 per annum for 20 years, with the first instalment due on the anniversary of the first loading and dispatch of coal.	7 of 20
		Annual Contribution - Road Maintenance	\$30,000 per annum	\$30,000 per annum for the life of the mining operation, with the first instalment due on the anniversary of the first loading and dispatch of coal.	7 of life
		Annual Contribution - Bus Routes	\$60,000	\$20,000 per annum for three years	Yes
Moolarben Coal	February 2008	Lump Sum - Open Cut Coal	\$1,000,000	Payable in three equal annual instalments, with the first payment due within 7 days of first loading and dispatch of coal produced from the open cut operation.	Yes
		Lump Sum - Underground Coal	\$300,000	Payable in three equal annual instalments, with the first payment due within 7 days of first loading and dispatch of coal produced from the underground operation.	No
		Lump Sum - Road Maintenance	\$1,000,000	Payable in three equal annual instalments, with the first payment due within 7 days of the commencement of construction.	Yes
		Annual Contribution - Road Maintenance	\$1,250,000	\$62,500 per annum for 20 years, with the first instalment due on the anniversary of the first loading and dispatch of coal.	5 of 20

		Annual Contribution - Community Infrastructure	\$1,000,000	\$100,000 per annum for 10 years, with the first instalment due on the anniversary of the first loading and dispatch of coal.	5 of 10
Xstrata	March 2011	Lump Sum - Community Infrastructure	\$3,475,000	\$2 million to be paid within 30 days of date of agreement. Balance of \$1.475 million to be paid within a year of the date of the first contribution.	Yes
		Annual Contribution - Road Maintenance Cope Road	\$1,050,000	\$50,000 per annum for 21 years, with the first instalment due within 30 days of date of agreement. Subsequent annual payments due on anniversary date of first contribution.	4 of 21
Charbon Coal	September 2010	Annual Contribution - Road Maintenance	\$0.05 per tonne per kilometre	Due by 31 July each year for coal hauled in previous year	3 of life
		Annual Contribution - Road Maintenance	\$0.77 per tonne	\$75,000 paid as bond. To be charged with calculated contribution on an annual basis until \$75,000 exhausted. A further \$75,000 shall then be paid to Council, with annual charges payable whilst mining continues.	Yes
		Lump Sum - Carwell Creek Bridge Upgrade	\$210,000	\$210,000 due within 30 days of commencement of construction works by Council	Yes
		Annual Contribution - Community Facilities	\$0.01 per Run of Mine tonnes per annum	Due by 31 July each year for coal hauled in previous year	3 of life
		Lump Sum - Community Facilities	\$50,000	\$50,000 payable within one month of receipt of project approval for a community project in Rylstone, Kandos, Charbon and/or Clandulla	Yes
Wilpinjong Coal	January 2011	Lump Sum - Ulan-Wollar Road	\$50,000	Non cash contribution of \$50,000 of gravel to be used for upgrading of the Ulan-Wollar Road	No
		Lump Sum - Ulan-Wollar Road Upgrade	\$600,000	\$600,000 payable by instalments within 14 days of invoices as issued by Council at each stage of the primary road works	Yes
		Annual Contribution - Community Infrastructure	\$1,000 per annum per permanent employee contractor in excess of 100 for 20 year consent period	\$260,150 paid in 2013/14	2 of 20

Orr	October 2012	Catchment A Drainage contribution	\$5,000 per lot	\$90,000 paid in 2013/14	44 lots
Caerleon	September 2013	Fairydale Lane Contribution	\$500,000	Lump sum payment on connection of Fairydale Lane to the spine road, based on \$500 per lot of registered plans for the subdivision. Thereafter a per lot contribution upon registration.	No
		DSP Charges (water)	\$7,837 per ET water	On delivery of relevant infrastructure, per a project schedule	No
		DSP Charges (sewer)	\$3,558 per ET sewer	On delivery of relevant infrastructure, per a project schedule	No

Private Works

Council undertook private works in 2013/14 to the value of \$293,110, resulting in a profit of \$116,112. This represents a profit margin of 61%. No subsidies were provided, and all work was intended to be carried out on a for profit basis in accordance with Council's Private Works Policy.

Rates and Charges Written Off

During 2013/14, \$10,566 of Rates and Annual Charges were written-off as a result of Postponement of rates and charges.

Council also wrote off a further \$731,272 as Pensioner Rate Rebates in accordance with Council's Pensioner Concession Policy.

Senior Staff

Council has designated 4 positions in its organisation structure as Senior Staff roles for the 2013/14 year. Those positions are:

- General Manager
- Director Development & Community Services
- Director Finance & Administration
- Director Mid-Western Operations

There was a changeover of General Manager at the end of the financial year. The total remuneration comprised in the remuneration packages for the General Managers positions for 2013/14 was \$261,429.

The remuneration packages for the three Directors for 2013/14 totaled \$421,952.

Equal Employment Opportunity

Mid-Western Regional Council aims to provide an environment where employees and others in the workplace are treated fairly and with respect, and are free from unlawful discrimination, harassment, vilification and bullying.

The Council aims to ensure that when employment decisions are made, they are based on merit, not on irrelevant attributes or characteristics that an individual may possess. The Council also aims to create a work environment which promotes good working relationships.

In 2013/14, a new Anti-Discrimination and Equal Employment Opportunity Policy and a new Workplace Bullying Policy were adopted by Council and training was rolled out to all employees. Additional EEO and Anti-Discrimination training was delivered for all Supervisors and Team Leaders.

Council's Learning and Development Procedure, Salary System and Recruitment Procedure were all reviewed to ensure compliance with EEO principles.

Council continues to provide a range of flexible work options for women to balance work/family commitments.

Council's disability services continue to provide meaningful employment for people with disabilities, and assisting them in vocational needs.

Financial Statements

A copy of Council's audited financial statements is available at <http://www.midwestern.nsw.gov.au/Our-Council/Reports--Statements/>

Hard copies of financial statements are available from Council upon request.

State of the Environment Report

A Regional State of Environment report has been prepared in partnership with the Central West Catchment Management Authority through the Central West Local Government Reference Group, which comprises the 16 Local Government Areas within the Central West Catchment area.

This report covers the entire catchment, not just individual Councils. The report contains information about environmental issues across the catchment, ranging from water quality, air quality, noise pollution to bio-diversity.

The State of the Environment Report is still in a draft format and yet to be finalised by the consultants engaged by CWCMA/CWLGRG. When the State of the Environment Report is completed, it will be published as Volume 2 to the Annual Report 2014.



2013-14 State of the Environment Snapshot

A State of the Environment (SoE) Report is an important management tool which aims to provide the community and Local Council with information on the condition of the environment in the local area to assist in decision-making.

Since 2007, the Councils of the Greater Central West Region of NSW (see map) have joined to produce Regional SoE Reports as part of Council reporting requirements.

Recent changes to NSW legislation mean that Councils are no longer required to produce SoE Reports each year, but only once every four years, in the year of the Council election (which will next be in 2016). However, the participating Councils have decided to continue reporting on an annual basis so that they can provide a detailed Regional SoE report in 2016 that covers trends in the intervening years.

This is a brief snapshot of data for the Mid-Western Local Government Area in 2013-14 across a range of environmental indicators as shown in the tables below. The tables provide an understanding of trends by comparing this year's data with an average of previous years. The Council snapshot report should be read in conjunction with the 2013-14 Regional SoE snapshot report.

2013-14 Highlights

- An additional 31.5 hectares of land was protected under voluntary Conservation Agreements in 2013-14.
- 61 drinking water complaints were reported in 2013-14, a large increase from last year.
- Waste to landfill hit a new record of 44,100 tonnes, but this included 21,289 tonnes of fill/soil.
- Volume of material recycled per person was less than last year.
- Council's total operational greenhouse gas emissions decreased significantly from last year.



Land

Issue	Indicator	2010-11	2011-12	2012-13	2013-14	Trend
Contamination	Contaminated land sites - Contaminated Land Register	1	1	1	1	
	Contaminated land sites - potentially contaminated sites	47	47	29	29	
	Contaminated sites rehabilitated	1	1	2	0	
Erosion	Erosion affected land rehabilitated (ha)	2	1	0	1	
Land use planning and management	Number of development consents and building approvals	458	649	456	431	
	Landuse conflict complaints	5	7	10	12	
	Loss of primary agricultural land through rezoning			612	19	
Minerals & Petroleum	Number of mining and exploration titles			158	166	
	Area covered by mining and exploration titles (ha)			974,000	1,010,000	

improvement no or little change worsening trend

Note - the trend is based on comparing the average of the previous three years of reporting with 2013-14

Biodiversity

Issue	Indicator	2010-11	2011-12	2012-13	2013-14	Trend
Habitat Loss	Total area protected in Wildlife Refuges (ha)	7,652	7,652	7,652	7,652	→
	Total area protected in conservation reserves & under voluntary conservation agreements (ha)	1,139	1,277	1,349	1,381	↑
	Proportion of Council reserves that is bushland/remnant vegetation	17%	41%	41%	75%	↑
	Habitat areas revegetated (ha)	30	10	10	1	↓
	Roadside vegetation management plan	1	1	1	1	→
Threatened Species	Fish restocking activities: native species	80,613	25,911	92,213	87,155	↓
Noxious weeds and feral animals	Fish restocking activities: non-native species	46,000	20,000	41,000	39,000	↓
	Number of declared noxious weeds	105	112	112	118	↓
	Invasive species (listed noxious or WONS) under active management	8	21	24	27	↓

Water and Waterways

Issue	Indicator	2010-11	2011-12	2012-13	2013-14	Trend
Surface & Ground Water Quality	Average salinity levels in selected streams (EC)	445	468	515	536	↓
Riparian	Riparian vegetation recovery actions	7	4	3	2	↓
	Riparian vegetation recovery area (ha)	10	8	6	2	↓
Industrial/ Agricultural Pollution	Load Based Licencing volume (kg)	68,938	69,352	78,467	79,379	↓
	Exceedances of license discharge consent recorded	3	3	11	3	↓
	Erosion & Sediment Control complaints received by Council	2	1	3	3	↓
Stormwater Pollution	Number of gross pollutant traps installed	4	4	4	4	→
	Total catchment area of GPTs (ha)	118	118	118	118	→
	Water pollution complaints			2	0	↓
Dam Levels	Average dam levels	33.7%	51.6%	58.0%	52.9%	↓
Water extraction	Number of irrigation licences from surface water sources			404	325	↓
	Volume of surface water permissible for extraction under licences (GL)			43	36	↓
	Number of bore licences from groundwater resources			3,247	2,239	↓
	Volume of groundwater permissible for extraction under licences (GL)			33	31	↓
Council water consumption	Area of irrigated Council managed parks, sportsgrounds, public open space (ha)	63	69	69	70	↓
	Water used by council for irrigation (including treated and untreated) (ML)	0.2	51	215	109	↓
Town water consumption	Annual metered supply (ML)	1,492	1,493	1,828	2,023	↓
	Annual consumption (Total from WTP) (ML)	2,017	2,023	2,362	2,505	↓
	Average annual household use (kL/household)	178.9	169.6	202.7	221.0	↓
	Average level of water restrictions implemented	0.0	0.0	0.0	0.0	→
Town Water Quality	Number of instances drinking water guidelines not met	38	29	112	74	↓
	Number of drinking water complaints	0	18	32	61	↓

Towards Sustainability

Issue	Indicator	2010-11	2011-12	2012-13	2013-14	Trend
Waste Generation	Total waste entombed at primary landfill (tonnes)	20,283	17,054	26,394	44,100	⬇️
	Total waste entombed at other landfills (exc recyclables) (tonnes)	0	0	0	0	➡️
	Average total waste generated per person (tonnes)	0.89	0.74	1.12	1.85	⬇️
	Average cost of waste service per residential household	\$321	\$332	\$343	\$349	⬇️
Hazardous/Liquid Waste	DrumMuster collections (number of drums)	2,751	3,057	1,599	1,164	⬇️
	Household Hazardous Wastes collected (kg)	161	2,079	2,471	4,216	⬆️
Reduce	Garden organics collected (diverted from landfill) (tonnes)	567	2,068	2,480	3,388	⬆️
	E-Waste collected (diverted from landfill) (tonnes)	6	6	6	0	⬇️
Recycle	Volume of material recycled (tonnes)	2,955	3,661	4,288	4,014	⬆️
	Volume of material recycled per person (kg)	129	159	183	168	⬆️
Littering and illegal dumping	Number of illegal waste disposal complaints to Council	7	3	6	14	⬇️
Engineering, Infrastructure and Civil Works	New road construction (km)	0.5	0.5	0	1	⬇️
	Road upgrades (km)	15	30	32	51	⬇️
Risk Management	Hazard reduction burns	0	0	14	9	⬇️
Climate Change Mitigation	Office paper used by Council (A4 reams)	1,057	2,136	2,282	1,984	⬇️
	Council sustainability initiatives	6	0	1	0	⬇️
Council Greenhouse Gas Emissions	Annual electricity consumption for Council controlled facilities (MWh)	4,342	3,814	4,083	5,250	⬇️
	Annual natural gas consumption for Council controlled facilities (Gj)		148		0	⬆️
	Annual bottled gas consumption for Council controlled facilities (L)	11027	5,665	15,563	10,752	⬇️
	Total fuel consumption (KL)	920	990	1,516	1,020	⬆️
	Council total operational greenhouse gas emissions (tCO ² -e/year)			24,099	21,594	⬆️
Community Greenhouse Gas Emissions	Small scale renewable energy uptake (kw installed)		502	993	1,022	⬆️

People and Communities

Issue	Indicator	2010-11	2011-12	2012-13	2013-14	Trend
Active community involvement	Environmental volunteers working on public open space (hrs)	180	110	400	150	⬇️
Aboriginal Heritage	Inclusion in DCPs & rural strategies	0	1	1	1	⬆️
	Extent of liaison with Aboriginal communities (self-assessed from 0 = none to 3 = High)	2.0	2.0	3.0	2.0	⬇️
	Development approvals on listed aboriginal sites	2	3	3	0	⬆️
	Number of indigenous heritage management actions/responses			2	4	⬆️
Non-Aboriginal Heritage	NSW Heritage Items	13	13	13	13	➡️
	Locally listed heritage items	526	526	526	526	➡️
	Actions to protect non-aboriginal heritage (including management plans)	0	3	1	0	⬇️
	Heritage buildings on statutory heritage lists demolished/degraded in past year	0	0	0	0	➡️
	Heritage buildings on statutory heritage lists renovated/improved in past year		1	3	4	⬆️

CASE STUDY: Aboriginal Sensitivity Mapping and Engagement (Mid-Western LGA)

In 2012, Mid-Western Regional Council won a \$80,000 grant from the Hunter Central Rivers CMA for the creation of GIS aboriginal sensitivity mapping, and to protect a number of culturally sensitive sites located in the CMA area. It also provided an opportunity for Council to enhance its engagement with the local Indigenous community. The works were completed in June 2014.

The grant application recognised that Council required additional information to improve its procedures surrounding the protection of Indigenous heritage, particularly in relation to development assessments and Council's infrastructure programs.

Essentially the mapping clarifies when on-ground cultural surveys must be undertaken in relation to development applications and Council works. It operates in the same way that Council's flooding and bushfire mapping clearly identifies where an area is highly sensitive, and additional investigations and information must be provided in order

for those hazards to be appropriately addressed. The mapping involved a number of direct consultations with the Indigenous community and on-ground surveys.

The physical works component of the project was undertaken by the Indigenous community with assistance from Council. The works were undertaken at two highly significant reserves located towards the north-east of the LGA. It included the construction of a footbridge and seating at The Drip, and the erection of interpretive signage, weed spraying and tree planting at both The Drip and Hands on Rock.

The project also included cultural awareness training for Council office and works staff. The training was facilitated by the Mudgee Local Aboriginal Land Council where the mapping was presented, the legal framework around protection of Indigenous heritage addressed, and Indigenous heritage and its importance discussed. Council's due diligence practises to create clear guidelines to address these issues were also discussed.



Footbridge at The Drip



Mid-Western Regional Council
86 Market Street
Mudgee NSW 2850
Phone: (02) 6378 2850
www.midwestern.nsw.gov.au

Mailing Address
General Manager
Mid-Western Regional Council
PO Box 156
Mudgee NSW 2850