



## **INDEX OF REPORTS OF THE BLAYNEY SHIRE COUNCIL MEETING** **HELD ON MONDAY 12 MAY 2014**

### **CORPORATE SERVICES REPORTS**

#### **02 Quarterly Performance Report - March 2014**

**Attachment 1:** March 2014 Quarterly Budget Review ..... 2

**Attachment 2:** March 2014 Operational Plan Status Report..... 16

#### **03 Sale of Land for Unpaid Rates - Write Off Of Irrecoverable Debts**

**Attachment 1:** 2014 Sale of Land for Unpaid Rates - Funds Attribution  
Summary..... 41

#### **06 Adoption of Unreasonable and Unreasonably Persistent Customer Policy**

**Attachment 1:** Unreasonably and Unreasonably Persistent Customer  
Policy ..... 42

**Attachment 2:** Unreasonably and Unreasonably Persistent Customer  
Procedure ..... 47

**Attachment 3:** Submission - P and K Menzies ..... 52

#### **07 Central West Libraries 2014/15 Contribution**

**Attachment 1:** Financial Summary of Blayney Library 2014/15 Contribution  
..... 55

### **PLANNING AND ENVIRONMENTAL SERVICES REPORTS**

#### **11 Local Heritage Assistance Fund 2013-2014**

**Attachment 1:** Local Heritage Assistance Fund Schedule of Works 2013-  
2014 ..... 56

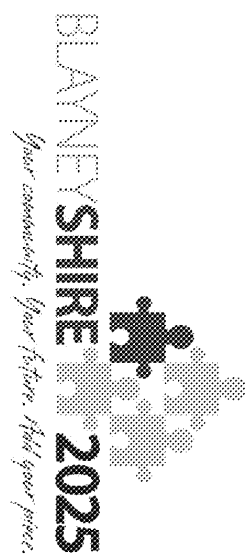
### **COMMITTEE REPORTS**

#### **12 Minutes of the Blayney Traffic Committee Meeting held on 11 April 2014**

**Attachment 1:** Traffic Committee Minutes 11/04/2014 ..... 57

#### **13 Minutes of the Blayney Shire Economic Development Committee Meeting held 10 April 2014**

**Attachment 1:** Economic Development Committee Minutes 10/04/2014 59



# Quarterly Budget Review 2013-2014

Period ending  
31 March 2014

Blayney Shire Council

**Quarterly Budget Review Statement**  
for the period 01/01/14 to 31/03/14

	page
1. Responsible Accounting Officer's Statement	2
2. Income & Expenses Budget Review Statement's	3
3. Capital Budget Review Statement	10
4. Cash & Investments Budget Review Statement	15
5. Key Performance Indicator (KPI) Budget Review Statement	17
6. Contracts & Other Expenses Budget Review Statement	18

Blayney Shire Council

**Quarterly Budget Review Statement**  
for the period 01/01/14 to 31/03/14

**Report by Responsible Accounting Officer**

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

It is my opinion that the Quarterly Budget Review Statement for Blayney Shire Council for the quarter ended 31/03/14 indicates that Council's projected financial position at 30/6/14 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed:



Chris Hodge  
Responsible Accounting Officer

date: 30/04/2014

## Blayney Shire Council

## Capital Budget Review Statement

Quarterly Budget Review Statement  
for the period 01/01/14 to 31/03/14

Budget review for the quarter ended 31 March 2014

## Capital Budget - Council Consolidated

	Original Budget 2013/14	Approved Changes		Revised Budget 2013/14	Variations for Mar Qtr	Projected Year End Result	Actual YTD figures	%
		Sep QBRs	Dec QBRs					
<b>(\$'000's)</b>								
<b>Capital Expenditure</b>								
New Assets								
- Plant & Equipment	725	567	-	1,292	-	1,292	1,019	78.9%
- Land & Buildings	-	-	-	-	-	-	-	0.0%
- Sewer	224	-	-	224	-	224	-	0.0%
Renewal Assets (Replacement)								
- Plant & Equipment	-	-	-	-	-	-	-	-
- Land & Buildings	525	-	-	525	-	525	151	28.8%
- Roads, Bridges, Footpaths	3,938	1,971	-	5,909	-	5,909	2,492	42.2%
- Sewer	56	204	-	260	-	260	-	0.0%
Other	199	-	-	199	-	199	-	0.0%
<b>Total Capital Expenditure</b>	<b>5,667</b>	<b>2,742</b>	-	<b>8,409</b>	-	<b>8,409</b>	<b>3,662</b>	
<b>Capital Funding</b>								
Rates & Other United Funding	2,310	-	-	2,310	-	2,310	2,310	100.0%
Capital Grants & Contributions	800	1,101	-	1,901	-	1,901	1,742	91.6%
Reserves:								
- External Restrictions/Reserves	1,066	204	-	1,270	-	1,270	1,270	0.0%
- Internal Restrictions/Reserves	615	567	-	1,182	-	1,182	1,182	100.0%
New Loans	876	870	-	1,746	-	1,746	-	0.0%
<b>Total Capital Funding</b>	<b>5,667</b>	<b>2,742</b>	-	<b>8,409</b>	-	<b>8,409</b>	<b>6,504</b>	
<b>Net Capital Funding</b>	<b>-</b>	<b>-</b>	-	<b>-</b>	-	<b>-</b>	<b>2,842</b>	

## Blayney Shire Council

## Quarterly Budget Review Statement

## Capital Budget Review Statement

Budget review for the quarter ended 31 March 2014  
Capital Budget - Council Consolidated

for the period 01/01/14 to 31/03/14

	Original Budget (,000)	Variations for Sep Qtr	Variations for Dec Qtr	Revised Budget -	Variations for Mar Qtr	Projected Year End Result	Actual YTD figures	%
<b>ADMINISTRATION</b>								
<b>CORPORATE SUPPORT</b>								
Computer Equipment	157	-	-	157	-	157	109	69.4%
Office Equipment	-	-	-	-	-	-	-	-
Office Furniture	-	-	-	-	-	-	-	-
Motor Vehicles (Net Cost)	35	-	-	35	-	35	-	0.0%
Building Capital Works	240	-	-	240	-	240	255	106.3%
	432	-	-	432	-	432	364	
<b>ENGINEERING AND WORKS</b>								
Motor Vehicles (Net Cost)	24	-	-	24	-	24	33	137.5%
Major Plant	360	567	-	927	-	927	573	61.8%
Minor Plant	255	-	-	255	-	255	49	19.2%
Works Depot - Building	1	-	-	1	-	1	-	0.0%
	640	567	-	1,207	-	1,207	655	
<b>PUBLIC ORDER &amp; SAFETY</b>								
Surveillance Camera	1	-	-	1	-	1	-	0.0%
<b>HEALTH</b>								
Motor Vehicles (Net Cost)	39	-	-	39	-	39	-	0.0%
<b>TOWN PLANNING</b>								
Motor Vehicles (Net Cost)	12	-	-	12	-	12	-	0.0%
<b>TOTAL ADMINISTRATION</b>	<b>1,124</b>	<b>567</b>	<b>-</b>	<b>1,691</b>	<b>-</b>	<b>1,691</b>	<b>1,019</b>	<b>60.3%</b>

	Original Budget (,000)	Variations for Sep Qtr	Variations for Dec Qtr	Revised Budget -	Variations for Mar Qtr	Projected Year End Result	Actual YTD figures	%
<b>RECREATION AND CULTURE</b>								
<b>LIBRARY</b>								
Disability & Geographical Grants Purchase	7	-	-	7	-	7	1	14.3%
<b>COMMUNITY CENTRE</b>								
Building Capital Works	5	-	-	5	-	5	91	1820.0%
<b>SPORTING GROUNDS</b>								
Building Capital Works	85	-	-	85	-	85	-	0.0%
Other Capital Works	25	-	-	25	-	25	1	4.0%
	110	-	-	110	-	110	1	0.9%
<b>CENTREPOINT SPORT &amp; LEISURE</b>								
Long Term Improvement Plan	125	-	-	125	-	125	58	0.0%
<b>PARKS &amp; GARDENS - RENEWALS</b>								
Building Capital Works	22	-	-	22	-	22	-	-
Other Capital Works	24	-	-	24	-	24	-	-
	46	-	-	46	-	46	-	0.0%
<b>TOTAL RECREATION AND CULTURE</b>	<b>293</b>	<b>-</b>	<b>-</b>	<b>293</b>	<b>-</b>	<b>293</b>	<b>151</b>	<b>51.5%</b>
<b>TRANSPORT AND COMMUNICATION</b>								
<b>URBAN ROADS - LOCAL</b>								
Local Reseal Program	652	-	-	652	-	652	262	40.2%
<b>RURAL ROADS SEALED - LOCAL</b>								
Local Rehabilitation Program	2,340	-	-	2,340	-	2,340	853	36.5%
<b>RURAL ROADS SEALED - REGIONAL</b>								
Regional Rehabilitation Program	-	300	-	300	-	300	131	43.7%
Regional Reseal Program	-	300	-	300	-	300	131	-

	Original Budget (,000)	Variations for Sep Qtr	Variations for Dec Qtr	Revised Budget -	Variations for Mar Qtr	Projected Year End Result	Actual YTD figures	%
<b>OTHER WORKS</b>								
Flood Damage Restoration	287	-	-	287	-	287	26	9.1%
Building Capital Works - Transport	5	-	-	5	-	5	-	0.0%
	<b>292</b>	<b>-</b>	<b>-</b>	<b>292</b>	<b>-</b>	<b>292</b>	<b>26</b>	<b>0.0%</b>
<b>FOOTPATHS RENEWAL/UPGRADE PROGRAM</b>								
	106	-	-	106	-	106	91	85.8%
<b>BRIDGES</b>								
	552	1,671		2,223		2,223	1,129	50.8%
<b>TOTAL TRANSPORT AND COMMUNICATION</b>	<b>3,942</b>	<b>1,971</b>	<b>-</b>	<b>5,913</b>	<b>-</b>	<b>5,913</b>	<b>2,492</b>	<b>42.1%</b>
<b>SEWERAGE SERVICES</b>								
<b>New Assets</b>	-	-	-	-	-	-	-	-
<b>Asset Replacement/Renewal</b>								
Replace Sewer Mains	56	-	-	56	-	56	-	0.0%
Village Extensions	224	204	-	428	-	428	-	0.0%
	<b>280</b>	<b>204</b>	<b>-</b>	<b>484</b>	<b>-</b>	<b>484</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL SEWERAGE SERVICES</b>	<b>280</b>	<b>204</b>	<b>-</b>	<b>484</b>	<b>-</b>	<b>484</b>	<b>-</b>	<b>0.0%</b>
<b>OTHER WORKS</b>								
Building Capital Works - Tourism	10	-	-	10	-	10	-	0.0%
Environmental Surveillance	1	-	-	1	-	1	-	0.0%
Waste Contract	16	-	-	16	-	16	-	0.0%
	<b>27</b>	<b>-</b>	<b>-</b>	<b>27</b>	<b>-</b>	<b>27</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>5,666</b>	<b>2,742</b>	<b>-</b>	<b>8,408</b>	<b>-</b>	<b>8,408</b>	<b>3,662</b>	<b>43.6%</b>



## Quarterly Budget Review Statement

for the period 01/01/14 to 31/03/14

Budget Variations being recommended include the following material items:

Notes Details

## Blayney Shire Council

## Cash &amp; Investments Budget Review Statement

Budget review for the quarter ended 31 March 2014  
Cash & Investments - Council Consolidated

Quarterly Budget Review Statement  
for the period 01/01/14 to 31/03/14

(\$'000's)	Original Budget 2013/14	Approved Changes		Revised Budget 2013/14	Variations for Mar Qtr	Projected Year End Result	Actual YTD figures	
		Sep QBRS	Dec QBRS					
<b>Externally Restricted <sup>(1)</sup></b>								
Developer Contributions - General (D)	606	-	-	606	-	606	606	100.0%
Developer Contributions - Sewer Fund (D)	658	-	-	658	-	658	658	100.0%
Specific Purpose Unexpended Grants (F)	235	-	-	235	-	235	235	100.0%
Specific Purpose Unexpended Grants (F) - Sewer Fund	4	-	-	4	-	4	4	100.0%
Sewerage Services (G)	2,581	-	-	2,581	-	2,581	2,581	100.0%
Rates - Special Variation	118	-	-	118	-	118	118	100.0%
Rates - Special Variation Mining	508	-	-	508	-	508	508	100.0%
<b>Total Externally Restricted</b>	<b>4,711</b>	<b>-</b>	<b>-</b>	<b>4,711</b>	<b>-</b>	<b>4,711</b>	<b>4,711</b>	
<sup>(1)</sup> Funds that must be spent for a specific purpose								
<b>Internally Restricted <sup>(2)</sup></b>								
Plant & Vehicle Replacement	1,689	(567)	-	1,122	-	1,122	1,122	100.0%
Employees Leave Entitlement	564	-	-	564	-	564	564	100.0%
DWM Rehabilitation Reserve	50	-	-	50	-	50	50	100.0%
Blayney Town Works	185	-	-	185	-	185	185	100.0%
Cemeteries	6	-	-	6	-	6	6	100.0%
Construction of Buildings	8	-	-	8	-	8	8	100.0%
Election Reserve	28	-	-	28	-	28	28	100.0%
Financial Assistance Grant	1,192	-	-	1,192	-	1,192	1,192	100.0%
Golden Gully	23	-	-	23	-	23	23	100.0%
Inala Units	12	20	-	32	-	32	32	100.0%
I.T Reserve	20	-	-	20	-	20	20	100.0%
Multipurpose Centre	168	-	-	168	-	168	168	100.0%
Property Account	465	-	-	465	-	465	465	100.0%
Quarry	330	-	-	330	-	330	330	100.0%
Asset Replacement Reserve	835	-	-	835	-	835	835	100.0%
Showground Improvement Fund	6	-	-	6	-	6	6	100.0%
Tourism Promotion Fund	60	-	-	60	-	60	60	100.0%
Local Museums	15	-	-	15	-	15	15	100.0%
Grant Matching Reserve	25	-	-	25	-	25	25	100.0%
<b>Total Internally Restricted</b>	<b>5,681</b>	<b>(547)</b>	<b>-</b>	<b>5,134</b>	<b>-</b>	<b>5,134</b>	<b>5,134</b>	
<sup>(2)</sup> Funds that Council has earmarked for a specific purpose								
<b>Unrestricted (i.e., available after the above Restrictions)</b>	<b>(347)</b>	<b>-</b>	<b>-</b>	<b>(347)</b>	<b>-</b>	<b>(347)</b>	<b>3,361</b>	
<b>Total Cash &amp; Investments</b>	<b>10,045</b>	<b>(547)</b>	<b>-</b>	<b>9,498</b>	<b>-</b>	<b>9,498</b>	<b>13,206</b>	

Blayney Shire Council

**Quarterly Budget Review Statement**  
for the period 01/01/14 to 31/03/14

**Cash & Investments Budget Review Statement****Investments**

Investments have been invested in accordance with Council's Investment Policy.

**Cash**

This Cash at Bank amount has been reconciled to Council's physical Bank Statements.  
The date of completion of this bank reconciliation is 31/03/14

**Reconciliation Status**

The YTD Cash &amp; Investment figure reconciles to the actual balances held as follows:

Cash at Bank (as per bank statements)	\$ 000's
Investments on Hand	1,706
	11,500

**Reconciled Cash at Bank & Investments****Balance as per Review Statement:**

Difference:

	13,206
	13,206
	-

Blayney Shire Council

### Key Performance Indicators Budget Review Statement

Budget review for the quarter ended 31 March 2014

(\$000's)	Current Projection		Actuals	
	Amounts	Indicator	Prior Periods	
	13/14	13/14	12/13	11/12

The Council monitors the following Key Performance Indicators:

<b>1. Unrestricted Correct Ratio</b>				
Current Assets less all External Restrictions	5707	5.2	6.9	4.8
Current Liabilities less Specific Purpose Liabilities	1094			

Purpose of this ratio is to assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

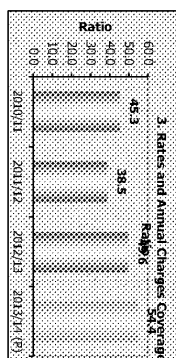
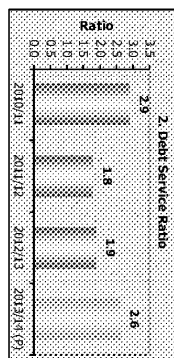
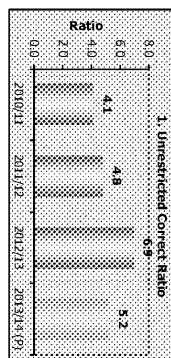
<b>2. Debt Service Ratio</b>				
Debt Service Costs	383	2.6	1.9	1.8
Income from Continuing Operations	14651			

Purpose of the debt service ratio is to assess the impact of loan principal and interest repayments on the discretionary revenue of Council.

<b>3. Rates and Annual Charges Coverage Ratio</b>				
Rates and Annual Charges	7977	54.4	49.6	38.5
Income From Continuing Operations	14651			

Purpose of this ratio is to assess the degree of Council's dependence upon revenue from rates and annual charges and to assess the security of Council's income.

### Quarterly Budget Review Statement for the period 01/01/14 to 31/03/14





This is Page No. 14 of the Attachments Paper of the Ordinary Meeting of the Blayney Shire Council held on 12 May 2014

**Quarterly Budget Review Statement**  
for the period 01/01/14 to 31/03/14

## Consultancy & Legal Expenses Overview

Expense	YTD Expenditure (Actual Dollars)	Budgeted (Y/N)
Consultancies	336,808	Y
Legal Fees	43,671	Y

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

Expenditure included in the above YTD figure but not budgeted includes:

COMMUNITY STRATEGIC PLAN		DELIVERY PLAN		3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2014		OPERATIONAL PLAN		3RD QUARTER REPORT							
Csp Ref.		Dp Ref.		TASK		MEASURE		DIRECTOR		ONGOING		COMPLETED		COMMENT	
STRATEGIC DIRECTION 1: GROW THE WEALTH OF THE SHIRE															
TASK		MEASURE		OP Ref.		TASK		MEASURE		DIRECTOR		COMPLETED		COMMENT	
1.1	1.1.1	Maintain and strengthen partnerships with organisations responsible for natural resource management	Attendance at meetings	1.1.1.a	Ongoing liaison and support and participating local CMA's and Landcare Groups.	Meetings attended. Partnership activities undertaken.	DPES	X							Ongoing attendance at meetings during period.
				1.1.1.b	Ongoing liaison, support and participation in CENTROC.	Meetings and on-going initiatives undertaken.	DPES	X							Ongoing attendance at meetings during period.
	1.1.2	Promote sustainable development and protection of our natural resources through the planning system.	Review of LEP and Council	1.1.2.a	Actively support local CMA's and Landcare Groups.	Meetings and activities undertaken.	DPES	X							Ongoing attendance at meetings and activities undertaken during period
				1.1.2.b	Disseminate information to the community as it becomes available	Information disseminated to the public	DPES		X						Ongoing availability of information disseminated during period
	1.1.3	Ensure planning activates support long term sustainability of agricultural sector.	Support by agricultural sector/landcare groups for planning scheme	1.1.3.a	BLEP2011 and DCP maintained in accordance with statutory requirements and any Council adopted studies	Ongoing maintenance and review of BLEP 2011 and DCP	DPES	X							BLEP 2012 now in place. DCP now nearing completion of first draft to detail Blayney Shire specific requirements.
				1.1.3.b	Provide technical advice/planning advice to sector as required.	Provision of advice as requested.	DPES	X							Advice continually provided as requested
	1.1.4	Explore and promote opportunities for Agriculture value adding industries.	Production of a economic development strategy in 2013. Establishment of new industries.	1.1.4.a	Seek funding opportunities for production of economic development strategy	Grant application lodged.	DCS	X							Funding for 'Economic Revival' Plan approved for \$85,000. Contract finalised and signed by Dept. EOI Document to be released publically for response. Appointment of Consultant thereafter.



3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2014									
COMMUNITY STRATEGIC PLAN			DELIVERY PLAN			OPERATIONAL PLAN			3RD QUARTER REPORT
CSP Ref.	DP Ref.	TASK	MEASURE	OP Ref.	TASK	MEASURE	DIRECTOR	ONGOING	COMPLETED
1.2	1.2.1	Manage the development of mining as it develops in the Shire in order to preserve sustainable industrial diversity into the future.	Industry meeting. Policy development.	1.2.1.a	Encourage and support cooperation of mining industry in relation to the environment and addressing mining impacts; and review Council's land planning with the provision of information regarding industry growth and future land requirements and other industry information.	Meetings and interaction undertaken.	DPES	X	On-going meetings with current and prospective mining company/s expected to be undertaken in the future.
				1.2.1.b	Address issues in Council's response to any proposed mining activities in Blayney Shire.	Provision of assistance as required.	DPES	X	Assistance provided as required/requested during period
				1.2.2.a	Provide for the upgrade of road linkages supporting the Cadia Valley district.	Projects completed within budgetary constraints.	DIS	X	Design works completed for Forest Reef's Road (Ch. 6900 - 8750). Works programmed for Q4. Routine maintenance ongoing.
	1.2.2	Improve transport linkages across the Local Government Area to support the mining industry.	Development of work plan.	1.2.2.b	Advocate the upgrading of the Blayney - Demondrille Railway to support the transport of bulk materials to/from the Blayney/Local Government Area.	Meetings and interaction undertaken	GM, DIS	X	Transport for NSW issued Tender for reopening of rail lines. All required meetings attended during period.
				1.2.2.c	Actively lobby all levels of government for support for the Cadia Valley Operation and future mining projects.	Representations and contact made by Council.	DIS, DPES	X	Council officers continue to attend Consultative Committee meetings. Representations and contact made on opportunities available.

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2014									
COMMUNITY STRATEGIC PLAN			DELIVERY PLAN			OPERATIONAL PLAN			3RD QUARTER REPORT
CSP Ref.	DP Ref.	TASK	MEASURE	OP Ref.	TASK	MEASURE	DIRECTOR	ONGOING	COMPLETED
1.2.3		Build meaningful relationships between the mining industry and community.	Established communication channels. Attendance at meetings. Working relationships and cooperation. Mutual projects.	1.2.3.a	Participate in the Association of Mine Related Council's meetings.	Attendance at meetings.	GM	X	Association meetings attended during period at Gunnedah.
				1.2.3.b	Participate in individual Mine Community Consultative Committee Meetings.	Attendance at meetings, communication of meeting outcomes to Council.	DPES	X	On-going attendance at Community Consultative C'ttee meetings during period
				1.2.3.c	Actively contribute to Cada Mine Communities initiatives.	Provide information to community groups, as appropriate.	DPES		Community groups provided with information when requested/necessary
1.3	1.3.1	Implement Blayney Shire Tourism Plan	Implementation of plan and targets. Tourism business thriving	1.3.1.a	Develop and market tourism products	Participation in marketing campaigns.	DCS	X	Meeting with Central NSW Tourism on Thursday 30/1/14 to review regional marketing plans. Meeting attended by all TMs. Working with Tourism Orange to develop new brochure concept for regional adoption.
				1.3.1.b	Identify new and developing products and commercial opportunities.	Work with state agencies to develop opportunities.	DCS	X	Identifying and reviewing all Blayney Shire tourism events with a view to better coordination and optimisation (where possible). Working with Central NSW Tourism on subsequent product development/promotion. A public 'Event Coordination' workshop to be held during May to develop event strategy.

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2014									
COMMUNITY STRATEGIC PLAN			DELIVERY PLAN			OPERATIONAL PLAN			3RD QUARTER REPORT
CSP Ref.	DP Ref.	TASK	MEASURE	OP Ref.	TASK	MEASURE	DIRECTOR	ONGOING	COMPLETED
1.3.2		Develop a structure to effectively support and grow tourism and local business.	Structure in place. Productive meetings.	1.3.2.a	Engage with tourism and business groups to build relationships and develop concept.	Meetings held.	DCS	X	Attending all village committee meetings and major event meetings to develop a more formalised tourism structure. Ongoing.
1.4	1.4.1	Work with the community and organisations within the region to develop a recognised brand for the Blayney Shire.	Brand developed	1.4.1.a	Seek partners and funding for brand development.	Partners and funding sought.	DCS	X	Identification and development of a 'Blayney' brand undertaken. Draft brand image and marketing concept finalised for approval.
1.5	1.5.1	Advocate for increased funding for transportation assets through Federal and State programs	Representations made to relevant agencies	1.5.1.a	Meet with Australian and NSW Government Transport Department representatives on a regular basis.	Representations made by Council.	GM, DIS	X	Discussions held with local State and Federal members as to bridge, road and other funding. This item is ongoing.
				1.5.1.b	Attend Roads and Maritime Services Regional Consultative Committee and Public Engagement Group (PEG) meetings on a regular basis.	Meetings attended.	DIS	X	Council officers attended PEG meeting in March.
1.5.2		Promote sustainable energy development and use within the Shire.	Provision of information.	1.5.2.a	Provide information to public regarding sustainable energy practices e.g. BASIX	Information provided to public.	DPES	X	Updated information provided to public during period

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2014									
COMMUNITY STRATEGIC PLAN			DELIVERY PLAN			OPERATIONAL PLAN			3RD QUARTER REPORT
CSP Ref.	DP Ref.	TASK	MEASURE	OP Ref.	TASK	MEASURE	DIRECTOR	ONGOING	COMPLETED
1.6	1.6.1	Seek opportunities to build a vibrant local retail and business sector.	Cooperative projects. Opportunities identified and followed up.	1.6.1.a	Seek partners and funding for project development.	Partners and funding sought.	DCS	X	Funding obtained. Town Centre Revival Plan is a key element of upcoming consultancy and will complement brand identification and marketing strategy for Blayney Shire. Retail Sector plan will focus on (retail) business attraction and growth in weekend visitation.
1.6.2		Build and retain relationships with government bodies and NGOs to assist small business	Productive relationships. Number of activities.	1.6.2.a	Engage with small business assistance government bodies and develop concept.	Meetings held	DCS	X	Ongoing dialogue with Office of Small Business, Dept of Industry and Investment and RDA regarding business attraction and development. Meeting with RDA re: Business Investment on 30/1/14. Business investment information added to Council website.
1.6.3		Support and encourage the establishment or expansion of local businesses	New businesses. Empowered local business.	1.6.3.a	Develop promotional package with shire information on business development.	No. of enquiries.	DCS	X	Information on Council website being expanded. Major thrust will follow completion of the Economic Planning consultancy, together with development of a promotional brochure.
1.6.4		Develop an environment that will attract technology or internet based industry to come to Blayney.	Establishment of technology industries and technologies.				DCS		To be incorporated in Planning Review forming part of consultancy work. NBN Fixed Wireless technology being rolled out in Shire Villages [not Blayney township] Operational in 12 months time (April 2015).

COMMUNITY STRATEGIC PLAN			3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2014			3RD QUARTER REPORT				
DELIVERY PLAN			OPERATIONAL PLAN							
Csp Ref.	DP Ref.	TASK	MEASURE	Op Ref.	TASK	MEASURE	DIRECTOR	ONGOING	COMPLETED	COMMENT
STRATEGIC DIRECTION 2: A CENTRE FOR SPORTS AND CULTURE										
2.1	2.1.1	Encourage development of a calendar of sport and cultural events.	Information provided on web site and updated by sporting groups.	2.1.1.a	Website development to accommodate calendar maintenance by groups.	Website upgrade.	DCS	X		Decision to be taken re: development of a dedicated Sports website. Sports Tourism promotional plan to be developed.
	2.1.2	Engage with key groups and organisations with a view to developing community partnerships for conducting activities and programs.	Participation of organisations.	2.1.2.a	Build relationships and meet with key organisations and groups.	Meetings held.	DCS	X		Working through Towns & Villages Committee.
	2.1.3	Engage with the Shire youth to facilitate progress and activities across the Shire.	Youth activities held. Meetings of Youth Council.	2.1.3.a	Consultation through Youth Council meetings held in partnership with Blayney High School	Attendance at meetings.	DCS	X		Review of future to be undertaken.
				2.1.3.b	Youth activities held in Shire during Youth Week.	Grant submission and acquittal completed in accordance with requirements.	DCS	X		2014 Youth Week Application approved. Blayney Youth Week grant to be offered during 3rd Quarter.
	2.1.4	Work proactively with the community groups to assist with event management.	Develop Community events guide and policies.	2.1.4.a	Develop a how to guide to conduct community events	Guide to organising community events available.	GM	X		Guide is being developed along with policy to assist communities. Risk assessments have been developed and trialled.
				2.1.4.b	Review and update Council policy for holding events at Council facilities.	Policy review and updated.	GM	X		See above. Trial at Cadia Open Day well covered and details being reviewed.
	2.1.5	Encourage and facilitate an active and healthy community by developing accessible programs through Centrepoint and local sporting groups.	Develop programs and activities with the community. Maintain facilities in accordance with financial estimates.	2.1.5.a	Provide a broad range of quality sport and leisure opportunities for Shire residents.	Continued community promotion of healthy living.	DPES	X		Promotion of CentrePoint activities and facilities ongoing during period

COMMUNITY STRATEGIC PLAN				3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2014				3RD QUARTER REPORT			
DELIVERY PLAN				OPERATIONAL PLAN							
Csp Ref.	DP Ref.	TASK	MEASURE	Op Ref.	TASK	MEASURE	DIRECTOR	ONGOING	COMPLETED	COMMENT	
				2.1.5.b	Provide and maintain active and passive recreation facilities for the shire communities	Maintenance to be provided as in accordance with Council's adopted Assets Management Plan.	DIS, DCS	X		Maintenance and Parks improvements undertaken per Parks and Gardens Facilities Assets management Plan and within resource constraints.	
							DCS		X	Membership renewed.	
2.2	2.2.1	Encourage active participation in sport.	Participation in Regional Sport promotions.	2.2.1.a	Participate in programs and maintain Council membership to Western Region Academy of Sport	Membership renewed	DCS			Working with Radio 2BS to promote awards program. Sports Council also provided with material.	
				2.2.1.b	Continue partnership in Sport Award Program to encourage participation at representative level.	Sports awards issued.	DCS	X			
					Establish Council and develop Terms of Reference/Constitution. For the collation of information to be used to develop Parks & Gardens Asset Management Plan.	Meetings conducted with strong attendance rates.	DIS	X		Meeting held in February with sound attendance rate.	
2.2.2		Establish and support a community based representative body for sporting groups.	Report written and council established	2.2.2.a			DIS	X			
				2.2.2.b	Provide funding for sporting group development projects.	Grant applications take up available funding.	DIS	X		Funding provided through Financial Assistance Program as and when applications received.	
				2.2.2.c	Develop relations with NSW Sport & Recreation and apply annually for grants to increase recreational activities in Blayney Shire.	Funding made available.	DIS	X		Funding provided for Napier Oval toilet block and Showground building improvements.	

COMMUNITY STRATEGIC PLAN		DELIVERY PLAN		3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2014				3RD QUARTER REPORT		
				OPERATIONAL PLAN						
Csp Ref.	DP Ref.	TASK	MEASURE	Op Ref.	TASK	MEASURE	DIRECTOR	ONGOING	COMPLETED	COMMENT
2.3	2.3.1	Encourage participation and continue relationships with music organisations.	Scholarships awarded	2.3.1.a	Participate in programs and maintain Council's membership to Regional Music Programs.	Membership renewed.	DCS	X		Membership renewed.
				2.3.1.b	Continue partnership in the Blayney Shire Music Scholarship program with regional partners	Music scholarships awarded.	DCS	X		Music Scholarships awarded during quarter.
	2.3.2	Develop partnerships with other arts organisations to help deliver arts and cultural activities	Arts and cultural activities coordinated.	2.3.2.a	Actively support and promote the Arts Outwest division of NSW Ministry of the Arts.	Programs promoted in the Shire	DCS	X		Approaches made to and by Council. Art exhibitions held in November 2013 and March 2014.
	2.3.3	Encourage the use of the Blayney Shire Community Centre as a facility for arts and culture.	Use of facility.	2.3.3.a	Develop marketing and promotional information for website and distribution to promote use of the facility.	Marketing and promotional information developed	DCS	X		Opportunity to develop a dedicated 'Community Centre' website/webpage with promotional information developed and available on-line
2.3.4		Provide library services in the Blayney Shire	Usage of library services	2.3.4.a	Maintain and operate Blayney Library	Maintain membership of Central West Libraries	DCS	X		Membership renewed and joint agreement signed.



3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2014									
COMMUNITY STRATEGIC PLAN			DELIVERY PLAN			OPERATIONAL PLAN			3RD QUARTER REPORT
CSP Ref.	DP Ref.	TASK	MEASURE	OP Ref.	TASK	MEASURE	DIRECTOR	ONGOING	COMPLETED
STRATEGIC DIRECTION 3 : PRESERVE AND ENHANCE OUR HERITAGE AND RURAL LANDSCAPES									
3.1	3.1.1	Protect and enhance biodiversity, native, vegetation, river and soil health.	Developed strategies for protection	3.1.1.a	Assess all DA's with appropriate regard to the minimisation and mitigation of loss or harm to native vegetation.	Proper regard given to native vegetation in DA Assessment / Determination.	DPES	X	Applied to all applications assessed/determined during period
				3.1.1.b	Engage with CMA's and landcare group to promote value of retention of native vegetation	Attendance at meetings and availability of information.	DPES	X	Ongoing attendance at meetings and available information considered during period
				3.1.1.c	Mapping and calculate area of remnant native vegetation in Blayney Shire	In consultation with Centroc identify remaining native cover mapped in BLEP 2011.	DPES	X	Future project to be done when funding and provider available
	3.1.2	Facilitate the delivery of more planting on Council owned and controlled land.	Compliance with strategy	3.1.2.a	Identify suitable planting areas	Areas identified and mapped.	DIS	X	Locations identified in village enhancement programs.
				3.1.2.b	Complete Roadside Vegetation Management Plan (RVMP)	Completed RVMP	DIS	X	Operational staff training undertaken. Project finalised in Q1
3.2	3.2.1	Adopt and implement the Draft Integrated Water Cycle Management Plan.	Implementation of agreed activities and tasks	3.2.1.a	Prepare a report for Council consideration to adopt IWCM Plan	IWCM Plan adopted	DIS	X	Council continues to await NSW Office of Water approval.
	3.2.2	Enhance the community's understanding of biodiversity issues and work towards positive behavioural change	Research resourced and made available.	3.2.2.a	Actively participate in local and regional catchment management groups to increase sharing of knowledge and participate in catchment wide projects and programs	Number of meetings attended	DPES	X	Meetings attended during period



3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2014									
COMMUNITY STRATEGIC PLAN			DELIVERY PLAN			OPERATIONAL PLAN			3RD QUARTER REPORT
CSP Ref.	DP Ref.	TASK	MEASURE	OP Ref.	TASK	MEASURE	DIRECTOR	ONGOING	COMPLETED
3.3	3.3.1	Pursue recognition of heritage items in draft LEP 2011.	Information to public Heritage advice	3.3.1.a	Implement heritage matters adopted in the BLEP 2011	Implement BLEP 2011	DPES	X	BLEP 2012 now in place and heritage continually being addressed.
				3.3.1.b	Review and promote Heritage Grants program	Promotion of Heritage Grants program	DPES	X	Ongoing review and promotion during period
				3.3.1.c	Provide quality functional and accessible heritage advice	Heritage Advisor service available	DPES	X	Ongoing service provided monthly
	3.3.2	Identify/Items of natural heritage in Blayney Shire.	Information to public Heritage advice	3.3.2.a	Source funding for natural heritage research and identification	Apply for grants, as appropriate.	DPES	X	Grant applications to be made when money available and appropriate
				3.3.2.b	Promote advantages of heritage listing and availability of funding/grants through Heritage branch and Council.	Public information made available. Number of local grants made.	DPES	X	Local grants during period reported to Council. Public information made available in Council foyer and on website
3.4	3.4.1	Pursue sustainable land use practices based on the protection and restoration of natural resources, innovative land use policies and government and community partnerships.	Develop partnerships with relevant organisations.	3.4.1.a	Regularly attend and participate in local Catchment Management Authority meetings / workshops	Maintain regular contact with CMA	DPES	X	CMA meetings attended and on-going contact maintained during period
				3.4.1.b	Liaise with and support local Bushcare and Landcare groups.	Maintain regular contact with local Landcare groups.	DPES	X	Established links with local Landcare group.
				3.4.1.c	Investigate/review best practice in local government related to sustainable land use practices for urban and rural areas.	Review information as available.	DPES	X	New information reviewed as it becomes available and used in Blayney Shire Council where appropriate

COMMUNITY STRATEGIC PLAN		DELIVERY PLAN		3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2014				3RD QUARTER REPORT	
				OPERATIONAL PLAN					
Csp Ref.	Dp Ref.	TASK	MEASURE	Op Ref.	TASK	MEASURE	DIRECTOR	ONGOING	COMPLETED
STRATEGIC DIRECTION 4: DEVELOP AND MAINTAIN SHIRE INFRASTRUCTURE									
4.1	4.1.1	Manage Local Road Network to agreed service levels.	Performance budget/time/quality. Meeting service levels. Customer request system.	4.1.1.a	Sealed roads are provided to meet the needs of road users within financial constraints.	Asset inspections undertaken in accordance with Asset Management plan. Construction undertaken, as per budget. Reseal program, as per budget. Record customer issues and monitor response times.	DIS	X	Routine inspections and maintenance undertaken within budget limitations. Reseal program completed with some exceptions.
				4.1.1.b	Unsealed roads are maintained in accordance with Council's Asset Management Plan and financial constraints.	Asset inspections undertaken in accordance with Assets Management plan. Gravel re-sheeting program undertaken, as per budget. Length of road maintained (e.g. Graded, patched, table drains) for each classification. Record customer issues and monitor response times.	DIS	X	Maintenance and Gravel resheeting programs continue to be delayed due to competing demands and limited resources.

COMMUNITY STRATEGIC PLAN			3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2014			DELIVERY PLAN			OPERATIONAL PLAN			3RD QUARTER REPORT		
CSP Ref.	DP Ref.	TASK	MEASURE	OP Ref.	TASK	MEASURE	DIRECTOR	ONGOING	COMPLETED	COMMENT				
										Newbridge Rd bridge piling and foundation works completed. Bridge completion expected prior to May (Q4). Structural inspections undertaken with load limits imposed on Felltimber Rd over Coombing Creek, and Gallymont Rd over Felltimber Creek. By-pass constructed on Gallymont Rd to ensure heavy vehicle access.				
4.1.2		Manage Regional and State Road Network to agreed service levels.	Service levels provided in accordance with State Government funding.	4.1.2.a	Sealed roads are maintained in accordance with Council's Assets Management Plan and financial constraints.	Asset inspections undertaken in accordance with Asset Management Plan. Construction program designed and implemented in line with financial constraints. Record customer issues and monitor response times.	DIS	X		Patching program ongoing Council continues to address customer complaints in reactive manner due to limited resources.				
4.1.3		Ensure Ancillary Road facilities are serviceable and in line with current standards e.g. footpaths, cycleways, kerb and gutter, bus stops etc.	Performance budget/time/quality Meeting service levels. Customer request system.	4.1.3.a	Footpaths and cycle ways are provided to meet the needs of pedestrians within financial constraints.	Asset inspections undertaken in accordance with Asset Management Plan Construction program designed and implemented in line with financial constraints. Construction program designed and completed as per budget constraints. Record customer issues and monitor response times.	DIS	X		Construction program to recommence Q4 2013/14.				

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2014									
COMMUNITY STRATEGIC PLAN			DELIVERY PLAN			OPERATIONAL PLAN			
CSP Ref.	DP Ref.	TASK	MEASURE	OP Ref.	TASK	MEASURE	DIRECTOR	ONGOING	COMPLETED
					4.1.3.b Kerb and gutter is provided in accordance with Council's Assets Management Plan	Asset inspections undertaken in accordance with Asset Management plan Construction program designed and implemented in line with financial constraints	DIS	X	Council continues to address customer complaints in reactive manner due to limited resources.
				4.1.3.c Parking areas provided in accordance with Council's Assets Management Plan	Asset inspections undertaken in accordance with Asset Management plan	Construction of new parking areas in line with financial constraints. Record customer issues and monitor response times.	DIS	X	Blayney Shire Community Centre carpark resal completed.
				4.1.3.d Bus facilities are provided for new residential and rural residential estates, in accordance with Council's Section 94 Plans	Conditions applied to Development Applications.		DIS	X	Further facilities subject to request and investigation.

COMMUNITY STRATEGIC PLAN			DELIVERY PLAN		3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2014			3RD QUARTER REPORT		
			OPERATIONAL PLAN							
Csp Ref.	DP Ref.	TASK	MEASURE	OP Ref.	TASK	MEASURE	DIRECTOR	ONGOING	COMPLETED	COMMENT
				4.1.3.e	Traffic facilities are provided, in accordance with Council's Asset Management Plan, to enhance road safety.	Asset inspections undertaken in accordance with Asset Management Plan. Construction program developed in line with financial constraints. Record customer issues and monitor response times.	DIS	X		Council continues to address customer complaints in reactive manner due to limited resources.
				4.1.3.f	Street lighting is provided to meet the needs of road users and reduce Council's costs.	Compliance within Australian Standards is maximised as funding permits.	DIS	X		Essential Energy continues to undertake street lighting maintenance program
				4.1.3.g	Street cleaning is undertaken as required.	Street cleaning program is developed and implemented.	DIS	X		Street cleaning undertaken subject to demand.
				4.1.4.a	Ensure compliance with legislation pertaining to operation of gravel pits.	Asset inspections carried out. Performance reports developed to identify legislative requirements.	DIS	X		Injury surveys completed on quarterly basis.
		4.1.4 Source road making materials in environmentally responsible manner.	Regulatory compliance	4.1.4.b	Manage contractors engaged in the processing of road making materials to ensure legislative compliance	Review Contractors and Performance	DIS	X		Contractors plant inspected as required for individual projects.
				4.1.4.c	Road making materials stocks are maintained at a level to ensure timely supply for works.	Stockpile levels are monitored on a regular basis. Road making materials availability is linked to works program.	DIS	X		Crushing operations undertaken to support project demand.
				4.1.4.d	Closed gravel pits are rehabilitated	Pit Management Plans are developed	DIS	X		Plans not commenced due to resourcing constraints.
				4.1.4.e	Road making supplies are sought to ensure future needs are met.	New road making supply sources are identified	DIS	X		Project not commenced.

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2014									
COMMUNITY STRATEGIC PLAN			DELIVERY PLAN			OPERATIONAL PLAN			3RD QUARTER REPORT
CSP Ref.	DP Ref.	TASK	MEASURE	OP Ref.	TASK	MEASURE	DIRECTOR	ONGOING	COMPLETED
4.1.5		Implement the Blayney Shire Council Asset Management Plan	Quantity and quality of information allocated	4.1.5.a	Data for the Asset Management Plan is collected in a timely manner	Information recorded in the asset management database. Asset Management Plan is maintained and up to date.	DIS	X	Asset data captured as resources allow.
				4.1.5.b	Programs are developed in accordance with Road Asset Management Plan principles	Works programs are developed utilising data and principles from the Roads Asset Management Plan	DIS	X	Road inspections undertaken on regular basis. Works priorities and principles reviewed as part of Asset Management review.
				4.1.6.a	Applications are prepared and submitted for funding under the NSW Government's REPAIR Program on a yearly basis	Applications are submitted in full and on time	DIS	X	Application for funding of Hobbs Yards Rd submitted for 2014/15.
		4.1.6	Seek additional grant funding for construction and maintenance of roads and associated facilities	4.1.6.b	Applications are prepared and submitted for funding under Government programs as they arise	Applications are submitted in full, and on time.	DIS	X	Applications submitted upon identification of funding sources.
				4.1.6.c	Representations are made through the local State and Federal Members of Parliament for assistance to obtain additional funding for significant projects	Details of representations made are recorded including outcomes	DIS	X	Engagement with NSW and Australian Government Local Members of Parliament seeking further funding undertaken.
		4.1.7	Plan for future transport and road infrastructure to service future needs	4.1.7.a	Road network and supporting facilities are analysed to identify opportunities for development	Projects identified for further investigation	DIS	X	Bridge and waterway crossing program adopted by Council March 2014.

COMMUNITY STRATEGIC PLAN				3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2014				3RD QUARTER REPORT			
DELIVERY PLAN		OPERATIONAL PLAN		DIRECTOR		ONGOING		COMPLETED		COMMENT	
CSP Ref.	DP Ref.	TASK	MEASURE	OP Ref.	TASK	MEASURE	DIRECTOR	ONGOING	COMPLETED	COMMENT	
				4.1.7.b	Projects are scoped and designed to a 'job ready' state for when funding opportunities arise.	A suite of suitable projects have documentation prepared.	DIS	X		2013/14 capital works program documentation completed. Preparation of "Job ready" projects as resources allow.	
4.1.8		Investigate opportunities for stormwater harvesting and reuse	Projects identified and implemented. Successful grant applications.				DIS, DPES			<i>Planned for future years.</i>	
4.1.9		Apply the principles of Water Sensitive Urban Design (WSUD) to stormwater management.	Completion of WSUD policy. Investigate grant funding.				DIS, DPES			<i>Planned for future years.</i>	
4.1.10		Prepare Stormwater Management Plans	Completion of Plans	4.1.10.a	Prepare and implement stormwater strategic management plan to reduce impacts of stormwater quality and quantity on the local environment.	Millthorpe Stormwater Strategic Management Plan completed.	DIS, DPES	X		Tender brief for Millthorpe Stormwater Management Plan commenced.	
4.1.11		Maintain cemeteries in accordance with the community's needs and expectations	Compliance with regulations. Maintain records.	4.1.11.a	Maintain Cemetery Records in accordance with adopted procedures	Cemetery records up to date. Burial permits and approval for monumental work issued.	DPES	X		Updated records maintained and approvals issued as required	
				4.1.11.b	Cemetery Management Plan developed	Draft Cemetery Management Plan adopted. Consultation conducted.	DPES	X		Draft Plan developed and referred to Cemetery C'ttee for review and minor amendments made awaiting final sign off by c'ttee before going to Council	
				4.1.11.c	Maintain cemeteries within available funding levels	Record customer issues and monitor response times	DPES	X		Issues and response times monitored	



COMMUNITY STRATEGIC PLAN			3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2014			3RD QUARTER REPORT		
DELIVERY PLAN			OPERATIONAL PLAN			DIRECTOR		
CSP Ref.	DP Ref.	TASK	MEASURE	OP Ref.	TASK	MEASURE	ONGOING	COMPLETED
4.1.12	Identify surplus Council owned assets for possible sale to be invested in infrastructure reserve.	Assets identified for sale	4.1.12.a	Undertake review of Council surplus to requirements	Review commenced	DPES, DIS	X	Continued review of assets
			4.1.12.b	Proceeds from sale of surplus Council assets restricted for future infrastructure purpose (i.e. Infrastructure Reserve)	Funds transferred	DCS	X	Surplus land identified and reported to Council. No asset sales during quarter.
4.1.13	Maintain and improve Council owned building assets	Implementation of Building maintenance program	4.1.13.a	Complete buildings asset management plan	Asset Management Plan available for review	DPES	X	Completed and adopted by Council. Ongoing. Plan now part of IP&R Plan documents.
4.2	4.2.1	Maintain the availability and quality of water for use in rural areas	4.2.1.a	Manage the water supply bores in rural locations to provide a secure, non-potable supply of water to the Shire	Maintain bore licences and comply with conditions.	DIS	X	Licences renewed as required. Investigation of suitable draw points underway. Village bores secured with new key system.
			4.2.1.b	Meet with Central Tablelands Water representatives on a regular basis	Meetings attended	DIS	X	Meetings undertaken to discuss CWUA.
			4.2.1.c	Participate in Centroc Water Utilities Alliance	Meetings attended.	DIS	X	Regular teleconference meetings for sewer strategic business plan (SBP) development. Draft SBP on public exhibition. Community newsletter and mailouts provided.
4.2.2	Ensure Sewerage Treatment Plant are able to meet needs of the Bayney Shire	Maintain to licensing standards	4.2.2.a	Manage treatment plant to effectively treat raw sewage	Ensure compliance with licence requirements.	DIS	X	Licence review completed with NSW EPA.
			4.2.2.b	Implement CEEP2 Avation pond upgrade (Subject to successful grant application)	Project implemented.	DIS	X	CEEP2 Project tender issued, submissions closed. Anticipate work to be completed Q4.



COMMUNITY STRATEGIC PLAN			DELIVERY PLAN		OPERATIONAL PLAN			3RD QUARTER REPORT		
3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2014										
Csp Ref.	DP Ref.	TASK	MEASURE	Op Ref.	TASK	MEASURE	DIRECTOR	ONGOING	COMPLETED	COMMENT
4.2.3		Provide an effective and safe Sewerage Collection Network for Bayney Shire	Achieve network maintenance	4.2.3.a	Maintain the network of collection mains and manholes	Number of overflows. Annual replacement program implemented. Provide a level of service for connections including attending to chokes and overflows. Problem sewer mains identified and remedial works undertaken.	DIS	X		Council officers undertook smoke testing follow up works. Chokes attended as and when they occur.
				4.2.3.b	Monitor and maintain pump stations to provide efficient conveyance of sewage	Number of overflows annually	DIS	X		Pump stations operating per normal. Network telemetry upgrade programmed as part of CEEP2 project. Anticipate works to be completed Q1 2014/15
				4.2.3.c	Provide treated effluent to Cadia Valley Operations	Compliance with agreement.	DIS	X		Treated effluent transferred subject to demand.
				4.2.3.d	Update the 'Developer Servicing Plan' in relation to sewer services.	Consultation undertaken and Plan updated	DIS	X		NSW Public Works engaged to prepare Developer Servicing Plan/Charges.
				4.2.3.e	Review Best Practice Compliance	Review undertaken to identify compliance gaps and development of action plan	DIS	X		Council sewerage infrastructure continues to be operated in accordance with Best Practice requirements.
4.2.4		Ensure that the disposal of liquid waste in rural areas is carried out in a healthy manner without negative environmental impact.	SMP's (sewerage management facilities) reviewed.	4.2.4.a	Review and update Council's Sewer Management Facilities Procedure	Review and update of procedure completed.	DPES	X		Review and update being done by Environmental Officer
4.3	4.3.1	Lobby to improve public transport around the shire	Improved transport services. Greater accessibility across the Shire.				DCS			Planned for future years.

COMMUNITY STRATEGIC PLAN			DELIVERY PLAN			OPERATIONAL PLAN			3RD QUARTER REPORT		
Csp Ref.	DP Ref.	TASK	MEASURE	OP Ref.	TASK	MEASURE	DIRECTOR	ONGOING	COMPLETED	COMMENT	
4.4	4.4.1	Advocate for the upgrading of rail infrastructure	Meeting attended.	4.4.1.a	Advocate the upgrading of the Blayney-Demondrille Railway to support transport to/from the Blayney Local Government Area	Meetings attended.	DIS, GM	X		Transport for NSW issued Tender for reopening of rail lines. All required meetings attended during period.	
4.5	4.5.1	Develop and promote programs that increase the participation of the community in recycling and reducing waste going to landfill.	Attendance at Network meetings. Educational material developed. Participation in recycling program.	4.5.1.a	Develop programs with Network that support recovery, reuse and recycling.	Attend Network meetings. Waste going to landfill. Manage solid waste in an efficient, affordable and sustainable manner.	DPES	X		Meetings attended during period and solid waste management by JR Richards monitored quarterly	

COMMUNITY STRATEGIC PLAN		DELIVERY PLAN		OPERATIONAL PLAN		3RD QUARTER REPORT									
Csp Ref.		DP Ref.		TASK		MEASURE		DIRECTOR		ONGOING		COMPLETED		COMMENT	
STRATEGIC DIRECTION 5: DEVELOP STRONG AND CONNECTED COMMUNITIES															
5.1	5.1.1	Assist incorporated village committees, progress associations and hall committees.	Active village committees	5.1.1.a	Identify Village Committees, progress associations and hall committees requiring assistance to develop programs and local improvements.	Implement insurance contributions funding program.	DCS		X	Community insurance contributions program implemented. Financial Assistance approved and paid during previous quarters.					
	5.1.2	Promote living in the Blayney Shire	Residents Pack developed.	5.1.2.a	Develop a Promotions Program for living in the Blayney Shire	Information on website. Develop new residents pack.	DCS		X	New resident pack finalised and featured on website. Further website enhancement being developed (Maps, Tourism information, Investment Information etc.).					
5.2	5.2.1	Build partnerships with community groups to increase use of parks and reserves	Interaction with use groups	5.2.1.a	Identify Community groups using parks and reserves	Meet with community groups. Identify strategic plans to enhance existing facilities across the Shire.	DIS	X		Village Enhancement program completed. Sporting field management plans reviewed by Sports Council member organisations, and comments being incorporated.					

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2014									
COMMUNITY STRATEGIC PLAN			DELIVERY PLAN			OPERATIONAL PLAN			3RD QUARTER REPORT
CSP Ref.	DP Ref.	TASK	MEASURE	OP Ref.	TASK	MEASURE	DIRECTOR	ONGOING	COMPLETED
5.2.2		Provide for the implementation of projects, identified in Council's Pedestrian and Access Mobility, Bike Plan to improve community health and fitness	Meetings attended	5.2.2.a	Develop annual implementation plan of priority pedestrian/cycling projects	Plan is developed annually. PAMP is used to identify remaining priority projects.	DIS	X	Plan developed in consultation with RMS. Subject to funding application.
				5.2.2.b	Implement the annual pedestrian cycling projects plan.	Projects compliant with RMS funding guidelines to maximise funding potential	DIS	X	Cycleway projects underway. Completion expected Q4 2013/14
				5.2.2.c	Participate in Blayney Shire Access Committee	Attendance at Access Committee Meetings	DCS	X	Committee meetings ongoing.
				5.2.2.d	Council ensures that adequate access is provided to all buildings and public spaces, as required by legislation.	Street-side access issues identified are assessed and included in future works programs where warranted.	DIS, DPES	X	Access issues, where applicable, addressed in all applications lodged with Council
5.3	5.3.1	Implement programs to build community skills with computer technology, and community participation and social inclusion amongst older Australians.	Internet access available to community. Program participation.	5.3.1.a	Provide support for the provision of information and communication technologies in the Shire	Information provided on Council's website and Blayney Library. Internet access available at library. Identify opportunities within villages for internet cafe or public access. Promote Seniors Broadband program.	DCS	X	Information on website. Internet access available at Library. Promotion of Seniors Kiosk ongoing.

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2014									
COMMUNITY STRATEGIC PLAN			DELIVERY PLAN			OPERATIONAL PLAN			3RD QUARTER REPORT
CSP Ref.	DP Ref.	TASK	MEASURE	OP Ref.	TASK	MEASURE	DIRECTOR	ONGOING	COMPLETED
5.4	5.4.1	Develop and implement a community engagement process and policy	Informed communities	5.4.1.a	Utilise electronic survey processes, social and print media to promote, research and engage with the community.	Undertake community surveys. Issued press releases. Respond to community issues and needs in future delivery plans.	DCS	X	Engagement ongoing. Press releases; community newsletter; electronic media updates; and advertising undertaken.
	5.4.2	Develop and implement plans for villages and township	Plans are implemented	5.4.2.a	Plans developed – implementation on-going as funds become available.	Plans are implemented	DPES	X	Plans developed and being discussed with local communities. Actions implemented when finances and staff available
	5.4.3	Encourage volunteerism within the Community	Promotion undertaken	5.4.3.a	Develop promotional campaign material.	Promotion on Council website and Newsletters.	DCS	X	Dedicated section to be added to website and promoted via flyers and newsletters (printed and on-line).
				5.4.3.b	Develop database of community organisations and contacts in Shire	Information accessible.	DCS	X	Community Directory created and available on-line with 'search' facility. Can be further enhanced with a targeted promotional to review, correct and add information. Ongoing with active addition of businesses and tourism organisations.

COMMUNITY STRATEGIC PLAN			3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2014			3RD QUARTER REPORT				
DELIVERY PLAN			OPERATIONAL PLAN							
Csp Ref.	DP Ref.	TASK	MEASURE	Op Ref.	TASK	MEASURE	DIRECTOR	ONGOING	COMPLETED	COMMENT
STRATEGIC DIRECTION 6: LEADERSHIP										
6.1	6.1.1	Councillors to exhibit leadership on Council participate in communities and community organisations.	Attendance to meeting. Councillor presence on relevant committees.	6.1.1.a	Council delegates participate in committees and community organisations.	Delegate Reports included in Council's Business Papers.	GM		X	New committees working well. Some delegate reporting to council.
	6.1.2	Promote resource sharing and collaboration with regional organisations.	Participation in meetings. Resource sharing projects.	6.1.2.a	Active participation in the WBC Alliance, Centroc and Central Tablelands Water.	Regional organisations remains strong and provides valuable outcomes.	GM		X	Council current chair of WBC. Shared services are being reviewed with KPMG to assist region and NSW.
	6.1.3	Encourage sound governance practice in community organisations.	Provide assistance and training as requested.	6.1.3.a	Develop program with groups to build capacity.	Training program developed.	DCS			<b>Planned for future years.</b>
6.2	6.2.1	Identify and engage with Shire Community Groups.	Establish regular communications with Shire Community Groups.	6.2.1.a	Identify social, sporting, business groups across the Shire.	Develop an online community register	DCS		X	Register available on website currently.
				6.2.1.b	Council initiates Social Media to communicate with the broader community	Social media networks developed and monitored.	DCS	X		Updates to electronic media occurring on a regular basis and upon demand.
	6.2.2	Implement Council's Community Engagement Plan	Engagement activities conducted	6.2.2.a	Council conduct community surveys, as required to enhance its community services and needs.	Utilise online surveys	DCS	X		Survey on Council Services undertaken as part of Special rate Variation consultation program.
	6.2.3	Develop communications between Councillors and the community to provide community opinion.	Community satisfaction with communication processes. Available to community.	6.2.3.a	To implement and promote Councillor communication through electronic and print media.	Strategies and communications put in place.	GM		X	Council has established web site, face book and twitter accounts and will use these to promote council activities, employment and events.
	6.2.4	Manage a customer request system to assist communications between community and Council.	Response times to requests.	6.2.4.a	Monthly active report provided to Management.	Reports provided to Management Team	DCS	X		Reports provided monthly to GM & Directors.
				6.2.4.b	Develop process of 'acknowledgment of receipt' for customer requests.	Customer request acknowledgements issued.	DCS		X	Automated generation of acknowledgements to correspondence procedure in place and occurring.

COMMUNITY STRATEGIC PLAN			DELIVERY PLAN			3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2014			3RD QUARTER REPORT					
Csp Ref.		DP Ref.	TASK	MEASURE		Op Ref.	TASK	MEASURE		DIRECTOR		ONGOING COMPLETED		COMMENT
6.3	6.3.1	Provide a framework for the efficient and effective administration of Council.	Assess Council's position against Better Practice Review.	6.3.1.a	Implement internal audit program.	Review of policies every 4 years.	Business process reviews undertaken.	25% of policies reviewed.	DCS	X				Audit committee meetings undertaken during quarter.
				6.3.1.b					DCS	X				Policies reviewed as required during quarter.
				6.3.1.c	Undertake a Better Practice Review of Council activities		Review commenced		DCS	X				Better practice review template refined for commencement in July 2013. Ongoing.
				6.3.1.d	Provide training for Councillors and staff		Identified Training programs for Councillors and staff		GM	X				Training will be ongoing
	6.3.2	Maintain a stable and secure financial structure for Council.	Report financial outcomes as required by legislation.	6.3.2.a	Review ten year financial plan		Plan reviewed.		DCS		X			2014/15 - 2023/24 Financial Plan adopted February 2014.
				6.3.2.b	Review and report on Council's budget performance		Quarterly Budget review to Council.		DCS	X				Quarterly review of Operational Plan undertaken reported quarterly per legislative requirements.
				6.3.2.c	Council's annual statements completed per statutory requirements.		Audited statements lodged with DLG within statutory timeframe.		DCS		X			2012/13 Audited statements lodged with Division of Local Government 18/09/2013.
	6.3.3	Support actions for the sustainable future of local government.	Review Destination 2036 outcomes and actions to improve local government.						GM		X			Council has reviewed all documents and made submissions to relevant organisations. Future submissions to review panel documents ongoing.
	6.3.4	Develop strategies that respond to the impact of climate change on the community.	Supply of community information.	6.3.4.a	Promote activities that reduce the volume of greenhouse gases emitted into the atmosphere.		Attend regional organisation meetings and provide information on Council's website.		DPES	X				Meetings attended during period and info placed on website when available and of interest to community

3RD QUARTER OPERATIONAL PLAN PERFORMANCE STATUS REPORT - MARCH 2014									
COMMUNITY STRATEGIC PLAN			DELIVERY PLAN			OPERATIONAL PLAN			3RD QUARTER REPORT
CSP Ref.	DP Ref.	TASK	MEASURE	OP Ref.	TASK	MEASURE	DIRECTOR	ONGOING	COMPLETED
6.4	6.4.1	Provide support for emergency management in Blayney Shire in accordance with SERM Act	Emergencies responded to.	6.4.1.a	Provide executive support to the local Emergency Operations controller and the local Emergency Management Committee	LEMO organises and attends meetings. ERM reviewed. Displan reviewed. Exercises conducted with support of Council. The EOC is maintained in a state of readiness.	DIS (LEMO)	X	LEMC meeting conducted in February. Council officers attended EM Planning Workshop in February
				6.4.1.b	Support the operation of the SES	Plant and equipment funded. Provide accommodation and support for SES unit.	DIS (LEMO)	X	Council continues to provide facilities and support. SES vehicles transferred to SES.
	6.4.2	Undertake regulatory responsibilities for environmental health and animal control.	Regulatory responsibilities are met	6.4.2.a	Provide the statutory animal control services	Animal control services provided.	DPES	X	On-going animal control services provided during period
	6.4.3	Educate communities on road and pedestrian safety	Programs delivered	6.4.3.a	Work with state and regional organisations in the retention of a Road Safety Officer	Provide financial support for the employment of the Road Safety Officer	DIS	X	RSO position continues to develop programs and deliver safety initiatives to the Shire.
				6.4.3.b	Assist in the development of the annual Road Safety Action Plan	Annual Plan Developed.	DIS	X	Delivery of Annual road safety action plan continues for 2013/14 in conjunction with Bathurst Regional Council. Action plan for 2014/15 submitted to RMS.
	6.4.4	Review risk management of council operations.	Plan is implemented and risk managed.	6.4.4.a	Develop Enterprise Risk Management Plan	Plan completed.	GM	X	Risk Management plan being prepared with councils insurer. Future policies will include risk reviews
				6.4.4.b	Implement Risk Management Plan	Implementation commenced.	GM	X	Plan identified with council's insurer and implemented. Reviews undertaken at Centre Point, footpaths and walkways and work sites.



2014 Sale of Land for Unpaid Rates - Funds Attribution Summary														
	Assessment	Owner	Property Address	Property Description	Costs of Sales		Rates Owling	Total Expenses	Sale price	Costs of Sales Recovered		Rates Recovered	Nett Proceeds to Owner	Rates for Write off
					Total									
Lot 1	A341113	W Hood	888 Moonilda Road, Moonilda	Lot 10 DP 112647	2,156.34		2,958.26	5,114.60	-	-	-	-	-	2,958.26
Lot 2	A337245	WP Murphy	3 Turner Street, Barry	Lot 4 Sec 21 DP 758062	2,156.34		4,496.05	6,652.39	15,000.00	2,156.34	4,496.05	8,347.61	-	-
Lot 3	A343898	HC & JK Thomson	Steel Street, Mandurama	Lot 1 DP 1123120	2,165.38		1,124.49	3,289.87	4,500.00	2,165.38	1,124.49	1,210.13	-	-
Lot 4	A343945	M Saunders	Nyes Gate Road, Millthorpe	Lot 4 DP 900114	2,156.34		1,038.83	3,195.17	-	-	-	-	-	1,038.83
Lot 5	A344006	DM & C J Akehurst	3145 Midwestern Highway, Blayney	Lot 8 DP 525642	2,156.34		946.95	3,103.29	-	-	-	-	-	946.95
Lot 6	A323107	JL Gibbings	17 Campbell Street, Newbridge	Lot 1 DP 798289	2,260.08		7,297.95	9,558.03	18,000.00	2,260.08	7,297.95	8,441.97	-	-
Lot 7	A323181	JL Gibbings	2 Curtain Street, Newbridge	Lot 3 DP 798289	2,260.08		6,465.91	8,725.99	12,000.00	2,260.08	6,465.91	3,274.01	-	-
Lot 8	A322876	CJ O'Brien & KG Smith	1a Bourke Street, Newbridge	Lot B DP 379260	2,179.28		9,114.47	11,293.75	250.00	250.00	-	-	-	9,114.47
Lot 9	A323490	EJ & M Toomey	24A Trunkay Street, Newbridge	Lot E DP 383876	2,260.08		6,949.24	9,209.32	-	-	-	-	-	6,949.24
Lot 10	A323115	PW Madden	15 Campbell Street, Newbridge	Lot 6 DP 798289	2,260.08		2,694.86	4,954.94	-	-	-	-	-	2,694.86
					22,010.34		43,087.01	65,097.35	49,750.00	9,091.88	19,384.40	21,273.72		23,702.61



## **Blayney Shire Council**

### **Policy Register**

#### **Policy No 2J**

<b>Policy Title</b>	Unreasonable and Unreasonably Persistent Customer Policy
<b>Officer Responsible</b>	Director Corporate Services
<b>Last Review Date</b>	12/05/2014

#### **Objective**

1. To ensure all Blayney Shire Council customers are treated fairly and reasonably whilst ensuring Council resources are used efficiently and effectively when dealing with customers.
2. To protect staff from customer abuse, stress and unreasonable behaviour.

### **Blayney Shire Council**



### **Unreasonable and Unreasonably Persistent Customer Policy**

## **1. Policy Statement**

Council is committed to putting the customer at the heart of everything we do.

Blayney Shire Council is committed to:

- Ensuring that all customers are treated fairly and reasonably.
- Providing guidance, education and training as appropriate for staff and Councillors in dealing with customers.
- Ensuring that Council resources are used efficiently and effectively when dealing with customers.
- That unreasonable requests, persistent behaviour and harassment is reduced.

## **2. Scope**

This policy applies to all dealings with customers by Blayney Shire Council staff and elected members, and in particular those difficult customers who:

- Cannot be satisfied;
- Make unreasonable demands;
- Constantly raise the same issue with different staff; and/or
- Are rude, abusive or aggressive.

This policy is not intended to prevent customers from raising legitimate and important concerns, enquiries or requests, or from pursuing them. However, Blayney Shire Council has a duty to ensure that it provides value for money services for all its residents and local communities. An unreasonable or unreasonably persistent customer can take up a disproportionate amount of time that can hinder the other work of staff. The Council must therefore ensure that it uses its resources wisely and limits the amount of time spent on queries that it considers unreasonable or unreasonably persistent.

Staff working for Council have a right to undertake their work free from all types of discrimination, abuse and harassment. As part of Council's commitment to promoting equality of opportunity and diversity, and to challenging discrimination, Council has a duty to protect the safety and welfare of its staff. We therefore shall not tolerate what we consider to be unacceptable behaviour by unreasonable or unreasonably persistent customers.

We would not normally limit the contact that our customers may have with the Council. However, in accordance with this policy, we may decide to do so if customers behave unreasonably, are unreasonably persistent, if staff experience unacceptable behaviour, staff feel threatened or are harassed both within and outside the workplace.

## **3. Definitions**

For the purposes of this policy unreasonable or unreasonably persistent customers are defined as being those which, because of the frequency or nature of their contact, hinder the Council's consideration of complaints,

enquiries or requests. Officers may recognise one or more of the following indicators as characteristic of unreasonable or unreasonably persistent customers. They make complaints, requests, concerns or enquiries that:

- clearly do not have any serious purpose or value
- are obviously vexatious in nature
- are designed solely to cause disruption or annoyance
- have the effect of harassing the Council or its staff or can otherwise fairly be characterised as obsessive or unreasonable
- take up an unreasonable amount of Officer time and hinder the other work of the Council.

Unacceptable behaviour can include:

- abusive, offensive or threatening behaviour
- behaviour which amounts to bullying or harassment

The following customer actions/behaviours can cause this policy to be invoked:

- unwillingness to comply with Council procedures
- insisting on issues or requests being dealt with in ways which are incompatible with Council procedures or with good practice
- making unreasonable demands of Officers or setting unreasonable timescales for response
- making unreasonable requests in relation to who should deal with their complaint, enquiry or request, or how it should be dealt with
- repeatedly being unwilling to accept documented evidence
- insisting that no response has been received or that the response is unacceptable
- sending a high volume of letters, emails and/or phone calls (sometimes to multiple recipients)
- continuing to add new, or making trivial, complaints, requests or enquiries
- repeatedly complaining or making repeat requests about similar issues after they have already been dealt with
- making many complaints, requests or enquiries about different issues in succession
- refusing to specify the grounds of a complaint, despite offers of assistance with this from Council's staff
- making groundless complaints about the staff dealing with the complaint or request, and seeking to have the staff replaced
- refusing to accept that issues or requests are not within the remit of a procedure despite having been provided with information about the procedures scope; for instance if the customer has been advised that a complaint or request is within the remit of another authority, yet refusing to accept this
- changing the basis of a complaint or request as it proceeds and/or denying statements made at an earlier stage
- introducing trivial or irrelevant new information which the customer expects to be taken into account, or raising large numbers of detailed but unimportant questions and insisting they are all fully answered

- electronically recording meetings and conversations without the prior knowledge and consent of the other persons involved
- adopting a 'scattergun' approach; pursuing complaints or requests with the Council and, at the same time, with a Members of Parliament/ a Councillor/legal services/local police/solicitors/ the Ombudsman
- submitting repeat complaints or requests, with minor variations, after the processes have been completed
- refusing to accept a decision

#### **4. Dealing with matters under this policy**

Matters under this policy will be dealt through the Unreasonable and Unreasonably Persistent Customer procedure.

#### **5. General**

In all of the situations referred to in this policy, adequate documentary records must be made and maintained on the appropriate Council file.

Where the General Manager determines to limit a customer's access to Council in any of the ways specified in this policy, the General Manager will advise Councillors as soon as possible of the relevant circumstances and the action taken and forward such advice, where appropriate, to the ICAC, Office of Local Government and the NSW Ombudsman for information.

#### **6. Other relevant documents**

Unreasonable and Unreasonably Persistent Customer Procedures

2C Complaints Management Policy

Local Government Act 1993

Government Information (Public Access) Act 2009

Office of Local Government

NSW Ombudsman Publications:

- 'Better Service & Communication Guidelines for Local Government'
- 'Managing Unreasonable Complainant Conduct Practice Manual'

#### **7. Acknowledgements**

Council would like to acknowledge the following Councils for assistance with production of this document:

Shellharbour City Council  
Devonport City Council  
Cumbria County Council (U.K.)

End of Policy

<b>Adopted:</b>	<b>12/05/2014</b>	<b>Minute:</b>
<b>Last Reviewed:</b>	<b>12/05/2014</b>	
<b>Next Reviewed:</b>	<b>11/11/2016</b>	



## **Blayney Shire Council**

### **Procedures & Guidelines Register**

#### **Reference No 2J**

**Title** Unreasonable and Unreasonably  
Persistent Customer Procedure

**Officer Responsible** Director Corporate Services

**Last Review Date** 12/05/2014

#### **Objective**

1. To ensure all Blayney Shire Council customers are treated fairly and reasonably whilst ensuring Council resources are used efficiently and effectively when dealing with customers.
2. To protect staff from customer abuse, stress and unreasonable behaviour.

### **Blayney Shire Council**

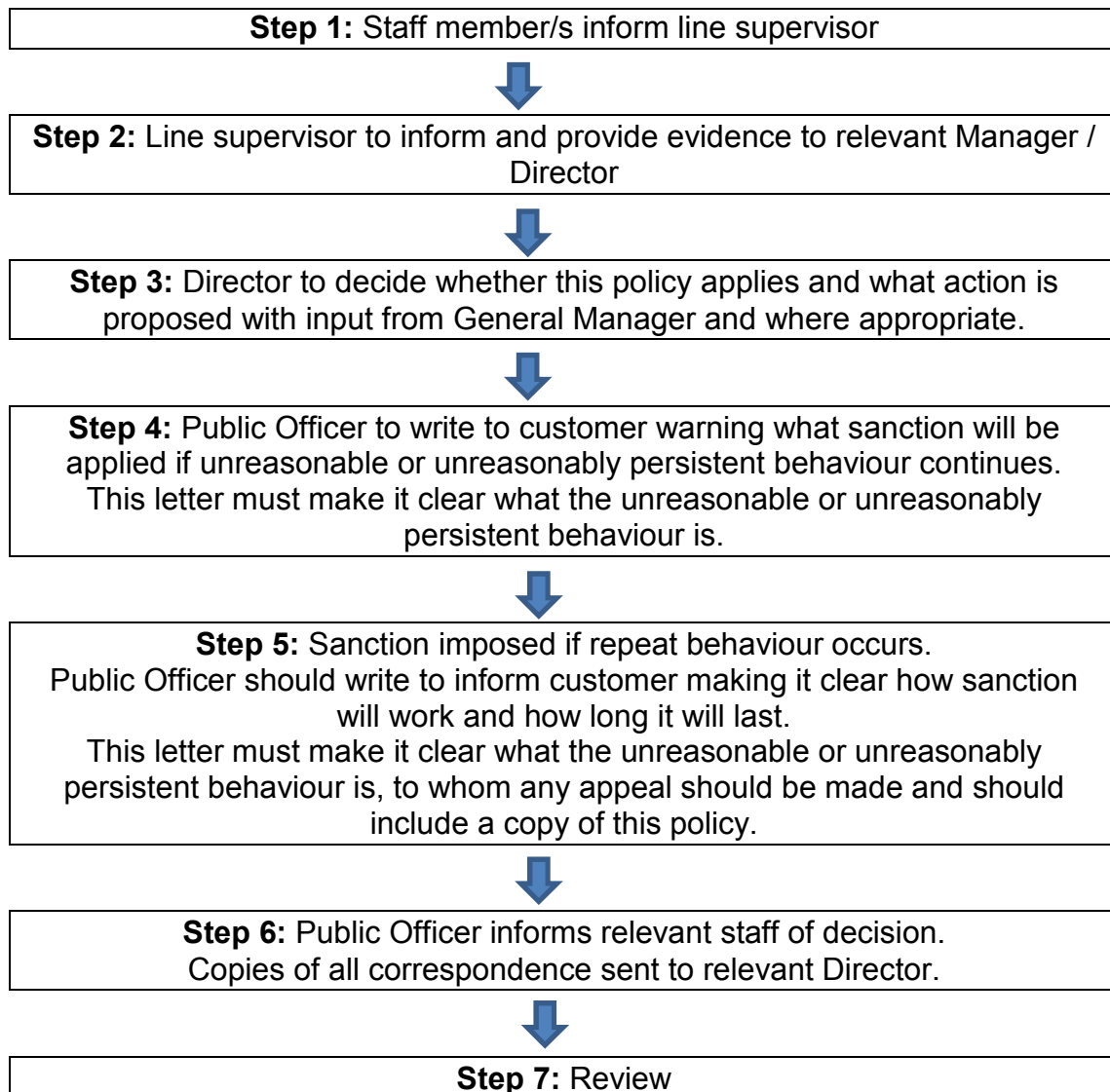


### **Unreasonable and Unreasonably Persistent Customer Procedure**

## **1. Procedure**

### **1.1 The Process**

If any member of staff experiences one, or a number of, the examples given in the definitions section then they may be dealing with an unreasonable or unreasonably persistent customer. In this instance they are advised to follow the process below:





## **1.2 Deciding Whether the Procedure Applies**

No action under this Unreasonable and Unreasonably Persistent policy should be taken until the customer has received a written warning. This warning should advise what action and sanction the Council proposes to take if the unreasonable or unreasonably persistent behaviour continues. This offers the customer the opportunity to amend their behaviour prior to any sanction being imposed. The warning letter must make it clear what the unreasonable or unreasonably persistent behaviour is and should quote dates and times of its occurrence.

It is important to remember that an unreasonable or unreasonably persistent customer may have a valid complaint, concern or request. Before deciding whether the policy should be applied the Council should always be satisfied that:

- the matter has been discussed with the relevant complaints manager
- the complaint, enquiry or request has been dealt with properly
- any decision reached is the right one
- communications with the customer have been adequate
- the customer is not providing any significant new information that might affect the Council's view

Once satisfied Council should then consider whether further action is necessary prior to taking the decision to designate the customer as unreasonable or unreasonably persistent. Examples might be:

- If no meeting has taken place between the customer and Officer(s) consider offering the appropriate meeting. Sometimes such meetings can dispel misunderstandings and move matters towards a resolution.
- If more than one team or directorate are being contacted by an unreasonably persistent customer, consider arranging a meeting to agree to a cross-directorate approach; and designating a key officer to co-ordinate the Council's response(s)
- If the customer has special needs, an advocate might be helpful to both parties so consider offering to help the customer find an independent one.
- Before applying any restrictions, give the customer a warning that if their actions continue the Council may decide to treat them as an unreasonably persistent customer, and explain why.

## **1.3 What Action to Take**

The precise nature of the action that the Council takes must be appropriate and proportionate to the nature and frequency of the customers' contacts with the Council at that time. The Council could choose one or a mix of the following possible options:

- Placing time limits on telephone conversations and personal contacts
- Restricting the number of telephone calls that will be taken (for example, one call on one specified morning/afternoon of any week)

- Limiting the customer to one medium of contact (telephone, letter, email, etc.) and/or requiring the customer to communicate only with one member of staff
- Requiring any face to face contact to take place in the presence of a witness
- Refusing to register and process further complaints or request about the same matter
- Restrict the customer's contact and/or access to Council's office (to be reviewed after a period of time)

Behaviour considered to be harassment, aggressive or threaten staff safety and welfare may lead to police involvement or legal action. In such cases, where there is a need or justification for protecting staff, the Council may not need to give the customer prior warning of this action.

If the Council decides to designate a customer unreasonable or unreasonably persistent, then the Council will communicate to the customer, in accordance with their needs, in the following ways:

- sending a copy of the Unreasonable and Unreasonably Persistent policy
- explaining why they are applying the policy to the customer
- detailing what it means for their future contact with the Council and how long any restrictions will last
- explain how the customer may challenge this if they disagree with the course of action, by means of an appeal to a more senior named manager
- the relevant Director will then inform appropriate staff that this action has been taken.

The customer can challenge the action taken by appealing to The General Manager. In relation to complaints, if the customer has exhausted the Council's complaints procedure, then they can request an independent investigation via the Local Government Ombudsman.

## **2. Other relevant documents:**

2J Unreasonable and Unreasonably Persistent Customer Policy

2C Complaints Management Policy

Local Government Act 1993

Government Information (Public Access) Act 2009

Office of Local Government

NSW Ombudsman Publications:

- 'Better Service & Communication Guidelines for Local Government'
- 'Managing Unreasonable Complainant Conduct Practice Manual'

### **3. Acknowledgements**

Council would like to acknowledge the following Councils for assistance with production of this document:

Shellharbour City Council  
Devonport City Council  
Cumbria County Council (U.K.)

	<b>Date</b>	<b>Resp. Officer</b>
<b>Created:</b>	<b>12/05/2014</b>	<b>DCS</b>
<b>Lasted Reviewed:</b>	<b>12/05/2014</b>	<b>DCS</b>
<b>Next Reviewed:</b>	<b>13/03/2017</b>	

*Received over the counter  
10:32 am Monday 31st March 2014.*

*J. H. 3/3*

Mr P. Menzies and Miss K. Menzies

General Manager  
Blayney Shire Council  
91 Adelaide Street  
Blayney NSW 2799

31 March 2014

Dear General Manager,

**Submission**

Re: Unreasonable and Unreasonably Persistent Customer Policy

1. Why is this Policy necessary?

Council already has a Complaints Management Policy last reviewed 12/11/2012. If implemented as it is written this policy covers every type of complaint. There are specific mechanisms under the headings Persistent Complaints and Difficult Complaints. On past occasions Council has acted to prevent ratepayer access to Council. A non-reply by Council to a written ratepayer communication also amounts to termination of contact and without formal advice or reference to any policy.

This raises the question as to what has changed to necessitate the proposed policy and procedure. Any current situation should be dealt with under the above existing Policy.

2. The Policy and Procedure

This Policy has been taken word for word from a policy and procedures document first published in 2009 by Cumbria County Council in the United Kingdom. A few words and job titles have been changed for Blayney relevance. Cumbria is a large U.K. County Council with 495,000 people and 84 Councillors. Blayney has 7,000 and 7 respectively. How relevant, in the Blayney context, are the circumstances which gave rise to the Cumbria policy? On how many occasions has the Cumbria policy been invoked?

A number of the Cumbria policies and procedures copied into Blayney's do not apply. For example, no ratepayers, only residents.

A complainant cannot appeal to the Local Government Ombudsman because the position does not exist in NSW. We note the office of the Local Government

1/3

Ombudsman is located in Coventry United Kingdom, but this office has no jurisdiction in NSW.

The draft policy appears to give ultimate authority to the General Manager while the seven steps process follows Cumbria and places that responsibility with the Public Officer. This is confusing. How many "relevant complaint managers" does Blayney have?

We conclude Blayney has plagiarised the Cumbria policy because nothing appropriate exists in any NSW Council. That raises the question of what makes Blayney unique in the way it handles complaints.

A plausible explanation is that other NSW Councils have a policy which emphasises customer service while containing provisions to manage complaints considered unreasonable or persistent. The draft policy reflects an interest in closing down difficult contacts with little concern for the customer service aspects. Cumbria also has a "Customer Service Strategy" which needs to be read in conjunction with their "Unreasonable and Unreasonably Persistent Customer Policy".

Most importantly, the draft Policy Statement omits the following from the Cumbria document.

".....we are focusing on four key promises to ensure we can respond to the demands of our customers. These promises are that we will:

- Make it easy for our Customers
- Treat people with dignity and respect
- Take responsibility
- Use Customer feedback to improve our services"

This omission says something about the culture inside Blayney Shire Council.

The above Cumbria Statement produces a more balanced policy. There is no presumption that Cumbria Council is always right.

The Blayney policy refers to the complainant adopting a "scattergun approach" by contacting multiple agencies. The policy intention is to prohibit this. However we have been told by Council staff on a number of occasions to "get your own legal advice". The procedure attempts to close that access to the complainant and is unreasonable.

No policy can prevent a complainant speaking with a Councillor. Councillors are the elected representatives of ratepayers/residents who they are there to serve. If a complaint is brought to the attention of an authority higher than a Council the response is "talk to the Mayor".

The Policy and Procedures have been published as two separate documents. The Procedures do not appear on Council's website making public comment impossible. Procedure cannot be separated as it defines how a policy is to be implemented. In public and private organisations it is normal practice to have both the policy and the procedure contained in the one document. Cumbria County Council and other NSW councils operate in this manner. In Blayney's case, it appears Council has endorsed the Policy but not the Procedure.

2/3

Council's Policy and Procedure Item 6 – References does not list Cumbria's Policy and Procedures as a source yet it accounts for over 90% of the Blayney document. This is, to say the least, dishonest and unethical behaviour.

### 3. There is a Better Way

If Council considers it needs a further policy to cover an "unreasonable customer" then staff should develop a policy and procedure based on the NSW Ombudsman's "Unreasonable Complaint Conduct Model Policy" published February 2013 which covers the subject comprehensively.

To save time staff could draw on Orange City Council's "Customer Service Obligation" February 2013. They may be familiar with this already because a paragraph has been extracted and included in Blayney's draft.

Apart from any written policy, a Council representative and the complainant should meet face to face. A frank and open exchange of information and an understanding of the issues by both parties in the early stages often will prevent the matter escalating. If Council has made a mistake it should admit it and correct it. If a customer is wrong, they need to be convinced by Council producing relevant and factual information.

While Council may view the proposed policy as its means of controlling a conflict situation, it cannot control social and mainstream media. A complainant at the point of being cut off will see media as a powerful ally. Once a dispute reaches that stage, a council almost certainly will lose control, regardless of the merits of its argument. Public opinion rarely favours an organisation, particularly if it is part of any level of government. The organisation's image can be damaged. In the case of a Council this can extend to attracting new business, new residents and even staff recruitment.

Action to prevent a conflict developing is better than a policy to address a situation which has reached the point of no return. The time and expense saved by early resolution are well worth the effort. Training programmes in Conflict Management and Resolution are readily available.

Yours faithfully

Mr P. Menzies & Miss K. Menzies

CENTRAL WEST LIBRARIES BUDGET - BLAYNEY CONTRIBUTION				
	2014/15 Budget	2013/14 Budget	Variance \$	Variance %
<b>Branch Expenses</b>				
Employee costs	48,600	38,250	10,350	27.06%
Training	330	330	-	0.00%
I.T. expenses	5,500	5,500	-	
Equipment	350	-	350	
	<b>54,780</b>	<b>44,080</b>	<b>10,700</b>	
<b>Other Expenses</b>				
CWL Operating expenses (8.8%)	87,955	79,817	8,138	10.20%
Nett CWL Capital Costs (8.8%)	18,540	18,070	470	2.60%
	<b>161,275</b>	<b>141,967</b>	<b>19,308</b>	
<b>Income &amp; Non-cash Items</b>				
Other Operating Revenues	- 3,420	- 5,320	1,900	-35.71%
Per Capita Grant	- 20,700	- 23,750	3,050	-12.84%
Add back: Depreciation	- 17,410	- 16,850	- 560	3.32%
	<b>119,745</b>	<b>96,047</b>	<b>23,698</b>	<b>24.67%</b>
Local Special Priority Grant	- 5,690			
	<b>114,055</b>	<b>96,047</b>	<b>18,008</b>	<b>18.75%</b>

**Blayney Shire Council Local Heritage Fund for 2013-14 Financial Year**

**SUMMARY REPORT ON ALL COMPLETED PROJECTS.**

<b>APPLICANT</b>	<b>HERITAGE ITEM ADDRESS</b>	<b>PROJECT DESCRIPTION</b>	<b>TOTAL PROJECT COST</b>	<b>APPLICANTS CONTRIBUTION</b>	<b>LOCAL HERITAGE FUNDING</b>
Cathy & Brien Griffiths	Dwelling & shop, 18 Naylor Street, Carcoar	Painting of dwelling, shop, hoarding, verandah posts, picket fence	\$608.60	\$308.60	\$300.00
Joan Stonestreet, for Barry Progress Assoc	Barry Community Hall, Selwyn Street, Barry	Interior painting	\$3,610.00	\$2,610.00	\$1,000.00
Millthorpe Village Committee	Millthorpe	Audio visual story of village	\$1,500.00	\$500.00	\$1,000.00
W & P Moore	The Old Convent, 8-12 Caloola St, Newbridge	Guttering replacement	\$4,000.00	\$3,000.00	\$1,000.00
R & E Jones	The Old Chronicle, 35 Naylor Street, Carcoar	Signage renewal	\$4,020.00	\$2010.00	\$2,010.00
L & M Barnes	Dwelling, 43 Osman Street, Blayney	Front verandah restoration	\$2,200.00	\$1,200.00	\$1,000.00
Vince Barbagallo	69 Adelaide Street, Blayney	Interior painting	\$13,658.70	\$11,058.70	\$2,600.00
Peter Gibbs	Carcoar Catholic Church, 7 Collins Street, Carcoar	Stone wall restoration	\$34,000.00	\$33,000.00	\$2,000.00
Fr Tim Cahill	Carcoar Catholic Church, 7 Collins Street, Carcoar	Kirkland Organ restoration	\$31,350.00	\$30,350.00	\$2,000.00
		<b>TOTAL</b>	<b>\$94,947.30</b>	<b>\$84,037.30</b>	<b>\$12,910.00</b>



**MINUTES OF THE BLAYNEY TRAFFIC COMMITTEE MEETING**  
**HELD ON FRIDAY 11 APRIL 2014**  
**AT THE BLAYNEY SHIRE COMMUNITY CENTRE**

Meeting commenced at 10.05am

**PRESENT**

Cr Kevin Radburn (Chair), Peter Foran (NSW Police), Jackie Barry (Roads and Maritime Services), Reg Rendall (Paul Toole Representative), Iris Dorsett (Road Safety Officer) and Geoff Paton (Blayney Shire Council).

**APOLOGIES**

Nil.

**CONFIRMATION OF MINUTES**

**RESOLVED:** That the minutes of the previous Traffic Committee Meeting held on Friday 21 February 2014 be confirmed to be a true and accurate record of that meeting. (Peter Foran/Reg Rendall)

**TRAFFIC REGISTER**

Update provided and information noted.

**CORRESPONDENCE**

**‘No Stopping’ Signage at Post Office in Mandurama**

**RESOLVED:** That Council will write to the Mandurama Progress Association and advise that Council will:

- Write to the Roads and Maritime Service and ask for the pedestrian refuge to be moved to the north of the Gold Street / Mid Western Highway intersection, pointing out that this may result in the pedestrian refuge being moved an equal distance to the north (as it is currently to the south); and
- Advise the Progress Association that Council is working with RMS to extend the Pedestrian Access and Mobility Plan and Cycleway Plan to the villages; and
- Look at the swept path on Gold Street and confirm that “No Stopping” sign is within 20M of the intersection with Mid Western Highway. (Reg Rendall/Jackie Barry)

**GENERAL BUSINESS**

**Update on Farm Lane Loading / Unloading Issues**

**RESOLVED:** That the Blayney Local Traffic Committee (LTC) acknowledges your appointment of SGA Property and looks forward to receiving a suitably prepared and certified Traffic Management Plan (TMP) and Traffic Control Plans (TCP) in the very near future. Also, it has been brought to Council and the LTC’s attention that the unloading operations have been changed and the

LTC advises that for public safety, it is strongly suggested that you develop a TCP / TMP to cover this operation particularly relating to reversing heavy vehicles through the carpark and forklift movements within the carpark and footpath areas. (Peter Foran/Jackie Barry)

**Issues Arising from B2B**

- Notify Churches.
- Parking at staging point.
- Shorten cut off point on Long Course with 'Sag Wagon'.
- Advert – specify intermittent closing.
- Parking Coffee Van on footpath in front of memorial.
- Cyclists on footpaths is not allowed.

**INFORMAL MATTERS**

**Monthly Road Safety Reports – December 2013, January 2014 and February 2014**

Reports were noted.

**NEXT MEETING**

The next meeting of the Blayney Shire Traffic Committee will be held on Friday 20 June 2014.

**MEETING CLOSE**

The meeting closed at 11.20am.

**MINUTES OF THE BLAYNEY SHIRE ECONOMIC DEVELOPMENT  
COMMITTEE MEETING  
HELD ON THURSDAY 10 APRIL 2014  
AT THE BLAYNEY SHIRE COMMUNITY CENTRE**

Meeting commenced at 5.05pm.

**PRESENT**

Councillor Kevin Radburn, Councillor Shane Oates, Cathy Griffiths, Rebecca Price, Bruce Gordon, Glenn Wilcox, Tim Weeks and Anton Franze.

**APOLOGIES**

Lesley Morris, Elizabeth Russ.

**FORESHADOWED GENERAL BUSINESS**

Nil.

**DISCLOSURES OF INTEREST**

Nil.

**CONFIRMATION OF PREVIOUS MINUTES**

**RECOMMENDED:** That the minutes of the meeting held on 10 October 2013 be received and noted as a true and accurate record  
(Cathy Griffiths /Rebecca Price).

**VILLAGE PLANS UPDATE**

**RECOMMENDED:** That the update be noted.

**CENTRAL NSW TOURISM CHARTER**

- Working with Cabonne and Orange City Councils on development of “standard” for brochure production with a view to having a common look for region for promotional purposes.
- Destination marketing plan being developed being brought to fruition by Central NSW Tourism.
- Discussion also held on brochures, websites, iPhone apps and emerging technologies.

**RECOMMENDED:** That the report be noted. (Bruce Gordon / Cathy Griffiths).

**DEVELOPMENT OF STRATEGY FOR EVENTS**

- Matter referred from Blayney Shire Towns & Villages Committee.

- Seeking to conduct a workshop on the development of a strategy for events in Blayney Shire comprising representative from Council committees, business and event coordinators.
- Discussion also held on capture and promotion of events.

**RECOMMENDED:** That Cathy Griffiths and Rebecca Price be Economic Development committee representatives for this project.

That Council develop a program for business and event organisers to communicate events.

That following conduct of the workshop a report be brought back to committee.  
(Rebecca Price / Cathy Griffiths)

#### **DIRECTION OF ECONOMIC DEVELOPMENT COMMITTEE**

- Discussion was held on this matter and the Committee Charter.
- Regional Development Australia Report and pertinent areas of Community Strategic Plan, Delivery Plan and Operational Plan be circularised to committee members.

**RECOMMENDED:** That an analysis of industry in the Blayney Shire and value (\$) be reported back to the committee including trends of last 10 years.

(Bruce Gordon / Rebecca Price)

#### **GENERAL BUSINESS**

- It was reported to Committee that collection of bins in Adelaide Street on Fridays remain a problem.

#### **FUTURE AGENDA ITEMS**

Shire branding.

#### **MEETING REVIEW:**

Meetings are lengthy however with more discipline the meeting could be narrowed down.

#### **NEXT MEETING**

10/07/2014.

#### **MEETING CLOSE**

The meeting closed at 7.23pm.