



INDEX OF REPORTS OF THE BLAYNEY SHIRE COUNCIL MEETING
HELD ON MONDAY 15 JUNE 2015

CORPORATE SERVICES REPORTS

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Local
Government
Remuneration
Tribunal

Annual Report
and
Determination

*Annual report and determination under sections 239
and 241 of the Local Government Act 1993*

13 April
2015

[NSW Remuneration Tribunals website](http://www.nswremunerationtribunals.com.au)

Local Government Remuneration Tribunal

Introduction

1. The role of Local Government Remuneration Tribunal (the Tribunal), pursuant to section 235 of the *Local Government Act 1993* (the LG Act) was undertaken by Ms Helen Wright from 13 December 2006 until the expiration of her appointment on 30 June 2014. The Tribunal wishes to express its appreciation of Ms Wright's contributions over those years.
2. On 4 February 2015, Dr Robert Lang was appointed to the role of Tribunal pursuant to section 235 of the LG Act and Mr Ian Reynolds was appointed to the role of Assessor assisting the Tribunal pursuant to section 236 (1) (b) of the LG Act. The role of Assessor assisting the Tribunal pursuant to 236 (1) (a) has been undertaken by Mr Steve Orr, Acting CEO, Office of Local Government, Department of Planning and Environment.

Section 1 Background

3. Pursuant to section 239 of the LG Act the Tribunal determines the categories of councils and mayoral offices and the allocation of each council and mayoral office into one of those categories.
4. Pursuant to section 241 of the LG Act the Tribunal determines in each category of council, the maximum and minimum amount of fees to be paid to mayors and councillors of councils, as well as chairpersons and members of county councils.
5. In determining the maximum and minimum fees payable to each of the categories, the Tribunal is required, pursuant to section 242A of the LG Act, to give effect to the same policies on increases in remuneration as those that the Industrial Relations Commission is required to give effect to under section 146C of the *Industrial Relations Act 1996* (IR Act), when making or varying awards or orders relating to the conditions of employment of public sector employees.
6. The current policy on wages pursuant to section 146(1)(a) of the IR Act is articulated in the *Industrial Relations (Public Sector Conditions of Employment) Regulation 2014* (Regulation). The effect of the Regulation is that public sector wages cannot increase by

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more than 2.5 per cent, and this includes the maximum and minimum fees payable to councillors and mayors.

7. The former Tribunal's Report and Determination of 2014 provided a general increase of 2.5 per cent which was consistent with the Government's policy on wages.

Section 2 Local Government Reform

8. Local government in NSW has been the subject of a significant reform agenda driven by the need to change. This has been supported by Local Government NSW (LGNSW) and the State Government. The process of creating a strong and viable local government sector began with the *Destination 2036* summit held in 2011. The outcome was the "*Destination 2036 Action Plan*" which identified 12 major initiatives to create a strong local government sector.
9. In 2012 the then Minister for Local Government appointed an Independent Local Government Review Panel (Panel) to formulate options for governance models, structures and boundary changes to improve the strength and effectiveness of local government and to help drive the strategic directions set out in the *Destination 2036 Action Plan*. The Local Government Acts Taskforce (Taskforce) was also appointed to review the LG Act and the *City of Sydney Act 1988*.
10. Following an extensive consultation program with stakeholders across NSW during 2012 and 2013 the final reports of the Panel and the Taskforce were released in October 2013. As outlined in the Tribunal's 2014 determination these reports make a broad range of recommendations which, if adopted in full or in part, could deliver significant reforms across local government in NSW.
11. The Government's response to the recommendations of the Panel and the Taskforce was released in September 2014 – '*Fit for the Future, NSW Government Response*'.
12. The Tribunal notes that the Panel has made a number of comments in relation to the adequacy of the existing remuneration arrangements and has proposed structural changes which may have an impact on the roles and responsibilities of councillors and mayors. Suggested changes include amendments to the LG Act to provide greater clarity in relation to the role of councillors and mayors. It has been proposed that in larger councils and in major regional councils, the role of mayor, and in some instances that of

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the deputy mayor, should be expanded to a full time office and remunerated accordingly.

13. The Government has supported these changes in principle, noting in their response:

"Stronger political leadership and effective representation are essential to strengthen local communities. In developing a new Local Government Act, the Government will consider how to embed these principles and achieve these outcomes.

In time for the next local government elections in 2016, the Government will:

- *Amend the legislated role of councillors and mayors to provide greater clarity generally in accordance with the Panel's recommendations*
- *Introduce minimum two year terms and compulsory voting in mayoral elections for mayors elected by councillors, to facilitate leadership stability."*

In response to whether the role of mayor should be full time the Government advised:

"The Government recognises the important role of the Mayor in providing leadership to the council and the community. It recognises that the role of Mayor will inevitably vary given the size of the council and the nature of the community and believes it is for the council to determine the appropriate time required to fulfil this important strategic role."

14. The Panel also suggested that professional development programs be made available to councillors and that remuneration should be increased in recognition of enhanced skills.

15. The Government has not supported the Panel's recommendation that councillors and mayors who successfully complete recognised professional development programs receive increased remuneration. In response to that recommendation the Government advised:

"The Government recognises the dedication of councillors across NSW to their local council and their communities and supports councillors receiving a fair level of remuneration, which reflects the nature of the role and the communities' expectations of prudent use of ratepayer funds.

The Government believes an independent process, currently undertaken by the Independent Remuneration Tribunal, provides a fair means of setting councillor remuneration, with the current criteria taking into account, among other things, the size and the significance of the council.

The Minister for Local Government will ask the Tribunal to give further consideration to the criteria to better reflect the objectives of local government

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reform with a focus on those councils that have made the necessary changes to become "Fit for the Future".

The Government also believes that professional development, particularly for new councillors but importantly for all councillors, is essential for being an effective councillor rather than a justification for increasing councillor remuneration and expects all councils to have in place a professional development program for councillors."

16. In providing their response the Government also announced a package of support to strengthen communities and support councils to become Fit for the Future.
17. The Government intends to provide funding of up to \$1 billion to help NSW councils become Fit for the Future. The Fit for the Future package includes:
 - \$258 million to assist councils who decide to merge and make the changes needed to provide better services to communities;
 - Potential savings of up to \$600 million from cheaper finance for Fit for the Future councils to invest in local infrastructure;
 - Up to \$100 million savings through reductions in red tape and duplications;
 - Improvements to the local government system, including the laws that govern it, the way the State works with councils and the support that councils receive.
18. As part of a broad range of local government initiatives, councils have been asked to assess their current situation and consider the future needs of its community. The Panel recommended a range of structures for councils across NSW, based on the Panel's extensive consultation and research. Those options include:
 - voluntary mergers
 - forming regional joint organisations
 - a new model for the far west
 - a rural council option
19. Councils have been asked to prepare a roadmap for becoming Fit for the Future. The Roadmap is to address the viability of introducing one of the structures proposed having regard to:
 - scale and capacity
 - sustainability
 - efficiency, and
 - effective services and infrastructure.

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20. Councils have been asked to assess their current position and submit a Fit for the Future proposal by 30 June 2015. The proposals will be assessed by an independent expert panel which will make recommendations to the Minister for Local Government. It is expected that from October 2015 Fit for the Future councils will commence the implementation of their proposals.
21. The Tribunal also notes that a new local government act is expected to be introduced following the local government elections in September 2016.

Section 3 2015 Review

Scope of the Review - Categories

22. Section 239 of the LG Act requires the Tribunal to determine the categories of councils and mayoral offices at least once every 3 years. In accordance with the Act, the Tribunal has reviewed the categories as part of the 2015 annual review.
23. Pursuant to section 240 of the Act the Tribunal is required to determine categories according to the following matters:

“240 (1)

- the size of areas*
- the physical terrain of areas*
- the population of areas and the distribution of the population*
- the nature and volume of business dealt with by each Council*
- the nature and extent of the development of areas*
- the diversity of communities served*
- the regional, national and international significance of the Council*
- such matters as the Remuneration Tribunal considers relevant to the provision of efficient and effective local government*
- such other matters as may be prescribed by the regulations. “*

24. The former Tribunal undertook a fundamental review of the categories in 2012. In undertaking that review, the former Tribunal found that there was no strong case to significantly alter the current categories of councillor or mayoral office or to move

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individual councils between categories. The Tribunal notes that since 2012 there has been no reduction in the number of councils or significant changes to local government boundaries but significant progress has been made by the Government, LGNSW and local councils in progressing the reform process.

25. In reviewing the categories for 2015 the Tribunal considers the current reform initiatives, in particular Fit for the Future, to be relevant to the provision of efficient and effective local government.
26. On 4 March 2015, the Tribunal wrote to all mayors advising of the commencement of the 2015 Annual Review. The Tribunal invited submissions from councils as to whether Fit for the Future councils should be recognised in any future or alternative categorisation model. This proposal was consistent with the Government's response to the recommendations of the Panel. The Tribunal also wrote to the President of LGNSW in similar terms, and subsequently met with the President and Chief Executive of LGNSW. The Tribunal wishes to place on record its appreciation to the President and Chief Executive for meeting with the Tribunal.

Submissions Received

27. In response to this review the Tribunal received 15 submissions from individual councils and a submission from LGNSW. The key points from those submissions are summarised below.

Local Government NSW

28. The association's view is that a wholesale review of the categories is not practical until the conclusion of the Fit for the Future proposal and approval period and therefore a detailed analysis of the factors set out in Section 240 of the Act was not included in their submission.
29. However, the association has requested that a new category of 'Peri-Urban' be created to contain those councils that occupy a landscape on a major city fringe that is neither fully urban nor completely rural. Councils that would fit into this new category include Wollondilly and Hawkesbury River councils.
30. Given the statutory limitations in place LGNSW has also requested that councillor and

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mayoral fees be increased by the full 2.5 percent for 2015/16. LGNSW continues to advocate that councillors face an immense task juggling council workload, family responsibilities as well as paid work and such a significant time involvement is not appropriately recompensed through the current remuneration levels. The roles of councillor and mayor have expanded due to the introduction of new forms of strategic and corporate planning and, more recently, additional workloads are attributable to Fit for the Future and Joint Organisation pilots.

Major City

31. Wollongong City Council has sought the inclusion of transitional remuneration arrangements in this year's determination, rather than future determinations, to reflect extra responsibilities being undertaken through Fit for the Future and as a Pilot Joint Organisation. The Council argues that this was articulated and acknowledged in discussions concerning the scope and structure of Joint Organisations during workshops facilitated by the Office of Local Government.

Metropolitan Major

32. Penrith City Council has sought re-categorisation to Major City in view of the Council's identified role as a regional city for North Western Sydney and its expanding regional role for housing, transport, jobs and services. The Council supports a future categorisation model that provides a bonus or incentives for those councils that successfully demonstrate ongoing sustainability through their Fit for the Future proposals and Improvement Plans.

Metropolitan Centre

33. Submissions were received from Liverpool City Council, Sutherland Shire Council, The Hills Shire Council and Wyong Shire Council. All councils in this group have sought re-categorisation to a higher group.
34. Liverpool City Council has sought re-categorisation to either Metropolitan Major as a minimum or Major City. The Council argues that its similarities with Penrith City Council and Parramatta City Council support a consistent categorisation with either of these councils.

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35. The Hills Council argues that the current categorisation system does not recognise the complexities faced by Councillors in 'growth' councils. The Council also notes that it has a similar population and growth forecast to Penrith City Council which is in the Metropolitan Major category.
36. Wyong Shire Council has sought re-categorisation to Metropolitan Major on the basis that its functions are parallel to councils in that category.
37. Sutherland Shire Council has sought re-categorisation to Metropolitan Major and argues that it compares with Penrith City Council and Blacktown City Council which are categorised as Metropolitan Major.

Metropolitan

38. Submissions were received from Pittwater Council and Camden Council.
39. Pittwater Council has requested the Tribunal to make appropriate representations for changes to legislation to require councils to pay compulsory employer superannuation contributions for councillors. Under current law councillors are not deemed employees of a council and employer superannuation contributions are not required.
40. Camden Council has sought re-categorisation to Metropolitan Centre or alternatively to a new category for growth centres. Camden is a major growth centre and expects exponential growth over the next 25 years with a significant increase in population and dwellings and related increases to the Council's staffing, budget, services and councillors' workloads and obligations.

Regional Rural

41. Individual submissions were received from Albury City Council, Bathurst Regional Council, Bega Valley Shire Council and Hawkesbury City Council.
42. Albury City Council has requested that the Tribunal consider the provision of a deputy mayoral allowance in the fee structure noting that this may require a change to the LG Act. The experience of Albury City Council is that there are an increasing number of civic commitments on the mayor averaging five or more per week with the deputy mayor often required to assist in these matters.
43. Bathurst Regional Council has sought an increase of fees to reflect the increased role

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and responsibilities that councillors undertake.

44. Bega Valley Shire Council argue that the current remuneration levels are a barrier to many younger and working people standing for election. Also, the Council requests that any proposed categorisation model recognising Fit for the Future status should recognise not only councils that intend to amalgamate but also councils which participate in Joint Regional Organisations.
45. Hawkesbury City Council has sought re-categorisation to a higher or new category on the basis that it is different to other councils in Regional Rural.

Rural

46. Forbes Shire Council has sought an additional increase above 2.5% to account for the additional complexity and time obligations that are over and above councillors' business as usual work, as a result of the Integrated Planning and Reporting Framework, Independent Panels review report and Fit for the Future.

Tribunal's Findings

Categorisation

47. The Tribunal has reviewed the existing categories and finds that no change is warranted at this time. While LGNSW have put forward a proposal to create a new "peri urban" category, any consideration of new categories is not considered appropriate at this time given the current reform agenda. It is probable, should Fit for the Future initiatives proceed, that the structure of local government in NSW will change over the next few years. Any future Tribunal will need to consider categorisation based on the structure and composition of councils in NSW at that time.
48. The Tribunal has also considered those requests for re-categorisation from individual councils as outlined in the submissions. The Tribunal finds that the current categorisation of individual councils is appropriate at this time and no changes are warranted.
49. In making submissions councils were also asked to comment on whether Fit for the Future councils should be recognised in any future or alternative categorisation model.

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50. In seeking these views the Tribunal acknowledged that a number of Fit for the Future milestones will not be achieved prior to the Tribunal making its determination. The Tribunal's intention was to seek preliminary views on what factors should inform any future categorisation model, should changes to the structure of local government occur following the implementation of Fit of the Future. The Tribunal notes the preliminary view of LGNSW that any new set of factors for describing council categories should be capable of being applied to all councils rather than segregating councils based on their Fit for the Future status. LGNSW went on to acknowledge that, should the NSW local government sector undergo transition, in addition to revising the factors already prescribed by the Act that there will be a need to develop contemporary factors that recognise progressive change at the council level.
51. A number of submissions also raised with the Tribunal the additional work associated with participating in Fit for the Future and other reform initiatives, including work associated with the Integrated Planning and Reporting Framework and participation in Pilot Joint Organisations of Councils. The Tribunal acknowledges the significant work that has been undertaken by the Office of Local Government, LGNSW and individual councils in driving reform across the sector but considers that this does not warrant re-categorisation of councils at this time.
52. The Tribunal has not formed a view on any future categorisation framework at this point in time. While the Panel has proposed a number of alternative models for the governance of communities in NSW, any proposed changes will not be known until after the release of the Fit for the Future findings later in 2015.
53. Based on the existing Fit for the Future timeframes, the Tribunal may need to consider a revised categorisation model, including the fees that apply to those categories, during the 2016 annual review. Should the structure of any council areas in NSW change before then, the Minister for Local Government may direct the Tribunal to make a special determination to alter the existing determination to take account of any new arrangements.
54. The Tribunal is of the view that significant changes should prompt a revision of the criteria for determining categories and fees. Any new categorisation model may need to

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have regard to a broader or different set of criteria than those currently provided for in section 240 of the LG Act.

55. In reviewing the LG Act the Government may wish to consider the range of factors any future Tribunal should have regard to in determining categories. As one example, the Government has released "*A Plan for Growing Sydney*" that will guide land use planning decisions in Metropolitan Sydney for the next 20 years. The Greater Sydney Commission will work with local councils to implement growth and infrastructure plans. The expertise and work load expected of councillors and mayors with responsibilities associated with "*A Plan for Growing Sydney*" may be factors which the Tribunal should have regard to in determining categorisation and remuneration. The Tribunal expects that similar pressures will be placed on rural and regional councils to drive economic and social growth throughout NSW.

56. The Tribunal also notes that any revision to the fees as a result of any new categorisation model would need to balance the need to attract and retain experienced and capable elected representatives with the ability of councils to afford any potential increases. While money is not the primary motivator for undertaking public office, fees should adequately recognise the roles and responsibilities of councillors and mayors and assist in attracting suitably qualified and experienced candidates.

57. Finally, the Tribunal notes that it has received legal advice which would suggest that any re-categorisation of an existing council, which would have the effect of increasing the employee related costs in respect of those councillors by more than 2.5 per cent may contravene the intent of section 242A of the LG Act. This would appear to limit the Tribunal's ability to undertake its independent statutory functions. While the Tribunal has decided not to re-categorise any of the existing councils as part of this review, the ability of the Tribunal to determine revised categories or fees for a future local government structure may be limited by the scope of the existing legislation. The Tribunal will write to the Minister for Local Government to seek advice on this matter.

Fees

58. The Tribunal notes the comments made in submissions in regard to the payment of fees for deputy mayors. As noted by the former Tribunal the LG Act prevents the Tribunal

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from determining any fees for deputy mayors. The Government may wish to consider this matter in its review of the LG Act.

59. The Tribunal is required to have regard to the Government's wages policy when determining the increase to apply to the maximum and minimum fees that apply to the councillors and mayors. The public sector wages policy currently provides for a cap on increases of 2.5 per cent.
60. The Tribunal has reviewed the key economic indicators, including the Consumer Price Index and Wage Price Index, and finds that the full increase of 2.5 per cent available to it is warranted. On that basis, having regard to the above, and after taking the views of the Assessors into account, the Tribunal considers that an increase of 2.5 per cent in the maximum and minimum fee for each category of councillor and mayoral office, including county councils, is appropriate and so determines.

The Local Government Remuneration Tribunal

Signed

Dr Robert Lang

Dated: 13 April 2015

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Section 4 Determinations

**Determination No. 1- Determination Pursuant to Section 239 of
Categories of Councils and County Councils Effective From 1 July 2015****Table 1: General Purpose Councils**

Table 1: General Purpose Councils (152)		
Category	Council	
Principal City (1)	Sydney	
Major City (3)	Newcastle Parramatta Wollongong	
Metropolitan Major (2)	Blacktown Penrith	
Metropolitan Centre (16)	Bankstown Campbelltown Fairfield Gosford The Hills Hornsby Hurstville Lake Macquarie	Liverpool North Sydney Randwick Ryde Sutherland Warringah Willoughby Wyong
Metropolitan (21)	Ashfield Auburn Botany Burwood Camden Canada Bay Canterbury Holroyd Hunters Hill Kogarah Ku-ring-gai	Lane Cove Leichhardt Manly Marrickville Mosman Pittwater Rockdale Strathfield Waverley Woollahra

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Table 1: General Purpose Councils (152)			
Category	Council		
Country Rural (32)	Albury Armidale Dumaresq Ballina Bathurst Bega Valley Blue Mountains Broken Hill Byron Cessnock Clarence Valley Coffs Harbour Dubbo Eurobodalla Great Lakes Goulburn Mulwaree Queanbeyan	Greater Taree Griffith Hawkesbury Kempsey Lismore Maitland Orange Port Macquarie-Hastings Port Stephens Shellharbour Shoalhaven Tamworth Tweed Wagga Wagga Wingecarribee Wollondilly	
Rural (77)	Balranald Bellingen Berrigan Bland Blayney Bogan Bombala Boorowa Bourke Brewarrina Cabonne Carrathool Central Darling Cobar Conargo Coolamon Cooma-Monaro Coonamble Cootamundra Corowa Cowra Deniliquin Dungog Forbes Gilgandra Glen Innes Severn	Gloucester Greater Hume Gundagai Gunnedah Guyra Gwydir Harden Hay Inverell Jerilderie Junee Kiama Kyogle Lachlan Leeton Lithgow Liverpool Plains Lockhart Mid-Western Moree Plains Murray Murrumbidgee Muswellbrook Nambucca Narrabri Narrandera	Narromine Palerang Parkes Oberon Richmond Valley Singleton Snowy River Temora Tenterfield Tumbarumba Tumut Upper Hunter Upper Lachlan Uralla Urana Wakool Walcha Walgett Warren Warrumbungle Weddin Wellington Wentworth Yass Valley Young

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Table 2: County Councils

Table 2: County Councils (14)	
Category	Council
Water (5)	Central Tablelands Goldenfields Water MidCoast Riverina Water Rous
Other (9)	Castlereagh – Macquarie Central Murray Far North Coast Hawkesbury River New England Tablelands Richmond River Southern Slopes Upper Hunter Upper Macquarie

Local Government Remuneration Tribunal**Determination No. 2- Determination Pursuant to Section 241 of Fees
for Councillors and Mayors**

Pursuant to s.241 of the Local Government Act 1993, the annual fees to be paid in each of the categories to Councillors, Mayors, Members and Chairpersons of County Councils effective on and from 1 July 2015 are determined as follows:

Table 3: Fees for General Purpose and County Councils

Table 3: Fees for General Purpose and County Councils				
Category	Councillor/Member Annual Fee		Mayor/Chairperson Additional Fee	
	Minimum	Maximum	Minimum	Maximum
General Purpose Councils				
Principal City	25,040	36,720	153,200	201,580
Major City	16,690	27,550	35,470	80,260
Metropolitan Major	16,690	27,550	35,470	80,260
Metropolitan Centre	12,520	23,370	26,600	62,090
Metropolitan	8,330	18,380	17,740	40,090
Regional Rural	8,330	18,380	17,740	40,090
Rural	8,330	11,010	8,860	24,030
County Councils				
Water	1,660	9,180	3,550	15,080
Other	1,660	5,490	3,550	10,020

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

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The Local Government Remuneration Tribunal

Signed

Dr Robert Lang

Dated: 13 April 2015

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

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





Operational Plan 2015 / 2016

Part 1 - Activities



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Message from the Mayor and General Manager

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

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

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

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

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

There are two parts to the Operational Plan:

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

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

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

Blayney Shire Council 2025: Community Strategic Plan

WHAT THE COMMUNITY DETERMINED.....

Our preferred future

(What we want Blayney Shire to be in 2025)

Our Shire of welcoming communities

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

Beautiful and productive landscapes

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

Rural and mining heritage

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

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

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

A place to live your dreams

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

Values

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

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

Blayney Shire Council 2025: Future Directions

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

The strategic outcomes are grouped into five themes:

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

Question - How does Council help achieve these future directions?

Answer - through our delivery and operational plans

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

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

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

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

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

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

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

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

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

Special Rate Variation decisions and outcomes are contained in the Integrated Planning and Reporting Documents placed on public display and available on the Council's web site. The Long Term Financial Plan is the principal document that identifies future revenue, funding and asset renewal, replacement or maintenance.

The Path to Financial Sustainability

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

Council's Projected Financial Position

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

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

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

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

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

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

How we begin to take this issue

Council's endorsed Delivery Plan identifies a deliverable to:

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

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

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

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

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

How we involve the community

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

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

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

CONSULTATION AND COMMUNICATION

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- 43% were in favour of the 15% variation over 6 years
- 33% were in favour of the 10% variation over 4 years
- 21% were in favour of the 3.3% variation (current rate peg)
- 3% were informal

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

The Outcome

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

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

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

Where the funds will be spent

Funding from the proposed permanent 2 year 6% p.a. Special Rate Variation will be focused upon the Asset and Infrastructure Renewal programs incorporating the Village Enhancement program. The below table reflects the cumulative funds generated and purpose of funds allocated:

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

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

CONCLUSION

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

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

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

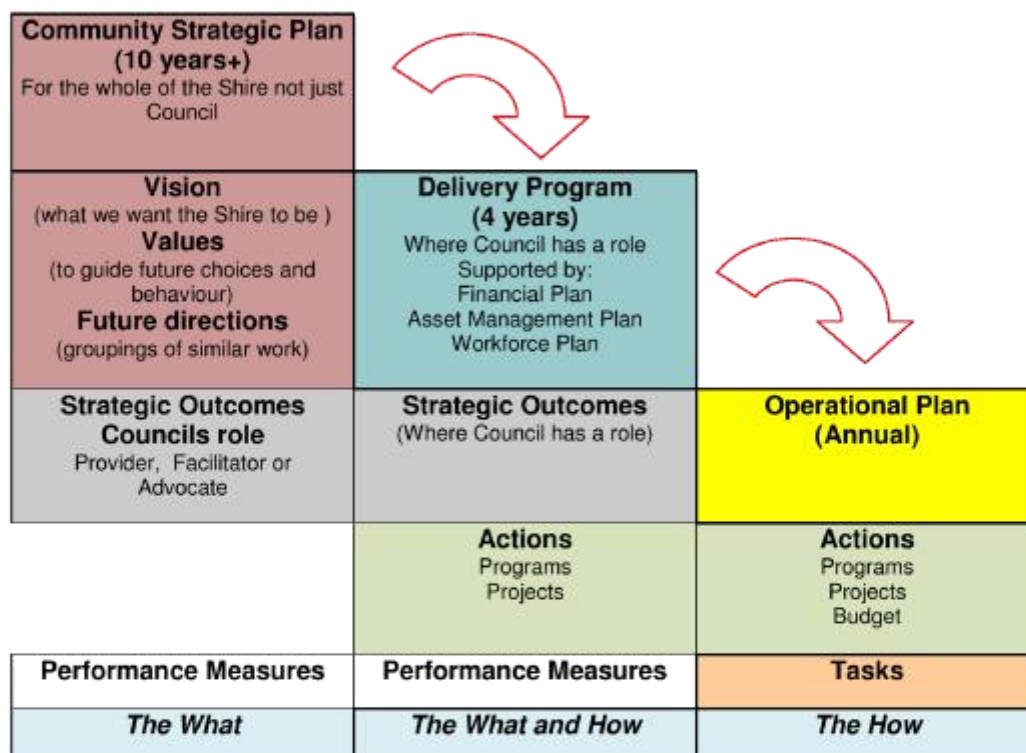
These additional funds will assist Council to ramp up its asset renewal programs with a view to addressing the funding gap and provide for village enhancement.

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

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

Introduction – What is the Operational Plan?

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



The Operational Plan has two parts:

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

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

OPERATIONAL PLAN PART ONE – THE ACTIVITIES

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

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

Future direction	Council role	Responsible Manager	Department		
A future direction from the Community Strategic Plan <i>CSP 1: Grow our culture and community</i>	The roles Council undertakes when seeking to achieve the future direction <i>Provider</i>	Manager responsible for delivering the work <i>Manager Operational Services</i>	The department of Council with responsibility <i>Engineering Services</i>		
Strategic outcome <i>CSP 1.1 Beautiful towns and villages with historic assets are cared for and preserved</i>					
Linkage to other plans <i>Link to NSW Plan - Goal 27 Enhance cultural, creative, sporting and recreation opportunities</i>					
	Delivery year <i>which year will the work be done</i>				
Actions (in the delivery plan)	2015/16	2016/17	2017/18	2018/19	Resourcing
The work to be done to achieve the outcome. Will usually be a Council program or a specific project. <i>DP 1.1.1 the beauty and functionality of the parks are maintained</i>	X	X	X	X	This section can include <ul style="list-style-type: none"><i>Budgeted funds</i><i>Staffing</i><i>Any other resources e.g. plant and equipment, contracts</i>
Tasks (in operational plan)	1 st	2 nd	3 rd	4 th	Resourcing
	<i>Which quarter the tasks will be done</i>				
<i>OP 1.1.1a Build a new toilet block in Whattie Park</i>	√	√	√	√	Budget Employee time

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

Future Direction 1 – Grow the Wealth of the Shire

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

DP1.1.1 Action	Maintain and strengthen partnerships with organisations responsible for natural resource management.	Responsible Department
		Planning and Environmental Services

OP 1.1.1a Task	Ongoing liaison and support and participating with LLS and Landcare groups.	Quarter to be delivered			
		1st	2nd	3rd	4th
		√	√	√	√
	Responsible Officer	Performance Measure			
	DPES	<ul style="list-style-type: none"> Meetings attended. Partnership activities undertaken. 			

OP 1.1.1b Task	Ongoing liaison, support and participation in CENTROC.	Quarter to be delivered			
		1st	2nd	3rd	4th
		√	√	√	√
	Responsible Officer	Performance Measure			
	DPES	<ul style="list-style-type: none"> Meetings and on-going initiatives undertaken. 			

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

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

DP1.1.3 Action	Ensure planning activities support long term sustainability of agricultural sector.	Responsible Department
		Planning and Environmental Services

OP 1.1.3a Task	Complete BSC DCP and have adopted by Council.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		√	√	√	√
		Performance Measure			
	Responsible Officer				
	DPES	<ul style="list-style-type: none"> Ongoing maintenance and review of BLEP 2012 and DCP. 			

OP 1.1.3b Task	Provide technical advice/planning advice to sector as required.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		√	√	√	√
		Performance Measure			
	Responsible Officer				
	DPES	<ul style="list-style-type: none"> Provision of advice as requested. 			

DP1.1.4 Action	Explore and promote opportunities for Agricultural value adding industries.	Responsible department
		Executive Services; Planning and Environmental Services

OP 1.1.4a Task	Finalisation of Blayney Shire economic development and planning strategy.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
					√
	Responsible Officer	Performance Measure			
	GM; DPES	<ul style="list-style-type: none"> Plan finalised and adopted by Council. 			

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

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

OP 1.2.1a Task	Encourage and support cooperation of mining industry in relation to the environment and addressing mining impacts; and review Council's land planning with the provision of information regarding industry growth and future land requirements and other industry information.	Quarter to be delivered			
		1st	2nd	3rd	4th
		√	√	√	√
	Responsible Officer	Performance Measure			
	DPES	<ul style="list-style-type: none"> Meetings and interaction undertaken. 			

OP 1.2.1b Task	Address issues in Council's response to any proposed mining activities in Blayney Shire.	Quarter to be delivered			
		1st	2nd	3rd	4th
		√	√	√	√
	Responsible Officer	Performance Measure			
	DPES	<ul style="list-style-type: none"> Provision of assistance as required. 			

DP1.2.2 Action	Improve transport linkages across the Local Government Area to support the mining industry.	Responsible department
		Executive Services, Infrastructure Services, Planning and Environmental Services

OP 1.2.2a Task	Provide for the upgrade of road linkages throughout the Shire.	Quarter to be delivered			
		1st	2nd	3rd	4th
			√	√	
	Responsible Officer	Performance Measure			
	DIS	<ul style="list-style-type: none"> Projects completed on time and within budgetary constraints. 			

OP 1.2.2b Task	Advocate the upgrading of the Blayney – Demondrille Railway to support the transport of bulk materials to/from the Blayney Local Government Area.	Quarter to be delivered			
		1st	2nd	3rd	4th
		√	√	√	√
	Responsible Officer	Performance Measure			
	GM, DIS	<ul style="list-style-type: none"> Meetings and interaction undertaken. 			

OP 1.2.2c Task	Actively lobby all levels of government for support for the Cadia Valley Operations and future mining projects.	Quarter to be delivered			
		1st	2nd	3rd	4th
		√	√	√	√
	Responsible Officer	Performance Measure			
	DIS, DPES	<ul style="list-style-type: none"> Representations and contact made by Council. 			

DP1.2.3 Action	Build meaningful relationships between the mining industry and community.	Responsible department
		Executive Services, Planning and Environmental Services

OP 1.2.3a Task	Participate in meetings of the Association of Mining Related Councils.	Quarter to be delivered			
		1st	2nd	3rd	4th
		√	√	√	√
	Responsible Officer	Performance Measure			
	GM	<ul style="list-style-type: none"> Attendance at meetings. 			

OP 1.2.3b Task	Participate in individual Mine Community Consultative Committee Meetings.	Quarter to be delivered			
		1st	2nd	3rd	4th
		√	√	√	√
	Responsible Officer	Performance Measure			
	DPES	<ul style="list-style-type: none"> Attendance at meetings, communication of meeting outcomes to Council. 			

OP 1.2.3c Task	Actively contribute to Cadia Mine Communities initiatives.	Quarter to be delivered			
		1st	2nd	3rd	4th
		√	√	√	√
	Responsible Officer	Performance Measure			
	DPES	<ul style="list-style-type: none"> Provide information to community groups, as appropriate. 			

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

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

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

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

OP 1.3.1c Task	Implement the tourism plan for Blayney Shire that increases visitation and length of stay and yield.	Quarter to be delivered			
		1st	2nd	3rd	4th
		√	√	√	√
	Responsible Officer	Performance Measure			
	GM	<ul style="list-style-type: none"> Identified tourism plan actions implemented as appropriate. 			

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

OP 1.3.2a Task	Engage with tourism and business groups to build relationships and develop concept.	Quarter to be delivered			
		1st	2nd	3rd	4th
		√	√	√	√
	Responsible Officer	Performance Measure			
	GM	<ul style="list-style-type: none"> Meetings held. 			

**STRATEGIC OUTCOME 1.4 AN INTERNATIONALLY RECOGNISED
BRAND FOR BLAYNEY SHIRE**

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

OP 1.4.1a Task	Seek partners and funding for brand development.	Quarter to be delivered			
		1 st	2 nd	3 rd	4 th
		√	√		
	Responsible Officer	Performance Measure			
	GM	<ul style="list-style-type: none"> Partners and Funding sought. 			

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

DP1.5.1 Action	Advocate for increased funding for transportation assets through Federal and State programs.	Responsible department
		Executive Services, Infrastructure Services

OP 1.5.1a Task	Meet with Australian and NSW Government transport representatives on a regular basis.	Quarter to be delivered			
		1st	2nd	3rd	4th
		√	√	√	√
	Responsible Officer	Performance Measure			
	GM, DIS	<ul style="list-style-type: none"> Representations made by Council. 			

OP 1.5.1b Task	Attend Roads and Maritime Services Regional Consultative Committee and Public Engagement Group (PEG) meetings on a regular basis.	Quarter to be delivered			
		1st	2nd	3rd	4th
		√	√	√	√
	Responsible Officer	Performance Measure			
	DIS	<ul style="list-style-type: none"> Meetings attended. 			

DP1.5.2 Action	Promote sustainable energy development/use within the Shire.	Responsible department
		Planning and Environmental Services

OP 1.5.2a Task	Provide information to public regarding sustainable energy practices e.g. BASIX.	Quarter to be delivered			
		1st	2nd	3rd	4th
		√	√	√	√
	Responsible Officer	Performance Measure			
	DPES	<ul style="list-style-type: none"> Information provided to public. 			

**STRATEGIC OUTCOME 1.6 A VIBRANT LOCAL RETAIL AND
BUSINESS SECTOR**

DP1.6.1 Action	Seek opportunities to build a vibrant local retail and business sector.	Responsible department
		Planning and Environmental Services

OP 1.6.1a Task	Finalisation of Blayney Shire economic development and planning strategy.	Quarter to be delivered			
		1st	2nd	3rd	4th
					√
	Responsible Officer	Performance Measure			
	DPES	<ul style="list-style-type: none"> Plan finalised and adopted by Council. 			

DP1.6.2 Action	Build and retain relationships with Government bodies and NGO's to assist small business.	Responsible department
		Executive Services

OP 1.6.2a Task	Engage with small business assistance government bodies and develop concept.	Quarter to be delivered			
		1st	2nd	3rd	4th
		√	√	√	√
	Responsible Officer	Performance Measure			
	GM	<ul style="list-style-type: none"> Meetings held. No. of activities in Shire. 			

DP1.6.3 Action	Support and encourage the establishment or expansion of local businesses.	Responsible department
		Executive Services

OP 1.6.3a Task	Develop promotional package with shire information on business development.	Quarter to be delivered			
		1st	2nd	3rd	4th
			√		
	Responsible Officer	Performance Measure			
	GM	<ul style="list-style-type: none"> No. of enquiries. 			

DP1.6.4 Action	Develop an environment that will attract technology or internet based industry to come to Blayney.	Responsible department
		Executive Services

OP 1.6.4a Task	Monitor progress of NBN Co on roll out of better internet services across Blayney Shire to timeframes indicated.	Quarter to be delivered			
		1st	2nd	3rd	4th
					√
	Responsible Officer	Performance Measure			
	GM	<ul style="list-style-type: none"> Report progress to Council. 			

FUTURE DIRECTION 2: A CENTRE FOR SPORTS & CULTURE

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

DP2.1.1 Action	Encourage development of a calendar of sport and cultural events.	Responsible department
		Corporate Services

OP 2.1.1a Task	Promote website for promotion of major sporting and cultural events by groups.	Quarter to be delivered			
		1st	2nd	3rd	4th
		√	√	√	√
	Responsible Officer	Performance Measure			
	DCS	<ul style="list-style-type: none"> Promotion activities undertaken. 			

DP2.1.2 Action	Engage with key groups and organisations with a view to developing community partnerships for conducting activities and programs	Responsible department
		Corporate Services

OP 2.1.2a Task	Build relationships and meet with key organisations and groups.	Quarter to be delivered			
		1st	2nd	3rd	4th
				√	√
	Responsible Officer	Performance Measure			
	DCS	<ul style="list-style-type: none"> Meetings held. 			

DP2.1.3 Action	Engage with the Shire youth to facilitate progress and activities across the Shire	Responsible department
		Corporate Services

OP 2.1.3a Task	Consultation through a Youth panel in partnership with Blayney High School on Youth Week activities and other matters as they arise.	Quarter to be delivered			
		1st	2nd	3rd	4th
		√	√	√	√
	Responsible Officer	Performance Measure			
	DCS	<ul style="list-style-type: none"> Consultation with youth panel members of Blayney Shire on Youth Week activities. 			

OP 2.1.3b Task	Conduct youth activities held in Shire during Youth Week.	Quarter to be delivered			
		1st	2nd	3rd	4th
		√	√	√	√
	Responsible Officer	Performance Measure			
	DCS	<ul style="list-style-type: none"> Grant submission and acquittal completed in accordance with requirements. 			

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

OP 2.1.4a Task	Develop a how to guide to conduct community events	Quarter to be delivered			
		1st	2nd	3rd	4th
			√		
	Responsible Officer	Performance Measure			
	GM	<ul style="list-style-type: none"> Guide to organising community events available. 			