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Blayney Shire Council



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Our ref: R13/0029 Out - 22524

29 May 2014

Mr Glenn Wilcox
General Manager
Blayney Shire Council
PO Box 62
BLAYNEY NSW 2799

Dear Mr Wilcox

Local Government NSW Annual Conference

The Local Government NSW Annual Conference will be held at the C.ex Coffs (formerly ExServices Club, the same venue as the 2007 conference) from Sunday 19 October – Tuesday 21 October 2014.

Following the feedback from delegates in 2013 in Sydney, where some delegates requested the discussion of specific motions and others requested the discussion of consolidated overarching issues, the Board has decided to try to balance both. Taking into consideration your concerns, the Board has set the first day of business as the primary time to discuss all issues and motions, and a session time will be put aside to ask you how you wish to deal with motions and issues into the future.

The Association would now like to receive input from Councils to guide the content of the business sessions. Councils are requested to identify the most important issues which they believe are causing concern to the Council and/or the local community and provide these details to the Association prior to **Friday 1 August 2014**.

Councils should identify issues or motions relating to the following overall categories:

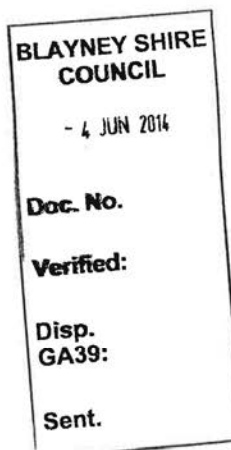
1. Industrial relations and employment
2. Economic
3. Environmental
4. Governance/Civic leadership
5. Social Policy

Details of what functions or issues fall in each category are set out in the LGNSW Conference Business Session Submission Form, with a guide attached to this letter.

In addition to identifying an issue, Councils are encouraged to suggest an appropriate solution by including either a motion which could be considered by the Conference or notes which might guide delegates to an agreed position.

The Association will review all responses received and then identify the top issues as identified overall by member councils. These issues will then be put to the Conference for debate and deliberation as part of the business sessions.

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Issues identified by Councils which fall outside of the issues will be considered by the Board prior to the Conference and your council will be informed by the President of the outcome of these deliberations. A copy of the Draft Program (as at 27 May 2014) is attached for your information.

It would be appreciated if Councils could provide their identified issues and any accompanying notes or motions using the online form which can be found on the Association's website at <http://www.lgnsw.org.au/events-training/local-government-nsw-annual-conference> prior to **Friday 1 August 2014**.

For any further information regarding this matter please contact Peter Coulton, Director Corporate Services on 9242 4030.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'K. Rhoades', written in a cursive style.

Cr Keith Rhoades AFSM
President

Set out below are the definitions for the issues categories:

1. INDUSTRIAL RELATIONS & EMPLOYMENT

Industrial relations and employment related legislation; industrial awards and rates of pay; WHS and worker compensation compliance; human resources policy, practice and benchmarking; workforce planning and development; staff and councillor training and development; skills shortages; staff attraction, retention and productivity; employment security; workplace change; Code of Conduct; leadership and management capacity; capability framework; council governance.

2. ECONOMIC

Own source revenue (e.g. rates, fees, charges etc.); intergovernmental fiscal relations (e.g. grants, cost shifting etc.); financial management and governance including long term financial planning and asset management; financial sustainability; economic policy affecting Local Government; local and regional economic development (including tourism); transport (e.g. roads, bridges, airports, pedestrian and cycle facilities, rail); Local Water Utilities; stormwater and floodplain infrastructure; other infrastructure and disaster management and recovery.

3. ENVIRONMENTAL

Land use planning (including environmental, heritage conservation and development planning); ecologically sustainable development; waste management in accordance with the waste hierarchy and extended producer responsibility; natural resource management; protection of local, regional and state natural environments including air quality, rivers and waterways and biodiversity, biosecurity and weeds management; pollution prevention including energy consumption and soil contamination; environmental risk management through reduction of hazards and pollutants and remediation/rehabilitation of degraded environments; climate change mitigation and adaptation; and responsible resource consumption and conservation.

4. GOVERNANCE/CIVIC LEADERSHIP

Local Government legislative and regulatory settings (e.g. Australian and/or NSW Constitutional recognition; Local Government Act review); corporate governance (e.g. role differentiation for Mayors, Councillors, General Managers and senior staff; Codes of Conduct; Political donations); structural reform (e.g. amalgamations and/or boundary changes; shared resources and services); Local Government elections (e.g. financial impact of electoral reforms on councils; impact of electoral reforms); participation (e.g. women's participation rates as councillors; cultural diversity in leadership; other opportunities for citizens to genuinely participate in council processes); and policies and programs of other spheres of government that impact on Local Government governance or citizen involvement in local democracy.

5. SOCIAL POLICY

Social planning, social impact assessment, access, equity and social justice; community development and community cultural development; community halls and neighbourhood centres, ageing and disability services, women's services, youth services and children's care and education services); issues of concern and interest to NSW Aboriginal and Torres Strait Islander Peoples; cultural services (performing and visual arts, art galleries, performing arts centres, museums, public art, community arts, festivals, celebrations, heritage, new media and digital arts); Libraries; Health services (regulatory activities reducing public health risks; promoting healthy lifestyles; immunisation, early childhood health centres or rural medical services); Recreation facilities and services; and crime prevention planning.

Local Government NSW Annual Conference 2014

DRAFT PROGRAM 19 - 21 October, 2014 (as of 29 May 2014)

Main conference venue is C.ex Coffs, 1 Vernon Street, Coffs Harbour

Sunday 19 October

3.00pm – 7.00pm *Registration opens, Upstairs Auditorium Lobby, off Blue Room*

5.00pm – 7.00pm President's Welcome Reception at C.ex Coffs
Welcome To Country (Performance)
Welcome from **Cr Denise Knight, Mayor of Coffs Harbour City Council**
Welcome from **Cr Keith Rhoades AFSM, President, LGNSW**

Monday 20 October

Business Session Day 1 - chaired by Cr Keith Rhoades AFSM, C.ex Coffs

8.00am – 5.00pm *Registration opens in Trade Expo. Distribution of voting materials and electronic handsets.*

9.00am – 11.00am Opening of the Business session, Adoption of Standing Orders and
Consideration of Motions chaired by the President

11.00am – 11.30am *Morning tea in Trade Exhibition*

11.30am – 11.35am Message from Local Government Super

11.35am – 1.00pm Consideration of Conference business continued chaired by the President

1.00pm – 1.50pm *Lunch in Trade Exhibition sponsored by Local Government Super*

1.50pm – 2.00pm Message from sponsor

2.00pm – 2.05pm Short address from the Mining Related Councils (to be invited)

2.05pm – 3.00pm Consideration of Government's response to the Local Government Review
Panel's Revitalising Local Government

3.00pm – 4.00pm Consideration of Conference Business continued, chaired by the President
Collection of all electronic handsets and voting cards

4.00pm – 5.00pm *Happy hour in Trade Exhibition*

5.00pm – 5.30pm *Delegate transfers back to accommodation for dinner*

7.00pm – 7.30pm *Transfers for delegates arriving at Dinner*

Conference Dinner, Bonville Golf Resort, North Bonville Road, Bonville

7.30pm Arrival drinks and canapés
Entertainment with Soulman O'Gaia

8.15pm Delegates seated and main course served
Welcome from the President
Introduction of Major Sponsor Statewide Mutual
Presentation of Outstanding Service Awards

8.30pm Entertainment with Lisa Hunt
9.30pm Dessert served
10.00pm First transfers offered
11.00pm Function finishes, final transfer buses

Tuesday 21 October
Business Session Day 2, C.ex Coffs

8.00am – 5.00pm Registration opens in Trade Expo
8.50am – 9.00am Introduction by Master of Ceremony, **Ellen Fanning** (invited)
9.00am – 9.10am Annual Report and AGM from **Cr Keith Rhoades AFSM, President LGNSW**
9.10am – 9.20am Treasurers Report
9.20am – 9.40am Address from **The Hon Mike Baird MP, Premier of New South Wales** (invited)
9.40am – 10.00am Address from **The Hon Paul Toole MP, Minister for Local Government** (invited)
10.00am – 10.15am Facilitated Q and A with the **Premier of New South Wales/ Minister for Local Government**
10.15am – 10.30am Presentation of the AR Bluett Awards
10.30am – 11.15am **Claire Madden, Research Director, McCrindle Forecasts**, Demographic Change, Emerging Generations and the Future
11.15am – 11.35am Morning tea in Trade Exhibition
11.40am – 11.45am Message from sponsor
11.45am – 12.30pm **Paul Clitheroe AM, Director Ipac Securities, Chairman Financial Literacy Foundation, Chairman Money Magazine** on Business Trends in Australia (invited)
12.30pm – 1.00pm Address from **The Hon Duncan Gay MLC, Minister for Roads and Freight** (invited)
1.00pm - 2.00pm Address from keynote speaker on planning issues (to be confirmed). Planning Panel facilitated by MC, Ellen Fanning, on 'How to make informed decisions about Planning'
2.00pm – 2.15pm Close of Conference
2.15pm – 3.00pm Lunch (Conference closing).

This program is correct at the time of printing; speakers and program details may have changed due to unforeseen circumstances.



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

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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: _____



date: 30/04/2014

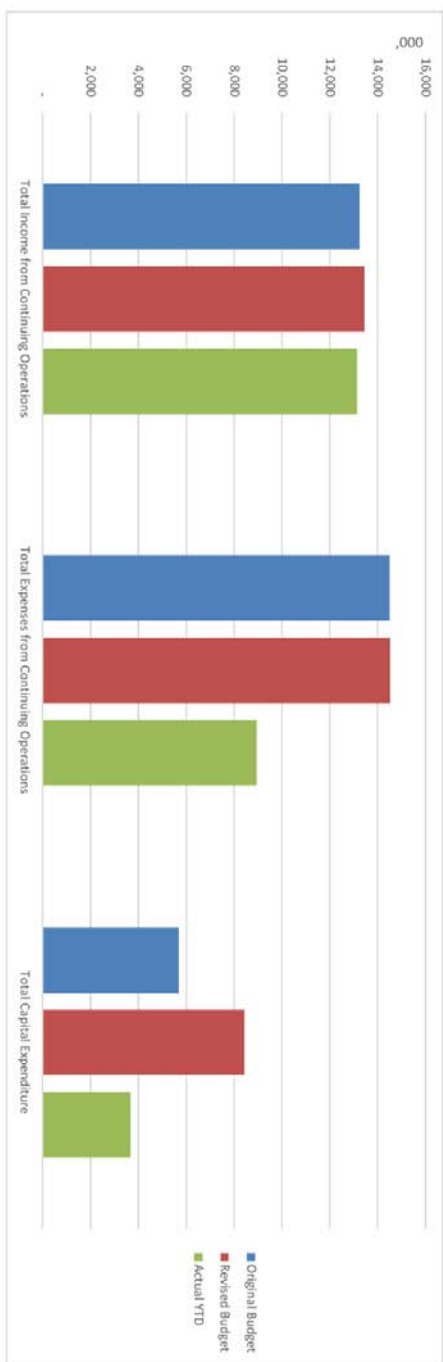
Chris Hodge
Responsible Accounting Officer

Blayney Shire Council

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 March 2014
Income & Expenses - Council ConsolidatedQuarterly Budget Review Statement
for the period 01/01/14 to 31/03/14

	Original Budget 2013/14			Approved Changes		Revised Budget 2013/14	Variations for this Mar Qtr	Projected Year End Result	Actual YTD figures
	Other than by a QBRS			Sep QBRS	Dec QBRS				
Total Income from Continuing Operations	13,232	-	-	125	69	13,426	1,278	14,704	13,117
Total Expenses from Continuing Operations	14,485	-	(44)	69	-	14,510	46	14,464	8,926
Net Operating Result from Continuing Operations	(1,253)	-	169	-	-	(1,084)	1,324	240	4,191
Total Capital Expenditure	5,667	-	2,742	-	-	8,409	1,602	6,807	3,662
Net Movement	(6,920)	-	(2,573)	-	-	1,119	2,926	4,045	529
Total Restricted Cash Movement	10,045	-	567	-	-	10,612	2,911	13,523	9,845



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

	Operating Income				Operating Expenditure				Actual YTD figures	% Variations
	Revised Original Budget	Variations for Sep Ctr	Variations for Dec Ctr	Revised Budget	Variations for Mar Ctr	Revised Budget	Variations for Mar Ctr	Projected Year End Result		
Governance										
Council	-	-	-	-	-	-	-	-	3	-
Administration										
Corporate Support	60	20	39	119	34	1	153	164	107.2%	0.0%
Engineering & Works	32	-	33	65	154	18	219	15	6.8%	0.0%
Other Support Services	31	-	-	31	-	-	31	37	119.6%	0.0%
	123	20	72	215	188	-	403	216	-	-
Public Order & Safety										
Rural Fire Service	6	-	-	6	-	-	6	-	0.0%	0.0%
Animal Control	7	-	-	7	-	-	7	5	71.4%	0.0%
Emergency Services	-	-	-	-	-	-	-	1	-	-
	13	-	-	13	-	-	13	6	-	-
Health										
Administration/Food Control	27	-	-	27	-	-	27	11	40.7%	0.0%
	27	-	-	27	-	-	27	11	-	-
Environment										
Noxious Plants	-	-	-	-	-	-	-	-	0.0%	0.0%
Domestic Waste Management	801	-	-	801	-	-	801	850	106.1%	0.0%
Other Waste Management	126	-	-	126	-	-	126	44	34.9%	0.0%
Street Cleaning	-	-	-	-	-	-	-	-	0.0%	0.0%
Urban Stormwater Drainage	-	-	-	-	-	-	-	-	0.0%	0.0%
	927	-	-	927	-	-	927	894	-	-
Community Services & Education										
Administration	-	-	-	-	-	-	-	-	0.0%	0.0%
Child Care	21	20	-	41	22	5	63	53	84.1%	0.0%
Aged & Disabled	1	-	-	1	-	-	1	6	600.0%	0.0%
Youth Services	22	20	-	42	22	-	64	59	-	-

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

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

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Blayney Shire Council

Income & Expenses 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
Income & Expenses - Council Consolidated

	Original Budget 2013/14	Approved Changes		Revised Budget 2013/14	Variations for Mar Qtr	Notes	Projected Year End Result	Actual YTD figures	% of Budget
		Sep QBRS	Dec QBRS						
Income									
Rates and Annual Charges	7,836	-	27	7,863	114	6	7,977	7,851	98%
User Charges and Fees	996	10	(1)	1,005	(43)	2,4	962	1,613	168%
Interest and Investment Revenues	426	-	-	426	-		426	340	80%
Other Revenues	272	30	73	375	186	1	561	272	48%
Grants & Contributions - Operating	2,902	85	(30)	2,957	21	15,18	2,978	1,299	44%
Grants & Contributions - Capital	800	1,101	-	1,901	1,000	16	2,901	1,742	60%
Net gain from disposal of assets	-	-	-	-	-		-	-	-
Total Income from Continuing Operations	13,232	1,226	69	14,527	1,278		15,805	13,117	
Expenses									
Employee Costs	5,361	(31)	77	5,407	45	11,12,13	5,452	3,165	58%
Borrowing Costs	204	-	-	204	-		204	120	59%
Materials & Contracts	2,850	(47)	(30)	2,773	(196)	7,10,14,20	2,577	2,042	79%
Depreciation	4,556	-	-	4,556	(100)	3,9	4,456	2,005	45%
Legal Costs	29	-	-	29	-		29	44	152%
Other Expenses	1,485	34	22	1,541	205	8,7	1,746	1,404	80%
Net Loss from disposal of assets	-	-	-	-	-		-	146	
Total Expenses from Continuing Operations	14,485	(44)	69	14,510	(46)		14,464	8,926	
Net Operating Result from All Operations	(1,253)	1,270	-	17	1,324		1,341	4,191	
Net Operating Result before Capital Items	(2,053)	169	-	(1,884)	324		(1,560)	2,449	

Blayney Shire Council

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 March 2014
Income & Expenses - Council Consolidated

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

	Approved Changes			Revised Budget 2013/14	Variations for Mar Qtr	Notes	Projected Year End Result	Actual YTD figures	% of Budget
	Original Budget 2013/14	Sep QBRs	Dec QBRs						
Income									
Governance	-	-	-	-	-		-	3	80.66%
Administration	123	20	-	143	188	1	331	267	8
Public Order & Safety	16	-	72	88	-		88	8	9.09%
Health	27	-	-	27	-		27	11	40.74%
Environment	927	-	-	927	-		927	894	96.44%
Community Services & Education	37	20	-	57	22	5	79	8	10.13%
Housing & Community Amenities	177	-	-	177	(15)	2	162	120	74.07%
Recreation & Culture	494	-	-	494	(50)	4	444	403	90.77%
Sewer Supplies	1,238	94 -	3	1,329	-		1,329	1,215	91.42%
Mining, Manufacturing & Construction	227	-	-	227	-		227	376	165.64%
Transport & Communication	1,951	1,007	-	2,958	1,000	16	3,958	2,501	63.19%
Economic Affairs	69	85	-	154	-		154	55	35.71%
General Purpose Revenues	7,946	-	-	7,946	133	6	8,079	7,256	89.81%
Total Income from Continuing Operations	13,232	1,226	69	14,527	1,278		15,805	13,117	
Expenses									
Governance	477	27	38	542	38	7	580	330	56.91%
Administration	3,405	24	420	3,849	(251)	8,12,13	3,598	2,166	60.21%
Public Order & Safety	540	-	-	540	-		540	170	31.47%
Health	489	(30)	(419)	40	30	12	70	37	53.12%
Environment	1,097	-	-	1,097	(78)	3,20	1,019	709	69.54%
Community Services & Education	122	-	-	122	(49)	9,14	73	1	1.37%
Housing & Community Amenities	388	-	-	388	-		388	239	61.60%
Recreation & Culture	1,912	1	30	1,943	233	9,10,11	2,176	1,181	54.26%
Sewer Supplies	899	-	-	899	-		899	641	71.27%
Manufacturing & Construction	125	-	-	125	120	12	245	418	170.36%
Transport & Communication	4,881	(151)	-	4,730	(127)	20	4,603	2,728	59.27%
Economic Affairs	149	85	-	234	10		244	228	93.44%
General Purpose	-	-	-	-	28	15	28	78	
Total Expenses from Continuing Operations	14,485	(44)	31	14,510	(46)		14,464	8,926	
Net Operating Result from Continuing Operations	(1,253)	1,270	38	17	1,324		1,341	4,191	
Net Operating Result before Capital Items	(2,053)	-	-	(2,053)	-		(2,053)	2,449	

Blayney Shire Council

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

Income & Expenses Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes	Details
1	Insurance Rebates Received
2	Reduction in Town Planning Income Expectations
3	Reallocation of Stormwater Depreciation to Correct Cost Centre
4	Reduction in CentrePoint User Fees
5	Increase in Inala Units Rental Income due to High Occupancy Rates
6	Increase in Rates and Annual Charges Income Estimate
7	Reduction in Internal Audit and Other Governance Expenditure
8	Write-off of Bad Rates Debts due to Sale of Land for Unpaid Rates (\$25,000) and an Increase in Hardware and Software Maintenance Fees
9	Reallocation of Depreciation to Correct Cost Centre
10	Increase in Parks and Gardens Maintenance Expenditure
11	Increase in CentrePoint Operating Expenditure
12	Reallocation of Health and Building Salaries to Correct Cost Centre
13	Insurance and Workers Compensation Savings due to No Claims
14	Decrease in Youth Services Expenditure Forecasts
15	Increase in Pensioner Concession Budget
16	Contribution - Voluntary Planning Agreement
18	Pipeline Lease - Backdated Lease Payments
20	Maintenance Program Expenditure Deferred to 2014/15

Blayney Shire Council

Capital Budget Review Statement

Budget review for the quarter ended 31 March 2014

Capital Budget - Council Consolidated

(\$'000's)	Original Budget 2013/14	Approved Changes		Revised Budget 2013/14	Variations for Mar Qtr	Notes	Projected Year End Result	Actual YTD figures	%
		Sep QBRS	Dec QBRS						
Capital Expenditure									
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	(1,602)	21	4,307	2,492	57.9%
- Sewer	56	204	-	260	-		260	-	0.0%
Other	199	-	-	199	-		199	-	0.0%
Total Capital Expenditure	5,667	2,742	-	8,409	(1,602)		6,807	3,662	
Capital Funding									
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%
Total Capital Funding	5,667	2,742	-	8,409	-		8,409	6,504	
Net Capital Funding	-	-	-	-	1,602		1,602	2,842	

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

Blayney Shire Council

Capital Budget Review Statement

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

Quarterly Budget Review Statement

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	Notes	Projected Year End Result	Actual YTD figures	%
ADMINISTRATION									
CORPORATE SUPPORT									
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	
ENGINEERING AND WORKS									
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	
PUBLIC ORDER & SAFETY									
Surveillance Camera	1	-	-	1	-		1	-	0.0%
HEALTH									
Motor Vehicles (Net Cost)	39	-	-	39	-		39	-	0.0%
TOWN PLANNING									
Motor Vehicles (Net Cost)	12	-	-	12	-		12	-	0.0%
TOTAL ADMINISTRATION	1,124	567	-	1,691	-		1,691	1,019	60.3%

	Original Budget (,000)	Variations for Sep Qtr	Variations for Dec Qtr	Revised Budget -	Variations for Mar Qtr	Notes	Projected Year End Result	Actual YTD figures	%
RECREATION AND CULTURE									
LIBRARY									
Disability & Geographical Grants Purchase	7	-	-	7	-		7	1	14.3%
COMMUNITY CENTRE									
Building Capital Works	5	-	-	5	-		5	91	1820.0%
SPORTING GROUNDS									
Building Capital Works	85	-	-	85	-		85	-	0.0%
Other Capital Works	25	-	-	25	-		25	1	4.0%
	110	-	-	110	-		110	1	0.9%
CENTREPOINT SPORT & LEISURE									
Long Term Improvement Plan	125	-	-	125	-		125	58	0.0%
PARKS & GARDENS - RENEWALS									
Building Capital Works	22	-	-	22	-		22	-	
Other Capital Works	24	-	-	24	-		24	-	0.0%
	46	-	-	46	-		46	-	
TOTAL RECREATION AND CULTURE	293	-	-	293	-		293	151	51.5%
TRANSPORT AND COMMUNICATION									
URBAN ROADS - LOCAL									
Local Reseal Program	652	-	-	652	135	21	517	262	50.7%
RURAL ROADS SEALED - LOCAL									
Local Rehabilitation Program	2,340	-	-	2,340	840	21	1,500	853	56.9%
RURAL ROADS SEALED - REGIONAL									
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	Notes	Projected Year End Result	Actual YTD figures	%
OTHER WORKS									
Flood Damage Restoration	287	-	-	287	-		287	26	9.1%
Building Capital Works - Transport	5	-	-	5	-		5	-	0.0%
	292	-	-	292	-		292	26	0.0%
FOOTPATHS RENEWAL/UPGRADE PROGRAM									
	106	-	-	106	-		106	91	85.8%
BRIDGES									
	552	1,671		2,223	627	21	1,596	1,129	70.7%
TOTAL TRANSPORT AND COMMUNICATION	3,942	1,971	-	5,913	1,602		4,311	2,492	57.8%
SEWERAGE SERVICES									
New Assets	-	-	-	-	-		-	-	
Asset Replacement/Renewal									
Replace Sewer Mains	56	-	-	56	-		56	-	0.0%
Village Extensions	224	204	-	428	-		428	-	0.0%
	280	204	-	484	-		484	-	0.0%
TOTAL SEWERAGE SERVICES	280	204	-	484	-		484	-	0.0%
OTHER WORKS									
Building Capital Works - Tourism	10	-	-	10	-		10	-	0.0%
Environmental Surveillance	1	-	-	1	-		1	-	0.0%
Waste Contract	16	-	-	16	-		16	-	0.0%
	27	-	-	27	-		27	-	0.0%
TOTAL CAPITAL EXPENDITURE	5,666	2,742	-	8,408	1,602		6,806	3,662	53.8%

Blayney Shire Council

Quarterly Budget Review Statement
for the period 01/01/14 to 31/03/14**Capital Budget Review Statement**
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details

20	Capital Program Expenditure Deferred to 2014/15 (Urban and Rural Reseals, Local Bridges, Newbridge Rd Bridge, Forest Reefs Rd)
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Blayney Shire Council

Cash & 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

	Original Budget 2013/14	Approved Changes		Revised Budget 2013/14	Variations for Mar Qtr	Notes	Projected Budget Year End Result	Actual YTD figures	
		Sep QBRS	Dec QBRS						
Externally Restricted⁽¹⁾									
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	36.0%
Total Externally Restricted	4,711	-	-	4,711	902	22	5,613	4,711	
(1) Funds that must be spent for a specific purpose									
Internally Restricted⁽²⁾									
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%
L.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	-	22	1,690	835	49.4%
Voluntary Planning Agreement	-	-	-	-	1,000	17	1,000	-	0.0%
Showground Improvement Fund	6	-	-	6	-		6	6	100.0%
Tourism Promotion Fund	60	-	-	60	-		214	60	28.0%
Local Museums	15	-	-	15	-		15	15	100.0%
Grant Matching Reserve	25	-	-	25	-		25	25	100.0%
Total Internally Restricted	5,661	(547)	-	5,134	2,009		7,143	5,134	
(2) Funds that Council has earmarked for a specific purpose									
Unrestricted (i.e., available after the above Restrictions)	(347)	-	-	(347)			(3,258)	3,361	
Total Cash & Investments	10,045	(547)	-	9,498			9,498	13,206	

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 & Investment figure reconciles to the actual balances held as follows:

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

Reconciled Cash at Bank & Investments13,206**Balance as per Review Statement:**13,206

Difference:

-**Notes Details**

17 Transfer of Voluntary Planning Agreement to Reserve.

19 Backdated Pipeline Lease Payments to go Towards Tourism Signage

22 Transfer of Deferred Works Programs to Reserve to be Used in 2014/15

Blayney Shire Council

Key Performance Indicators Budget Review Statement

Budget review for the quarter ended 31 March 2014

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

The Council monitors the following Key Performance Indicators:

1. Unrestricted Correct Ratio

Current Assets less all External Restrictions	4805	4.4	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.

2. Debt Service Ratio

Debt Service Costs	383	2.4	1.9	1.8
Income from Continuing Operations	15805			

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

3. Rates and Annual Charges Coverage Ratio

Rates and Annual Charges	7977	50.5	49.6	38.5
Income From Continuing Operations	15805			

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

[illegible]

Blayney Shire Council

Quarterly Budget Review Statement
for the period 01/01/14 to 31/03/14**Contracts Budget Review Statement**
Comments & Explanations relating to Contractors Listing**Notes Details**

Blayney Shire Council

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

Consultancy & Legal Expenses Budget Review Statement**Consultancy & Legal Expenses Overview**

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

Definition of a consultant:

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.

Comments

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

Details

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REPORT

and

DETERMINATION

of

THE LOCAL GOVERNMENT REMUNERATION TRIBUNAL

under

SECTIONS 239 AND 241

of the

LOCAL GOVERNMENT ACT 1993

24 April 2014

Local Government Remuneration Tribunal
2014 Report

Introduction

The role of Assessor to the Tribunal (pursuant to section 236(1)(b) of the *Local Government Act 1993*) was undertaken by Ms Helen L'Orange from 1 March 2004 until the expiration of her appointment on 11 December 2013. The Tribunal wishes to express its appreciation of Ms L'Orange's contributions over the last several years. This position is currently vacant.

Section 1 Background

1. Pursuant to Section 241 of the *Local Government Act 1993* (the LG Act) the Local Government Remuneration Tribunal hereby determines in each category of council, the maximum and minimum amount of fees to be paid to mayors and councillors of councils, as well as chairpersons and members of county councils.
2. The Tribunal is also required, pursuant to section 239 of the LG Act, to determine the categories of councils and mayoral offices at least once every 3 years. The Tribunal last undertook a fundamental review of the categories of councils in 2012 and will next consider this matter in 2015.
3. In determining the minimum and maximum fees payable to each of the categories, the Tribunal is required, pursuant to section 242A of the LG Act, to give effect to the same policies on increases in remuneration as those that the Industrial Relations Commission is required to give effect to under section 146C of the *Industrial Relations Act 1996*, when making or varying awards or orders relating to the conditions of employment of public sector employees.
4. The current policy on wages pursuant to section 146(1)(a) of the *Industrial Relations Act 1996* is articulated in the Industrial Relations (Public Sector Conditions of Employment) Regulation 2011. The effect of the Regulation is that public sector wages cannot increase by more than 2.5 per cent, and this includes the minimum and maximum fees payable to councillors and mayors.

Local Government Remuneration Tribunal
2014 Report

Section 2 2013 Review

5. In undertaking the 2013 review the Tribunal noted that a number of initiatives were under way to improve the strength and effectiveness of local government in NSW.

These included:

- the work of the Independent Local Government Review Panel to drive key strategic directions identified in the Destination 2036 initiative
- the work of the Local Government Acts Taskforce to review the *Local Government Act 1993* and the *City of Sydney Act 1988*
- the engagement of the NSW Treasury Corporation (TCorp) to report on the financial sustainability of Local Government in NSW.

6. Given the significant work being undertaken by both the NSW Government and local councils to drive and deliver local government reform, the Tribunal did not call for general submissions from individual councils as part of the 2013 Annual Review.
7. The Tribunal's Report and Determination of 2013 provided a general increase of 2.5 per cent which was consistent with the NSW Wages Policy. The Tribunal advised that it would monitor the progress of these initiatives over the coming year.

Section 3 2014 Annual Review

8. On 20 January 2014, the Tribunal wrote to all mayors advising of the commencement of the 2014 Annual Review.
9. In writing to mayors the Tribunal noted that the final reports of the Independent Local Government Review Panel and the Local Government Acts Taskforce were released on 8 January 2014. These reports make a series of recommendations for reform, some of which address remuneration for councillors and mayors.

**Local Government Remuneration Tribunal
2014 Report**

10. At the time of commencing the annual review it was not expected that a decision on, or implementation of, any proposed reforms would be finalised prior to the Tribunal making its determination on or before 30 April 2014. For that reason the Tribunal, as it did in 2013, did not call for general submissions from individual councils for the 2014 review.
11. While general submissions were not requested, councils were welcome to raise with the Tribunal any issues of concern. The Tribunal received two submissions from individual Councils. The submissions sought consideration of the following matters:
- the Tribunal to determine the maximum statutory increase of 2.5 percent as permitted by the legislation
 - the Tribunal to benchmark mayoral and councillor fees with that of a State Member of Parliament
 - the Tribunal to introduce a professional remuneration structure for councillors to improve accountability and performance.
12. The Tribunal also received a submission and met with representatives of Local Government NSW (LGNSW). Given the statutory limitations in place LGNSW has requested that councillor and mayoral remuneration should be increased by the full 2.5 per cent for 2013-14.
13. In addition to requesting the maximum increase of 2.5 percent, LGNSW has sought a professional remuneration structure to ensure that local government attracts appropriately qualified people. LGNSW continues to advocate that elected representatives face increasing challenges, associated with managing council workload, family responsibilities and paid work, and that the significant time involvement is not appropriately recompensed through the current remuneration levels.
14. LGNSW also provided the Tribunal with an overview of the current reform initiatives and their expected impact on the role and responsibilities of councillors and mayors. The anticipated changes will, in the opinion of LGNSW, warrant a review of the remuneration structure, and a subsequent increase in fees.

Local Government Remuneration Tribunal
2014 Report

15. The Tribunal wishes to place on record its appreciation to LGNSW for its participation and assistance during the 2014 Annual Review process.

Section 4 Comments

16. The Independent Local Government Review Panel and the Local Government Acts Taskforce make a broad range of recommendations which, if adopted in full or in part, could deliver significant reforms across local government in NSW.
17. The Government has called for public submissions and Councils have been encouraged to provide comment on the final reports of the Panel and the Taskforce by 4 April 2014. The Government has indicated that it will consider the final reports, including submissions received, and prepare its response. That response has not been available to the Tribunal at the date by which it must make its determination for 2014.
18. The Tribunal notes that the Panel has made a number of comments in relation to the adequacy of the existing remuneration arrangements and has proposed structural changes which may have an impact on the roles and responsibilities of councillors and mayors. Suggested changes include amendments to the LG Act to provide greater clarity in relation to the role of councillors and mayors. It has been proposed that in larger councils and in major regional councils, the role of mayor, and in some instances that of the deputy mayor, should be expanded to a full time office and remunerated accordingly. The Panel has also suggested that professional development programs be made available to councillors and that remuneration should be increased in recognition of enhanced skills.
19. In making its determinations the Tribunal is required to have regard to the provisions of the existing LG Act. The LG Act prevents the Tribunal from determining any fees for Deputy Mayors and also requires that the Tribunal apply the Government's wages policy, which currently provides for a cap on increases of 2.5 per cent.

**Local Government Remuneration Tribunal
2014 Report**

20. The Tribunal currently has regard to the role of councillors and mayors in determining the fees that apply to each of the categories of councils. The existing remuneration model is based on that first determined by the Tribunal in 1995. While there have been adjustments in both the categories of councils and the level of fees, these have not been significant. This in part recognises that the roles and responsibilities of councillors and mayors, as outlined in the legislation, have also not changed significantly since the commencement of the LG Act in 1993, notwithstanding any increases in workload.
21. The Panel has proposed that the roles and responsibilities of councillors and mayors be broadened. These additional functions, if introduced, are likely to have an impact upon the workload, and the skills and capabilities required of elected representatives.
22. The Tribunal continues to support initiatives which will bring about improvements in the local government sector. Further reforms such as council amalgamations and steps to increase resource sharing and joint planning, have previously received and will continue to receive the support of the Tribunal, in that those reforms should result in greater structural efficiencies and should contribute to the long term viability of local government in NSW.
23. The Tribunal to will continue to monitor the progress of reform.

Fees

24. The Tribunal is required to have regard to the Government's wages policy when determining the increase to apply to the minimum and maximum fees that apply to councillors and mayors. The public sector wages policy currently provides for a cap on increases of 2.5 per cent.
25. The Tribunal has reviewed the key economic indicators, including the Consumer Price Index and Wage Price Index, and finds that the full increase of 2.5 per cent available to it is warranted. On that basis, having regard to the above, and after taking the views of the Assessor into account, the Tribunal considers that an increase

Local Government Remuneration Tribunal
2014 Report

of 2.5 per cent in the fees for councillors and mayors is appropriate and so determines.

Local Government Remuneration Tribunal

(signed)

Helen Wright

Dated: 24 April 2014

Determinations of the Local Government Remuneration Tribunal effective on and
from 1 July 2014

**Determination No 1- Pursuant to Section 239 of Categories of Councils and
County Councils Effective From 1 July 2014**

Category - Principal City (1)

Sydney

Category - Major City (3)

Newcastle

Parramatta

Wollongong

Category - Metropolitan Major (2)

Blacktown

Penrith

Category - Metropolitan Centre (16)

Bankstown	Hurstville	Sutherland
Campbelltown	Lake Macquarie	Warringah
Fairfield	Liverpool	Willoughby
Gosford	North Sydney	Wyong
The Hills	Randwick	
Hornsby	Ryde	

Category – Metropolitan (21)

Ashfield	Holroyd	Marrickville
Auburn	Hunters Hill	Mosman
Botany	Kogarah	Pittwater
Burwood	Ku-ring-gai	Rockdale
Camden	Lane Cove	Strathfield
Canada Bay	Leichhardt	Waverley

Determinations of the Local Government Remuneration Tribunal effective on and
from 1 July 2014

Canterbury	Manly	Woollahra
Category - Regional Rural (32)		
Albury	Dubbo	Orange
Armidale Dumaresq	Eurobodalla	Port Macquarie-Hastings
Ballina	Great Lakes	Port Stephens
Bathurst	Goulburn Mulwaree	Shellharbour
Bega Valley	Queanbeyan	Shoalhaven
Blue Mountains	Greater Taree	Tamworth
Broken Hill	Griffith	Tweed
Byron	Hawkesbury	Wagga Wagga
Cessnock	Kempsey	Wingecaribee
Clarence Valley	Lismore	Wollondilly
Coffs Harbour	Maitland	

Category - Rural (77)		
Balranald	Gloucester	Narromine
Bellingen	Greater Hume	Palerang
Berrigan	Gundagai	Parkes
Bland	Gunnedah	Oberon
Blayney	Guyra	Richmond Valley
Bogan	Gwydir	Singleton
Bombala	Harden	Snowy River
Boorowa	Hay	Temora
Bourke	Inverell	Tenterfield
Brewarrina	Jerilderie	Tumbarumba
Cabonne	Junee	Tumut
Carrathool	Kiama	Upper Hunter
Central Darling	Kyogle	Upper Lachlan
Cobar	Lachlan	Uralla
Conargo	Leeton	Urana

Determinations of the Local Government Remuneration Tribunal effective on and
from 1 July 2014

Coolamon	Lithgow	Wakool
Cooma-Monaro	Liverpool Plains	Walcha
Coonamble	Lockhart	Walgett
Cootamundra	Mid-Western	Warren
Corowa	Moree Plains	Warrumbungle
Cowra	Murray	Weddin
Deniliquin	Murrumbidgee	Wellington
Dungog	Muswellbrook	Wentworth
Forbes	Nambucca	Yass Valley
Gilgandra	Narrabri	Young
Glen Innes Severn	Narrandera	

TOTAL GENERAL PURPOSE COUNCILS 152

Category - County Councils Water (5)

Central Tablelands	Riverina Water
Goldenfields Water	Rous
MidCoast	

Category - County Councils Other (9)

Castlereagh – Macquarie	Richmond River
Central Murray	Southern Slopes
Far North Coast	Upper Hunter
Hawkesbury River	Upper Macquarie
New England Tablelands	

TOTAL COUNTY COUNCILS 14

Determinations of the Local Government Remuneration Tribunal effective on and from 1 July 2014

Determination 2 - Pursuant to Section 241 of Fees for Councillors and Mayors

Pursuant to s.241 of the *Local Government Act 1993*, the annual fees to be paid in each of the categories to councillors, mayors, members and chairpersons of county councils effective on and from 1 July 2014 are determined as follows:

Category	Councillor/Member Annual Fee		Mayor/Chairperson Additional Fee*	
	Minimum	Maximum	Minimum	Maximum
Principal City	\$24,430	\$35,820	\$149,460	\$196,660
Major City	\$16,280	\$26,880	\$34,600	\$78,300
Metropolitan Major	\$16,280	\$26,880	\$34,600	\$78,300
Metropolitan Centre	\$12,210	\$22,800	\$25,950	\$60,580
Metropolitan	\$8,130	\$17,930	\$17,310	\$39,110
Regional Rural	\$8,130	\$17,930	\$17,310	\$39,110
Rural	\$8,130	\$10,740	\$8,640	\$23,440
County Council – Water	\$1,620	\$8,960	\$3,460	\$14,710
County Council - Other	\$1,620	\$5,360	\$3,460	\$9,780

*This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2)).

Local Government Remuneration Tribunal

(signed)

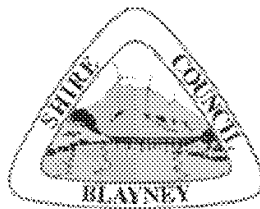
Helen Wright

Dated: 24 April 2014



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, and 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, Facebook 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** 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 Office of Local Government (OLG) 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 a 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 Council's 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 is 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:

- 43% were in favour of the 15% variation over 6 years
- 33% were in favour of the 10% variation over 4 years
- 21% 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 focused upon the Asset and Infrastructure Renewal programs incorporating the Village Enhancement program. The below table reflects the cumulative funds generated and purpose of funds allocated:

	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.

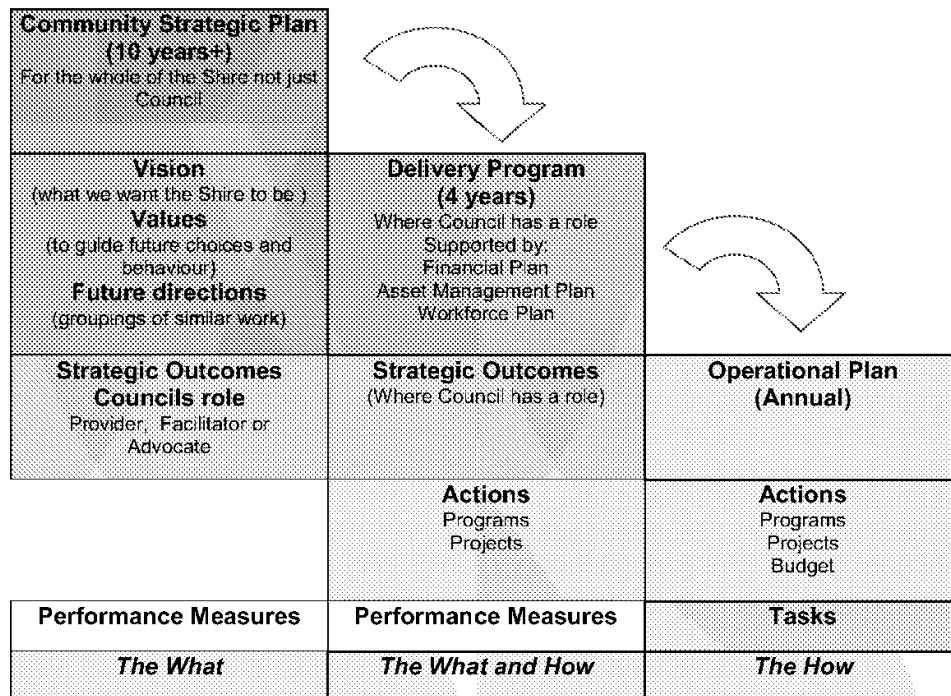
These additional funds will assist Council to ramp up its asset renewal programs with a view to addressing the funding gap and provide for village enhancement.

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>Provide:</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>			

Actions (in the delivery plan)	Delivery year				Resourcing
	2014/15	2015/16	2016/17	2017/18	
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
	Which quarter the tasks will be done				
<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 LLS and Landcare groups.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
		Performance Measure			
		DPEs <ul style="list-style-type: none">Meetings attended.Partnership activities undertaken.			

OP 1.1.1b Task	Ongoing liaison, support and participation in CENTROC.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		✓	✓	✓	✓
		Responsible Officer		Performance Measure	
		DPES	• 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			
		<ul style="list-style-type: none"> Information disseminated to the public. 			
		DPES			
DP1.1.3 Action	Ensure planning activities support long term sustainability of agricultural sector.	Responsible Department			
		Planning and Environmental Services			
OP 1.1.3a Task	Complete BSC DCP and have adopted by Council.	Quarter to be delivered			
		1st	2nd	3rd	4th
		✓	✓	✓	✓
	Responsible Officer	Performance Measure			
		<ul style="list-style-type: none"> Ongoing maintenance and review of BLEP 2012 and DCP. 			
		DPES			

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
		✓	✓	✓	✓
		Performance Measure			
Responsible Officer		• Provision of advice as requested.			
DPES					

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

OP 1.1.4a Task	Finalisation of Blayney Shire economic development and planning strategy.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
					✓
		Performance Measure			
Responsible Officer					
DCS		• Plan finalised and adopted by Council.			

**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	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.	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
			✓	✓	
		Performance Measure			
Responsible Officer		• Projects completed on time and within budgetary constraints.			
DIS					

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
		✓	✓	✓	✓
		Performance Measure			
Responsible Officer		• Meetings and interaction undertaken.			
GM, DIS					

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
		✓	✓	✓	✓
		Performance Measure			
Responsible Officer		• Representations and contact made by Council.			
DIS, DPES					

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
		✓	✓	✓	✓
		Performance Measure			
Responsible Officer		• Attendance at meetings.			
GM					