

TOWARDS 2030



Good Government

Protecting our Natural Environment

Connecting our Region

Looking after our Community

Building a Strong Local Economy

Mid-Western Region
Community Plan




my community
my plan


Mid-Western
Regional Council

TOWARDS 2030

COUNCIL'S VISION

"A prosperous and progressive community that we are proud to call home"

► MAYORAL MESSAGE

Cr Des Kennedy



Mayor

The **Mid-Western Region Towards 2030 Community Plan** sets out the community's vision for the future – where we are, where we want to be and how we will get there.

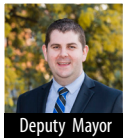
The plan represents an opportunity to create and foster community based goals, values and aspirations – to drive a sustainable community that reconciles the economic, social, environmental and civic leadership priorities for the region. The Mid-Western is a modern and growing region. We continue to have strong growth in industry and population, driven by state significant development.

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

The Towards 2030 Community Plan has been developed following an extensive consultation exercise in which over 2,500 residents participated in varying forms. It was your input that has forged the direction of the plan, and it will continue to be a vision that we can all contribute towards.

A handwritten signature in black ink, appearing to read 'Des K', with a horizontal line underneath.

Cr Paul Cavalier



Deputy Mayor

Cr Esme Martens



Cr Peter Shelley



Cr Percy Thompson



Cr Sam Paine



Cr Russell Holden



Cr John O'Neill



Cr Alex Karavas

MID-WESTERN REGION

MAJOR TOWNS AND CENTRES

- > Mudgee
- > Gulgong
- > Kandos
- > Rylstone

MAJOR INDUSTRIES

- > Agriculture
- > Property Development
- > Viticulture
- > Mining
- > Tourism
- > Retail Trade

GROWTH

- > 6.2% population growth since 2010
- > Continued growth driven by state significant development

The prosperous Mid-Western Region is located just 3½ hours (or 250km) from Sydney and offers a quality lifestyle in a dynamic economic environment.

Located in the Central West of NSW, the area covers approximately 9,000 square kilometres and has a population of more than 24,000.

ABOUT THE TOWARDS 2030 COMMUNITY PLAN

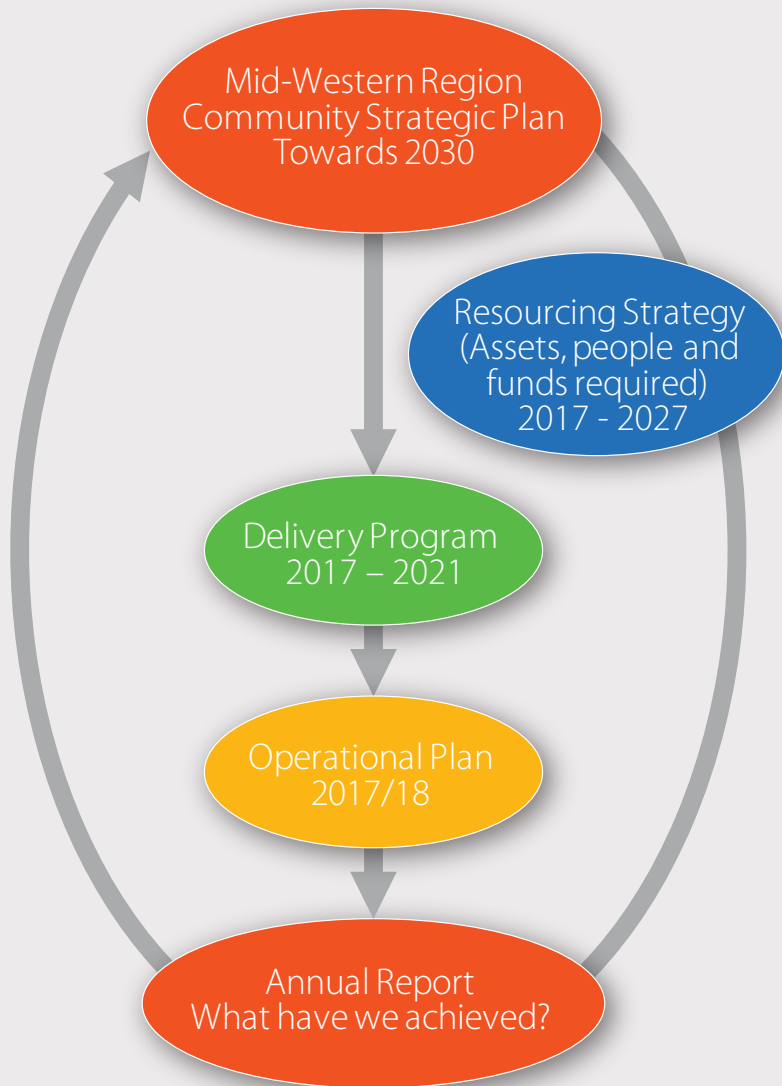
Towards 2030 Community Plan sets out where, as a community, we want to be in the year 2030. It is a future vision developed collaboratively between the community and Council and represents the aspirations of the people who live and work within the Mid-Western Region and strategies for achieving these goals.

Towards 2030 addresses four key questions for the community:

- 1. Where are we now?**
- 2. Where do we want to be in 2030?**
- 3. How will we get there?**
- 4. How will we know when we have arrived?**



HOW THE TOWARDS 2030 COMMUNITY PLAN LINKS TO COUNCIL'S PLANS



The Resourcing Strategy consists of three components:

- 1 **Long Term Financial Planning**
- 2 **Workforce Management Planning**
- 3 **Asset Management Planning**

The Delivery Program summarises the activities that Council has prioritised over a four year term to achieve the Towards 2030 Community Plan, including Council's operations.

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

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



HOW DOES THE **TOWARDS 2030 COMMUNITY PLAN** LINK IN WITH OTHER PLANS?

NSW STATE PRIORITIES

The NSW Government has identified a range of state priorities which are aimed at making NSW even better in the future. These priorities align with the Towards 2030 Community Plan and include:

- 1 **Strong Budget and Economy**
Making it easier to start a business; encouraging business investment; boosting apprenticeships; accelerating major project assessment; protecting our credit rating; delivering strong budgets
- 2 **Building Infrastructure**
Improving road travel reliability; increasing housing supply
- 3 **Protecting the Vulnerable**
Transitioning to the National Disability Insurance Scheme; creating sustainable social housing
- 4 **Better Services**
Improving Aboriginal education outcomes; better government digital services; cutting wait times for planned surgeries; increasing cultural participation; ensure on-time running for public transport
- 5 **Safer Communities**
Reducing violent crime; reducing adult re-offending; reducing road fatalities

CENTRAL WEST AND ORANA REGIONAL PLAN

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

The vision for the Central West and Orana Region closely reflects the vision and priorities identified in the Towards 2030 Community Plan. There are direct linkages between the goals and actions in both plans for the next 20 years. The four goals established by the Plan are:

- > A growing and diverse regional economy
- > A region with strong freight transport and utility infrastructure networks that support economic growth
- > A region that protects and enhances its productive agricultural land, natural resources and environmental assets
- > Strong communities and liveable places that cater for the region's changing population

COMMUNITY CONSULTATION

The community played an integral role in the development and review of the Towards 2030 Mid-Western Region Community Plan with over 2,500 people taking part in a variety of consultation and community engagement activities.

The Community Engagement Strategy adopted by Council to inform this review of the Community Plan was based on social justice principles of equity, access, participation and rights and included a range of opportunities for people to become involved in the process. The review process included activities to inform, engage and consult the community over a 12 week period in 2016, including:

- > Telephone surveys
- > Online surveys
- > Community Roadshow
- > Postcard exercise
- > Workshops
- > Direct mail
- > Permanent displays

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

Full details on the community consultation process undertaken in 2016 can be found in Council's Community Engagement Strategy.



WHAT OUR COMMUNITY WANTS

CONSULTATION OUTCOMES

The results of extensive community consultation showed that we continue to value: our friendly community, our country lifestyle, our beautiful natural environment, the range of parks and facilities for all ages, activities for youth, ongoing improvements to our transport network and new job opportunities.

During consultation, the community was asked to consider how they would allocate resources between the five key themes of the Community Plan. The results are provided in the graph below.

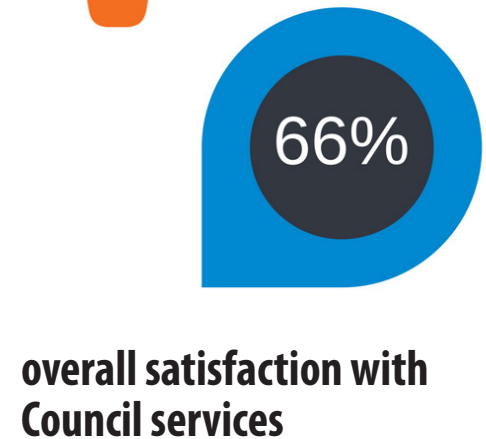
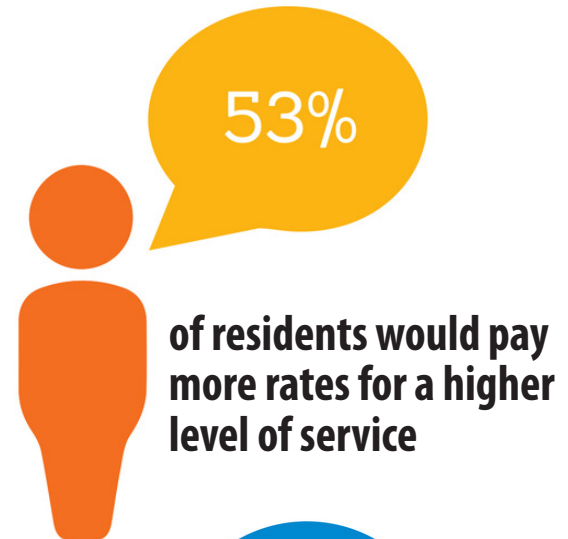
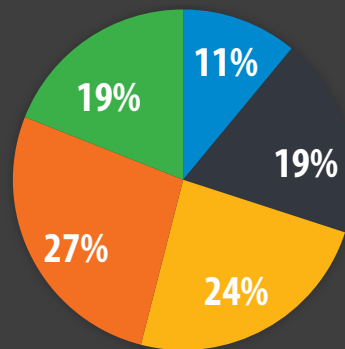
Feedback was sought from the community on the range of services Council provides and satisfaction with existing service levels. 66% of residents indicated they were either satisfied or very satisfied with Council's performance.

Community consultation also identified a range of infrastructure projects as a priority for the community. The top 20 priorities for the community include both new projects and projects already captured in the Towards 2030 Community Plan.

How the Community would allocate resources?

The 5 Key Themes

- Looking After our Community
- Protecting our Natural Environment
- Building a Strong Local Economy
- Connecting our Region
- Good Government



1

LOOKING AFTER

GOAL

1 A SAFE AND HEALTHY COMMUNITY

2 VIBRANT TOWNS AND VILLAGES

3 EFFECTIVE AND EFFICIENT DELIVERY OF INFRASTRUCTURE

4 MEET THE DIVERSE NEEDS OF THE COMMUNITY AND CREATE A SENSE OF BELONGING

OUTCOME

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

STRATEGY

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

- 2.1** Respect and enhance the historic character of our Region and heritage value of our towns
- 2.2** Manage the impacts of mining operations in the Region
- 2.3** Make available diverse, sustainable, adaptable and affordable housing options through effective land use planning
- 2.4** Maintain and promote the aesthetic appeal of the towns and villages within the Region

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

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



OUR COMMUNITY

COMMUNITY INPUT

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

MEASURES

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



2

PROTECTING OUR

GOAL

STRATEGY

OUTCOME

Conserving and promoting the natural beauty of our region.

1

PROTECT AND ENHANCE OUR NATURAL ENVIRONMENT

- 1.1** Ensure land use planning and management enhances and protects biodiversity and natural heritage
- 1.2** Minimise the impact of mining and other development on the environment, both natural and built
- 1.3** Raise community awareness of environmental and biodiversity issues
- 1.4** Control invasive plant and animal species

2

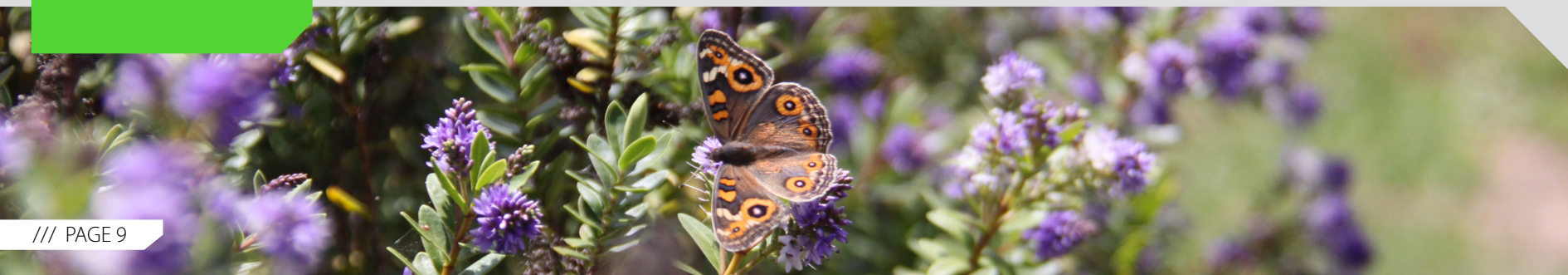
PROVIDE TOTAL WATER CYCLE MANAGEMENT

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

3

LIVE IN A CLEAN AND ENVIRONMENTALLY SUSTAINABLE WAY

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



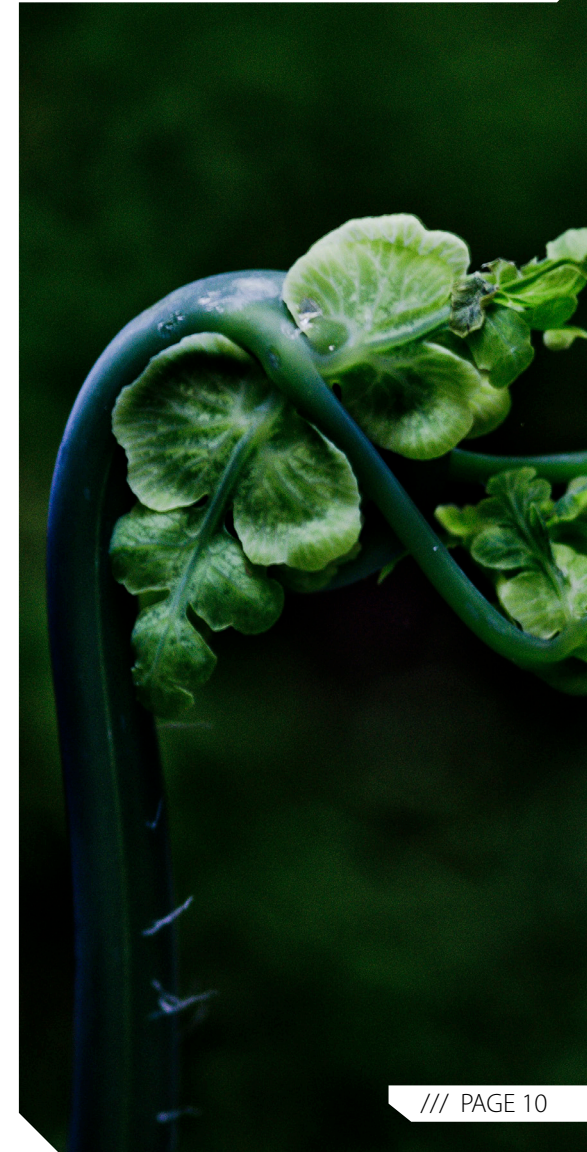
NATURAL ENVIRONMENT

COMMUNITY INPUT

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

MEASURES

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



3

BUILDING A STRONG

GOAL

1 A PROSPEROUS AND DIVERSIFIED ECONOMY

2 AN ATTRACTIVE BUSINESS AND ECONOMIC ENVIRONMENT

3 A RANGE OF REWARDING AND FULFILLING CAREER OPPORTUNITIES TO ATTRACT AND RETAIN RESIDENTS

OUTCOME

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

STRATEGY

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

- 2.1** Promote the Region as a great place to live, work, invest and visit
- 2.2** Provide leadership on economic development initiatives and identify resources and infrastructure required to drive investment and economic growth in the Region
- 2.3** Support the expansion of essential infrastructure and services to match business and industry development in the Region
- 2.4** Develop tools that simplify development processes and encourage high quality commercial and residential development

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



LOCAL ECONOMY

COMMUNITY INPUT

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

MEASURES

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



CONNECTING

GOAL

1

HIGH QUALITY ROAD
NETWORK THAT IS SAFE
AND EFFICIENT

2

EFFICIENT CONNECTION
OF THE REGION TO MAJOR
TOWNS AND CITIES

3

AN ACTIVE TRAVEL
NETWORK WITHIN THE
REGION

OUTCOME

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

STRATEGY

1.1

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

1.2

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

2.1

Develop a regional network in
partnership with government
agencies, that grows with
the needs of residents and
businesses

2.2

Create a communication
network that services the
needs of residents and
businesses

3.1

Develop and enhance
walking and cycling networks
across the Region

3.2

Support viable public
transport options across the
Region



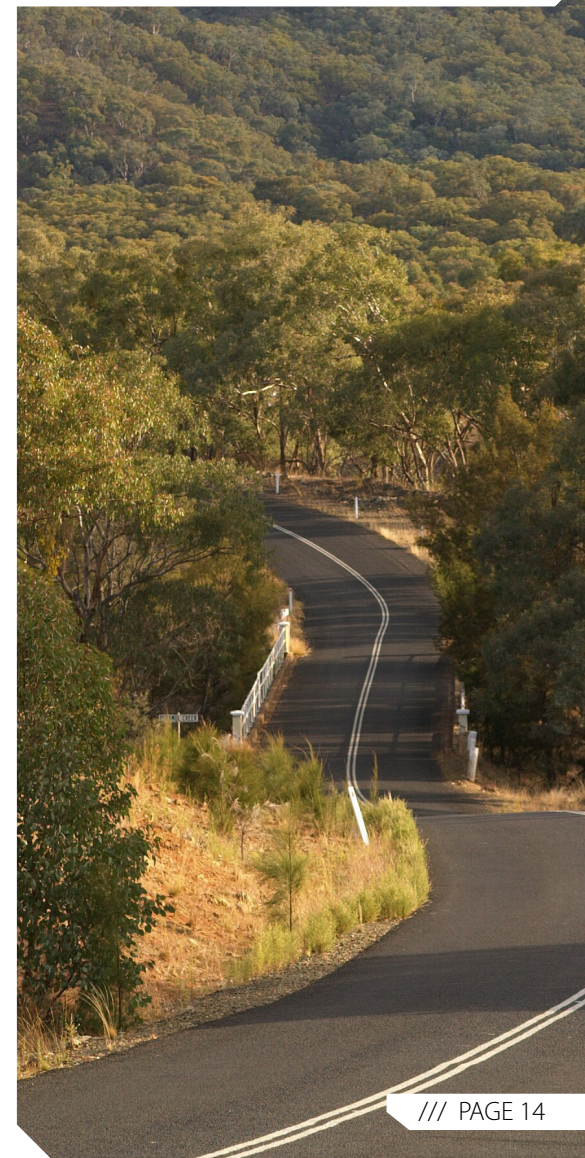
OUR REGION

COMMUNITY INPUT

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

MEASURES

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



5

GOOD

GOAL

1

STRONG CIVIC LEADERSHIP

2

GOOD COMMUNICATIONS AND ENGAGEMENT

3

AN EFFECTIVE AND EFFICIENT ORGANISATION

OUTCOME

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

STRATEGY

- 1.1** Provide clear strategic direction through the Community Plan, Delivery Program and Operational Plan
- 1.2** Provide accountable and transparent decision making for the community
- 1.3** Provide strong representation for the community at Regional, State and Federal levels

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

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

GOVERNMENT

COMMUNITY INPUT

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

MEASURES

- > Compliance with the Office of Local Government's 'Promoting Better Practice' Program
- > An increase in the proportion of community members who are satisfied with the provision of information by Council
- > An increase in the percentage of service requests completed within established timeframes
- > Meet Fit for Future requirements
- > An increase in the percentage of correspondence and other contact acknowledged and completed within 14 days
- > An increase in the proportion of community members who are satisfied with the customer service provided by Council
- > An increase in overall staff satisfaction and wellbeing



FURTHER READING



INTEGRATED PLANNING AND REPORTING **TOWARDS 2030**

- > Community Engagement Strategy
- > Workforce Management Strategy
- > Asset Management Strategy & Policy
- > Asset Management Plans
 - Roads, Bridges and Footpaths
 - Buildings and Facilities
 - Water Supply Infrastructure
 - Sewerage Treatment Infrastructure
 - Stormwater Drainage
 - Waste Management Facilities
- > Delivery Program and Operational Plan
- > Annual Report

Head to www.midwestern.nsw.gov.au to find the above suite of documents, as well as Council policies, strategies and financial reports.

AND

REFERENCES

EXTERNAL LINKS

- > NSW State Priorities
www.nsw.gov.au/improving-nsw
- > Draft Central West and Orana Regional Plan
www.planning.nsw.gov.au
- > Office of Local Government
www.olg.nsw.gov.au
(Integrated Planning and Reporting)
- > Mid-Western Community Engagement Strategy
www.midwestern.nsw.gov.au

CONTACT US

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