

Blayney Shire Council



9 November 2011

Dear Councillor,

Your attendance is requested at an Ordinary Council Meeting of the Blayney Shire Council to be held in the Council Chambers on Monday, 14 November 2011 at 6.00pm for consideration of the following business -

- (1) Acknowledgement of Country
- (2) Apologies for non-attendance
- (3) Confirmation of Minutes - Ordinary Council Meeting held on 10 October 2011
- (4) Disclosures of Interest
- (5) Reports of Staff
 - (a) Corporate Services
 - (b) Engineering Services
 - (c) Environmental Services
- (6) Committee Reports

Yours faithfully

Glenn Wilcox
GENERAL MANAGER

INDEX OF REPORTS OF THE BLAYNEY SHIRE COUNCIL MEETING
HELD ON MONDAY 14 NOVEMBER 2011

CORPORATE SERVICES REPORTS.....	1
01) LOCAL GOVERNMENT ELECTIONS 2012	2
02) CODE OF CONDUCT REVIEW	4
03) COUNCIL CHRISTMAS SHUTDOWN	9
04) COUNCIL STAFF CHRISTMAS PARTY	10
05) COMMUNITY CENTRE PIANOS	11
06) REPORT OF COUNCIL INVESTMENTS AS AT 31 OCTOBER 2011	13
07) QUARTERLY BUDGET REVIEW STATEMENT	16
08) ADOPTION OF INVESTMENT POLICY	18
09) ADOPTION OF INTERNAL REPORTING POLICY	19
10) ADOPTION OF COMMUNITY STRATEGIC PLAN	20
11) ADOPTION OF PENSIONER AND HARDSHIP ASSISTANCE POLICY	23
12) ADOPTION OF RATES AND DEBTORS RECOVERY POLICY	24
 ENGINEERING SERVICES REPORTS	 115
13) CROWN ROAD TRANSFER - ATHOL STREET, BLAYNEY	116
14) HIRING OF GRADER MACHINE GUIDANCE	117
15) ADOPTION OF ASSET MANAGEMENT POLICY	119
 ENVIRONMENTAL SERVICES REPORTS	 125
16) PLANNING PROPOSAL REZONING 137 NEWBRIDGE ROAD METZIYA PTY LTD (SEA LINK)	126
17) QUARTERLY RECYCLING REPORT	127
18) UPDATE ON PROGRESS - DRAFT BLAYNEY LOCAL ENVIRONMENTAL PLAN	128
19) EXHIBITION OF ENVIRONMENTAL ASSESSMENT FOR FLYERS CREEK WIND FARM	131
20) DEVELOPMENT APPLICATION 155/2009 - MILLTHORPE RAILWAY HOTEL - 20 ELLIOTT STREET, MILLTHORPE	132
 COMMITTEE REPORTS	 143
21) WBC ALLIANCE REPORT	144
22) MINUTES OF THE BLAYNEY SHIRE ACCESS COMMITTEE MEETING - 13 OCTOBER 2011	145
23) MINUTES OF THE BLAYNEY SHIRE AUDIT COMMITTEE - 28 SEPTEMBER 2011	146

CORPORATE SERVICES REPORTS
PRESENTED TO THE BLAYNEY SHIRE COUNCIL
MEETING HELD ON MONDAY, 14 NOVEMBER 2011



01) LOCAL GOVERNMENT ELECTIONS 2012
(General Manager)

RECOMMENDED:

1. That Council appoint the New South Wales Electoral Commissioner (NSWEC) to conduct the 2012 Council election.
2. That Council discuss with the adjoining local government areas and the Electoral Commission, the appointment and sharing of one Returning Officer.

REPORT

Executive Summary

Councils have until the end of November to decide who will conduct the 2012 Local Government Election.

Background Information

After representation from the Local Government and Shires Association the State Government has agreed to allow local Councils to conduct their own elections, as was the case before 2008. Councils may resolve that the conduct of the election stays with the Electoral Commissioner.

Report

The following is an extract from the General Manager's report to the September 2011 meeting:

The Local Government Act has been amended to allow Local Government elections to be administered by the General Manager of the Council concerned.

Elections after 2008 have been conducted by the Electoral Commissioner. Councils may resolve that this arrangement remain with the Commissioner, under a contract arrangement.

Councils may also conduct constitutional referendums and polls.

If a Council wishes to conduct its own election a suitably qualified independent returning officer and substitute returning officer shall be appointed. The General Manager is to also appoint staff, and determine polling places.

An employee of Council cannot be the returning officer or substitute returning officer.

The General Manager will be responsible for managing election costs.

In relation to the 2012 elections Councils are to resolve, before 30 November 2011, if they will be retaining the Electoral Commissioner.

Electoral Office staff are currently visiting Council Offices to discuss this change. Initial comments from Centroc General Managers have expressed reservations with the change.

The Local Government and Shires Association have approached the Premier to defer the date for making a decision from 30 November 2011 to 31 March 2012.

Late advice from Division of Local Government in circular no.11-35 states:

To enable the NSWEC to provide more detailed costings to the Councils that will be its clients, it needs certainty that the advice it receives by 30 November will not change. For this reason, Councils that have advised the NSWEC that they will be engaging it to conduct the 2012 elections cannot rescind the resolution at a later date, as it would be contrary to the spirit and intention of the legislation.

BUDGET IMPLICATIONS

The cost involved with having the Electoral Commissioner conduct the elections was a major criticism. It is not known if reverting to Council run elections will produce savings, given the withdrawal of support by the Electoral Office.

A review of the Commission's costing for the 2008 election and with CPI increases for the four years between 2008 and 2012, costs will be in keeping with good budgeting practices.

The cost of running the 2008 elections was \$38,400.

To reduce the costs of running the election Council may be able to share a returning officer with an adjoining Council(s). Discussion should be held with the electoral commission and the adjoining Councils to determine if this is possible.

POLICY IMPLICATIONS

Nil

Attachments

1 Circular 11-35 1 Page

02) CODE OF CONDUCT REVIEW
(General Manager)

RECOMMENDED:

1. That Council be represented at the regional workshop in Dubbo on 22 November 2011.
2. That after that workshop the Mayor and General Manager respond to the direction of the Position Paper.
3. That Council indicate the process proposed appears onerous and over prescriptive.

REPORT

Executive Summary

The Division of Local Government has prepared a Position Paper in relation to the review of the Model Code of Conduct for Local Councils in NSW.

Background Information

The Code of Conduct came into operation in 2005 and was reviewed in 2008. A review process commenced earlier this year.

Submissions on the Position Paper are requested by 5 December 2011.

A regional workshop will be held at Dubbo on 22 November 2011.

Features of the Position Paper

The Division is proposing to:

- make a number of amendments to the standards of conduct prescribed under the Code.
- create a regional framework for the administration of complaints.
- prescribe the procedural requirements of the Code more clearly.
- include provisions designed to protect the integrity of the code which will be administered directly by the Division.
- seek amendments to the misbehaviour provision of the Act to allow the Division more flexibility to exercise its powers under those provisions and to expand and enhance the sanctions available to it and the Pecuniary Interest and Disciplinary Tribunal with respect to misbehaviour.

The changes proposed are:

1. Where a Quorum is Lost

The Division is proposing that Councillors may be able to make decisions even if they have a non-pecuniary interest where:

- the Division grants an exemption.
- the decision cannot be delegated under section 377.

2. Gifts and Benefits

The acceptance of any cash, credit cards, vouchers etc will be prohibited.

All offers of gifts, regardless of value, must be recorded.

3. Contractors and Volunteers

Council contractors and volunteers must comply with the relevant provision of the Code.

4. A Regional Approach

The Division is proposing regional arrangements for the administration of complaints. Regional panels of conduct reviewers are proposed, probably based on Regional Organisations of Councils (ROCS).

Appointment to the regional panel will follow an advertising process.

5. Conduct Reviewers

A regional group of Councils will be required to nominate a person as a 'regional panel co-ordinator'. The co-ordinator can remove conduct reviewers from the regional panel.

6. Complaints Co-ordinators

The General Manager will be required to nominate a senior staff member as a 'complaints co-ordinator'. The role of the complaints co-ordinator is:

- co-ordinate the management of complaints made under the Council's Code of Conduct.
- provide administrative and other support to a complaints assessor or conduct reviewer.
- to act as a point of liaison between a complaints assessor, conduct reviewer and the Division of Local Government and the Council a complaint relates to.
- to arrange the annual reporting of Code of Conduct complaint statistics.

7. Complaints Assessors

Councils will be required to nominate by resolution the General Manager of another Council in the regional group of Councils or any allied regional group of Councils to serve as the Council's 'complaints assessor' and one or more others as an alternate to that role.

The role of the complaints assessor will be to make a preliminary assessment of complaints.

8. How Will Complaints Be Made?

The role of General Managers and Mayors in relation to complaints about Councillors and the General Manager will be restricted simply to the receipt of such complaints. Such complaints about Councillors will be managed as follows:

- The following complaints about Councillors and, where appropriate, the General Manager are to be referred to the Division of Local Government:

- Complaints alleging a breach of the pecuniary interest provision of the Act.
- Complaints alleging a failure by a Councillor to comply with a requirement under the Code of Conduct to disclose and appropriately manage conflicts of interests arising from the receipt of a political donation.
- Complaints alleging a breach by a Councillor of the provision of the Code of Conduct relating to the misuse of the Code of Conduct.
- All other complaints about Councillors or the General Manager made under the Code of Conduct are to be referred to the complaints co-ordinator.

The complaints co-ordinator will in turn refer all complaints about Councillors or the General Manager submitted to them to a complaints assessor appointed by the Council for preliminary assessment.

9. Preliminary Assessment

The complaints assessor may decide:

- to take no action
- to refer the matter to the General Manager of the Council concerned, or, in the case of a complaint about the General Manager, the Mayor, for resolution by alternative and appropriate strategies such as but not limited to counselling, training, mediation, informal discussion, negotiation or apology.
- to refer the matter to an external agency or body (such as ICAC, the NSW Ombudsman, the Division of Local Government of the Police).
- to refer the matter to a conduct reviewer.

The complaints assessor may determine that the matter be resolved by alternative means.

10. Conduct Reviewers Reports

Reports about the conduct of Councillors will continue to be dealt with in open Council unless grounds exist for the matter to be held in closed session.

Where the complainant is a Councillor they will be required to be absent from the meeting and not take part in any discussion or voting.

The person subject to the complaint may make an oral submission to Council.

The Council will be required to make a determination by resolution in relation to each allegation made against the subject person to the effect that the person has either:

- breached the Code of Conduct, or that
- they have not breached the Code of Conduct.

As with the current Model Code, in order to impose a sanction, the Council must first determine by resolution that the subject person has breached the Code of Conduct.

It is proposed to retain the current list of sanctions available to a Council to impose prescribed under clause 12.25. However, it is proposed to add the following to the list of available sanctions:

- a requirement that the Councillor or General Manager undertake training or other education relevant to the conduct giving rise to the breach;
- the Council may request that the Director General suspend a Councillor for misbehaviour.

Clause 12.25 reads:

Where the Council finds that a Councillor or General Manager has breached the Code, it may decide by resolution to:

- a. censure the Councillor for misbehaviour in accordance with section 440G of the Act.
- b. Require the Councillor or General Manager to apologise to any person adversely affected by the breach.
- c. Counsel the Councillor or General Manager.
- d. Make public findings of inappropriate conduct.
- e. Prosecute for any breach of law.

11. The Role of the Division

It is proposed that the Division will take a more active role in the oversight of the implementation by Councils of the Code of Conduct.

12. Disciplinary Action by the Director General

If satisfied that grounds exist which warrant disciplinary action, the Director General may order one or more of the following actions:

- Counsel the Councillor;
- Reprimand the Councillor;
- Make public findings of misbehaviour;
- Require the Councillor to apologise to any person adversely affected by the behaviour that constitutes an incident of misbehaviour;
- Require the Councillor to undertake training specified in the order;
- Require the Councillor to reimburse a sum of money specified in the order to a person or organisation specified in the order;
- Require the Councillor to take such other action specified in the order;
- Suspend the Councillor's right to be paid any fee or other remuneration, to which the Councillor would otherwise be entitled as the holder of the civic office, in respect of a period not exceeding 3 months.

The Director General may also suspend a Councillor for up to 3 months.

13. The Role of the Local Government Interest and Disciplinary Tribunal

The Director General may refer a matter to the Tribunal. The Tribunal will have the power to:

- Counsel the Councillor.
- Reprimand the Councillor.
- Suspend the Councillor from civic office for a period not exceeding 6 months.
- Disqualify the Councillor from holding civic office for a period not exceeding 5 years.
- Disqualify the Councillor from holding the office of Mayor for a period not exceeding 5 years.
- Suspend the Councillor's right to be paid any fee or other remuneration, to which the Councillor would otherwise be entitled as the holder of the civic office, in respect of a period not exceeding 6 months (without suspending the Councillor from civic office for that period).

The above is a summary of the proposed changes. The Division is, at this stage, seeking the views of Councils on the general direction of the proposed changes.

BUDGET IMPLICATIONS

Nil effect.

POLICY IMPLICATIONS

Changes from this review will impact upon Council's Code of Conduct.

Attachments

Nil

03) COUNCIL CHRISTMAS SHUTDOWN
(General Manager)

RECOMMENDED:

1. That the report detailing the Council Christmas Shutdown be received and noted.

REPORT

Council Offices and the Depot will close for the Christmas Shutdown period at 3.00pm on Friday 23 December 2011, with employees returning to work on Tuesday 3 January 2012. A skeleton crew will be working during the Christmas/New Year period to ensure that Council is able to respond to any urgent situations over this period.

As has been the practice in previous years, the emergency numbers, as detailed below, will be advertised in the local press, on Council's web page and on the front doors of the Chambers during the month of December.

Emergency Contact Numbers:

Ranger	0407 295 604
Engineering/Roads	0409 307 041
Sewerage	0428 287 509

BUDGET IMPLICATIONS

Nil.

POLICY IMPLICATIONS

Nil.

Attachments

Nil

04) COUNCIL STAFF CHRISTMAS PARTY
(General Manager)

RECOMMENDED:

1. That the report detailing the arrangements for the Council staff Christmas party be received and noted.

REPORT

It is proposed that Council Offices and the Depot will close at 12.00pm on Friday 9 December for the Council staff Christmas party. This is similar to the arrangements made in 2010.

This closure will be advertised in the local press, on Council's web page and on the front doors of the Chambers.

BUDGET IMPLICATIONS

Nil.

POLICY IMPLICATIONS

Nil.

Attachments

Nil

05) COMMUNITY CENTRE PIANOS
(Director Engineering)

RECOMMENDED:

1. That the report on the Community Centre pianos be received and noted.

REPORT

Executive Summary

Along with the construction work associated with the new Community Centre, it was found that the pianos stored in the Centre are in need of attention. These pianos in good working order provide the community with an asset to facilitate music for functions within the new facility.

This report proposes the purchase of one new piano to replace the existing piano considered beyond cost effective repair and that work be done on the other to return it to good working order.

Background Information

Council will recall that two pianos were stored on the stage of the Community Centre. These are a Ronisch Upright and a Ronisch Baby Grand. These pianos have been used for many community functions in the Community Centre over the years, however in recent times they have not been used as they were out of tune and some minor wear and tear had become evident.

While the demolition and reconstruction of the Community Centre is underway, both pianos have been stored in a dry shed for safe keeping.

Some research was undertaken to determine the history of these pianos, however little could be found out about how Council acquired them. It would be interesting to know if they had been gifted to Council, and the Community at some time in the past or if they had been purchased by Council.

A report has been prepared by a qualified expert on the status of the pianos which indicated that:

1. The Ronisch Upright - Water damage to the mechanism and strings have rendered this piano impractical to repair. The cost of the repairs for it to be stable and not be an ongoing expense and burden to the community would be many thousands of dollars. It is suggested that a younger, more robust piano be purchased as a replacement at a cost of \$2,500.
2. The Ronisch Baby Grand - Although the mechanism is currently partially seized and is in need of tuning, voicing and other regular maintenance, this piano can easily be returned to good working and playing condition. The cost of these repairs is likely to be \$1,024.

It is suggested that, to maintain the pianos in good working order, a regular check and maintenance program be undertaken which should include two tune and check visits at an annual cost of \$850 annually.

It is therefore proposed that:

1. Funds be allocated for the purchase of a replacement piano, and the repairs of the baby grand piano at a total cost of \$3,524 and that the pianos be placed in the new Community Centre upon its completion, and
2. Council allocate funding in its 2012/13 Management Plan for the annual maintenance of the pianos.

BUDGET IMPLICATIONS

Council will need to make provision in the 2011/12 budget for this purpose. If approved, an adjustment in the next quarterly budget review will be effected.

POLICY IMPLICATIONS

Nil effect.

Attachments

Nil

06) REPORT OF COUNCIL INVESTMENTS AS AT 31 OCTOBER 2011
(Manager Financial Services)

RECOMMENDED:

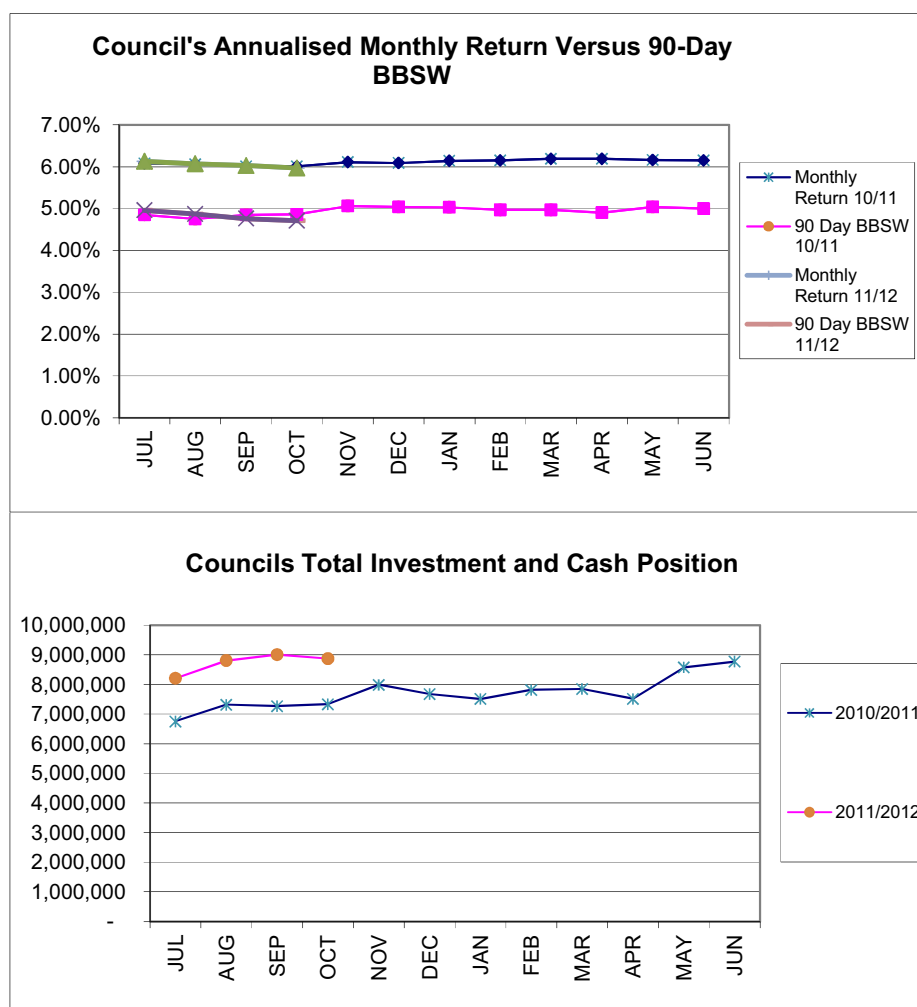
1. That the Report indicating Council's Investment position as at 31 October 2011 be received and noted.
2. That the Certification of the Responsible Accounting Officer be noted and the Report be adopted.

REPORT

This report provides details of Council's Investment Portfolio as at 31 October 2011.

Council's total investment and cash position as at 31 October 2011 is \$8,872,565. Investments earned interest of \$46,505.45 for the month of October 2011.

Council's monthly net return annualised for October of 5.99% outperformed the 90 day Bank Bill Swap Rate of 4.71%.



REGISTER OF INVESTMENTS AND CASH AS AT 31 OCTOBER 2011

Institution	Amount \$	Monthly Net Return Annualised
<u>Term Deposits</u>		
Bank of Cyprus Australia	500,000.00	6.05%
Bank of Cyprus Australia	500,000.00	6.05%
Bankstown City Credit Union	500,000.00	6.00%
Bankstown City Credit Union	500,000.00	6.00%
ME Bank	500,000.00	5.95%
Beirut Hellenic Bank Ltd	500,000.00	6.01%
Credit Union Australia	500,000.00	5.84%
Credit Union Australia	500,000.00	5.94%
ING Direct	1,000,000.00	6.00%
ME Bank	500,000.00	5.85%
Bank of Queensland	500,000.00	5.95%
Peoples Choice Credit Union	500,000.00	5.82%
Police & Nurses Credit Society	500,000.00	6.08%
Suncorp Metway	500,000.00	6.00%
Total	7,500,000.00	5.97%
<u>Collateralised Debt Obligation (CDO's)</u>		
ANZ Custodian (Kakadu, BBSW + 140 points)	500,000.00	6.11%
ANZ Custodian (Flinders, BBSW + 150 points)	500,000.00	6.21%
Total	1,000,000.00	6.16%
Total Investments	8,500,000.00	5.99%
Benchmark: BBSW 90 Day Index		4.71%
Commonwealth Bank - At Call Account	-	
Commonwealth Bank Balance	372,565.01	
TOTAL INVESTMENTS & CASH	8,872,565.01	

Summary of Investment movements - OCTOBER			
Financial Institution	Fund Rating	Invst/(Recall) Amount \$	Commentary
<u>Term Deposits</u>			
Queensland Country Credit Union		(507,561.64)	Term Deposit matured 05/10/2011
ME Bank		500,000.00	Term Deposit invested 11/10/2011
Bank of Queensland		500,000.00	Term Deposit invested 11/10/2011
New England Credit Union		(504,979.59)	Term Deposit matured 11/10/2011
Peoples Choice Credit Union		(507,491.92)	Term Deposit matured 20/10/2011
Peoples Choice Credit Union		500,000.00	Term Deposit invested 20/10/2011
Credit Union Australia		(504,294.52)	Term Deposit invested 25/10/2011
Credit Union Australia		500,000.00	Term Deposit invested 25/10/2011

Collateralised Debt Obligations (CDO's)

As per Council's Auditor recommendations the disclosure of the impact of market conditions on the value of the Collateralised Debt Obligations held is provided. It is estimated by ANZ Custodian Services that the market value of Flinders and Kakadu are \$436,845.68 and \$105,936.99 respectively as at 30 September 2011. It is anticipated that as the investments draw near to maturity the market values will increase. Council is also involved in ongoing legal action to minimise any losses.

Council's monthly net return annualised for September on the CDO's is 6.16% outperforming the 90 day Bank Bill Swap Rate of 4.71%.

CERTIFICATION – RESPONSIBLE ACCOUNTING OFFICER

I, Chris Hodge, certify that the investments listed in this report have been made in accordance with Section 625 of the Local Government Act 1993, the Local Government (General) Regulation 2005 and Council Policy.

BUDGET IMPLICATIONS

A good investment strategy optimises Council's return on investments.

POLICY IMPLICATIONS

Nil effect.

Attachments

Nil

07) **QUARTERLY BUDGET REVIEW STATEMENT**
(Manager Financial Services)

RECOMMENDED:

1. That the Quarterly Review of Council's 2011 – 2016 Management Plan as at 30 September 2011 be received and adopted.

REPORT

On 10 December 2010 the Division of Local Government issued new Quarterly Budget Review Statement Guidelines as part of the new Integrated Planning and Reporting (IP&R) framework. The guidelines are mandatory for all Council's from the 1 July 2011 and provide a list of minimum quarterly reporting requirements for Council.

The purpose of the quarterly budget review is to act as a barometer of Council's financial health during the year and disclose Council's overall financial health position providing sufficient information to enable informed decision making while ensuring transparency in decision making. It is also a means by which councillors can ensure that Council meets its objectives, targets and outcomes as set out in its management plan.

This report provides an update of those performance targets set out in Council's Management Plan. In addition, this report allows members of the community to form their own assessment of Council's performance.

The Division of Local Government has stated:

"The development of a standard set of budget review statements will assist each council in meeting its charter with regard to its finances and related responsibilities in respect of its management plan."

It is expected that council's quarterly budget review statement will:

- *provide fair and reasonable information to councillors and the community in respect to the budget;*
- *report on the impacts of any recommended changes with respect to the management plan / operational plan, including potential impacts on goals, objectives and strategies contained in the plan and the delivery program; and,*
- *indicate how council is tracking against its original budget as set out in its management plan / operational plan.*

The benefits to councillors include:

- *a consistent approach to budget review;*
- *an overall understanding of the projected year end results and reasons for any major variances against the original plan; and,*
- *an ability to make decisions regarding budget changes in full knowledge of any implications on the management plan / operational plan, council's*

expected financial position as well as any possible impact on the delivery program.

While the Quarterly Budget Review Statement forms part of the initiative to improve reporting through integration, all councils are subject to these requirements regardless of where they are in respect to implementing IP&R.”

Following this report is the detailed review of Council's 2011 - 2016 Management Plan covering the September 2011 quarter.

BUDGET IMPLICATIONS

The variations contained within this report maintain a balanced budget as at 30 September 2011, for the 2011/2012 financial year.

POLICY IMPLICATIONS

Nil effect.

Attachments

1 Quarterly Budget Review September 2011

08) ADOPTION OF INVESTMENT POLICY
(Director Corporate Services)

RECOMMENDED:

1. That the Investment policy be adopted and included in Council's policy register.

REPORT

Council at its meeting held 10 October 2011 resolved to place the Investment Policy on public exhibition for 28 days.

The closing date for public exhibition is 11 November 2011. At the time of report preparation no submissions on the draft policy were received. Should any submissions on the draft policy be received they will be tabled at the November Council meeting.

The Investment Policy outlines appropriate controls on investment of Council funds pursuant to the Ministerial investment Order and associated legislation. The amendment to this policy was as a result of the introduction by the Federal Government of a new cap (guarantee) of \$250,000 under the Financial Claims Scheme for Authorised Deposit – taking Institutions.

A copy of the Investment Policy has been provided as an attachment to this business paper.

BUDGET IMPLICATIONS

Nil effect.

POLICY IMPLICATIONS

As outlined above.

Attachments

1 Investment policy 6 Pages

09) ADOPTION OF INTERNAL REPORTING POLICY
(Director Corporate Services)

RECOMMENDED:

1. That the Internal Reporting policy be adopted and included in Council's policy register.

REPORT

Council at its meeting held 12 September 2011 resolved to place the Internal Reporting Policy on public exhibition for 28 days.

The closing date for public exhibition was 14 October 2011. At the close of this period no submissions on the draft policy were received.

The Internal Reporting Policy establishes an internal reporting system for the reporting of disclosures of corrupt conduct, maladministration or serious and substantial waste of public money by Blayney Shire Council, its staff and Councillors. The amendment to this policy was as a result of the Division of Local Government Circular 11-13 "Strengthening Protections for Public Officials who make Public Interest Disclosures" and the newly named Public Interest Disclosures Act.

A copy of the Internal Reporting Policy has been provided as an attachment to this business paper.

BUDGET IMPLICATIONS

Nil effect.

POLICY IMPLICATIONS

As outlined above.

Attachments

- 1 Internal Reporting policy 21 Pages

10) **ADOPTION OF COMMUNITY STRATEGIC PLAN**
(Director Corporate Services)

RECOMMENDED:

1. That Council adopt the draft Blayney Community Strategic Plan and exhibit it for public comment for a period of 28 days.

REPORT

The draft Blayney Community Strategic Plan (CSP) is now ready for wider distribution and to be placed on public display. The CSP is a requirement under the Integrated Planning and Reporting Framework introduced by the Division of Local Government in 2009.

The process for developing this draft plan has been quite extensive. On 25 July 74 community members, representative of the whole of Blayney Shire demographic attended a Futures Workshop facilitated by consultants GroupWork.

The outcomes from this and the Futures event were then further shaped into a first draft plan at a workshop on 22nd August attended by a smaller representative group (18) from the original Futures Workshop. This draft was then redistributed to the original 74 participants at the Futures workshop for their comment. It was also distributed to the other state and federal agencies that have been identified in the community plan as playing a role in the provision of services and infrastructure to the Blayney community in the future.

Feedback received from this has been considered and where appropriate incorporated into this latest draft plan.

The IP&R guidelines now require the draft plan to be placed on public display.

Vision, Values and Key Future Directions:

The community agreed on the following vision, values and key future directions:

Vision Statement

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 Statement

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**

Future Directions

The following five future directions will guide us toward our vision:

- Grow the wealth of the Shire
- Be a centre for sports and culture
- Preserve and enhance our heritage and rural landscapes
- Develop and maintain Shire infrastructure
- Develop strong and connected communities

What next for the IP&R process?

Staff are now developing the Asset, HR and Financial Plans (the Resourcing Plans) required. These need to be completed by December which will then inform the development of the Delivery and Operational Plans. The timelines for this are outlined in the following table.

Blayney Senior staff and managers will be attending a 2 day “lock-up” on 16th/17th February to complete those plans. These will then also have to go to council for consideration and endorsement prior to going on public display. The plans are due to be presented to the Division of Local Government by June 2012.

The Integrated Planning and Reporting Project has been managed as a WBC Alliance project. There has been some very positive sharing of expertise and ideas within the staff of the Alliance which has greatly assisted in meeting the timelines. There have also been savings and efficiencies achieved in different areas such as the engagement of the consultants to facilitate the project.

TIMELINES FOR INTEGRATED PLANNING AND REPORTING

Time line	Community Strategic Plan	Resourcing Plans	Delivery plan	Time line
	Community forums, shaping group, staff, IPR Project Managers	HR, Assets, Finance Managers, IPR Project Managers	Directors Engineering, Finance and their teams, GM's	
<i>July/Aug</i>	Community engagement			<i>July/Aug</i>
	Unedited outputs report			
<i>August</i>	Shaping the plan	Planning to Plan workshop – HR, Assets and Finance plans		<i>August</i>
<i>Oct</i>	Draft Community strategic plan (check back with community and shaping groups and consult with stakeholders and social justice groups)	Resourcing plans to be completed by mid December		<i>Oct</i>
<i>Nov</i>	Final draft CSP To council for adoption	CSP and resourcing plans inform development of delivery plans		<i>Nov</i>
<i>Dec</i>	Public exhibition		Initial work on delivery plan	<i>Dec</i>
<i>Jan</i>	Final graphic design			<i>Jan</i>
<i>Feb</i>	Final draft to council for adoption		IPR Lockdown Delivery plans completed	<i>Feb</i>
<i>Mar</i>	Submitted to DLG		Draft delivery plan adopted by Council	<i>March</i>
			Pubic Consultation	<i>April</i>
			Adjustment and final plan adopted by Council	<i>May</i>
			Resourcing and Delivery Plans submitted to DLG	<i>June</i>

BUDGET IMPLICATIONS

Council has approved a budget for this process in the 2011- 2016 Management Plan. Associated costs (excluding staffing) will be borne against this item.

POLICY IMPLICATIONS

Nil effect.

Attachments

1 Draft Community Strategic Plan 13 Pages

11) **ADOPTION OF PENSIONER AND HARDSHIP ASSISTANCE POLICY**
(Manager Financial Services)

RECOMMENDED:

1. That the Pensioner and Hardship Assistance Policy be adopted and included in Council's policy register.

REPORT

Council at its meeting held 10 October 2011 resolved to place the Pensioner and Hardship Assistance Policy on public exhibition for 28 days.

The closing date for public submissions was 11 November 2011. At the date of report preparation no submissions on the draft policy were received. Should any submissions on the draft policy be received they will be tabled at the November Council meeting.

The Pensioner and Hardship Assistance Policy provides a framework for responding to applications from owners/ratepayers and customers experiencing genuine hardship with the payment of their rates, annual charges and fees. The amendments made to this policy were as a result of the Local Government Shires Association of NSW (LGSA) recently released guidelines for a Council Rates and Hardship Policy in August 2011 and Council's ongoing review of Council policies.

A copy of the amended policy has been provided as an attachment to this report.

BUDGET IMPLICATIONS

Nil Effect.

POLICY IMPLICATIONS

As outlined above.

Attachments

- 1 Pensioner and Hardship Assistance Policy 4 Pages

12) ADOPTION OF RATES AND DEBTORS RECOVERY POLICY
(Manager Financial Services)

RECOMMENDED:

1. That the Rates and Debtors Recovery Policy be adopted and included in Council's policy register.

REPORT

Council at its meeting held 10 October 2011 resolved to place the Rates and Debtors Recovery Policy on public exhibition for 28 days.

The closing date for public submissions is 11 November 2011. At the date of report preparation no submissions on the draft policy were received. Should any submissions on the draft policy be received they will be tabled at the November Council meeting.

The Rates and Debtors Recovery Policy provides parameters to enable the collection of all outstanding rates and charges due and payable to Council to ensure monies owed are recovered in a timely and effective manner. The amendments made to this policy were as a result of a recent review of Council's rates and debt recovery procedures highlighting the need to make significant changes to the current Rates and Debtors Recovery Policy.

A copy of the amended policy has been provided as an attachment to this report.

BUDGET IMPLICATIONS

Nil effect.

POLICY IMPLICATIONS

As outlined above.

Attachments

- 1 Rates and Debtors Recovery Policy 3 Pages



Premier & Cabinet
Division of Local Government

Circular to Councils

Circular No. 11-35
Date 3 November 2011
Doc ID. A263040

Contact Marie Swain
02 4428 4186
marie.swain@dlg.nsw.gov.au

COUNCIL ADMINISTERED ELECTIONS 2012

Councils will be aware that pursuant to section 287 of the *Local Government Act 1993* (the Act), ordinary elections of councillors are held on the second Saturday in September every four years. The next ordinary elections will occur on 8 September 2012.

The Act was amended in June this year to return responsibility for administering elections, constitutional referendums and polls to general purpose councils. If councils prefer, they can engage the services of the New South Wales Electoral Commission (NSWEC) to administer the September 2012 elections on their behalf (see Circular to Councils 11-22).

Councils are reminded that if they wish to pursue this option, a resolution to this effect *must be made by 30 November 2011*. There are no provisions in the legislation for an extension to be granted or for councils to approach the NSWEC at a later date.

To enable the NSWEC to provide more detailed costings to the councils that will be its clients, it needs certainty that the advice it receives by 30 November will not change. For this reason, councils that have advised the NSWEC that they will be engaging it to conduct the 2012 elections cannot rescind the resolution at a later date, as it would be contrary to the spirit and intention of the legislation.

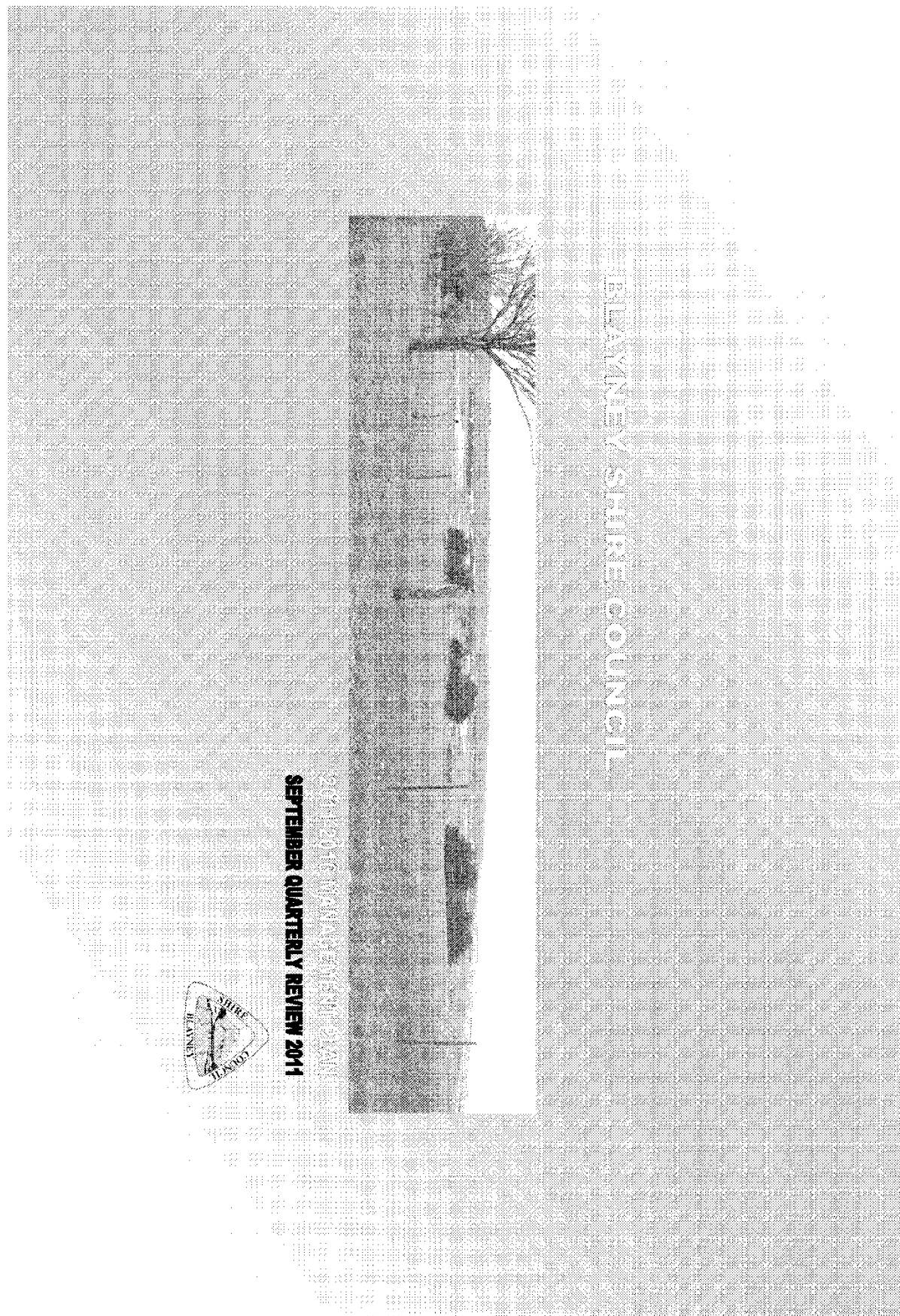
While a council's resolution to engage the NSWEC needs to be unconditional as part of these transitional arrangements for the 2012 elections, councils will be able to customise certain aspects (for example, placement of statutory advertising) in consultation with the NSWEC.

All councils that resolve to engage the NSWEC are required by clause 102 of Schedule 8 to the Act to notify the Electoral Commissioner and the Division of Local Government as soon as possible of this resolution.

A handwritten signature in blue ink, appearing to be 'Steve Orr'.

Steve Orr
Acting Chief Executive, Local Government
A Division of the Department of Premier and Cabinet

Division of Local Government
5 O'Keefe Avenue NOWRA NSW 2541
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Blayney Shire Council

Quarterly Budget Review Statement
for the period 01/07/11 to 30/09/11

Table of Contents	page
1. Responsible Accounting Officer's Statement	2
2. Income & Expenses Budget Review Statement	3
3. Capital Budget Review Statement	6
4. Cash & Investments Budget Review Statement	8
5. Key Performance Indicator (KPI) Budget Review Statement	10
6. Contracts & Other Expenses Budget Review Statement	11

This statement forms part of Council's Quarterly Budget Review Statement (QBRs) for the quarter ended 30/09/2011 and should be read in conjunction with the total QBRs report

Blayney Shire Council

Quarterly Budget Review Statement
for the period 01/07/11 to 30/09/11

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 30/09/11 indicates that Council's projected financial position at 30/6/12 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:

Chris Hodge
Responsible Accounting Officer

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 30/09/2011 and should be read in conjunction with the total QBRS report

Blayney Shire Council

Income & Expenses Budget Review Statement

Quarterly Budget Review Statement
for the period 01/07/11 to 30/09/11

Budget review for the quarter ended 30 September 2011

Income & Expenses - Council Consolidated

(\$000's)	Original Budget 2011/12	Approved Changes Other than by a QBRS	Revised Budget 2011/12	Variations for this Sep Qtr	Projected Year End Result	Actual YTD figures
Income						
Rates and Annual Charges	5,723		5,723		5,723	5,653
User Charges and Fees	835		835		826	278
Interest and Investment Revenues	422		422	(8)	422	156
Other Revenues	138		138	(2)	136	18
Grants & Contributions - Operating	2,862		2,862		2,862	809
Grants & Contributions - Capital	493		493		493	182
Net gain from disposal of assets	-		-		-	-
Share of interests in Joint Ventures	-		-		-	-
Total Income from Continuing Operations	10,472	-	10,472	(10)	10,462	7,095
Expenses						
Employee Costs	4,189		4,189	(2)	4,187	584
Borrowing Costs	196		196		196	25
Materials & Contracts	2,094		2,094		2,094	292
Depreciation	4,301		4,301		4,301	1,075
Legal Costs	33		33		33	10
Consultants					-	-
Other Expenses	1,710		1,710	(27)	1,683	567
Total Expenses from Continuing Operations	12,522	-	12,522	(29)	12,493	2,553
Net Operating Result from Continuing Operations	(2,050)	-	(2,050)	18	(2,031)	4,542
Discontinued Operations						
Net Operating Result from All Operations	(2,050)	-	(2,050)	18	(2,031)	4,542
Net Operating Result before Capital Items	(2,543)	-	(2,543)	18	(2,525)	4,360

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 30/09/2011 and should be read in conjunction with the total QBRS report

Blayney Shire Council

Income & Expenses Budget Review Statement

Quarterly Budget Review Statement
for the period 01/07/11 to 30/09/11

Budget review for the quarter ended 30 September 2011

Income & Expenses - Council Consolidated

	Original Budget 2011/12	Approved Changes Other than by a CBRs	Revised Budget 2011/12	Variations for this Sep Qtr	Projected Year End Result	Actual YTD figures
Income						
Administration	1,475		1,475	-	1,475	404
Public Order & Safety	16		16	-	16	0
Health	50		50	-	50	28
Community Services & Education	70		70	-	70	18
Housing & Community Amenities	988		988	-	988	808
Recreation & Culture	1,903		1,903	(8)	1,895	25
Mining Manufacturing & Construction	188		188	-	188	80
Transport & Communication	1,584		1,584	-	1,584	610
Economic Affairs	215		215	(2)	213	31
General Purpose Revenue	5,802		5,802	-	5,802	4,518
Non Operating Funds	3,927		3,927	-	3,927	982
Sewerage Services	2,830		2,830	-	2,830	1,073
Total Income from Continuing Operations	19,047	-	19,047	(10)	19,037	8,577
Expenses						
Administration	4,725		4,725	4	4,729	1,222
Public Order & Safety	535		535	-	535	126
Health	451		451	-	451	290
Community Services & Education	118		118	-	118	23
Housing & Community Amenities	1,628		1,628	(20)	1,608	314
Recreation & Culture	3,659		3,659	8	3,667	534
Mining Manufacturing & Construction	161		161	-	161	89
Transport & Communication	4,701		4,701	-	4,701	1,429
Economic Affairs	239		239	(2)	237	66
Sewerage Services	2,830		2,830	-	2,830	293
Total Expenses from Continuing Operations	19,047	-	19,047	(10)	19,037	4,388
Net Operating Result from Continuing Operations	-	-	-	-	-	4,189
Discontinued Operations						
Net Operating Result from All Operations	-	-	-	-	-	4,189
Net Operating Result before Capital Items	-	-	-	-	-	-

This statement forms part of Council's Quarterly Budget Review Statement (CBRS) for the quarter ended 30/09/2011 and should be read in conjunction with the total CBRS report

Blayney Shire Council

Quarterly Budget Review Statement
for the period 01/07/11 to 30/09/11**Income & Expenses Budget Review Statement**
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details

Housing & Community Amenities: Redmond Oval Tennis Court Upgrade (Additional works required due to sub-base drainage issues requiring more resources)	20,000.00
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This statement forms part of Council's Quarterly Budget Review Statement (QBRs) for the quarter ended 30/09/2011 and should be read in conjunction with the total QBRs report

Blayney Shire Council

Capital Budget Review Statement

Budget review for the quarter ended 30 September 2011

Quarterly Budget Review Statement
for the period 01/07/11 to 30/09/11

Capital Budget - Council Consolidated

(\$000's)	Original Budget 2011/12	Approved Changes Other than by a QBRs	Revised Budget 2011/12	Variations for this Sep Qtr	Projected Year End Result	Actual YTD figures
Capital Expenditure						
New Assets						
- Plant & Equipment						
- Land & Buildings	35		35		35	
- Other						
Renewal Assets (Replacement)						
- Plant & Equipment	547		547		547	46
- Land & Buildings	1,868		1,868	20	1,888	83
- Roads, Bridges, Footpaths	380		380		380	68
- Sewerage Services	106		106		106	
Total Capital Expenditure	2,936	-	2,936	20	2,956	196
Capital Funding						
Rates & Other United Funding	205		205		205	21
Capital Grants & Contributions	515		515		515	129
Reserves:						
- External Restrictions/Reserves	1,156		1,156		1,156	-
- Internal Restrictions/Reserves	1,060		1,060		1,060	-
Total Capital Funding	2,936	-	2,936	-	2,936	150
Net Capital Funding	-	-	-	(20)	(20)	(47)

This statement forms part of Council's Quarterly Budget Review Statement (QBRs) for the quarter ended 30/09/2011 and should be read in conjunction with the total QBRs report

Quarterly Budget Review Statement
for the period 01/07/11 to 30/09/11

Blayney Shire Council

Cash & Investments Budget Review Statement

Quarterly Budget Review Statement
for the period 01/07/11 to 30/09/11

Budget review for the quarter ended 30 September 2011

Cash & Investments - Council Consolidated

(\$000's)	Original Budget 2011/12	Approved Changes Other than by a QBRS	Revised Budget 2011/12	Variations for this Sep Qtr	Projected Year End Result	Actual YTD figures
Externally Restricted ⁽¹⁾						
Developer Contributions - General (D)	424	-	424	-	424	327
Developer Contributions - Sewer Fund (D)	541	-	541	-	541	522
Specific Purpose Unexpended Grants (F)	310	-	310	-	310	526
Specific Purpose Unexpended Grants (F) - Sewer Fund	4	-	4	-	4	4
Sewerage Services (G)	2,206	-	2,206	-	2,206	2,729
Rates - Special Variation	50	-	50	-	50	670
Other	62	-	62	-	62	62
Total Externally Restricted	3,598	-	3,598	-	3,598	4,840
⁽¹⁾ Funds that must be spent for a specific purpose						
Internally Restricted ⁽²⁾						
Plant & Vehicle Replacement	749	-	749	-	749	723
Employees Leave Entitlement	565	-	565	-	565	663
Blayney Town Works	136	-	136	-	136	152
Cemeteries	6	-	6	-	6	6
Construction of Buildings	8	-	8	-	8	8
Multipurpose Centre	215	-	215	-	215	119
Property Account	357	-	357	-	357	359
Quarry	393	-	393	-	393	380
Road Reserve	240	-	240	-	240	240
Showground Improvement Fund	8	-	8	(2)	6	6
Netball Courts	7	-	7	-	7	-
Tourism Promotion Fund	10	-	10	-	10	10
Total Internally Restricted	3,411	-	3,411	(2)	3,409	3,377
⁽²⁾ Funds that Council has earmarked for a specific purpose						
Unrestricted (ie. available after the above Restrictions)	0	-	0	2	2	347
Total Cash & Investments	7,009		7,009	-	7,009	8,564

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 30/09/2011 and should be read in conjunction with the total QBRS report

Blayney Shire Council

Quarterly Budget Review Statement
for the period 01/07/11 to 30/09/11**Cash & Investments Budget Review Statement****Investments**

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

Cash

The value of Cash at Bank which has been included in the Cash & Investment Statement totals \$8,564

This Cash at Bank amount has been reconciled to Council's physical Bank Statements.

The date of completion of this bank reconciliation is 30/09/11

Reconciliation Status

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

\$ 000's

Cash at Bank (as per bank statements)		65
Investments on Hand		8,500
less: Unpresented Cheques	(Timing Difference)	(5)
add: Undeposited Funds	(Timing Difference)	4

Reconciled Cash at Bank & Investments**8,564****Balance as per Review Statement:****8,564**

Difference:

0

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 30/09/2011 and should be read in conjunction with the total QBRS report

Blayney Shire Council

Key Performance Indicators Budget Review Statement

Budget review for the quarter ended 30 September 2011

(\$000's)	Current Projection Amounts Indicator 11/12 11/12	Actuals Prior Periods 10/11 09/10
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The Council monitors the following Key Performance Indicators:

1. Unrestricted Current Ratio			
Current Assets less all External Restrictions	5956	5.2	
Current Liabilities less Specific Purpose Liabilities	1146		4.3 4.1

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.

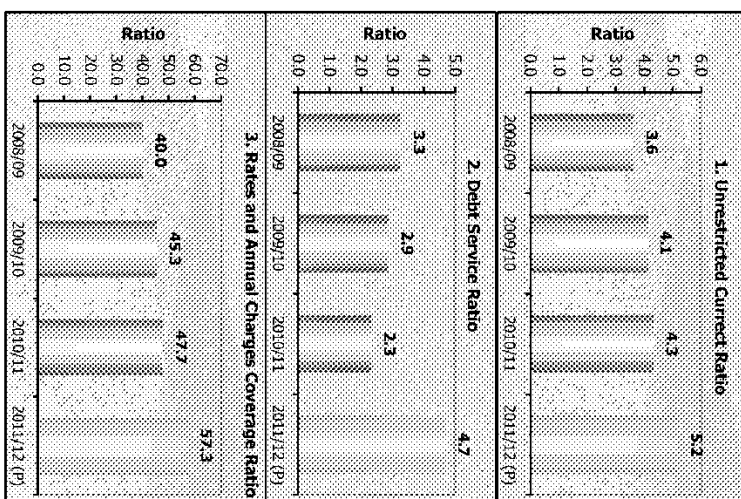
2. Debt Service Ratio			
Debt Service Costs	467	4.7	
Income from Continuing Operations	9979		2.3 2.9

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	5723	57.3	
Income From Continuing Operations	9979		47.7 45.3

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.

This statement forms part of Council's Quarterly Budget Review Statement (QBRSS) for the quarter ended 30/09/2011 and should be read in conjunction with the total QBRSS report

Quarterly Budget Review Statement
for the period 01/07/11 to 30/09/11

Blayney Shire Council

Quarterly Budget Review Statement
for the period 01/07/11 to 30/09/11

Consultancy & Legal Expenses Budget Review Statement

Consultancy & Legal Expenses Overview

Expense	YTD Expenditure (Actual Dollars)	Budgeted (Y/N)
Consultancies	1,000	N
Legal Fees	10,739	N/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	YTD Expenditure	Budgeted (Y/N)
Legal: Advice on Council Reports	1,000.00	N
Legal: Advice	1,140.00	N
Legal: Contract Review	4,200.00	N
Legal: Renewal Pipeline Lease - Cadia	2,258.18	Y
Legal: Rates Recovery (Recoverable expense)	2,141.00	N
Consultancy: Geolyse - Stormwater investigation and design.	1,000.00	N

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 30/09/2011 and should be read in conjunction with the total QBRS report

Responsible Officer – Director Corporate Services

Corporate Support

Strategic Objective: To provide administrative support, civic activities, records management, information systems and financial management.

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. Provide quality administrative support, service and governance to Councillors, Staff and Customers.	<ul style="list-style-type: none"> Regular production of Councillor Information Packages. Statutory compliance with LG Act, Privacy Act and GIPA Act. Preparation of a Community Survey. Implementation of Integrated Planning & Reporting. 	<ul style="list-style-type: none"> Monthly. 100% Compliance. Survey to be conducted. Ongoing progression of project plan. 	<ul style="list-style-type: none"> Packages being distributed. Ongoing. Yet to be commenced. In progress. Draft Community Strategic Plan received.
2. Provide a contemporary records management system, which meets both statutory and organisational demands.	<ul style="list-style-type: none"> Compliance with the State Records Act and AS4390. Maintain in-house electronic document management system (EDMS) meeting requirements of State Records. 	<ul style="list-style-type: none"> 100% Compliance. Review and upgrade of EDMS as part of Corporate Software System upgrade. 	<ul style="list-style-type: none"> Ongoing. Proposed for phase 2 of system upgrade. Circa May 2012.
3. Provide an effective multi-user information management system, which improves the efficiency of Council's delivery of services.	<ul style="list-style-type: none"> Maintenance of website to ensure information is relevant and up to date. Maintain integrity of data. Maintenance of Business Continuity Strategy for I.T. System. Continued development of GIS Strategy. 	<ul style="list-style-type: none"> Weekly review and update of website. Backups performed daily and offsite storage of daily backups. Regular monitoring of disaster recovery hardware. Develop in accord with WBC Plan 	<ul style="list-style-type: none"> Ongoing. Website Upgrade in progress. Live Date 20/10/2011. Ongoing scheduled process. Weekly testing. Meetings of CENTROC GIS User Group attended during quarter.
4. Provide, maintain and develop financial services and systems to accepted standards capable of satisfying all regulatory and customer requirements.	<ul style="list-style-type: none"> Adherence to statutory reporting requirements. Completion of Annual Financial Statements with an Unqualified Audit Opinion. Long term financial planning to meet IP&R requirements. 	<ul style="list-style-type: none"> 100% Compliance Financial Statements lodged with DLG by 30 September. Ongoing progression of project plan. 	<ul style="list-style-type: none"> Ongoing. Statements lodged 02/09/2011. 7th council to lodge statements. Awaiting finalisation of Asset Management Plans for inclusion into projections.

5. Provide Council with, and retain, adequately trained and skilled staff to ensure satisfactory delivery of Council services.	<ul style="list-style-type: none"> Develop annual training plans that reflect Council's operational needs. Participate in industry forums that promote local government as a career and that deal with employment related attraction and retention issues in local government. Develop Workforce Strategy as part of implementation of Integrated Planning & Reporting (IP&R) Framework. 	<ul style="list-style-type: none"> Implementation training plan within budget parameters. Participation in industry forums and career days. Ongoing development of Strategy per project plan. 	<ul style="list-style-type: none"> Training being undertaken per plan. Working with CENTROC HR network. In progress.
6. Protect Council's interests, and minimise exposure to insurance claims.	<ul style="list-style-type: none"> Production of OH&S Report for presentation to Senior Management. Regular conduct of OH&S inspections. Review, evaluate and manage all insurance policies to ensure appropriate risk coverage for assets & activities. Completion of Statewide Public Liability Risk Audit. Develop best practice approach to Risk, OHS and Insurance management. 	<ul style="list-style-type: none"> Bi-Monthly. Quarterly. Policies reviewed & claims reviewed with insurer prior to policy renewal. Improved performance from prior year. 	<ul style="list-style-type: none"> Information being presented following OHS Committee meeting. Ongoing. Policies reviewed. Claims being reviewed on an ongoing basis. Work commenced. Poor performing areas in audit being focussed upon. A number of workshops attended during quarter.
7. Promote the WBC Strategic Alliance.	<ul style="list-style-type: none"> Attendance at Board and Professional Team Meetings. Progress of Board Actions Status Report. 	<ul style="list-style-type: none"> 100% Attendance. Items referred to BSC staff completed. 	<ul style="list-style-type: none"> Meetings attended during quarter. Projects being processed.
# OTHER INFORMATION			
1. Completion of government information public access annual report in progress for lodgement by 31/10/2011.			
2. Community strategic plan shaping workshop held during quarter and draft CSP to be distributed to futures workshop attendees.			
3. Records system compliance review being undertaken with a view to moving towards industry best practice.			
4. Computer software systems upgrade progressing in conjunction with WBC project team.			
5. Computer software systems training (core modules) – Phase 1 commenced during quarter.			
6. Strategic internal audit risk review undertaken and finalised.			
7. Inaugural audit committee meeting held 28/09/2011.			
8. Appointments to council during quarter include: Revenue Officer.			
9. Training programs for council staff in Workplace Health & Safety Legislation planned for October & December.			

Engineering, Works and Plant Management

Responsible Officer – Director Engineering

Strategic Objective: To efficiently and effectively manage the Engineering Department by providing direction and guidance towards a common strategic goal.

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. Maximise efficiency and effectiveness of Council's staff and other physical resources, systems and procedures.	<ul style="list-style-type: none"> Regular communication with staff. 	<ul style="list-style-type: none"> Fortnightly management meetings. Monthly staff meetings following Council meetings. 	<ul style="list-style-type: none"> In place and ongoing. Meetings held as required.
2. Provide and manage stores to ensure efficient delivery of works.	<ul style="list-style-type: none"> Maintain stores in accordance with agreed inventory and in preparation for forecast works. 	<ul style="list-style-type: none"> Ongoing review of store inventories. 	<ul style="list-style-type: none"> Inventory review ongoing.
3. Safe and efficient workplace.	<ul style="list-style-type: none"> Implement quality and safety management practices. 	<ul style="list-style-type: none"> Finalisation of Safe Work Method Statements. Review Council policies and procedures. Undertake works in accordance with WBC Alliance Civil Design Guidelines. Comply with OH&S Act and Council's Safe Work Method Statements and Safe Operating Procedures. Zero reported injuries. 	<ul style="list-style-type: none"> Ongoing. Policy & procedure review ongoing. Ongoing. Ongoing. Nil reported injuries.
4. Asset Management.	<ul style="list-style-type: none"> Plan in accordance with the Integrated Planning and Reporting Framework. 	<ul style="list-style-type: none"> Ongoing review of Plant Replacement program. Replace plant and fleet in accordance with Plant Replacement Program. 	<ul style="list-style-type: none"> Ongoing. Approve plant purchases to be acquired in conjunction with WBC Alliance councils. Scheduled for 2nd half of year.

Emergency Services & Fire Protection

Responsible Officer – Director Engineering

Strategic Objective: To provide sufficient resources to bush fire personnel to minimise risk to life and property, and to provide the community with a comprehensive plan of response to emergencies.

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. Emergency Services.	<ul style="list-style-type: none"> Support the management of Emergency Services within the Blayney Shire. Undertake Local Emergency Management Committee meetings. Support District Emergency Management Committee meetings. 	<ul style="list-style-type: none"> Attendance at meetings as required. Quarterly meetings. Attendance at quarterly meetings 	<ul style="list-style-type: none"> As required. Meeting held in August. As required.
2. Plan for emergencies in the Blayney Shire area.	<ul style="list-style-type: none"> DISPLAN 	<ul style="list-style-type: none"> Complete rewrite of DISPLAN. 	<ul style="list-style-type: none"> DISPLAN approved by LEMC Submitted to DEMC November meeting for adoption.

Animal Control

Responsible Officer – Director Environmental Services

Strategic Objective: To ensure the health and safety of the community and environment

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. To administer the Companion Animals Act & Impounding Act in accordance with community needs and expectations, adopted policies and legislation.	<ul style="list-style-type: none"> The employment of suitable staff to administer the Companion Animals Act, and to advise the community. Provide staff with training on legislative changes. Undertake education program at all primary schools in the Blayney LGA. 	<ul style="list-style-type: none"> Employment of suitable staff. Training plan developed with Human Resources and implemented. Attend Six (6) schools in the 11/12 period. 	<ul style="list-style-type: none"> Staff employed. Training undertaken in accordance with plan. Now undertaken by department of Education.
2. To protect the environment.	<ul style="list-style-type: none"> Ensure complaints are dealt with promptly. Ensure that the dog pound is maintained. Ensure wandering dogs & stock which may cause a danger to the public are removed from public places. 	<ul style="list-style-type: none"> All complaints referred to responsible officer within 24hrs. Maintenance issues referred to Manager Health & Building within 24hrs of recording. All instances attended to within 2hrs of notification. 	<ul style="list-style-type: none"> Processes running effectively. Processes running effectively. Processes running effectively.

Environmental Management

Responsible Officer – Director Environmental Services

Strategic Objective: To protect the health and safety of the community.

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. To establish, implement, monitor and maintain measures and procedures to protect the health and safety of the community.	<ul style="list-style-type: none"> The engagement of suitable staff to ensure food premises compliance with standards. The monitoring of food stalls. The inspection of food premises for compliance with standards. 	<ul style="list-style-type: none"> Suitable staff employed. Random inspection of food stalls undertaken by Manager Health & Building. Information package developed and provided to all prospective stall runners. All registered food premises inspected each year and appropriate notices issued as required. All complaints investigated within 24hrs of receipt. Applications assessed and determined within 14 days of receipt of all required information. Inspections undertaken as requested. 5% of all existing on-site effluent disposal systems inspected each year. 	<ul style="list-style-type: none"> Staff employed. Ongoing. Package developed. Scheduled for 4th quarter. Processes in place. Issued in timely manner. Ongoing.
2. Increased connection rate to Milthorpe Sewerage Scheme	<ul style="list-style-type: none"> Pursue connection of remaining properties to sewer infrastructure. 	<ul style="list-style-type: none"> Milthorpe properties connected to sewer. 	<ul style="list-style-type: none"> Ongoing.

Community Services Administration

Responsible Officer – Director Corporate Services

Strategic Objective: To provide services to meet the needs of the Youth of our community.

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. Maintain the provision of sufficient and quality child care services.	<ul style="list-style-type: none"> Provision of statistical reports to Council on the usage of the Cabonne / Blayney Family Day Care Scheme. Provision of statistical reports to Council on the utilisation of the Blayney and Millthorpe OOSH Facilities. 	<ul style="list-style-type: none"> Quarterly Quarterly 	<ul style="list-style-type: none"> For the quarter there were 3 carers and 15 families (25 children). Term 3: Blayney 439; Millthorpe 757. Service is appreciated by working parents. In progress.
2. Children Services information.	<ul style="list-style-type: none"> Provide information on services and facilities for children available in the Shire. 	<ul style="list-style-type: none"> Development of information on website. 	<ul style="list-style-type: none"> In progress.
3. Encourage participation of the Shire's youth promote their contribution to the life of the community.	<ul style="list-style-type: none"> Submission of Event Information, and Grant Application for Youth Week 2012. Provision of regular reports on the progress and achievements of the Youth Council. Number of activities to engage young people coordinated or facilitated by Youth Council. Liaison with key groups and organizations providing youth services and activities with a view to developing Community Partnerships. 	<ul style="list-style-type: none"> Grant submission completed in accordance with requirements. Monthly Two (2) p.a. Grant submission for activity or service. 	<ul style="list-style-type: none"> In progress. No meetings held during quarter due to lack of quorum. Kids Club activity (Wii Funday) held 27/09/2011 at Centrepont. In progress.

#	OTHER INFORMATION
1.	<ul style="list-style-type: none"> Report on new structure of Blayney Shire Youth Council to October 2011 council meeting.
2.	<ul style="list-style-type: none"> Application lodged for Jordan Lane for Youth Week Young Peoples Advisory Committee.

Responsible Officer – Director Corporate Services

Aged & Disabled

Strategic Objective: To provide adequate accommodation and other appropriate services to meet the needs of the aged and disabled of our and financial management.

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. Manage and maintain Council's Inala Units to a satisfactory standard for independent living.	<ul style="list-style-type: none"> Percentage occupied. Average response time to complete maintenance requests / complaints. Completion of routine inspections of each unit. Review of care, control and management of Inala Unit Complex. 	<ul style="list-style-type: none"> Improve performance from prior year. 5 days. Every six months. December 2011. 	<ul style="list-style-type: none"> 30% Occupancy. 2 enquiries received. 4 complaints, each responded to within 48 hours. Ongoing. Not yet undertaken.
2. Provide appropriate services and/or events for the aged members of our community.	<ul style="list-style-type: none"> Submission of event information and grant application for Senior's Week. Implementation of Blayney Shire Access Strategy Evaluation of outcomes referred for action from Access Committee. 	<ul style="list-style-type: none"> Grant submission completed in accordance with application requirements. Ongoing. Every six months. 	<ul style="list-style-type: none"> Submission completed and lodged. Strategy due for adoption in November. Not yet undertaken.
3. Facilitate provision of accessible community transport services in the Shire.	<ul style="list-style-type: none"> Explore grant funded options to supplement existing transport services. Actively engage with community on Access matters in the Shire. Continue liaison with Carewest Transport and other transport providers in the Shire for provision of accessible services. Provision of updated information on transport services in Shire. 	<ul style="list-style-type: none"> Successful funding submission. Community Survey and Bi-monthly Access Committee meetings. Ongoing. Six monthly review and update of transport service webpage and pamphlet. 	<ul style="list-style-type: none"> Not yet undertaken. Bi-monthly meetings access committee held. Ongoing. In progress.
4. Administer Boarding House Transport Program for financially disadvantaged subject to grant funding.	<ul style="list-style-type: none"> Service provision in accordance with Transport & Infrastructure NSW Guidelines. Accurate and timely completion of grant acquittals. 	<ul style="list-style-type: none"> Ongoing. 100% funding conditions compliance. 	<ul style="list-style-type: none"> Claims being processed as received. Ongoing.

Town Planning

Responsible Officer – Director Environmental Services

Strategic Objective: To develop integrated land use plans and to ensure the physical development of the shire is in accordance with community needs and expectations.

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. To provide efficient and effective development assessment.	<ul style="list-style-type: none"> Engagement of suitable staff to provide town planning advice. Provide staff training on new legislation. 	<ul style="list-style-type: none"> Suitable staff employed. Staff training requirements set in yearly training plan. 	<ul style="list-style-type: none"> Staff Employed. Training undertaken when required.
2. Ensure that development is carried out in accordance with Council's consent.	<ul style="list-style-type: none"> Carry out inspections during development construction. 	<ul style="list-style-type: none"> Inspections undertaken when booked. Developments monitored to ensure work does not proceed beyond inspection check points without inspection. 	<ul style="list-style-type: none"> Processes in place.
3. Provision of a Heritage Assistance Program.	<ul style="list-style-type: none"> Issue of Compliance Certificates for development under construction. Engagement of Heritage Advisor. Administer a Local Heritage Assistance Program. 	<ul style="list-style-type: none"> Compliance certificates issued within 2 working days of inspection. Heritage Advisor engaged. Report prepared for Heritage Committee at each stage of Local Heritage Assistance Program. 	<ul style="list-style-type: none"> Timely issue ongoing. Achieved. Monthly visits. Report prepared following each visit.
4. Ensure that Council's town planning policies are appropriate.	<ul style="list-style-type: none"> Town planning policies reviewed and updated as appropriate. 	<ul style="list-style-type: none"> Policies assessed annually for appropriateness. 	<ul style="list-style-type: none"> Ongoing review process.
5. Review of Section 94 Plans.	<ul style="list-style-type: none"> Section 94 Plans review commenced. 	<ul style="list-style-type: none"> Report to Council by December 2011. 	<ul style="list-style-type: none"> Not yet commenced.
6. Creation of new Development Control Plans (DCPs).	<ul style="list-style-type: none"> Create draft DCP. 	<ul style="list-style-type: none"> Report to Council by December 2011. 	<ul style="list-style-type: none"> Not yet commenced.

Waste Management

Responsible Officer – Director Environmental Services

Strategic Objective: To provide and maintain systems for waste collection, recycling and disposal which are cost effective and comply with environmental standards.

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. To provide a reliable and effective waste and recycling service to industry and the community.	<ul style="list-style-type: none"> Monitor the waste collection and disposal contracts. Missed services are collected. 	<ul style="list-style-type: none"> Any detected deviation from contractual obligations addressed within 2 working days. NetWaste service number informed within 20mins of notification of missed service. 	<ul style="list-style-type: none"> No Deviations. Done
2. To maintain a cost effective waste collection and disposal service for the community.	<ul style="list-style-type: none"> Continue environmental monitoring of the Blayney Waste Disposal facility. 	<ul style="list-style-type: none"> Suitable persons retained to undertake environmental monitoring. 	<ul style="list-style-type: none"> Envirotec is currently used and new tender in process through NetWaste.
3. Reduce the amounts of waste to landfill.	<ul style="list-style-type: none"> Maintain scrap metal and chipping contracts. Monitor amounts of recyclables diverted from landfill. 	<ul style="list-style-type: none"> Contracts maintained and renewed as necessary through NetWaste. Report to Council each quarter. 	<ul style="list-style-type: none"> Done. J.R. Richards report received.
4. Remain a member and active participant of the NetWaste group of Councils.	<ul style="list-style-type: none"> Maintain membership of the NetWaste group of councils. 	<ul style="list-style-type: none"> Membership and participation maintained. 	<ul style="list-style-type: none"> Membership of NetWaste maintained.

Urban Stormwater Drainage & Street Cleaning

Responsible Officer – Director Engineering

Strategic Objective: To provide high quality and environmentally sensitive drainage facilities and to provide a clean road surface, gutter system and footpath surface in Blayney and Snire villages.

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. Maintain and improve the existing urban stormwater infrastructure network.	<ul style="list-style-type: none"> • Improvement to urban drainage infrastructure to decrease levels of flooding. • Decreased levels of flooding due to removal of blockages. • Undertake repairs to existing stormwater infrastructure. 	<ul style="list-style-type: none"> • Maintain existing levels of service. • Undertake repairs in accordance with allocated budget. 	<ul style="list-style-type: none"> • Ongoing.
2. Provide neat and tidy urban roads.	<ul style="list-style-type: none"> • Minimise levels of accumulated leaf matter in urban streets. • Collection of street bins. 	<ul style="list-style-type: none"> • Increased street cleaning during autumn season. • Daily collection of street refuse in urban area. 	<ul style="list-style-type: none"> • Ongoing. • Efficient and timely.

Responsible Officer – Director Environmental Services

Public Cemeteries

Strategic Objective: To provide, improve, maintain and manage public cemeteries commensurate with available resources.

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. To provide a high standard of cemetery operations at Blayney, Carcoar, Millthorpe, Lyndhurst, Neville, Hobbys Yards and Newbridge.	<ul style="list-style-type: none"> Positive feedback from local communities. Cemetery areas kept aesthetically pleasing. Adequate space provided for future burials. Adequate space provided for future cremations (ashes). 	<ul style="list-style-type: none"> Incidences of negative feedback addressed and reported to Cemetery Forum. All cemeteries inspected on a monthly basis. Lifespan of all cemeteries monitored and reported to Cemetery Forum and Council for action when only 10yrs supply remains. Lifespan of all niche walls monitored and reported to Cemetery Forum and Council for action when only 2yrs supply remains. 	<ul style="list-style-type: none"> As required. Inspections undertaken with Parks and Gardens Supervisor. Monitoring ongoing. New Niche at Millthorpe Blayney – pending.
2. Maintain accurate burial and reservation registers.	<ul style="list-style-type: none"> Registers filled out & kept up-to-date. 	<ul style="list-style-type: none"> Register updated within 7 working days of issue of each permit. 	<ul style="list-style-type: none"> Timely register update ongoing.
3. Facilitation of the Blayney Shire Cemetery Forum.	<ul style="list-style-type: none"> Attendance at Cemetery Forum and recorded in minutes. 	<ul style="list-style-type: none"> 100% attendance and minutes recorded and presented to the following Council meeting. 	<ul style="list-style-type: none"> No meeting this quarter.
4. Keep Funeral Directors informed of policy and procedural changes.	<ul style="list-style-type: none"> All negative feedback from Funeral Directors dealt with by staff with a report prepared for Cemetery Forum to resolve any policy issues. 	<ul style="list-style-type: none"> Meetings held of the Cemetery Forum every six months and minutes recorded and presented to the following Council meeting. 	<ul style="list-style-type: none"> No meeting this quarter. Meeting scheduled for next quarter.

Public Conveniences

Responsible Officer – Director Engineering

Strategic Objective: To provide and maintain public conveniences in Blayney and Villages to meet the needs of residents and visitors.

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. Maintain existing public conveniences in towns, villages and Carcoar Dam.	<ul style="list-style-type: none"> • Provide clean and safe public conveniences. • Plan in accordance with the Integrated Planning and Reporting Framework. 	<ul style="list-style-type: none"> • Maintain existing levels of service. • Report to Council on completion of Asset Management Plan 	<ul style="list-style-type: none"> • Ongoing. • Asset Register completed.

Public Libraries & Other Cultural Services

Responsible Officer – Director Corporate Services

Strategic Objective: To provide accessible quality library services and other cultural services to meet needs of our community

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. Through association with Central West Libraries maintain and operate Blayney Library to acceptable levels.	<ul style="list-style-type: none"> Liaison with Central West Libraries. Provision of statistical reports to Council on the utilisation of the Blayney Library service. Timely submission of statutory reports and information. 	<ul style="list-style-type: none"> Ongoing. Quarterly. 100% Compliance to timeframes. 	<ul style="list-style-type: none"> Continued liaison with CWL ongoing. Memberships: 1,341 Issues: 3,826 Holdings: 10,010 Lapsed memberships deleted during quarter. No reporting due in quarter.
2. Provision of events and/or services to meet the cultural needs of our community.	<ul style="list-style-type: none"> Actively support and promote the Arts Out West division of the NSW Ministry of the Arts. Coordination of an event during NAIDOC week. Continue to provide support for people from a culturally and/or linguistically diverse background through liaison with the Bathurst Migrant Settlement Worker. 	<ul style="list-style-type: none"> Ongoing. Annually. Ongoing. 	<ul style="list-style-type: none"> Ongoing Support. Flag raised during NAIDOC Week. Information held both on website and in Chambers.
3. Promote cultural activities in the community.	<ul style="list-style-type: none"> Actively support and promote musical development within the Shire in conjunction with Mitchell Conservatorium and Orange Regional Conservatorium of Music. 	<ul style="list-style-type: none"> Awarding of music tuition scholarships. 	<ul style="list-style-type: none"> Applications called for scholarship.

Public Halls

Responsible Officer – Director Environmental Services

Strategic Objective: To provide Community Centre and Village hall facilities to meet the community needs.

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. Provide sound management of community assets in villages.	<ul style="list-style-type: none"> Community assets maintained to acceptable levels (i.e. kept in good condition) within allocated budget. 	<ul style="list-style-type: none"> Community assets inspected annually and budget allocation for maintenance included in Management Plan. 	<ul style="list-style-type: none"> Communities assets inspected on appropriate intervals & repairs made within budget.
2. Provide an appropriate level of fees and charges for the facilities.	<ul style="list-style-type: none"> Funds from fees & charges to cover costs of preparing facility for use and future maintenance. 	<ul style="list-style-type: none"> Report to Council on completion of Asset Management Plan. 	<ul style="list-style-type: none"> AMP being prepared, Asset Register now developed.
3. Provide for ongoing improvements of the facilities.	<ul style="list-style-type: none"> Allocation of appropriate funds in Council budget. 	<ul style="list-style-type: none"> Report to Council on completion of Asset Management Plan. 	<ul style="list-style-type: none"> AMP will determine appropriate funding which council will need to consider.

Sporting Grounds

Responsible Officer – Director Engineering

Strategic Objective: To provide quality sporting and recreational facilities throughout the Blayney Shire.

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. Maintain and improve existing active recreation infrastructure.	<ul style="list-style-type: none"> Upgrade existing sporting facilities. Reduced level of accidents and incidents. 	<ul style="list-style-type: none"> Redmond Oval Tennis Court redevelopment. King George Oval Lighting upgrade. Zero reported injuries. 	<ul style="list-style-type: none"> Underway. Underway. None reported for quarter.
2. Maintain existing maintenance areas.	<ul style="list-style-type: none"> Customer satisfaction levels are maintained. 	<ul style="list-style-type: none"> Maintain existing levels of service. 	<ul style="list-style-type: none"> Ongoing.
3. Asset Management	<ul style="list-style-type: none"> Plan in accordance with the Integrated Planning and Reporting Framework. 	<ul style="list-style-type: none"> Completion of Asset Management Plan. 	<ul style="list-style-type: none"> Asset register completed.

Parks & Gardens

Responsible Officer – Director Engineering

Strategic Objective: To manage, maintain and develop parks and gardens in Blayney, Villages and Carcoar Dam.

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. 1. Provide modern and safe local playground and passive recreation infrastructure.	<ul style="list-style-type: none"> Upgrade existing playgrounds Provide passive recreation facilities as resources allow. Reduced level of accidents and incidents. 	<ul style="list-style-type: none"> Heritage Park equal access improvements. Continue to upgrade existing playgrounds as resources allow. Carcoar BBQ facilities installation. Lyndhurst BBQ facilities installation. Zero reported injuries. 	<ul style="list-style-type: none"> Development work underway. As required. BBQ installed, shelter under development. BBQ installed, shelter under development.
2. Continue to undertake environmental improvement projects.	<ul style="list-style-type: none"> Completion of specific projects as resources allow. 	<ul style="list-style-type: none"> Continue ongoing environmental works. 	<ul style="list-style-type: none"> Ongoing.
3. Maintain existing maintenance areas.	<ul style="list-style-type: none"> Customer satisfaction levels are maintained. 	<ul style="list-style-type: none"> Maintain existing levels of service. 	<ul style="list-style-type: none"> Ongoing.
4. Asset Management	<ul style="list-style-type: none"> Plan in accordance with the Integrated Planning and Reporting Framework. 	<ul style="list-style-type: none"> Completion of Asset Management Plan. 	<ul style="list-style-type: none"> Asset register completed.

Indoor Sports Centre

Responsible Officer – General Manager

Strategic Objective: To provide and maintain CentrePoint Sport & Leisure Centre as a safe, modern and accessible indoor sporting complex

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. Provide a broad range of quality sport and leisure opportunities for Shire Residents.	<ul style="list-style-type: none"> Attendance Figures at the CentrePoint. 	<ul style="list-style-type: none"> Increase in attendance figures from previous year. 	<ul style="list-style-type: none"> Attendance figures are up in both the gym and pool compared to same time last year.
2. Ensure that patrons are satisfied with the services provided at the Centre.	<ul style="list-style-type: none"> No. of membership renewals. No. of memberships, in comparison to that of previous years. 	<ul style="list-style-type: none"> 80% Renewal strike-rate. Increase in total memberships from previous year. 	<ul style="list-style-type: none"> The centre currently has more members than it ever has under the current management.
3. Protect the community health through the enforcement of health standards.	<ul style="list-style-type: none"> Water quality is compliant with the relevant health standards and regulations. 	<ul style="list-style-type: none"> 100% Compliance with standards at all times. 	<ul style="list-style-type: none"> A recent visit from the department of health came back as compliant.
4. Ensure the efficient operation and appropriate maintenance of the centre through the provision of sound management.	<ul style="list-style-type: none"> Presentation of Annual Financial Reports to Council. Support the Board and Management of CentrePoint in the ongoing operation and enhancement of the facility. 	<ul style="list-style-type: none"> Annual Financial Reports are compiled by 31 July. Ongoing. 	<ul style="list-style-type: none"> Financial reports compiled by scheduled date. Administrative & technical support provided on an ongoing basis.
5. Asset Management	<ul style="list-style-type: none"> Plan in accordance with the Integrated Planning and Reporting Framework. 	<ul style="list-style-type: none"> Completion of Asset Management Plan. 	<ul style="list-style-type: none"> Asset Management Plan complete

#	OTHER INFORMATION
1.	<ul style="list-style-type: none"> Recently over 1000 free passes were distributed to Shire residents through local shopping centres, schools and the new mining village. This was done as both an act of good will and also as a marketing strategy. The response from residents has been positive.
2.	<ul style="list-style-type: none"> The gym has recently been renovated and equipment updated. This has resulted in an immediate increase in memberships and usage.

Building Control

Responsible Officer – Director Environmental Services

Strategic Objective: To provide an efficient and effective Building assessment and advisory service

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. To provide efficient and effective building assessment and advice that meets legislative requirements.	<ul style="list-style-type: none"> Engagement of suitable staff to provide building advice. Provide staff with training on new legislation. 	<ul style="list-style-type: none"> Dutiable staff engaged. Training requirements addressed through annual training plan. 	<ul style="list-style-type: none"> Staff employed. Ongoing training as required.
2. Ensure that buildings are constructed in accordance with the Building Code of Australia.	<ul style="list-style-type: none"> Issue of Construction and Compliance Certificates for buildings. Issue of Occupation Certificates for completed buildings. Inspection of buildings under construction for compliance with the Building Code of Australia. 	<ul style="list-style-type: none"> Within 2 working days of inspection. Within 2 working days of inspection. Inspection undertaken when booked. Developments monitored to ensure work does not proceed beyond inspection check points without inspection. 	<ul style="list-style-type: none"> Processes running efficiently and on time. Processes running efficiently and on time. Processes running efficiently and on time.

Quarries & pits

Responsible Officer – Director Engineering

Strategic Objective: To provide and operate a commercially viable quarry operation producing high quality road making material.

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. Provide safe, and sustainable gravel sources for current and future needs.	<ul style="list-style-type: none"> Development and maintenance of gravel quarries. Adherence to Mine Health & Safety Act 2004, and the Mine Health & Safety Regulation 2007. 	<ul style="list-style-type: none"> Ongoing use of existing quarries. Undertake review of Mine Safety Management Plan in conjunction with Industry and Investment NSW. Zero injuries. 	<ul style="list-style-type: none"> Ongoing. When advised. Zero reported injuries.
2. Provide environmentally sound management of gravel pits and quarries.	<ul style="list-style-type: none"> Environmental controls are in accordance with Industry and Investment NSW and EPA requirements. 	<ul style="list-style-type: none"> Maintain existing environmental controls. 	<ul style="list-style-type: none"> Ongoing.

Local Roads

Responsible Officer – Director Engineering

Strategic Objective: To provide a safe, efficient and quality road network for vehicles, cycles and pedestrians.

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. Maintain and improve the existing local road infrastructure network.	<ul style="list-style-type: none"> Improvement of road infrastructure to extend the sealed network. Progressive pavement improvements throughout the network. Progressive renewal of gravel surface roads throughout the unsealed road network. 	<ul style="list-style-type: none"> Browns Creek Rd - Rehabilitation. Undertake gravel resheeting in accordance with allocated budget. Undertake repairs in accordance with allocated budget. Maintain existing levels of service. 	<ul style="list-style-type: none"> Underway. Ongoing in conjunction with natural disaster funding. Ongoing in conjunction with natural disaster funding. Ongoing.
2. Provide safe, well signposted and adequately lit streets in accordance with recognised technical standards.	<ul style="list-style-type: none"> Undertake repairs to existing road surfaces and failed pavements. Streets well lit & signposting easily visible to motorists & general public. Reduced level of accidents and incidents. 	<ul style="list-style-type: none"> Zero fatalities. 	<ul style="list-style-type: none"> One fatality.
3. Asset Management.	<ul style="list-style-type: none"> Plan in accordance with the Integrated Planning and Reporting Framework. 	<ul style="list-style-type: none"> Formal Adoption of Transportation Asset Management Plan. 	<ul style="list-style-type: none"> Ongoing.

Local Bridges

Responsible Officer – Director Engineering

Strategic Objective: To provide safe, efficient and quality bridges for transport of persons and freight

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. Maintain and improve the existing local bridge infrastructure.	<ul style="list-style-type: none"> Replacement of bridge infrastructure. Undertake repairs to existing bridges. 	<ul style="list-style-type: none"> Forest Reefs Road bridge over Cowryga Creek. Undertake repairs in accordance with allocated budget 	<ul style="list-style-type: none"> Ongoing. Ongoing.
2. Provide safe, well signposted and adequately line marked bridges in accordance with recognised technical standards.	<ul style="list-style-type: none"> Line marking and signposting easily visible to motorists & general public. Reduced level of accidents and incidents. 	<ul style="list-style-type: none"> Maintain existing levels of service. Zero fatalities. 	<ul style="list-style-type: none"> Ongoing. Zero reported injuries.
3. Asset Management.	<ul style="list-style-type: none"> Plan in accordance with the Integrated Planning and Reporting Framework. 	<ul style="list-style-type: none"> Formal Adoption of Transportation Asset Management Plan. 	<ul style="list-style-type: none"> Draft in place, further development ongoing.

OTHER INFORMATION

1. • Consultant engaged to assess structural integrity of three timber bridges.

Regional & State - Roads & Bridges

Responsible Officer – Director Engineering

Strategic Objective: To provide a safe, efficient and quality Regional and State road network for transport of persons and freight.

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
<ul style="list-style-type: none"> Maintain and improve the existing regional road infrastructure network. 	<ul style="list-style-type: none"> Progressive pavement improvements throughout the network. Undertake repairs to existing road surfaces and failed pavements. 	<ul style="list-style-type: none"> Undertake reseal and heavy patching in accordance with allocated budget. Undertake repairs in accordance with allocated budget 	<ul style="list-style-type: none"> Planned for second Quarter. Ongoing.
<ul style="list-style-type: none"> Manage the State Road Network. 	<ul style="list-style-type: none"> Maintain Council's agreed component of the State road network. Undertake improvements to Council's agreed component of the State road network. 	<ul style="list-style-type: none"> Undertake repairs in accordance with RTA Road Maintenance Council Contract specifications. Undertake improvements as identified by the Joint Project Assessment (JPA) in accordance with RTA Road Maintenance Council Contract specifications 	<ul style="list-style-type: none"> Ongoing. JPA undertaken. Projects being scoped for inclusion in program.
<ul style="list-style-type: none"> Provide safe, well signposted and adequately lit regional roads in accordance with recognised technical standards. 	<ul style="list-style-type: none"> Streets well lit & signposting easily visible to motorists & general public. Reduce level of accidents and incidents. 	<ul style="list-style-type: none"> Maintain existing levels of service. Zero fatalities. 	<ul style="list-style-type: none"> Ongoing. Zero.
<ul style="list-style-type: none"> Asset Management. 	<ul style="list-style-type: none"> Plan in accordance with the Integrated Planning and Reporting Framework. 	<ul style="list-style-type: none"> Formal Adoption of Transportation Asset Management Plan. 	<ul style="list-style-type: none"> Draft in place, further development ongoing.

Auxiliary Roadworks

Responsible Officer – Director Engineering

Strategic Objective: To provide an economically safe vehicular and pedestrian network throughout the Shire.

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. Improve pedestrian access within the urban area.	<ul style="list-style-type: none"> Improved pedestrian crossing facilities and street amenity. Further links in the concrete footpath network within the Blayney urban area. Reduce level of accidents and incidents related to trip defects on paved footpaths. 	<ul style="list-style-type: none"> Adelaide Street – Ogilvy Street intersection pedestrian crossing. Moorilda Bus Shelter Monitor condition of footpaths. 	<ul style="list-style-type: none"> Funding from RTA allocated for 2012/13. Slab and drainage installed. Ongoing monitoring.
2. Provide safe, well signposted and adequately lit footpaths in accordance with recognised technical standards.	<ul style="list-style-type: none"> Footpaths to be well lit & signposting easily visible to pedestrians. 	<ul style="list-style-type: none"> Maintain existing levels of service. 	<ul style="list-style-type: none"> Ongoing.
3. Asset Management.	<ul style="list-style-type: none"> Plan in accordance with the Integrated Planning and Reporting Framework. 	<ul style="list-style-type: none"> Formal Adoption of Transportation Asset Management Plan. 	<ul style="list-style-type: none"> Draft in place, further development ongoing.

Tourism, Area & Industrial Promotion, Economic Development and Real Estate

Responsible Officer – Director Corporate Services

Strategic Objective: To promote tourism and economic development throughout the Shire.

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. Actively promote Blayney Shire.	<ul style="list-style-type: none"> Website updated to include information of upcoming community events. Production of a Community Events Calendar. Progression of Blayney Shire Tourism Plan Actively engage with community for input into development of tourism in the Shire. Review and improvement of promotional material 	<ul style="list-style-type: none"> Actively invite contributions by community and timely update of website. Quarterly. Ongoing completion of recommended actions. Bi-monthly meetings of Blayney Shire Tourism Committee. Six monthly audit of promotional material. 	<ul style="list-style-type: none"> Reminders being issued on an ongoing basis. Events calendar drafted for distribution in October. Plan due for adoption in Nov 2013. Meetings being held on an ongoing basis. Yet to be undertaken.
2. Foster sustainable economic development, attract business investment, and promote industry and enterprise development.	<ul style="list-style-type: none"> Timely follow-up of enquiries from new / existing business. Provision of information in response to enquiries from new / existing business. 	<ul style="list-style-type: none"> 100% of enquiries followed up within an appropriate time frame. Information provided within 2 working days (subject to availability) when practicable. 	<ul style="list-style-type: none"> No enquiries received during quarter. No information issued.

OTHER INFORMATION

- Working with CENTROC with Invest Central NSW Project developing a regional economic profile and investment profile for Blayney Shire Council.
- Community meetings held on Blayney Shire Tourism Strategy throughout shire. Draft Blayney Shire Tourism Plan finalised for Council adoption and public exhibition.

Private Works

Responsible Officer – Director Engineering

Strategic Objective: To manage Council's assets and commercial undertakings to maximise efficiency and economic return

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. Undertake quality, private and contract civil works to maximise the economic return to Council.	<ul style="list-style-type: none"> Works carried out in a safe and efficient manner in order to remain competitive to external developers. Positive feedback from clients 	<ul style="list-style-type: none"> Undertake works in accordance with predetermined budget. Zero injuries. Zero negative feedback. 	<ul style="list-style-type: none"> Ongoing. Zero reported injuries. No negative feedback received to date.

General Purpose Revenues

Responsible Officer – Director Corporate Services

Strategic Objective: To maximise Council's earning capacity and to ensure timely collection of Federal and State grants.

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. Provide and maintain an efficient and effective rating system in accordance with relevant legislation.	<ul style="list-style-type: none"> Rate and instalment notices issued within prescribed timeframes in accordance with the Local Government Act. Rates & Charges Outstanding Percentage. Maintenance of accurate Rates Database. 	<ul style="list-style-type: none"> 100% compliance. Outstanding percentage maintained at a level lower than group average in DLG Annual Report or Comparative Information. Supplementary lists processed within 21 days of receipt. 	<ul style="list-style-type: none"> Rates notices issued within statutory timeframe. Council policies for review in October to improve collection performance. Ongoing process.
2. Ensure the collection of Federal & State Government grants are received in accordance with established timeframes.	<ul style="list-style-type: none"> Review and update of Grants status report. Accurate and timely completion of all grant submissions and acquittals. 	<ul style="list-style-type: none"> Grants monitor updated monthly and presented to Senior Management 100% compliance with grant terms & conditions. 	<ul style="list-style-type: none"> Grants status report reviewed. Acquittals & Submissions being lodge on an ongoing basis.
# OTHER INFORMATION			
1. • Workshop held with Collection Agent, Outstanding Collections, to review collection processes and options/improvements to collection performance.			

Blayney Sewerage

Responsible Officer – Director Engineering

Strategic Objective: To provide and maintain an environmentally sustainable, high quality sewerage facility.

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. Maintain and improve the existing sewer infrastructure to meet the needs of the community.	<ul style="list-style-type: none"> Complete 2 of the 6 Best Practice criteria. Maintain sewer mains 	<ul style="list-style-type: none"> Complete IWCM Strategy Study. Review Liquid Trade Waste Policy. Undertake program of CCTV. Plan and undertake replacement. Undertake investigation and augmentation of transfer main. 	<ul style="list-style-type: none"> Study being finalised by consultant. Referred to October council meeting. Cleaning underway. Ongoing. Ongoing.
2. Asset Management:	<ul style="list-style-type: none"> Plan in accordance with the Integrated Planning and Reporting Framework. 	<ul style="list-style-type: none"> Implement Sewer Asset Management Plan. 	<ul style="list-style-type: none"> Ongoing.

Millthorpe Sewerage

Responsible Officer – Director Engineering

Strategic Objective

To provide and maintain an environmentally sustainable, high quality sewerage facility to service the village of Millthorpe

OBJECTIVES	PERFORMANCE TARGETS	ACTION	STATUS
1. Maintain and improve the existing sewer infrastructure to meet the needs of the community.	<ul style="list-style-type: none"> Complete 2 of the 6 Best Practice criteria. 	<ul style="list-style-type: none"> Complete WCM Strategy Study. 	<ul style="list-style-type: none"> Study being finalised by consultant.
2. Asset Management.	<ul style="list-style-type: none"> Plan in accordance with the Integrated Planning and Reporting Framework. 	<ul style="list-style-type: none"> Implement Sewer Asset Management Plan. 	<ul style="list-style-type: none"> Ongoing.

Blayney Shire Council**Policy Register****Policy No 4B**

Policy Title	Investment Policy
Document/File No	A8-1
Officer Responsible	Manager Financial Services
Last Review Date	1/11/2011

Objectives

To outline Council's investment Strategy

Policy Statement**Blayney Shire Council****Investment Policy**

Policy

1.1 Objectives

- (a) To undertake investment of surplus funds, maximising earnings from authorised investments, whilst ensuring the security of Council Funds.
- (b) To ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring significant costs due to the unanticipated sale of an investment.

1.2 Legislative Requirements

All investments are to be made in accordance with:

- (a) Local Government Act 1993;
- (b) Local Government Act 1993 – Order (of the Minister) dated 12 January 2011
- (c) Trustee Act 1925;
- (d) Local Government (General) Regulation 2005;
- (e) Local Government Code of Accounting Practice and Financial Reporting;
- (f) Australian Accounting Standards; and
- (g) Division of Local Government Circulars.

1.3 Delegation of Authority

Authorised Officer	Roles & Responsibilities
General Manager	Authority to invest surplus funds and authority to delegate this function in accordance with the councils adopted investment policy.
Director Corporate Services	Per Delegation
Manager Financial Services	Per Delegation
Finance Officer	Per Delegation

1.4 Authorised Investments

Investments are limited to those allowed by the most current Ministerial Investment Order that has been issued by the NSW Minister for Local Government.

Council shall only invest money (on the basis that all investments must be denominated in Australian Dollars) in the following forms of investment:

- (a) any public funds or securities issued by or guaranteed by, the Commonwealth, any State of the Commonwealth or a Territory;
- (b) any debentures or securities issued by a council (within the meaning of the Local Government Act 1993 (NSW));
- (c) interest bearing deposits with, or any debentures or bonds issued by, an authorised deposit-taking institution (as defined in the Banking Act 1959 (Cwth)), but excluding subordinated debt obligations;
- (d) any bill of exchange which has a maturity date of not more than 200 days; and if purchased for value confers on the holder in due course a right of recourse against a bank which has been designated as an authorised deposit-taking institution by the Australian Prudential Regulation Authority;
- (e) a deposit with the New South Wales Treasury Corporation or investments in an Hour-Glass investment facility of the New South Wales Treasury Corporation.

All investment instruments (excluding short term discount instruments) referred to above include principal and investment income (interest).

Transitional Arrangements

- (i) Subject to paragraph (ii) nothing in this Order affects any investment made before the Ministerial Order dated 31 July 2008 which was made in compliance with the previous Ministerial Order dated 15 July 2005, and such investments are taken to be in compliance with this Order.
- (ii) Paragraph (i) only applies to those investments made before the Ministerial Order dated 31 July 2008 and does not apply to any restructuring or switching of investments or any re-investment of proceeds received on disposal or maturity of such investments, which for the avoidance of doubt must comply with this Order.

1.5 Prudent Person Standard

The investments shall be managed with care, diligence and skill that a prudent person would exercise. As trustees of public monies, officers are to manage Council's investment portfolios to safeguard the portfolio in accordance with the spirit of this Investment Policy, and not for speculative purposes.

1.6 Ethics and Conflicts of Interest

Officers shall refrain from personal activities that would conflict with the proper execution and management of Council's investment portfolio. This policy requires officers to disclose any conflict of interest to the General Manager.

If engaged, independent advisors shall also be required to declare that they have no actual or perceived conflicts of interest.

1.7 Prohibited Investments

This Investment Policy prohibits any investment carried out for speculative purposes including:

- (a) Derivative based instruments;
- (b) Principal only investments or securities that provide potentially nil or negative cash flow;
- (c) Stand alone securities issued that have underlying futures, options, forward contracts and swaps of any kind; and
- (d) The use of leveraging (borrowing to invest) of any investment.

1.8 Risk Management Guidelines

Investments are to comply with the following criteria:

- (a) Preservation of Capital - all reasonable measures are to be taken to prevent losses in portfolio value (considering the time value of money);
- (b) Institutional Diversification:
 - a. Not less than three (3) quotations shall be obtained from authorised institutions when an investment is proposed.
 - b. Direct investments shall not exceed \$500,000 with any one institution, at any one time.
 - c. All term deposit investments are to be made with authorised deposit taking institutions covered under the Australian Government Guarantee;
- (c) Maturity Risk - the investment portfolio is to be invested within the following maturity constraints:

Overall Portfolio Return to Maturity		
Portfolio % < 1 year	Min 40%	Max 100%
Portfolio % > 1 year	Min 0%	Max 60%
Portfolio % > 3 year	Min 0%	Max 30%
Portfolio % > 5 year	Min 0%	Max 20%

(d) Market/Credit Risk - consideration shall be given to the risk that the fair value or the future cash flows of an investment will fluctuate due to changes in market prices, or the risk of failure to repay principal or pay interest on an investment;

(e) Liquidity Risk -

- a. Matching investments with cash flow requirements.
- b. Ensure access is available within seven (7) days to at least \$1,000,000 or 10% of value of total investments, whichever is greater.

1.9 Performance Benchmarks

The performance of the investment portfolio shall be against the industry standard 11am Cash Rate for cash investments and BBSW 90 Day Swap Rate for direct investments.

1.10 Measurement

As Council continues to hold grandfathered investments such as Collateralised Debt Obligations (CDOs), the investment returns of the portfolio is to be regularly reviewed by an independent financial advisor by assessing the market value of the portfolio.

1.11 Reporting and Responsibilities of Council Officers

- (e) The Responsible Accounting Officer shall be responsible for reconciling the investment register on a monthly basis and ensuring sufficient records are maintained, including:
 - a. the source and amount of money invested;
 - b. particulars of the security or form of investment in which the money was invested;
 - c. the term of the investment, and
 - d. if appropriate, the rate of interest to be paid, and the amount of money earned, in respect of money invested.
- (f) A monthly report shall be provided to Council, detailing the investment portfolio in terms of performance, investment institution and amount of each investment.
- (g) The report should also detail each average return percentage against the performance benchmark rates.
- (h) For audit purposes, certificates must be obtained from financial institution confirming the amounts of investment held on the council's behalf at 30th June each year.

- (i) The documentary evidence must provide Council legal title to the investment.

1.12 Investment Advisor

Should council engage an investment advisor, the advisor must be approved by Council and licensed by the Australian Securities and Investment Commission. The advisor must be an independent person who has no actual or potential conflict of interest in relation to investment products being recommended and is free to choose the most appropriate product within the terms and conditions of the investment policy.

The independent advisor is required to provide written confirmation that they do not have any actual or potential conflicts of interest in relation to the investments they are recommending or reviewing, including that they are not receiving any commissions or other benefits in relation to the investments being recommended or reviewed.

1.13 Review of Investment Policy

This policy shall be reviewed annually and any amendments, if necessary shall be approved by resolution of council.

End of Policy

Adopted:	Date: 14/10/2003	Minute: 123
Last Reviewed:	Date: 11/10/2005	Minute: 280
	Date: 14/05/2007	Minute: 07/094
	Date: 09/08/2010	Minute: 1008/04
	Date: 14/03/2011	Minute: 1103/010
	Date: 08/08/2011	Minute: 1108/004
	Date: 14/11/2011	
Next Review:	Date: 18/06/2012	

**Blayney Shire Council****Policy Register****Policy No 2D**

Policy Title	Internal Reporting Policy
Document/File No	C13-12
Officer Responsible	Director Corporate Services
Last Review Date	14/11/2011

Objectives

This policy establishes an internal reporting system for the reporting of disclosures of corrupt conduct, maladministration or serious and substantial waste of public money by Blayney Shire Council, its staff and Councillors.

Policy Statement**Blayney Shire Council****Internal Reporting Policy**

CONTENTS:

DEFINITIONS	3
1. PURPOSE AND CONTEXT OF THE POLICY	4
2. ROLES AND RESPONSIBILITIES IN COUNCIL	5
3. COUNCIL COMMITMENT	5
4. WHAT SHOULD BE REPORTED?	6
a. Corrupt conduct	6
b. Maladministration	7
c. Serious and substantial waste in local government	7
d. Government information contravention	7
e. Other wrongdoing	7
5. WHEN WILL A REPORT BE PROTECTED?	8
6. HOW TO MAKE A REPORT	8
7. CAN A REPORT BE ANONYMOUS?	8
8. MAINTAINING CONFIDENTIALITY	9
9. WHO CAN RECEIVE A REPORT WITHIN THE BLAYNEY SHIRE COUNCIL?	9
a. General Manager	9
b. Mayor	10
c. Disclosures coordinator	10
d. Disclosures officers	10
10. WHO CAN RECEIVE A REPORT OUTSIDE OF THE BLAYNEY SHIRE COUNCIL	10
a. Investigating authorities	11
b. Members of Parliament or journalists	11
11. THE INVESTIGATION PROCESS	12
12. FEEDBACK TO STAFF WHO REPORT WRONGDOING	13
13. PROTECTION AGAINST REPRISALS	13
a. Responding to reprisals	14
b. Protection against legal action	15
14. SUPPORT FOR THOSE REPORTING WRONGDOING	15
15. SANCTIONS FOR MAKING FALSE OR MISLEADING DISCLOSURES	16
16. SUPPORT FOR THE SUBJECT OF A REPORT	16
17. REVIEW	16
18. MORE INFORMATION	16
19. RESOURCES	17
20. LEGISLATION AND REFERENCES	18

Blayney Shire Council references and relevant Codes & Policies	18
External References	18
21. DIAGRAM: INTERNAL (PROTECTED DISCLOSURES) REPORTING SYSTEM	19

INTERNAL REPORTING POLICY

PUBLIC INTEREST DISCLOSURES ACT 1994

DEFINITIONS

Three key concepts in the internal reporting system are “corrupt conduct”, “maladministration” and “serious and substantial waste of public money”. Definitions of these concepts are outlined below.

(1) Corrupt conduct

“Corrupt conduct” is defined in the Independent Commission Against Corruption Act 1988 (sections 8 and 9). The definition used in the Act is intentionally quite broad - corrupt conduct is defined to include the dishonest or partial exercise of official functions by a public official. Conduct of a person who is not a public official, when it adversely affects the impartial or honest exercise of official functions by a public official, also comes within the definition.

Corrupt conduct can take many forms, i.e. taking or offering bribes, public officials dishonestly using influence, blackmail, fraud, election bribery and illegal gambling are some examples.

(2) Maladministration

“Maladministration” is defined in the Protected Disclosures Act as conduct that involves action or inaction of a **SERIOUS NATURE** that is:

◆ **contrary to law** (s.11(2)(a)) - for example:

- ◆ decisions or actions contrary to the law or ultra vires
- ◆ decisions or actions contrary to lawful and reasonable orders from persons or body's with authority to make or give such orders
- ◆ a breach of natural justice/procedural fairness
- ◆ unauthorised disclosure of confidential information

◆ **unreasonable** (s.11(2)(b)) - for example:

- ◆ decisions or actions:
 - ◆ inconsistent with adopted guidelines or policy
 - ◆ made or taken without obvious relationship to the facts or circumstances
 - ◆ so unreasonable that no reasonable person could so decide or act (i.e. irrational)
- ◆ relevant considerations not taken into account or irrelevant considerations taken into account
- ◆ serious delay
- ◆ wrong, inaccurate or misleading advice leading to detriment

- ◆ means used not reasonably proportional to ends to be achieved (i.e. excessive use of authority)
- ◆ failure to rectify identified mistakes, errors, oversights or improprieties
- ◆ **unjust** (s.11(2)(b)) - for example:
 - ◆ decisions or actions not justified by any evidence, so unreasonable that no reasonable person could so decide to act (i.e. irrational), or unconscionable
 - ◆ partial, unfair or inequitable decisions or actions
 - ◆ abuse of power
- ◆ **oppressive** (s.11(2)(b)) - for example:
 - ◆ unconscionable decisions or actions
 - ◆ abuse of power, intimidation or harassment
 - ◆ punitive, harsh, cruel or offensive decisions or actions
- ◆ **improperly discriminatory** (s.11(2)(b)) - for example:
 - ◆ inconsistent application of laws, policies or practices when there is no reasonable, justifiable or appropriate reason to do so
 - ◆ distinctions applied not authorised by law, or failure to make a distinction which is authorised or required by law
 - ◆ failure to perform duties impartially and equitably
- ◆ **based wholly or partially on improper motives** (s.11(2)(c)) - for example:
 - ◆ decisions or actions for a purpose other than that for which power was conferred
 - ◆ decisions or actions for personal advantage
 - ◆ bad faith

1. PURPOSE AND CONTEXT OF THE POLICY

The purpose of the Public Interest Disclosures Act (PID) 1994 is:

1. To encourage and facilitate the disclosure, in the public interest, of corrupt conduct, maladministration and serious and substantial waste in the public sector; and
2. To ensure that any public official who wishes to make a disclosure receives legal protection from reprisals, and that the matters raised in any disclosure are properly investigated.

The Act aims to encourage and facilitate the disclosure - in the public interest - of corrupt conduct, maladministration and serious and substantial waste in the public sector. This is achieved by:

- enhancing and augmenting established procedures for making disclosures concerning such matters;
- protecting persons from reprisals that might otherwise be inflicted on them because of these disclosures; and
- providing for those disclosures to be properly investigated and dealt with.

This policy seeks to:

1. To establish an internal reporting system for the reporting of disclosures of corrupt conduct, maladministration or serious and substantial waste of public money by Blayney Shire Council, members of Council staff and Councillors. This enables protected disclosures to be made to the Disclosure Coordinator, a nominated Disclosures Officer, the Mayor, or the General Manager.
2. To complement the normal means of communication between managers and members of Council staff. (Members of Council staff are encouraged to continue to raise appropriate matters at any time with their managers but they also have the right to make protected disclosures in accordance with this policy.)
3. To ensure that Council will take all reasonable steps to protect any Councillor or member of Council staff or Council contractor who makes a disclosure from any detrimental action in reprisal for making that disclosure.

2. ROLES AND RESPONSIBILITIES IN COUNCIL

This policy will apply to:

- Members of Council staff and Councillors
- permanent employees, whether full-time or part-time
- temporary or casual employees
- consultants
- individual contractors working for Council.

The policy may also apply to other people who perform public official functions and their conduct and activities could be investigated by an investigating authority. This can include volunteers and those contracted to work for Council.

Members of Council staff are encouraged to support those who have made disclosures, as well as protect and maintain their confidentiality. Staff must not victimize or harass anyone who has made a disclosure.

This policy is designed to complement normal communication channels between supervisors and staff. Staff are encouraged to continue to raise appropriate matters at any time with their supervisors, but as an alternative have the option of making a protected disclosure in accordance with this policy.

3. COUNCIL COMMITMENT

Blayney Shire Council, as an ethical Council, is committed to acting in accordance with the spirit and letter of the PID Act by:

- creating a climate of trust, where Council staff are comfortable and confident about reporting wrongdoing
- encouraging staff to come forward if they have witnessed what they consider to be wrongdoing within the council

- keeping the identity of the staff member disclosing wrongdoing confidential, wherever possible and appropriate
- protecting staff who make disclosures from any adverse action motivated by their report
- dealing with reports thoroughly and impartially and if some form of wrongdoing has been found, taking appropriate action to rectify it
- keeping staff who make reports informed of their progress and the outcome
- encouraging staff to report wrongdoing within Council, but respecting any decision to disclose wrongdoing outside Council, provided that disclosure outside Council is made in accordance with the PID Act
- ensuring managers and supervisors at all levels in Council understand the benefits of reporting wrongdoing, are familiar with this policy, and aware of the needs of those who report wrongdoing
- providing adequate resources, both financial and human, to:
 - encourage reports of wrongdoing
 - protect and support those who make them
 - provide training for key personnel
 - investigate allegations
 - properly manage any workplace issues that the allegations identify or create
 - correct any problem that is identified
 - reassess or review the policy each year to ensure it is still relevant and effective.

4. WHAT SHOULD BE REPORTED?

You should report any wrongdoing you see within the Blayney Shire Council. Reports about the four categories of serious wrongdoing – corrupt conduct, maladministration, serious and substantial waste of public money, and government information contravention – will be dealt with under the PID Act as protected disclosures and according to this policy.

a. Corrupt conduct

Corrupt conduct is the dishonest or partial exercise of official functions by a public official.

For example, this could include:

- the improper use of knowledge, power or position for personal gain or the advantage of others
- acting dishonestly or unfairly, or breaching public trust
- a member of the public influencing or trying to influence a public official to use their position in a way that is dishonest, biased or breaches public trust.

For more information about corrupt conduct, see the NSW Ombudsman's guideline on what can be reported.

b. Maladministration

Maladministration is conduct that involves action or inaction of a serious nature that is contrary to law, unreasonable, unjust, oppressive or improperly discriminatory or based wholly or partly on improper motives.

For example, this could include:

- making a decision and/or taking action that is unlawful
- refusing to grant someone a licence for reasons that are not related to the merits of their application.

For more information about maladministration, see the NSW Ombudsman's guideline on [what can be reported](#).

c. Serious and substantial waste in local government

Serious and substantial waste is the uneconomical, inefficient or ineffective use of resources that could result in the loss or wastage of local government money. This includes all revenue, loans and other money collected, received or held by, for or on account of the council.

For example, this could include:

- poor project management practices leading to projects running over time
- having poor or no processes in place for a system involving large amounts of public funds.

For more information about serious and substantial waste, see the NSW Ombudsman's guideline on [what can be reported](#).

d. Government information contravention

A government information contravention is a failure to properly fulfil functions under the *Government Information (Public Access) Act 2009* (GIPA Act).

For example, this could include:

- destroying, concealing or altering records to prevent them from being released
- knowingly making decisions that are contrary to the legislation
- directing another person to make a decision that is contrary to the legislation.

For more information about government information contravention, see the NSW Ombudsman's guideline on [what can be reported](#).

e. Other wrongdoing

Although reports about the previous four categories of conduct can attract the specific protections of the PID Act, you should report all activities or incidents that you believe are wrong.

For example, these could include:

- harassment or unlawful discrimination
- reprisal action against a person who has reported wrongdoing
- practices that endanger the health or safety of staff or the public.

These types of issues should be reported to a supervisor, in line with the Blayney Shire Council's policies.

Even if these reports are not dealt with as protected disclosures, the Blayney Shire Council will consider each matter and make every attempt to protect the staff member making the report from any form of reprisal.

5. WHEN WILL A REPORT BE PROTECTED?

The Blayney Shire Council will support any staff who report wrongdoing. For a report to be considered a protected disclosure, it has to meet all of the requirements under the PID Act. These requirements are:

- The person making the disclosure must honestly believe on reasonable grounds that the information shows or tends to show wrongdoing. (the Ombudsman Guidelines provides further detail on when a report will be protected).
- The report has to be made to one or more of the following:
 - a position nominated in this policy – see section 9 (b), (c) & (d) below
 - the General Manager
 - one of the investigating authorities nominated in the PID Act – see section 10 below

Reports by staff and councillors will not be considered to be protected disclosures if they:

- mostly question the merits of government policy, including the policy of the governing body of the council.
- are made with the sole or substantial motive of avoiding dismissal or other disciplinary action.

6. HOW TO MAKE A REPORT

You can report wrongdoing in writing or verbally. You are encouraged to make a report in writing as this can help to avoid any confusion or misinterpretation.

If a report is made verbally, the person receiving the report must make a comprehensive record of the disclosure and ask the person making the disclosure to sign this record. The staff member should keep a copy of this record.

If you are concerned about being seen making a report, ask to meet in a discreet location away from the workplace.

7. CAN A REPORT BE ANONYMOUS?

There will be some situations where you may not want to identify yourself when you make a report. Although these reports will still be dealt with by the Blayney Shire Council, it is best if you identify yourself. This allows us to provide you with any necessary protection and support, as well as feedback about the outcome of any investigation into the allegations.

It is important to realise that an anonymous disclosure may not prevent you from being identified. If we do not know who made the report, it is very difficult for us to prevent any reprisal action.

8. MAINTAINING CONFIDENTIALITY

The Blayney Shire Council realises many staff will want their report to remain confidential. This can help to prevent any action being taken against you for reporting wrongdoing.

We are committed to keeping your identity, and the fact you have reported wrongdoing, confidential. However there may be situations where this may not be possible or appropriate. We will discuss with you whether it is possible to keep your report confidential.

If confidentiality cannot be maintained, we will develop a plan to support and protect you from risks of reprisal. You will be involved in developing this plan. You will also be told if your report will be dealt with under the council's code of conduct, as this may mean certain information will have to be tabled at a council meeting. If you report wrongdoing, you should only discuss your report with those dealing with it. This will include the disclosures coordinator and the General Manager. If you discuss your report more broadly, you may affect the outcome of any investigation.

9. WHO CAN RECEIVE A REPORT WITHIN THE BLAYNEY SHIRE COUNCIL?

You are encouraged to report general wrongdoing to your supervisor. However the PID Act requires that – for a report to be a protected disclosure – it must be made to a public official in accordance with the council's disclosure procedures. For the Blayney Shire Council, this means this policy and any supporting procedures.

Any supervisor who receives a report that they believe may be a protected disclosure must refer the staff member making the report to one of the positions listed below. The broader responsibilities of these positions will be outlined in the guidelines supporting this policy.

If you are council staff and your report involves a councillor, you should make it to the General Manager or the Mayor. If you are a councillor and your report is about another councillor, you should make it to the General Manager or the Mayor.

The following positions are the only staff within the Blayney Shire Council who can receive a protected disclosure.

a. General Manager

You can report wrongdoing directly to the General Manager. The General Manager is responsible for:

- deciding if a report is a protected disclosure
- determining what needs to be done next, including referring it to other authorities
- deciding what needs to be done to correct the problem that has been identified.

The General Manager must make sure there are systems in place in the Blayney Shire Council to support and protect staff who report wrongdoing.

They are also responsible for referring actual or suspected corrupt conduct to the Independent Commission Against Corruption.

The General Manager may be contacted on 02 6368 2104.

b. Mayor

If you are making a report about the General Manager, you should make your report to the Mayor. They are responsible for:

- deciding if a report is a protected disclosure
- determining what needs to be done next, including referring it to other authorities
- deciding what needs to be done to correct the problem that has been identified.

The Mayor must make sure there are systems in place in the *Blayney Shire Council* to support and protect staff who report wrongdoing.

If the report is about the General Manager, the Mayor is also responsible for referring actual or suspected corrupt conduct to the Independent Commission Against Corruption.

The Mayor may be contacted on 02 6368 2104

c. Disclosures coordinator

The disclosures coordinator has a central role in dealing with reports made by staff. They receive them, assess them, and refer them to the people within the *Blayney Shire Council* who can deal with them appropriately.

The Disclosures Coordinator (Director Corporate Services) may be contacted on telephone 02 6368 2104.

d. Disclosures officers

Disclosures officers work with the disclosures coordinator, and are responsible for receiving, forwarding and/or dealing with reports made in accordance with this policy.

Council's Disclosures Officers may be contacted as follows:

- Director of Engineering on telephone: 02 6368 2104
- Director Environmental Services on telephone: 02 6368 2104
- Human Resources Officer on telephone: 02 6368 2104

10. WHO CAN RECEIVE A REPORT OUTSIDE OF THE BLAYNEY SHIRE COUNCIL

Staff are encouraged to report wrongdoing within the Blayney Shire Council, but internal reporting is not your only option. If you follow the guidance below, your report can still be a protected disclosure.

You can choose to make your report to an investigating authority. You can do this first, or at any stage after your initial report to the Blayney Shire Council. If your report is about the General Manager or the Mayor, you should consider making it to an investigating authority.

You can also choose to make a report to a Member of Parliament or a journalist, but only in limited circumstances.

a. Investigating authorities

The PID Act lists a number of investigating authorities in NSW that staff can report wrongdoing to and the categories of wrongdoing each authority can deal with.

In relation to council, these authorities are:

- the Independent Commission Against Corruption (ICAC) — for corrupt conduct
- the Ombudsman — for maladministration
- the Police Integrity Commission (PIC) — for police misconduct
- the PIC Inspector — for disclosures about the PIC or its staff
- the Division of Local Government, Department of Premier and Cabinet — for serious and substantial waste in local government (reports about serious and substantial waste in State government agencies should be made to the Auditor General)
- the ICAC Inspector — for disclosures about the ICAC or its staff
- the Information Commissioner — for disclosures about a government information contravention.

You should contact the relevant authority for advice about how to make a disclosure to them. Contact details for each investigating authority are provided at the end of this policy.

You should be aware that it is very likely the investigating authority will discuss the case with the Blayney Shire Council. We will make every effort to assist and cooperate with the investigating authority to ensure the matter is dealt with appropriately and there is a satisfactory outcome. We will also provide appropriate support and assistance to staff who report wrongdoing to an investigating authority.

b. Members of Parliament or journalists

To have the protections of the PID Act, staff reporting wrongdoing to a Member of Parliament (MP) or a journalist must have already made substantially the same report to one of the following:

- the General Manager
- a person nominated in this policy
- an investigating authority in accordance with the PID Act.

Also, the Blayney Shire Council or investigating authority that received the report must have either:

- decided not to investigate the matter
- decided to investigate the matter, but not completed the investigation within six months of the original report
- investigated the matter but not recommended any action as a result
- not told the person who made the report, within six months of the report being made, whether the matter will be investigated.

Most importantly – to be protected under the PID Act – if you report wrongdoing to an MP or a journalist you will need to be able to prove that you have reasonable grounds for believing that the disclosure is substantially true and that it is in fact substantially true.

If you report wrongdoing to a person or an organisation that is not listed above, you will not be protected under the PID Act. This may mean you will be in breach of legal obligations or Blayney Shire Council code of conduct – by, for example, disclosing confidential information.

For more information about reporting wrongdoing outside the Blayney Shire Council, contact the disclosures coordinator or the NSW Ombudsman's Public Interest Disclosures Unit. Their contact details are provided at the end of this policy.

11. THE INVESTIGATION PROCESS

All disclosures will be promptly and thoroughly assessed. Decisions as to the most appropriate action to be taken on the disclosure will also be made promptly. The basis for these decisions will be properly documented.

If an internal investigation is to be conducted, terms of reference will be drawn up in order to clarify the key issues to be investigated. An investigation plan will be developed to ensure all relevant questions are addressed, the scale of the investigation plan is in proportion to the seriousness of the allegation(s) and sufficient resources are allocated.

An internal investigation will be authorised by the General Manager and the disclosure coordinator with an appropriate investigator appointed.

Strict security will be maintained during the investigative process. All information obtained will be secured to prevent unauthorised access.

All relevant witnesses will be interviewed and documents examined. Contemporaneous notes of all discussions, phone calls and interviews will be made. Where possible, interviews will be taped.

A report will be prepared when an investigation is complete. This report will include:

- the allegations;
- a statement of relevant facts and the evidence relied upon in reaching any conclusions;
- the conclusions reached and their basis; and
- recommendations to address any wrongdoing identified and any other matters arising during the investigation.

The principles of procedural fairness (natural justice) will be observed. In particular, where adverse comment about a person is to be included in the report, the person affected will be given an opportunity to comment beforehand and any comments will be considered before the report is finalised.

A flowchart of Blayney Shire Council's Internal Reporting System is annexed to this policy.

12. FEEDBACK TO STAFF WHO REPORT WRONGDOING

Staff who report wrongdoing will be told what is happening in response to their report.

When you make a report, you will be given:

- an acknowledgement that your disclosure has been received
- the timeframe for when you will receive further updates
- the name and contact details of the people who can tell you what is happening.

This information will be given to you within two working days from the date you make your report.

After a decision is made about how your report will be dealt with, you will be given:

- information about the action that will be taken in response to your report
- likely timeframes for any investigation
- information about the resources available within Blayney Shire Council to handle any concerns you may have
- information about external agencies and services you can access for support.

This information will be given to you within 10 working days from the date you make your report.

During any investigation, you will be given:

- information on the ongoing nature of the investigation
- information about the progress of the investigation and reasons for any delay
- advice if your identity needs to be disclosed for the purposes of investigating the matter, and an opportunity to talk about this.

At the end of any investigation, you will be given:

- enough information to show that adequate and appropriate action was taken and/or is proposed to be taken in response to your disclosure and any problem that was identified
- advice about whether you will be involved as a witness in any further matters, such as disciplinary or criminal proceedings.

13. PROTECTION AGAINST REPRISALS

The PID Act provides protection for people reporting wrongdoing by imposing penalties on anyone who takes detrimental action substantially in reprisal for them making the protected disclosure.

The Blayney Shire Council will not tolerate any reprisal action against staff who report wrongdoing. The criminal penalties that can be imposed include imprisonment or fines. Detrimental action is also misconduct that justifies disciplinary action. People who take detrimental action against someone who has

made a disclosure can also be required to pay damages for any loss suffered by that person.

Detrimental action means action causing, comprising or involving any of the following:

- injury, damage or loss
- intimidation or harassment
- discrimination, disadvantage or adverse treatment in relation to employment
- dismissal from, or prejudice in, employment
- disciplinary proceedings.

a. Responding to reprisals

The Blayney Shire Council will act to protect staff who report wrongdoing from reprisals.

When a report is received, we will ensure that a thorough risk assessment is conducted. This will identify any risks to the member of staff who reported the wrongdoing, as well as strategies to deal with those risks.

If you believe that detrimental action has been or is being taken against you or someone else who has reported wrongdoing in reprisal for making a report, you should tell your supervisor, the disclosures coordinator or the General Manager immediately.

All supervisors must report any suspicions they have that reprisal action against a staff member is occurring, or any reports that are made to them, to the disclosures coordinator or the General Manager.

If the disclosures coordinator becomes aware of reprisal action against a person who has made a disclosure, they will:

- ensure a senior and experienced member of staff, who has not been involved in dealing with the initial disclosure, will investigate the suspected reprisal
- give the results of that investigation to the General Manager for a decision
- give the results of that investigation to the Mayor for a decision if the allegation of reprisal action is about the General Manager
- if it has been established that reprisal action is occurring against someone who has made a disclosure, take all steps possible to stop that activity and protect the member of staff who made the disclosure
- take appropriate disciplinary or criminal action against anyone proven to have taken or threatened any action in reprisal for making a disclosure.

If you report reprisal action, you will be kept informed of the progress of any investigation and the outcome.

The General Manager may issue specific directions to help protect against reprisals. If the allegation of reprisal action is about the General Manager, the Mayor may issue similar directions. These may include:

- issuing warnings to those alleged to have taken reprisal action against the member of staff who made the disclosure
- relocating the member of staff who made the disclosure or the subject officer within the current workplace
- transferring the member of staff who made the disclosure or the staff member who is the subject of the allegation to another position for which they are qualified
- granting the member of staff who made the disclosure or the subject officer leave of absence during the investigation of the disclosure.

These directions will only be taken if the member of staff who made the disclosure agrees to it. The disclosures coordinator will make it clear to other staff that this action was taken in consultation with the staff member and with management support – and it is not a punishment.

If you have reported wrongdoing and feel that any reprisal action is not being dealt with effectively, contact the Ombudsman or the ICAC – depending on the type of wrongdoing you reported. Contact details for all these investigating authorities are included at the end of this policy.

b. Protection against legal action

If you make a disclosure in accordance with the PID Act, you will not be subject to any liability and no action, claim or demand can be taken against you for making the disclosure. You will not have breached any confidentiality or secrecy obligations and you will have the defence of absolute privilege in defamation.

14. SUPPORT FOR THOSE REPORTING WRONGDOING

The Blayney Shire Council will make sure that staff who have reported wrongdoing, regardless of whether they have made a protected disclosure, are provided with access to any professional support they may need as a result of the reporting process – such as stress management, counselling services, legal or career advice.

All staff who report wrongdoing will be supported, protected and their disclosures appropriately acted upon. No staff member who reports wrongdoing through the appropriate channels will suffer disciplinary action for having done so.

Staff within Blayney Shire Council who can receive an internal protected disclosure will also support those who report wrongdoing. They are responsible for initiating and coordinating support, particularly to those suffering any form of reprisal. Details of support officers appear in section 9 of this policy.

All supervisors must notify the disclosures coordinator if they believe a staff member is suffering any detrimental action as a result of disclosing wrongdoing.

15. SANCTIONS FOR MAKING FALSE OR MISLEADING DISCLOSURES

It is important that all staff are aware that it is a criminal offence under the PID Act to wilfully make a false or misleading statement when reporting wrongdoing.

16. SUPPORT FOR THE SUBJECT OF A REPORT

The Blayney Shire Council is committed to ensuring staff who are the subject of a report of wrongdoing are treated fairly and reasonably. If you are the subject of a report, you will be:

- treated fairly and impartially
- told your rights and obligations under our policies and procedures
- kept informed during any investigation
- given the opportunity to respond to any allegation made against you
- told the result of any investigation.

17. REVIEW

This policy will be reviewed by council every twelve/eighteen months. For any advice or guidance about this review, contact the NSW Ombudsman's Public Interest Disclosures Unit.

18. MORE INFORMATION

Staff can access advice and guidance about the PID Act from Blayney Shire Council Disclosures Coordinator (Director Corporate Services / Public Officer on telephone 6368 2104) and the NSW Ombudsman (for general advice on telephone 9286 1000) or its website at www.ombo.nsw.gov.au.

19. RESOURCES

The contact details for external investigating authorities that staff can make a protected disclosure to or seek advice from are listed below.

For disclosures about corrupt conduct:

Independent Commission Against Corruption (ICAC)
Phone: 02 8281 5999
Toll free: 1800 463 909
Tel. typewriter (TTY): 02 8281 5773
Facsimile: 02 9264 5364
Email: icac@icac.nsw.gov.au
Web: www.icac.nsw.gov.au
Address: Level 21, 133 Castlereagh Street,
Sydney NSW 2000

For disclosures about serious and substantial waste:

Auditor-General of the NSW Audit Office
Phone: 02 9275 7100
Facsimile: 02 9275 7200
Email: mail@audit.nsw.gov.au
Web: www.audit.nsw.gov.au
Address: Level 15, 1 Margaret Street,
Sydney NSW 2000

For disclosures about police misconduct:

Police Integrity Commission (PIC)
Phone: 02 9321 6700
Toll free: 1800 657 079
Facsimile: 02 9321 6799
Email: contactus@pic.nsw.gov.au
Web: www.pic.nsw.gov.au
Address: Level 3, 111 Elizabeth Street,
Sydney NSW 2000

For disclosures about maladministration:

NSW Ombudsman
Phone: 02 9286 1000
Toll free (outside Sydney metro): 1800 451 524
Tel. typewriter (TTY): 02 9264 8050
Facsimile: 02 9283 2911
Email: nswombos@ombos.nsw.gov.au
Web: www.ombos.nsw.gov.au
Address: Level 24, 580 George Street,
Sydney NSW 2000

For disclosures about serious and substantial waste in local government agencies:

Division of Local Government in the Department of Premier and Cabinet
Phone: 02 4428 4100
Tel. typewriter (TTY): 02 4428 4209
Facsimile: 02 4428 4199
Email: dlg@dlg.nsw.gov.au
Web: www.dlg.nsw.gov.au
Address: 5 O'Keefe Avenue, Nowra,
NSW 2541

For disclosures about breaches of the GIPA Act:

Information Commissioner
Toll free: 1800 463 626
Facsimile: 02 8114 3756
Email: oiinfo@oic.nsw.gov.au
Web: www.oic.nsw.gov.au
Address: Level 11, 1 Castlereagh Street,
Sydney NSW 2000

20. LEGISLATION AND REFERENCES

Blayney Shire Council references and relevant Codes & Policies

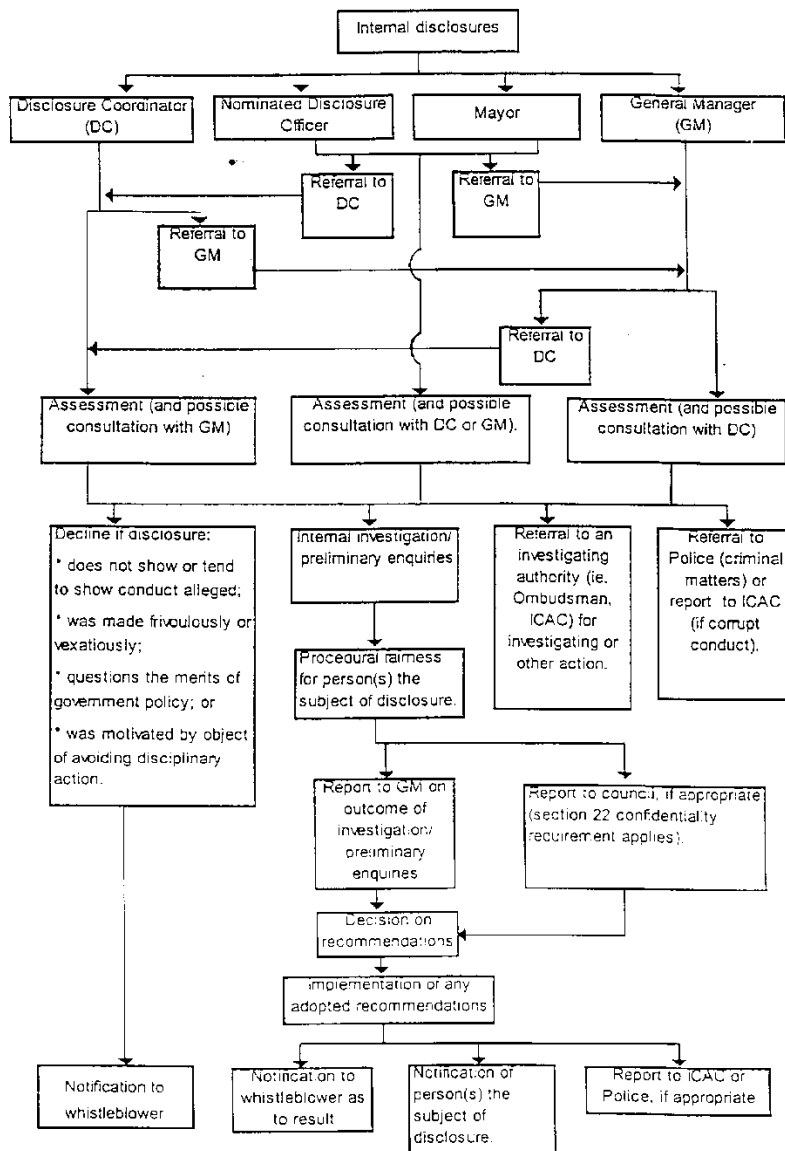
- 1B Code of Conduct
- 2C Complaints Management Policy
- 2F Fraud Control Policy
- 9A Occupational Health and Safety Policy
- 7P Grievance Handling Policy and Procedure

External References

- Independent Commission Against Corruption and the Local Government Managers Association of NSW: Governance Health Check 2004
- NSW Ombudsman: Changes to the public interest guidelines system – information for public authorities 2011
- NSW Ombudsman: Model internal reporting policy (local government) 2011
- NSW Ombudsman: Public Interest Disclosures Guidelines 2011
- NSW Ombudsman: What should be reported –
http://www.ombo.nsw.gov.au/publication/PDF/guidelines/PID_guideline_B2-What_should_be_reported_6June2011.pdf

21. DIAGRAM: INTERNAL (PROTECTED DISCLOSURES) REPORTING SYSTEM

INTERNAL REPORTING SYSTEM



End of Policy

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Lasted Reviewed:	Date: 14/05/2007	Minute:07/094
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