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Cr Allan Ewin

"Weston"

76 Weston Lane,

Browns Creek, 2799.

17th March. 2014.

Blayney Shire Council,

General Manager,

Mr. Glenn Wilcox.

P.O. Box 62,

Blayney. NSW. 2799.

Dear Glenn,

*I wish to advise Blayney Council of my intention in requesting "Notice of Leave
" for the Ordinary Meeting of Council to be held on Monday, 14th April, 2014.*

I ask that my request be an inclusion in the April, Blayney Shire Council, Business paper.

Yours Faithfully,

Cr Allan Ewin.

Blayney Shire Council



Policy Register

Policy No 5E

Policy Title Pensioner and Hardship Assistance Policy

Document/File No

Officer Responsible Manager Financial Services

Last Review Date 14/04/2014

Objectives

To provide a framework for responding to applications from owners/ratepayers and customers experiencing genuine hardship with the payment of their rates, annual charges and fees.

Policy Statement

Blayney Shire Council



Pensioner and Hardship Assistance Policy

Policy Statement

1. Council recognises that ratepayers may experience hardship in some circumstances in paying rates, annual charges, and fees. The Local Government Act 1993 provides for the following assistance to ratepayers and customers:
 - Periodical payment arrangements for overdue rates and charges [S. 564];
 - Writing off or reducing interest accrued on rates or charges [S. 564 & 567];
 - Waiving, reducing or deferring the payment of the increase in the amount of ratepayable because of hardship resulting from general revaluation of land in the Local Government Area [S. 601];
 - Waiving, or reducing rates, charges and interest of eligible pensioners. [S. 575, 582]
 - Waiving or reducing Council fees when the inability to pay is due to hardship [S. 610E]
2. Council will consider each application for assistance on its merits. A ratepayer may be eligible for consideration for Hardship Assistance in the payment of overdue rates, annual charges, interest, and fees, where:
 - the person is unable to pay due rates, charges fees or accrued interest when due and payable for reasons beyond the person's control; or
 - payment when due would cause the person hardship.
3. In determining eligibility Council requires the request to be made in writing to the General Manager, providing reasonable proof of financial hardship. Council may also request details of assets, income and living expenses, and such other information required to make a valid assessment. It may also be requested that the ratepayer attend an interview to assist Council in the understanding of the issues causing hardship.
4. The criteria for assessment will be, but is not limited to, the following:
 - the amount of any rate increase when compared to the average rate increase for the rate category,
 - income from all sources,
 - living expenses,
 - reason for financial hardship,
 - length of occupancy.

Assistance to Eligible Pensioners

1. Council will provide a rebate of rates to eligible pensioners who are granted a mandatory pensioner concession under Section 575 of the Local Government Act 1993.
2. Council will provide assistance to eligible pensioners who are experiencing financial difficulties, by offering alternative payment arrangements and reasonable extension to payment timetables. All payment arrangements must pay the balance owing within a reasonable time frame, not exceeding two years from the date of the arrangement being made, and should

include future rates and charges which will be levied during the arrangement period.

3. Under section 577 of the NSW Local Government Act 1993, in order to avoid hardship, Council may extend the pensioner concession to ratepayers who jointly occupy a dwelling and are jointly liable for rates and charges with an eligible pensioner, if it considers proper to do so.

Backdating of Pensioner Rebates

1. Backdating of pensioner rebate claims pursuant to Section 579 of the NSW Local Government Act 1993 is limited to one (1) previous rating year only, or part thereof.
2. Backdating is only to occur where adequate substantiation can be provided to satisfy the essential criteria of the granting of a rates and charges pensioner concession.
3. Claims made beyond one (1) previous rating year must be requested in writing and referred to Council.

Hardship Assistance by Periodical Payment Arrangements

1. Council may enter into a formal agreement with a ratepayer eligible for alternative periodical payment arrangements for due and payable rates, and charges. Council or the ratepayer may initiate a proposal for a periodical payment agreement. In accordance with section 568 of "the Act", payments will be applied towards the payment of rates and charges in the order in which they became due. Council will provide information on the amounts due and payable on relevant notices.
2. Council may also write off or reduce the accrued interest and costs on rates and charges if the person complies with the periodical agreement (section 542(2)). If the ratepayer fails to make the periodical payment in accordance with the agreement, the payment plan may be cancelled. Full payment of the amount outstanding will be due immediately.

Hardship Assistance by Writing off Accrued Interest and Costs

Council applies interest rates to the maximum allowable under section 566 of "the Act". However Council may write off accrued interest and costs on rates or charges payable by a person under Section 567 of "the Act" and the Local Government (General) Regulation 2005 where:

- the person was unable to pay the rates or charges when they became due for reasons beyond the person's control, or
- the person is unable to pay accrued interest for reasons beyond the person's control, or
- payment of the accrued interest would cause the person hardship.

Hardship Assistance Due to Certain Valuation Changes

Under Section 601 of “the Act”, any ratepayer who incurs a rate increase following a newvaluation of land values may apply to Council for rate relief, if the new rate payable causes theratepayer to suffer substantial hardship. [Section 601 (1)]

Council will encourage aggrieved ratepayers to make an appropriate application under the appeal provisions of the NSW Valuation of Land Act 1916. Council may provide assistance, by offering alternative payment arrangements and reasonable extension to payment timetables. All payment arrangements must pay the balance owing within a reasonable time frame, not exceeding two years from the date of the arrangement being made, and should include future rates and charges which will be levied during the arrangement period.

Hardship Assistance Due to Impact of Special Rate Variations

Any ratepayer who incurs a rate increase resulting from the implementation of a special rates variation can apply to Council for Hardship Assistance if the increase in the amount of rates payable would cause them substantial hardship.

Writing off of Rates, Charges and Interest

In the cases where Council determines to write off rates, charges or interest, the General Manager shall write off debts to the maximum amount allowable under Council delegation register. Any amount above that may only be approved by a Council resolution.

Privacy and Confidentiality

Council Officers will conduct themselves with courtesy and respect when dealing with ratepayers and shall maintain the privacy and confidentiality of all ratepayers’ personal circumstances.

End of Policy

Adopted:	14/11/2011	1111/014
Last Reviewed:	14/11/2011	1111/014
	12/11/2012	1211/014
	14/04/2014	
Next Review:	14/11/2016	



Operational Plan 2014 / 2015

Part 1 - Activities



The development of Blayney Shire Council Integrated Planning and Reporting documents has been managed as a collaborative project of the WBC Strategic Alliance of Councils.

This collaboration has greatly benefited the process and will support these councils working together in the future to ensure the viability and sustainability of their individual councils and communities.



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Message from the Mayor and General Manager

On behalf of the members of the communities of Blayney Shire I am pleased to present the Operational Plan as part of our Integrated Planning and Reporting framework.

Last year the Community came together and developed the Community Strategic Plan - Blayney Shire 2025: All the pieces together. This is the community's plan and will guide the development of Blayney Shire until 2025. To make it happen all sectors across our community will need to work together. Obviously a key community player is the Council but Council alone cannot do everything.

There are a number of key plans linked together to achieve the community aspirations outlined in the Community Strategic Plan. They are:

- The Community Strategic Plan
- Council 4 year Delivery Program
- Council 1 year Operational Plan
- Council's Asset, Financial and Workforce Plans

This **operational plan** deals with the actions and tasks where Council has a role to play and identifies what we plan to do over the next year to help achieve the community's vision for Blayney Shire. The plan shows the varied actions Council undertakes and how we will measure progress. It also identifies the responsibility for completing the work.

There are two parts to the Operational Plan:

Part 1: The Activities – this part outlines specific actions and tasks that council will do

Part 2: The Financials – this part outlines the annual budget, revenue policy, fees and charges and other important financial information

Council looks forward to the successful realisation of goals contained within the Operational Plan.

Blayney Shire Council 2025: Community Strategic Plan

WHAT THE COMMUNITY DETERMINED.....

Our preferred future

(What we want Blayney Shire to be in 2025)

Our Shire of welcoming communities

The many communities of the Shire's town, villages and settlements are supportive and welcoming to those who live here and also those who visit.

Beautiful and productive landscapes

The landscape in which we live is both beautiful and productive.

Rural and mining heritage

Our heritage of rural living amidst agricultural and mining production has taught us much about the nature of these activities and how they can exist in harmony.

Showing the world how agriculture, mining and industry can work together for the greatest good

We are eager to share these lessons and learnings with other communities around the world.

A place to live your dreams

In Blayney Shire there is both space and time to make and live your dreams!

Values

(These are the values that will guide our future choices and the way we work together as a community.)

**With a generosity of spirit we will:
Be inclusive and united
Act honestly and respect each other
Have a “can do” attitude
Think outside the square and
Back ourselves**

Blayney Shire Council 2025: Future Directions

The Blayney Shire Council **2025** Community Strategic Plan provides a strategic framework for Blayney Shire over the next decade and beyond.

The strategic outcomes are grouped into five themes:

- Grow the wealth of the Shire
- A Centre for sports and culture
- Preserve and enhance our heritage and rural landscapes
- Develop and maintain Shire infrastructure
- Develop strong and connected communities
- Leadership.

Question - How does Council help achieve these future directions?

Answer - through our delivery and operational plans

Community Engagement for future funding (Special Rate Variations) and service delivery.

As shown by the community engagement actions in the CSP, Council has determined that to meet the long term future delivery needs of the community that its current levels of funding are not adequate. This has been identified in the Long Term Financial Plan and is based around the shortfall in funds to renew, replace or maintain assets (roads, bridges, buildings, etc.) across the Shire.

Council has been working to reduce the infrastructure backlog and to determine the service levels that the community can accept as it worked through its asset, workforce and financial plans since 2011.

Council and its staff have made changes to how it engages with its community. It has restructured its committees to be predominantly of a community representative nature and to ensure that it is receiving the advice from village committees, sporting groups, business, special interest groups and from a wide community cross section.

Council has been consulting with town and village committees to increase their knowledge of how and why council functions and to provide support to these committees and the residents to promote, enhance and comment on Council's future service and financial delivery.

Council has also commenced the surveying of the community and its staff members to identify priorities and to become aware of how it may enhance its delivery of services both within the rural sector and to the villages. Council has extended this to develop focus groups such as through the Women's Forum and to ask people to register as email participants on the council web site, face book and twitter.

Council has also undertaken research as to the community's ability to meet long term financial commitments and to review how the ratepayers across the Shire are impacted currently and in the future.

To ensure that the community is informed, Council has utilised websites, Facebook and other social media sources, print media, radio and television. Council has also provided information for surveys, special rate variation and other communications in written form and web based. Council has posted community newsletters, surveys and information on special rate variations to ratepayers, households and made these available on its website.

Decisions made by Council for the Special Rate Variation have been made based on the principles of community engagement under this plan and reflect the levels of engagement of Involve, Consult and Inform.

Special Rate Variation decisions and outcomes are contained in the Integrated Planning and Reporting Documents placed on public display and available on the Council's web

site. The Long Term Financial Plan is the principal document that identifies future revenue, funding and asset renewal, replacement or maintenance.

The Path to Financial Sustainability

In June 2012 Council adopted a Financial Strategy to provide direction and context for decision making in the allocation, management and use of Council's financial resources. The Strategy set the parameters within which Council would operate to ensure that Council remained financially stable. The strategy seeks to ensure that Council lives within its means while stating the need to develop actions in consultation with its community to move towards sufficient infrastructure works (maintenance and renewal) to ensure that service levels do not diminish and intergenerational equity is maintained. The strategy also seeks to ensure that Council has sufficient cash flows to remain financially sustainable over the life of the Long Term Financial Plan.

Council's Projected Financial Position

Council's Financial Sustainability Rating is **moderate** while its short to medium term financial capacity is considered to be **negative** with a by the NSW Treasury Corporation ('T-Corp')(2012). Council has:

- a large portfolio of operational and community assets,
- balanced cash flows over 10 years,
- a positive financial asset position within low levels of debt, and
- strong cash holdings that provide capacity to manage normal variations in operational performance or provide opportunity for future investment.

The key to long term financial viability, however, is the operational performance of an organisation. Based on current funding levels Council's pre-capital operating forecast continues to be in deficit around \$2M per annum over the next 10 years after allowing for achievement of the savings program. Furthermore there is a significant underinvestment in asset renewals leading to a growing larger gap in asset backlog– a clearly unsustainable position.

The longer term outlooks shows little sign of improvement. Whilst Council continues with its attempts to increase funds available for capital works, the consumption of assets (depreciation) continues to outstrip the funding available for renewal.

TCorp considers these issues to be significant and could impact the long term financial sustainability of Council. Further ongoing cost controls or securing new or additional revenue in future years is recommended by TCorp to address these issues.

The Division of Local Government (DLG) who has an oversight and monitoring responsibility for local government performance in New South Wales, has also indicated that Council needs to more strongly demonstrate how it intends to achieve financial sustainability over the longer term through its Resourcing Strategy. Council's existing Resource Strategy recognises the asset dilemma faced and that the challenge will require us to either increase our revenue, or make concessions on our services or levels of service.

How we begin to take this issue

Council's endorsed Delivery Plan identifies an deliverable to:

'Maintain a stable and secure financial structure for Council.' (DP6.2.3).

Guidelines set by the Independent Pricing and Regulatory Tribunal (IPART) indicate Councils need to have the conversation with their community about any rates increases in the context of its Delivery Program, Resourcing Strategy and Operational Plans.

Community involvement is required in determining the service levels that are appropriate for the community's needs, and the community's capacity and willingness to pay increased rates.

This revised document reflects an approach and options to address Council's Financial Sustainability. The program includes actions which see a continuation of efficiency gains, improving revenue streams where feasible and consideration of services and service levels. Rates increases are part of the picture and are one measure amongst a range of other actions to improve the long term viability of the Council. Current and proposed additional actions include:

- service and operational reviews and adjustments – such reviews would consider service levels, pricing and productivity measures,
- internal budget harvesting, centrally controlling some expenditure and setting revised revenue and expenditure parameters,
- staff structures, establishment levels and delivery methods,
- continued redistribution of capital funds into renewal rather than creation of new assets,
- fees for services,
- asset rationalisation,
- review of subsidisation, grants and donations,
- entrepreneurial and shared service options,
- preparation for potential rate increase application.

How we involve the community

It is far better that these actions happen now to curb the trend toward longer term decline, and to minimise any impact on services to the community. It is important the community are informed of the longer term financial position of the Council, and that they are involved in decisions made about actions to manage it.

Council will continue to review its Delivery Program, Resourcing Strategy and Operational Plan (including Budget) to factor in a financially sustainable target for the organisation and to ensure our operating budget is in balance yet work towards addressing the asset backlog while keeping *'Intergenerational Equity'* with maintenance of our assets. Strategies to achieve this must be affirmed with the community, and the conversation has started and will need to commence again almost immediately.

Council will continue to work with the community in addressing this dilemma.

CONSULTATION AND COMMUNICATION

A financial sustainability target has been set as part of Council's Integrated Planning and Reporting documents and further consultation around financial sustainability will feed into community engagement processes for the Delivery Program, Resourcing Strategy and Operational Plan.

Engagement will need to result in a position from the community on how Council is to achieve long term financial sustainability. The conversation with the community is likely to be iterative to consider community views on services and willingness to pay or seek alternatives to funding priorities. Council has resolved to present further SRV proposals to the community as resolved at its November 2013 meeting.

THE FIRST PHASE OF OUR PATH TO FINANCIAL SUSTAINABILITY**The Process**

Over the last 18 months Blayney Shire Councillors and the staff have been undertaking a detailed review of the future direction of Council and the level of services required, to ensure that the Shire roads, bridges, buildings, parks and ovals and community service levels are maintained at a high level. Council's review has recently been confirmed at village meetings and by the community survey that was undertaken where the respondents identified that roads, bridges, and recreational facilities are a high priority to this community.

Based on the resolution of Council at its meeting held 11 November 2013 (shown below), Council has undertaken a detailed review of its assets and has inspected the bridges, the roads, footpaths and buildings to identify unfunded maintenance works. This review is part of the Integrated Planning and Reporting (IP&R) requirements of the NSW Government and has required Councillors to take a detailed look at the organisation and to ensure that it is heading in the direction that residents, identified in the development of the IP&R (community direction) documents. Under these rules, Council is going to the community to seek advice on the revised ten year program that acknowledged what the community wanted and to provide advice to the community on the delivery of those items, review the conditions of its assets (roads, bridges, footpaths, buildings etc.), to determine its workforce and to produce a budget that could fund the works and services for ten years.

The work undertaken in the review of the assets, budgets and the IP&R documents has highlighted that Council due to rate pegging over many years has fallen behind in what it can afford. Without a Special Rate Variation (SRV) we will continue to fall further behind and our roads, bridges and other service areas will continue to deteriorate and become unusable.

The Council has undertaken consultation with the community about introducing a Special Rate Variation (SRV) and has discussed the acceptable level the community can afford and the expected level of service they require Council to meet into the future. Council had discussed and determined that it would present to the community the basis

of a SRV and to allow the community to give feedback on the level of service that they believe is acceptable. A community survey was conducted that identified service levels and item importance.

Council has also undertaken an independent review of the SRV to determine if the community can afford the SRVs proposed and to identify groups that may be disadvantaged by such an increase.

Based on the IP&R process and the independent review undertaken by the Western Research Institute at Bathurst, the following permanent SRV options were presented to the community;

1. Reduced Services Model - 3.3% being the proposed rate cap each year (current situation) for all rating categories. This is subject to variation by IPART annually and the rate cap percentage may vary from 3.3%.
2. Maintained Services Model – 10.0% per annum over 4 years (cumulative and permanent) for all rating categories which includes the rate cap proposed by IPART annually.
3. Road to Infrastructure Improvement Model -15% per annum over 6 years (cumulative and permanent) for all rating categories which includes the rate cap proposed by IPART annually.

Council has also sought a financial sustainability assessment by NSW Treasury based on the Road to Infrastructure Improvement Model.

The proposed models have been discussed with the community, and that the information has been made available to inform the residents of the limitations to future budgets around each service model. The community has expressed an expectation that the elected Councillors will ensure that assets are maintained to a reasonable standard and that improvements are made to reduce long term deterioration. A SRV is required to ensure that we do not down grade assets and those services will be available to future generations.

To ensure that the Community was aware of the proposed special rate variations being considered, Council held 9 community meetings and one requested meeting with the NSW Farmers between 15 and 31 October 2013.

The community was provided with an overview of the special rate variations and Council's reasoning for consideration of the need for these. A handout was provided to all community members and the community was encouraged to ask questions on the SRV.

Council has also provided information on its website, Facebook and Twitter accounts and has included the SRV in the community newsletter posted to all ratepayers. The SRV has also been reported in the local media. Further, Council placed a rates calculator on its website to assist ratepayers to assess its impact.

Council provided attendees with the simple survey results from the village community meetings held up to 24th October that indicated:

- 45% were in favour of the 15% variation over 6 years
- 35% were in favour of the 10% variation over 4 years
- 22% were in favour of the 3.3% variation (current rate peg)
- 3% were informal

The meeting with NSW Farmers saw an overwhelming majority of attendees in favour of the 3.3% variation (current rate-peg).

The Outcome

Council considered the discussion held at the community meetings and the advice from the survey taken at the meetings at a workshop on Monday 4th November. This workshop was to consider the level of special rate variation and the report submitted by Western Research Institute as to the affordability of the rates for all people living in Blayney Shire. This has been further compared to the survey results from the community as to what they want to see for the shire and how they believe the current situation exists.

At its Ordinary meeting held 11 November 2013 Council resolved the following:

1. *That Council apply to IPART for a Special Rate Variation of 6% across all rating categories for 2 years starting 2014/2015 financial year excluding existing Special Rate Variations in place;*
2. *That Council modifies its Long Term Financial Plan to project rate increases of 6% for Farmland rate category and 10% for all other categories, excluding existing Special Rate Variations in place, for 4 years starting financial year 2016/2017;*
3. *That Council undertake a review of the rating structure to combine rate groups and review the base rate for the new rate descriptions;*
4. *That Council provide advice through the local media and councils newsletters as to the decision of Council on the special rate variation; and*
5. *That Council work with Village committees and NSW Farmers to consider, review and develop the future special rate variation from 2016/2017.*

Where the funds will be spent

Funding from the proposed permanent 2 year 6% p.a. Special Rate Variation will be focussed upon the Asset and Infrastructure Renewal programs incorporating the Village Enhancement program

	2014/15 (\$'000)	2015/16 (\$'000)
Income		
Special Rate variation permanent 6%p.a. 2 years	147	433
Expenditure (Capital)		
Asset and Infrastructure Renewals incorporating Village Enhancement Program	147	433

Note: This Special Rate Variation is part of a longer term funding model for asset renewals. Council's Long Term Financial Plan shows more detail of this 10 year strategy. In the event that Council must deliver services under the Reduced Services model a review of loan borrowings, funding from reserves in conjunction with a service delivery review will be required.

CONCLUSION

Financial Sustainability is a key focus for local government reform. Council has recognised the need to address our long term financial outlook through implementing a number of measures in the past, including a Financial Sustainability Strategy. Actions in addition to our savings program are needed to achieve long term financial sustainability, to ensure that the standard of Councils public assets are fit for purpose over the medium to long term.

Council has sought to address this challenge in the short term with an approach that balances community affordability with financial sustainability for service delivery and maintenance of community assets. The following approach to financial sustainability has been proposed:

- 2 year permanent Special Rate Variation of 6% across all rate categories, excluding existing special rate variations in place.

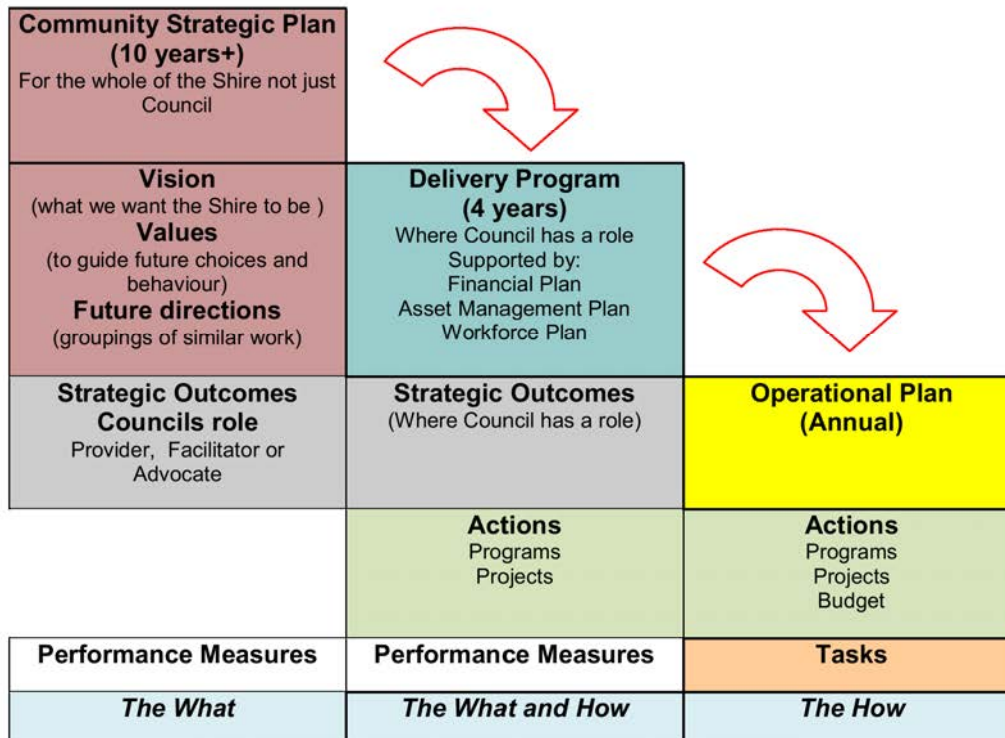
These additional funds will assist Council to ramp up its asset renewal programs with a view to addressing the funding gap and provide for village enhancement.

Council will also seek to commence work on the next phase of its path to financial sustainability with a community engagement program consulting the community on funding and services in the medium to long term.

N.B. This page has been updated since adoption to correct the details and figures disclosed above to align with the LTFP. The figures used are forecasts available at the time and are subject to variation until adoption of the Operational Plan for the respective year.

Introduction – What is the Operational Plan?

The **Operational Plan 2014 - 2015** completes the planning documents and details the activities to be undertaken and the financial requirements to deliver the commitments of the Community Strategic Plan and Delivery Program. This three tiered process ensures that there are clear links between the long term goals of the community and the activities of Council. The diagram below demonstrates these linkages:



The Operational Plan has two parts:

Part One – The Activities – detailing how Council will do things during this financial / operating year.

Part Two – The Financials including Fees and Charges – detailing the budget and associated financial data for this financial / operating year.

OPERATIONAL PLAN PART ONE – THE ACTIVITIES

Understanding the plan layout (s) – the red text are examples

Community Strategic Plan.....leads into the Delivery Plan.....leads into the Operational Plan.....supported by the Resourcing Plans

Future direction	Council role	Responsible Manager	Department		
A future direction from the Community Strategic Plan <i>CSP 1: Grow our culture and community</i>	The roles Council undertakes when seeking to achieve the future direction <i>Provider</i>	Manager responsible for delivering the work <i>Manager Operational Services</i>	The department of Council with responsibility <i>Engineering Services</i>		
Strategic outcome <i>CSP 1.1 Beautiful towns and villages with historic assets are cared for and preserved</i>					
Linkage to other plans <i>Link to NSW Plan - Goal 27 Enhance cultural, creative, sporting and recreation opportunities</i>					
	Delivery year <i>which year will the work be done</i>				
Actions (in the delivery plan)	2014/15	2015/16	2016/17	2017/18	Resourcing
The work to be done to achieve the outcome. Will usually be a Council program or a specific project. <i>DP 1.1.1 the beauty and functionality of the parks are maintained</i>	X	X	X	X	This section can include <ul style="list-style-type: none"><i>Budgeted funds</i><i>Staffing</i><i>Any other resources e.g. plant and equipment, contracts</i>
Tasks (in operational plan)	1 st	2 nd	3 rd	4 th	Resourcing
	<i>Which quarter the tasks will be done</i>				
<i>OP 1.1.1a Build a new toilet block in Whattie Park</i>	√	√	√	√	Budget Employee time

Note – the Future Directions, strategies, actions and then tasks are aligned with the same numbering system to allow easy reference e.g. CSP 1, CSP 1.1, DP 1.1.1 OP 1.1.1a

Future Direction 1 – Grow the Wealth of the Shire

STRATEGIC OUTCOME 1.1: A VIABLE AGRICULTURAL SECTOR WITH NICHE OPPORTUNITIES AND PRODUCTS COUPLED WITH LIFESTYLE.

DP1.1.1 Action	Maintain and strengthen partnerships with organisations responsible for natural resource management.	Responsible Department			
		Planning and Environmental Services			
OP 1.1.1a Task	Ongoing liaison and support and participating with local CMA's and Landcare groups	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
		Performance Measure			
OP 1.1.1b Task	Ongoing liaison, support and participation in CENTROC	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
		Performance Measure			
DPES	Responsible Officer	Meetings attended.			
		Partnership activities undertaken			
DPES	Responsible Officer	Meetings and on-going initiatives			

		undertaken.
DP1.1.2 Action	Promote sustainable development and protection of our natural resources through the planning system.	Responsible department Planning and Environmental Services

OP 1.1.2a Task	Disseminate information to the community as it becomes available	Quarter to be delivered			
		1st	2nd	3rd	4th
		✓	✓	✓	✓
	Responsible Officer	Performance Measure			
	DPES	<ul style="list-style-type: none"> Information disseminated to the public 			

DP1.1.3 Action	Ensure planning activities support long term sustainability of agricultural sector	Responsible Department Planning and Environmental Services
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OP 1.1.3a Task	Completion BSC specific amendments to DCP and have adopted by Council.	Quarter to be delivered			
		1st	2nd	3rd	4th
		✓	✓	✓	✓
	Responsible Officer	Performance Measure			
	DPES	<ul style="list-style-type: none"> Ongoing maintenance and review of BLEP 2012 and DCP 			

OP 1.1.3b Task	Provide technical advice/planning advice to sector as required.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
Responsible Officer		Performance Measure			
DPES		• Provision of advice as requested.			

DP1.1.4 Action	Explore and promote opportunities for Agricultural value adding industries	Responsible department
		Corporate Services

Task	Seek funding opportunities for production of economic development strategy	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓		
Responsible Officer		Performance Measure			
DCS		• Grant application lodged.			

STRATEGIC OUTCOME 1.2 A THRIVING MINING INDUSTRY THAT SUPPORTS AND WORKS WELL WITH THE COMMUNITY

DP1.2.1 Action	Manage the development of mining as it develops in the Shire in order to preserve sustainable industrial diversity into the future.	Responsible department			
		Planning and Environmental Services			

OP 1.2.1a Task	Quarter to be delivered			
	1 st	2 nd	3 rd	4 th
	✓	✓	✓	✓
Responsible Officer		Performance Measure		
DPES		• Meetings and interaction undertaken		

OP 1.2.1b Task	Address issues in Council's response to any proposed mining activities in Blayney Shire.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
	Responsible Officer	Performance Measure			
	DPES	• Provision of assistance as required.			

DP1.2.2 Action	Improve transport linkages across the Local Government Area to support the mining industry	Responsible department General Manager, Infrastructure Services, Planning and Environmental Services			
OP 1.2.2a Task	Provide for the upgrade of road linkages throughout the Shire.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
	Responsible Officer	Performance Measure			
	DIS	• Projects completed on time and within budgetary constraints.			
OP 1.2.2b Task	Advocate the upgrading of the Blayney – Demondrille Railway to support the transport of bulk materials to/from the Blayney Local Government Area.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
	Responsible Officer	Performance Measure			
	GM, DIS	• Meetings and interaction undertaken			

OP 1.2.2c Task	Actively lobby all levels of government for support for the Cadia Valley Operations and future mining projects.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
	Responsible Officer	Performance Measure			
	DIS, DPES	• Representations and contact made by Council.			
DP1.2.3 Action	Build meaningful relationships between the mining industry and community	Responsible department			
		General Manager, Planning and Environmental Services			
OP 1.2.3a Task	Participate in meetings of the Association of Mining Related Councils.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
	Responsible Officer	Performance Measure			
	GM	• Attendance at meetings			

OP 1.2.3b Task	Participate in individual Mine Community Consultative Committee Meetings.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
		Performance Measure			
Responsible Officer		• Attendance at meetings, communication of meeting outcomes to Council			
DPES					

OP 1.2.3c Task	Actively contribute to Cadia Mine Communities initiatives	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
		Performance Measure			
Responsible Officer		• Provide information to community groups, as appropriate.			
DPES					

**STRATEGIC OUTCOME 1.3: A WELL ESTABLISHED, CONNECTED AND PROSPEROUS
TOURISM INDUSTRY**

DP1.3.1 Action	Implement Blayney Shire Tourism Plan	Responsible Department			
		Corporate Services			

OP 1.3.1a Task	Develop and market tourism products	Quarter to be delivered			
		1st	2nd	3rd	4th
		√	√	√	√
	Responsible Officer	Performance Measure			
	DCS	<ul style="list-style-type: none"> Participation in marketing campaigns. 			

OP 1.3.1b Task	Identify new and developing products and commercial opportunities	Quarter to be delivered			
		1st	2nd	3rd	4th
		√	√	√	√
	Responsible Officer	Performance Measure			
	DCS	<ul style="list-style-type: none"> Work with state agencies to develop opportunities 			

OP 1.3.1c Task	Implement the tourism/visitor strategy for Blayney Shire that increases visitation and length of stay and yield	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
Responsible Officer		Performance Measure			
DCS		• Develop relationships with tourism operators			

DP1.3.2 Action	Develop a structure needed to effectively support and grow tourism and local business	Responsible Department			
		Corporate Services			

OP 1.3.2a Task	Engage with tourism and business groups to build relationships and develop concept.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
Responsible Officer		Performance Measure			
DCS		• Meetings held			

STRATEGIC OUTCOME 1.4 AN INTERNATIONALLY RECOGNISED BRAND FOR BLAYNEY SHIRE

DP1.4.1	Work with the community and organisations within the region to develop a recognised brand for Blayney Shire.	Responsible department
Action		Corporate Services

OP 1.4.1a Task	Seek partners and funding for brand development.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓		
Responsible Officer		Performance Measure			
DCS		• Partners and Funding sought.			

**STRATEGIC OUTCOME 1.5: SUSTAINABLE WATER, ENERGY AND TRANSPORT SECTORS TO
SUPPORT FUTURE GROWTH**

DP1.5.1 Action	Advocate for increased funding for transportation assets through Federal and State programs	Responsible department	General Manager, Infrastructure Services			
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OP 1.5.1a Task	Meet with Australian and NSW Government Transport Department representatives on a regular basis.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
	Responsible Officer	Performance Measure			
	GM & DIS	• Representations made by Council.			

OP 1.5.1b Task	Attend Roads and Maritime Services Regional Consultative Committee and Public Engagement Group (PEG) meetings on a regular basis.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
		Performance Measure			
		DIS			
	• Meetings attended.				

DP1.5.2 Action		Promote sustainable energy development/use within the Shire		Responsible department Planning and Environmental Services			
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OP 1.5.2a Task		Provide information to public regarding sustainable energy practices e.g. BASIX		Quarter to be delivered			
				1 st	2 nd	3 rd	4 th
				✓	✓	✓	✓
		Responsible Officer		Performance Measure			
		DPES		• Information provided to public.			

STRATEGIC OUTCOME 1.6 A VIBRANT LOCAL RETAIL AND BUSINESS SECTOR							
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DP1.6.1 Action		Seek opportunities to build a vibrant local retail and business sector		Responsible department Planning and Environmental Services			
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OP 1.6.1a Task		Seek partners and funding for project development.		Quarter to be delivered			
				1 st	2 nd	3 rd	4 th
							✓
		Responsible Officer		Performance Measure			
		DPES		• Partners and Funding sought.			

DP1.6.2 Action		Build and retain relationships with Government bodies and NGO's to assist small business.		Responsible department Corporate Services			
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OP 1.6.2a Task	Engage with small business assistance government bodies and develop concept.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
Responsible Officer		Performance Measure			
DCS		• Meetings held • No. of activities in Shire			

DP1.6.3 Action	Support and encourage the establishment or expansion of local businesses	Responsible department Corporate Services			
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OP 1.6.3a Task	Develop promotional package with shire information on business development.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
Responsible Officer		Performance Measure			
DCS		• No. of enquiries.			

DP1.6.4	Develop an environment that will attract technology or internet based industry to come to Blayney	Responsible department			
Action		Corporate Services			
OP 1.6.4a Task	Consult with NBN Co on roll out of better internet services across Blayney Shire	Quarter to be delivered			
		1st	2nd	3rd	4th
					✓
		Performance Measure			
	Responsible Officer				
	DCS	<ul style="list-style-type: none"> Discussions held 			

FUTURE DIRECTION 2: A CENTRE FOR SPORTS & CULTURE

STRATEGIC OUTCOME 2.1: CULTURAL AND SPORTING EVENTS ARE COORDINATED AND RESOURCED

DP2.1.1 Action	Encourage development of a calendar of sport and cultural events	Responsible department			
		Corporate Services			
OP 2.1.1a Task	Website development to accommodate calendar maintenance by groups.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
				✓	✓
		Performance Measure			
		Responsible Officer DCS <ul style="list-style-type: none"> Website upgrade. 			

DP2.1.2 Action	Engage with key groups and organisations with a view to developing community partnerships for conducting activities and programs	Responsible department			
		Corporate Services			
OP 2.1.2a Task	Build relationships and meet with key organisations and groups.	Quarter to be delivered			
		1st	2nd	3rd	4th
				√	√
		Performance Measure			
OP 2.1.3a Task	Consultation through a Youth panel in partnership with Blayney High School on Youth Week activities and other matters as they arise.	Quarter to be delivered			
		1st	2nd	3rd	4th
		√	√	√	√
		Performance Measure			
DP2.1.3 Action	Engage with the Shire youth to facilitate progress and activities across the Shire	Responsible department			
		Corporate Services			
OP 2.1.3a Task	Consultation through a Youth panel in partnership with Blayney High School on Youth Week activities and other matters as they arise.	Quarter to be delivered			
		1st	2nd	3rd	4th
		√	√	√	√
		Performance Measure			
OP 2.1.3a Task	Consultation through a Youth panel in partnership with Blayney High School on Youth Week activities and other matters as they arise.	Responsible Officer			
		DCS			
OP 2.1.3a Task	Consultation through a Youth panel in partnership with Blayney High School on Youth Week activities and other matters as they arise.	Performance Measure			
		<ul style="list-style-type: none"> Consultation with youth panel members of Blayney Shire. 			

OP 2.1.3b Task	Youth activities held in Shire during Youth Week.	Quarter to be delivered			
	Responsible Officer	1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
DCS	Responsible Officer	Performance Measure			
		• Grant submission and acquittal completed in accordance with requirements.			

DP2.1.4 Action	Work proactively with the community groups to assist with event management	Responsible department			
		General Manager			

OP 2.1.4a Task	Develop a how to guide to conduct community events	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
	Responsible Officer			✓	
GM	Responsible Officer	Performance Measure			
		• Guide to organising community events available.			

OP 2.1.4b Task	Review and update Council policy for holding events at Council facilities.				Quarter to be delivered			
	Responsible Officer				1 st	2 nd	3 rd	4 th
					✓	✓	✓	✓
GM					Performance Measure			
					• Policy review and updated.			

DP2.1.5 Action	Encourage and facilitate an active and healthy community by developing accessible programs through CentrePoint and local sporting groups.	Responsible Department			
		General Manager, Planning and Environmental Services, Infrastructure Services, Corporate Services			

OP 2.1.5a Task	Provide a broad range of quality sport & leisure opportunities for Shire residents.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
	Responsible Officer		✓	✓	✓
DPES		Performance Measure			
		• Continued community promotion of healthy living.			

OP 2.1.5b Task	Provide and maintain active and passive recreation facilities for the shire communities	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
		Performance Measure			
		• Maintenance to be provided in accordance with Council's adopted Asset Management Plan.			
Responsible Officer					
DIS & DCS					

STRATEGIC OUTCOME 2.2: STRONG PARTICIPATION IN SPORTING EVENTS AND COMPETITIONS

DP2.2.1 Action	Encourage active participation in sport	Responsible Department			
		Corporate Services			
OP 2.2.1a Task	Participate in programs and maintain Council membership to Western Region Academy of Sport	Quarter to be delivered			
		1st	2nd	3rd	4th
		✓	✓	✓	✓
		Performance Measure			
	Responsible Officer				
	DCS	• Membership renewed			
OP 2.2.1b Task	Continue partnership in Sports Award Program to encourage participation at representative level.	Quarter to be delivered			
		1st	2nd	3rd	4th
		✓	✓	✓	✓
		Performance Measure			
	Responsible Officer				
	DCS	• Sports awards issued.			

DP2.2.2 Action	Establish and support a community based representative body for sporting groups.	Responsible Department Infrastructure Services			
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OP 2.2.2a Task	Establish Council and develop Terms of Reference/Constitution. For the collation of information to be used to develop Parks & Gardens Asset Management Plan.	Quarter to be delivered			
		1st	2nd	3rd	4th
		✓			
		Performance Measure			
Responsible Officer					
DIS		• Meetings conducted with strong attendance rates.			

OP 2.2.2b Task	Provide funding for sporting group development projects.	Quarter to be delivered			
		1st	2nd	3rd	4th
		✓		✓	
		Performance Measure			
Responsible Officer					
DIS		• Grant applications take up available funding.			

OP 2.2.2c Task	Develop relations with NSW Sport & Recreation and apply annually for grants to increase recreational activities in Blayney Shire.	Quarter to be delivered			
		1st	2nd	3rd	4th
		✓	✓	✓	✓
		Performance Measure			
Responsible Officer					
DIS		• Funding made available.			

STRATEGIC OUTCOME 2.3: BLAYNEY SHIRE- A CENTRE FOR ARTS, PERFORMANCE AND ENTERTAINMENT.

DP2.3.1	Encourage participation and continue relationships with music organisations	Responsible Department
Action		Corporate Services

OP 2.3.1a Task	Participate in programs and maintain Council's membership to Regional Music Programs	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
		Performance Measure			
		Responsible Officer			
	DCS	• Membership renewed.			

OP 2.3.1b Task	Continue partnership in the Blayney Shire Music Scholarship program with regional partners	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
	Responsible Officer	Performance Measure			
	DCS	• Music scholarships awarded.			

DP2.3.2 Action	Develop partnerships with other arts organisations to assist to deliver arts and cultural activities	Responsible Department				
		Corporate Services				
OP 2.3.2a Task	Actively support and promote the Arts OutWest division of NSW Ministry of the Arts.	Quarter to be delivered				
		1st	2nd	3rd	4th	
		✓	✓	✓	✓	
		Performance Measure				
	Responsible Officer					
	DCS	<ul style="list-style-type: none"> Programs promoted in the Shire 				
DP2.3.3 Action	Encourage the use of the Blayney Shire Community Centre as a facility for Arts and Culture.	Responsible Department				
		Corporate Services				
OP 2.3.3a Task	Develop marketing and promotional information for website and distribution to promote use of the facility	Quarter to be delivered				
		1st	2nd	3rd	4th	
		✓	✓	✓	✓	
		Performance Measure				
	Responsible Officer					
	DCS	<ul style="list-style-type: none"> Marketing and promotional information developed 				

DP2.3.4 Action	Provide library services in Blayney Shire.	Responsible Department Corporate Services			
OP 2.3.4a Task	Maintain and operate Blayney Library	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		√	√	√	√
	Responsible Officer	Performance Measure			
	DCS	<ul style="list-style-type: none">Continued liaison with Central West Libraries on library service.Usage statistics			

FUTURE DIRECTION 3: PRESERVE AND ENHANCE OUR HERITAGE AND RURAL LANDSCAPES

STRATEGIC OUTCOME 3.1: RETENTION OF NATIVE VEGETATION WITH LINKING CORRIDORS

DP3.1.1 Action	Protect and enhance biodiversity, native vegetation, river and soil health.	Responsible Department			
		Planning and Environmental Services			
OP 3.1.1a Task	Assess all DA's with appropriate regard to the minimisation and mitigation of loss or harm to native vegetation	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
		Performance Measure			
		• Proper regard given to native vegetation in DA Assessment/Determination			
Responsible Officer DPES					

OP 3.1.1b Task	Engage with LLS's and Landcare groups to promote value of retention of native vegetation	Quarter to be delivered			
		1st	2nd	3rd	4th
		✓	✓	✓	✓
		Performance Measure			
	Responsible Officer				
	DPES	<ul style="list-style-type: none"> Attendance at meetings and availability of information 			
OP 3.1.1c Task	Mapping and calculate area of remnant native vegetation in Blayney Shire	Quarter to be delivered			
		1st	2nd	3rd	4th
		✓	✓	✓	✓
		Performance Measure			
	Responsible Officer				
	DPES	<ul style="list-style-type: none"> In consultation with Centroc identify remaining native cover mapped in BLEP 2012. 			

DP3.1.2 Action	Facilitate the delivery of more planting on Council owned and controlled land	Responsible Department			
		Infrastructure Services			
OP 3.1.2a Task	Identify suitable planting areas	Quarter to be delivered			
		1st	2nd	3rd	4th
		✓	✓	✓	✓
		Performance Measure			
	Responsible Officer				
	DIS	<ul style="list-style-type: none"> Areas identified and mapped. 			

STRATEGIC OUTCOME 3.2: BIODIVERSITY OF WATER WAYS

DP3.2.1		Responsible department	
Action		Infrastructure Services	
Adopt and implement the Draft Integrated Water Cycle Management Plan (IWCM) Plan.			
OP 3.2.1a		Quarter to be delivered	
Task		1 st	2 nd
Prepare a report for Council consideration to adopt IWCM Plan		✓	
Responsible Officer		Performance Measure	
DIS		<ul style="list-style-type: none"> IWCM Plan adopted 	
DP3.2.2		Responsible Department	
Action		Planning and Environmental Services	
Enhance the community's understanding of biodiversity issues and work towards positive behavioural change.			
OP 3.2.2a		Quarter to be delivered	
Task		1 st	2 nd
Actively participate in local and regional catchment management groups to increase sharing of knowledge and participate in catchment wide projects and programs		✓	
Responsible Officer		✓	
DPEs		✓	
		Performance Measure	
		<ul style="list-style-type: none"> Number of meetings attended 	
		✓	

STRATEGIC OUTCOME 3.3: HERITAGE SITES IN THE NATURAL AND BUILT ENVIRONMENT ARE IDENTIFIED AND UNDERSTOOD

DP3.3.1 Action	Pursue recognition of heritage items in draft LEP 2012.	Responsible department			
		Planning and Environmental Services			
OP 3.3.1a Task	Implement heritage matters adopted in the BLEP 2012	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
	Responsible Officer	Performance Measure			
		DPES			
			• Implement BLEP 2012		
OP 3.3.1b Task	Review and promote Heritage Grants program	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
	Responsible Officer	Performance Measure			
		DPES			
			• Promotion of Heritage Grants program		

OP 3.3.1c Task	Provide quality functional and accessible heritage advice	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
	✓	✓	✓	✓	
Responsible Officer		Performance Measure			
DPES		• Heritage Advisor service available.			

DP3.3.2 Action	Identify items of natural heritage in Blayney Shire.	Responsible department			
		Planning and Environmental Services			

OP 3.3.2a Task	Source funding for natural heritage research and identification	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
	✓	✓	✓	✓	
Responsible Officer		Performance Measure			
DPES		• Apply for grants, as appropriate.			

OP 3.3.2b Task	Quarter to be delivered				
	1 st	2 nd	3 rd	4 th	
	✓	✓	✓	✓	
	Performance Measure				
	Responsible Officer				
	DPES				
	• Public information made available. Number of local grants made.				

STRATEGIC OUTCOME 3.4: SUSTAINABLE LAND USE PRACTICES ACROSS THE SHIRE.

DP3.4.1 Action	Pursue sustainable land use practices based on the protection and restoration of natural resources, innovative land use policies and government and community partnerships.	Responsible department			
		Planning and Environmental Services			
OP 3.4.1a Task	Regularly attend and participate in Local Land Services Authority meetings/workshops	Quarter to be delivered			
		1st	2nd	3rd	4th
		✓	✓	✓	✓
		Performance Measure			
	Responsible Officer				
	DPES	• Maintain regular contact with LLS			
OP 3.4.1b Task	Maintain contact/s through LLS	Quarter to be delivered			
		1st	2nd	3rd	4th
		✓	✓	✓	✓
		Performance Measure			
	Responsible Officer				
	DPES	• Maintain regular contact with local Landcare groups.			

OP 3.4.1c Task	Investigate/review best practice in local government related to sustainable land use practices for urban and rural areas	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
		Performance Measure			
		DPES			
		• Review information as available.			

FUTURE DIRECTION 4: DEVELOP & MAINTAIN SHIRE INFRASTRUCTURE

STRATEGIC OUTCOME 4.1: ADEQUATE PROVISION OF TRANSPORT, ROADS, RAIL, INFORMATION AND COMMUNITY TECHNOLOGIES AND COMMUNITY SOCIAL ASSETS

DP4.1.1 Action	Manage Local Road Network to agreed service levels	Responsible department			
		Infrastructure Services			
OP 4.1.1a Task	Sealed Roads are maintained in accordance with Council's Asset Management Plan and financial constraints.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
		Performance Measure			
		DIS	<ul style="list-style-type: none">Asset inspections undertaken in accordance with Asset Management PlanRehabilitation and maintenance undertaken, as per budget.Construction program, designed and implemented in line with financial constraintsReseal program, as per budget.Record customer issues and monitor response.		

OP 4.1.1b Task	Unsealed roads are maintained in accordance with Council's Asset Management Plan and financial constraints.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
Responsible Officer	DIS	Performance Measure			
		<ul style="list-style-type: none"> Asset inspections undertaken in accordance with Asset Management Plan Gravel re-sheeting program undertaken, as per budget. Length of road maintained (eg. Graded, patched, table drains) for each classification Record customer issues and monitor response times. 			

OP 4.1.1c Task	Bridges and major culverts are maintained in accordance with Council's Asset Management Plan and financial constraints.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
Responsible Officer	DIS	Performance Measure			
		<ul style="list-style-type: none"> Asset inspections undertaken in accordance with Asset Management Plan. Record customer issues and monitor response times. 			

DP4.1.2 Action	Manage Regional and State Road Network to agreed service levels	Responsible department Infrastructure Services			
OP 4.1.2a Task	Sealed Roads are maintained in accordance with Council's Asset Management Plan (Regional), Routine Maintenance Council Contract (State) and financial constraints.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
	Responsible Officer	Performance Measure			
	DIS	<ul style="list-style-type: none"> Asset inspections undertaken in accordance with Asset Management Plan (Regional) Asset inspections undertaken in accordance with RMCC (State) Construction program designed and implemented in line with financial constraints Record customer issues and monitor response times. 			

DP4.1.3 Action	Ensure Ancillary Road facilities are serviceable and in line with current standards e.g. footpaths, cycleways, kerb and gutter, bus stops etc.	Responsible department Infrastructure Services
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OP 4.1.3a Task	Footpaths and cycle ways are provided to meet the needs of pedestrians within financial constraints	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
		Responsible Officer		Performance Measure	
		DIS	<ul style="list-style-type: none">• Asset inspections undertaken in accordance with Asset Management Plan.• Construction and maintenance program designed and completed as per budget constraints.• Record customer issues and monitor response times.		

OP 4.1.3b Task	Kerb and gutter is provided in accordance with Council's Asset Management Plan.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
	Responsible Officer	Performance Measure			
	DIS	<ul style="list-style-type: none"> Asset inspections undertaken in accordance with Asset Management Plan Construction program designed and implemented in line with financial constraints Construction program designed and implemented as per budget constraints. Record customer issues and monitor response times 			

OP 4.1.3c Task	Parking areas provided in accordance with Council's Asset Management Plan.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
	Responsible Officer	Performance Measure			
	DIS	<ul style="list-style-type: none"> 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 			

OP 4.1.3d Task	Bus facilities are provided for new residential and rural residential estates, in accordance with Council's Section 94 Plans.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
		Performance Measure			
OP 4.1.3e Task	Traffic facilities are provided, in accordance with Council's Asset Management Plan, to enhance road safety.	Conditions applied to Development Applications			
		Responsible Officer			
		DIS			
		Performance Measure			
OP 4.1.3e Task	Traffic facilities are provided, in accordance with Council's Asset Management Plan, to enhance road safety.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
		Performance Measure			
OP 4.1.3e Task	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 and Maintenance program developed in line with financial constraints.			
		Record customer issues and monitor response times.			
		Responsible Officer			
OP 4.1.3e Task	Traffic facilities are provided, in accordance with Council's Asset Management Plan, to enhance road safety.	DIS			
		Performance Measure			
		Asset inspections undertaken in accordance with Asset Management Plan.			
		Construction and Maintenance program developed in line with financial constraints.			
OP 4.1.3e Task	Traffic facilities are provided, in accordance with Council's Asset Management Plan, to enhance road safety.	Record customer issues and monitor response times.			
		Responsible Officer			
		DIS			
		Performance Measure			

OP 4.1.3f Task	Street lighting requested is provided to meet the needs of road users and reduce Council's costs.		Quarter to be delivered			
			1st	2nd	3rd	4th
	Responsible Officer		✓	✓	✓	✓
	DIS		Performance Measure			
			<ul style="list-style-type: none"> Compliance within Australian Standards is maximised as funding permits. 			
OP 4.1.3g Task	Street cleaning is undertaken, as required.		1st	2nd	3rd	4th
			✓	✓	✓	✓
	Responsible Officer		Performance Measure			
	DIS		<ul style="list-style-type: none"> Street cleaning program is developed and implemented. 			

DP4.1.4 Action	Source road making materials in an environmentally responsible manner	Department Responsible			
		Infrastructure Services			

OP 4.1.4a Task	Ensure compliance with legislation pertaining to operation of gravel pits	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
		Performance Measure			
		<ul style="list-style-type: none">• Audit of quarries to ensure compliance.• Performance reports developed to identify legislative requirements.			
DIS					
Responsible Officer					

OP 4.1.4b Task	Manage contractors engaged in the processing of making road building materials to ensure legislative compliance.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
		Performance Measure			
		DIS			
		• Review Contractors and Performance			

OP 4.1.4c Task	Road building materials stocks are maintained at a level to ensure timely supply for works.		Quarter to be delivered			
	Responsible Officer	DIS	1 st	2 nd	3 rd	4 th
			✓	✓	✓	✓
			Performance Measure			
			• Stockpile levels are monitored on a regular basis. • Road building materials availability is lined to works.			

OP 4.1.4d Task	Closed gravel pits are rehabilitated		Quarter to be delivered			
	Responsible Officer	DIS	1 st	2 nd	3 rd	4 th
			✓	✓	✓	✓
			Performance Measure			
			• Pit Management Plans are developed			

OP 4.1.4e Task	Road building supplies are sought to ensure future needs are met.		Quarter to be delivered			
	Responsible Officer	DIS	1 st	2 nd	3 rd	4 th
			✓	✓	✓	✓
			Performance Measure			
			• New road building supply sources are identified.			

DP4.1.5 Action	Implement the Blayney Shire Council Asset Management Plans	Responsible Department Infrastructure Services			
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OP 4.1.5a Task	Data for the Asset Management Plan is collected in a timely manner	Quarter to be delivered			
	Responsible Officer	1 st	2 nd	3 rd	4 th
	DIS	✓	✓	✓	✓
		Performance Measure			
		<ul style="list-style-type: none">Information recorded in the asset management system.Asset Management Plan is maintained and up to date.			

OP 4.1.5b Task	Programs are developed in accordance with Transportation Asset Management Plan principles.	Quarter to be delivered			
	Responsible Officer	1 st	2 nd	3 rd	4 th
	DIS	✓	✓	✓	✓
		Performance Measure			
		<ul style="list-style-type: none">Works programs are developed utilising data and principles from the Roads Asset Management Plan			

DP4.1.6 Action	Seek additional grant funding for construction and maintenance of roads and associated facilities	Responsible Department Infrastructure Services				
OP 4.1.6a Task	Funding opportunities are identified and applications are prepared and submitted for funding on a yearly basis.	Quarter to be delivered 1 st 2 nd 3 rd 4 th				
		Performance Measure • Applications are submitted in full and on time				
		Responsible Officer DIS				
OP 4.1.6b Task	Applications are prepared and submitted for funding under Government programs as they arise	Quarter to be delivered 1 st 2 nd 3 rd 4 th				
		Performance Measure • Applications are submitted in full, and on time				
		Responsible Officer DIS				

OP 4.1.6c Task	Representations are made through the local State and Federal Members of Parliament for assistance to obtain additional funding for significant projects.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
	Responsible Officer	✓	✓	✓	✓
		Performance Measure	• Details of representations made are recorded including outcomes		
DP4.1.7 Action	Plan for future transport and road infrastructure to service future needs	Responsible Department Infrastructure Services			
OP 4.1.7a Task	Road network and supporting facilities are analysed to identify opportunities for development within Transportation Asset Management Plan.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
	Responsible Officer	✓			
		Performance Measure	• Projects identified for further investigation		

OP 4.1.7b Task	Projects are scoped and designed to a "job ready" state for when funding opportunities arise	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
			✓	✓	
Responsible Officer		Performance Measure			
DIS		• A suite of suitable projects have documentation prepared			

DP4.1.8 Action	Investigate opportunities for stormwater harvesting and reuse	Responsible Department			
		Infrastructure Services, Planning and Environmental Services			

OP 4.1.8a Task	Projects are scoped from stormwater management plan(s) and funding applications submitted	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
Responsible Officer		Performance Measure			
DIS, DPES		• Projects identified and scoped • Successful grant applications			

DP4.1.9 Action	Apply the principles of Water Sensitive Urban Design (WSUD) to stormwater management	Responsible Department			
		Infrastructure Services, Planning and Environmental Services			
OP 4.1.9a Task	WSUD principles considered as part of development process and implemented were benefits are identified.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
		Performance Measure			
OP 4.1.9b Task	Develop a WSUD policy in relation to development and Council works	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
		Performance Measure			
Responsible Officer	DIS, DPES	<ul style="list-style-type: none"> Community Participation Policy developed in line with LLS/Salinity and Water Quality Alliance guidelines. 			

DP4.1.10 Action	Prepare Stormwater Management Plans	Responsible Department			
		Infrastructure Services, Planning and Environmental Services			

OP 4.1.10a Task	Prepare and implement stormwater strategic management plan to reduce impacts of stormwater quality and quantity on the local environment.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
Responsible Officer		Performance Measure			
DIS, DPES		• Millthorpe Stormwater Strategic Management Plan completed.			

DP4.1.11 Action	Maintain cemeteries in accordance with the community's needs and expectations.	Responsible department			
		Infrastructure Services & Planning and Environmental Services			

OP 4.1.11a Task	Maintain Cemetery Records in accordance with adopted procedures	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
Responsible Officer		Performance Measure			
DPES		• Cemetery records up to date • Burial permits and approvals for monumental work issued			

OP 4.1.11b Task	Draft in preparation – to Council 2014	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
					✓
	Responsible Officer	Performance Measure			
	DPES	<ul style="list-style-type: none">Draft Cemetery Management Plan completed and with Cemetery Forum for adoption.Consultation conducted			

OP 4.1.11c Task	Maintain cemeteries within available funding levels	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
	Responsible Officer	Performance Measure			
	DPES	<ul style="list-style-type: none">Record customer issues and monitor response times			

DP4.1.12 Action	Identify surplus Council owned assets for possible sale to be invested in infrastructure reserve.	Responsible department Infrastructure Services, Planning and Environmental Services, Corporate Services			
OP 4.1.12a Task	Undertake review of Council assets to identify those surplus to requirements	Quarter to be delivered			
		1st	2nd	3rd	4th
		✓	✓	✓	✓
	Responsible Officer DPEs, DIS	Performance Measure • Review on Annual Basis			
OP 4.1.12b Task	Proceeds from sale of surplus Council assets restricted for future infrastructure purpose (i.e. Infrastructure Reserve)	Quarter to be delivered			
		1st	2nd	3rd	4th
				✓	✓
	Responsible Officer DCS	Performance Measure • Funds transferred.			
DP4.1.13 Action	Maintain and improve Council owned building assets	Responsible Department Planning and Environmental Services, Infrastructure Services			
OP 4.1.13a Task	Plan completed – maintenance program on-going	Quarter to be delivered			
		1st	2nd	3rd	4th
		✓	✓	✓	✓
	Responsible Officer DIS	Performance Measure • Asset Management plan adopted.			

STRATEGIC OUTCOME 4.2 EVERY VILLAGE IS CONNECTED TO WATER AND SEWERAGE SERVICES

DP4.2.1 Action	Maintain the availability and quality of water for use in rural areas	Responsible department			
		Infrastructure Services			
OP 4.2.1a Task	Manage the water supply bores in rural locations to provide a secure "non potable" supply of water to the Shire.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		√	√	√	√
		Performance Measure			
	Responsible Officer	<ul style="list-style-type: none"> Maintain bore licences and comply with conditions 			
	DIS				
OP 4.2.1b Task	Meet with Central Tablelands Water representatives on a regular basis	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		√	√	√	√
		Performance Measure			
	Responsible Officer	<ul style="list-style-type: none"> Meetings attended 			
	DIS				

OP 4.2.1c Task	Participate in Centroc Water Utilities Alliance	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
Responsible Officer		Performance Measure			
DIS		• Meetings attended.			

DP4.2.2 Action	Ensure Sewerage Treatment Plants are able to meet needs of the Blayney Shire	Responsible department			
		Infrastructure Services			

OP 4.2.2a Task	Manage treatment plant to effectively treat raw sewage.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
Responsible Officer		Performance Measure			
DIS		• Ensure compliance with licence requirements.			