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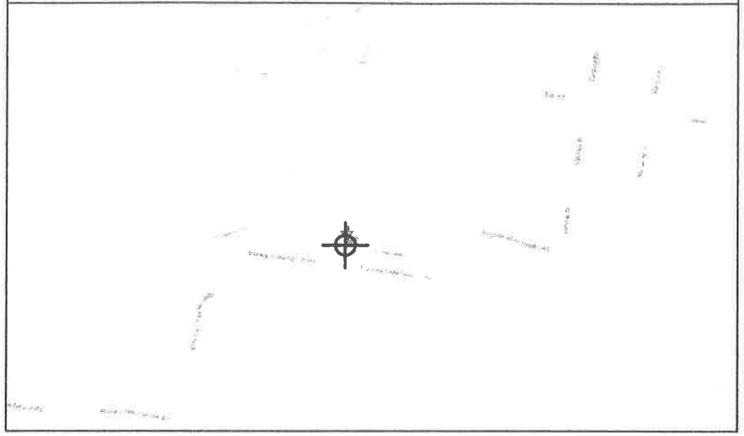

COPYRIGHT © GOOGLE MAPS

SITE CO-ORDINATES	
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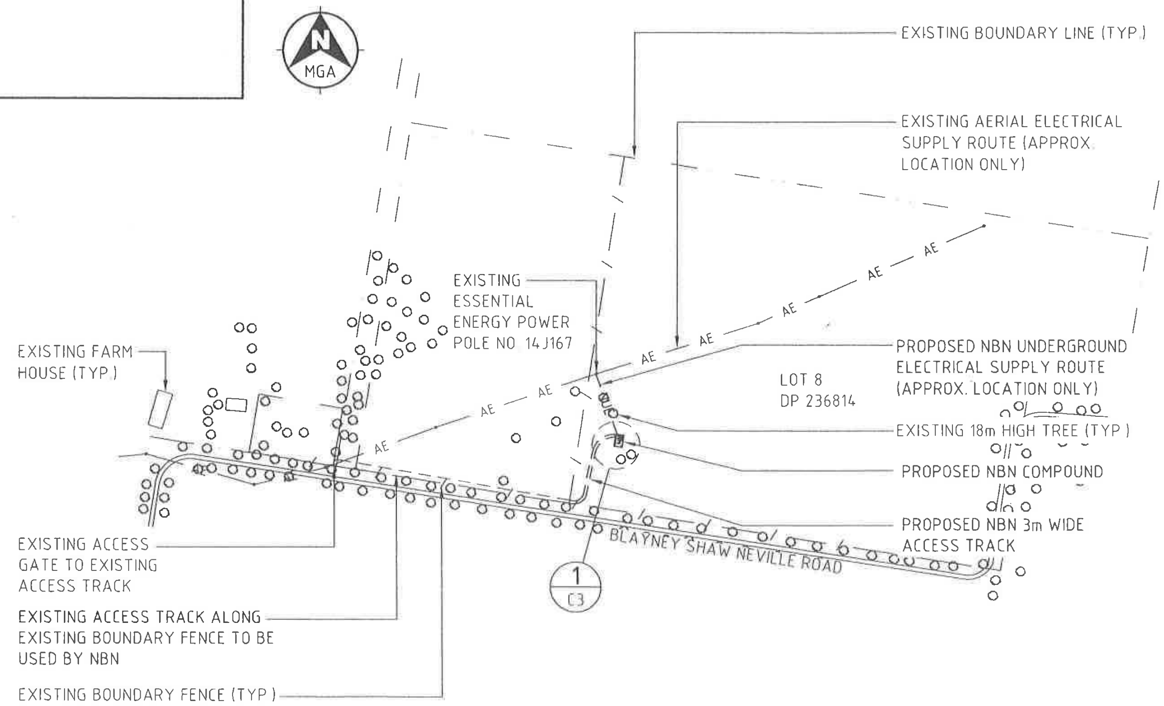
DATUM: MGA (GDA94)	**ZONE:** 55
LATITUDE	-33.719985°
LONGITUDE	149.205006°
EASTING	704 313
NORTHING	6 266 708

LEGEND: 02

— — —	BOUNDARY LINE
— NUE — NUE —	NBN UNDERGROUND POWER ROUTE
— / — / —	FENCE LINE
———	EXISTING ROAD
— AE — AE —	EXISTING OVERHEAD ELECTRICAL SUPPLY ROUTE



OVERALL SITE PLAN

SCALE 1:5000

Client: NBNCo Limited

Client: ERICSSON

Client:

Project:
NATIONAL BROADBAND NETWORK
SITE No: 2BLA-51-13-NVL
NEVILLE
244 KENTUCKY ROAD
NEVILLE
NSW 2799

PRELIMINARY

Rev	Date	Revision Details	CAD
02	29.10.12	ANTENNA CONFIGURATION REVISED	LM
01	19.07.12	PRELIMINARY	JIE

DALY INTERNATIONAL
www.dalyinternational.com.au

DRAFTED BY: JIE
CHECKED BY: FM
APPROVED BY: CT

Drawing Title:
OVERALL SITE PLAN

Drawing No. 2BLA-51-13-NVL-C2
Revision 02

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A3

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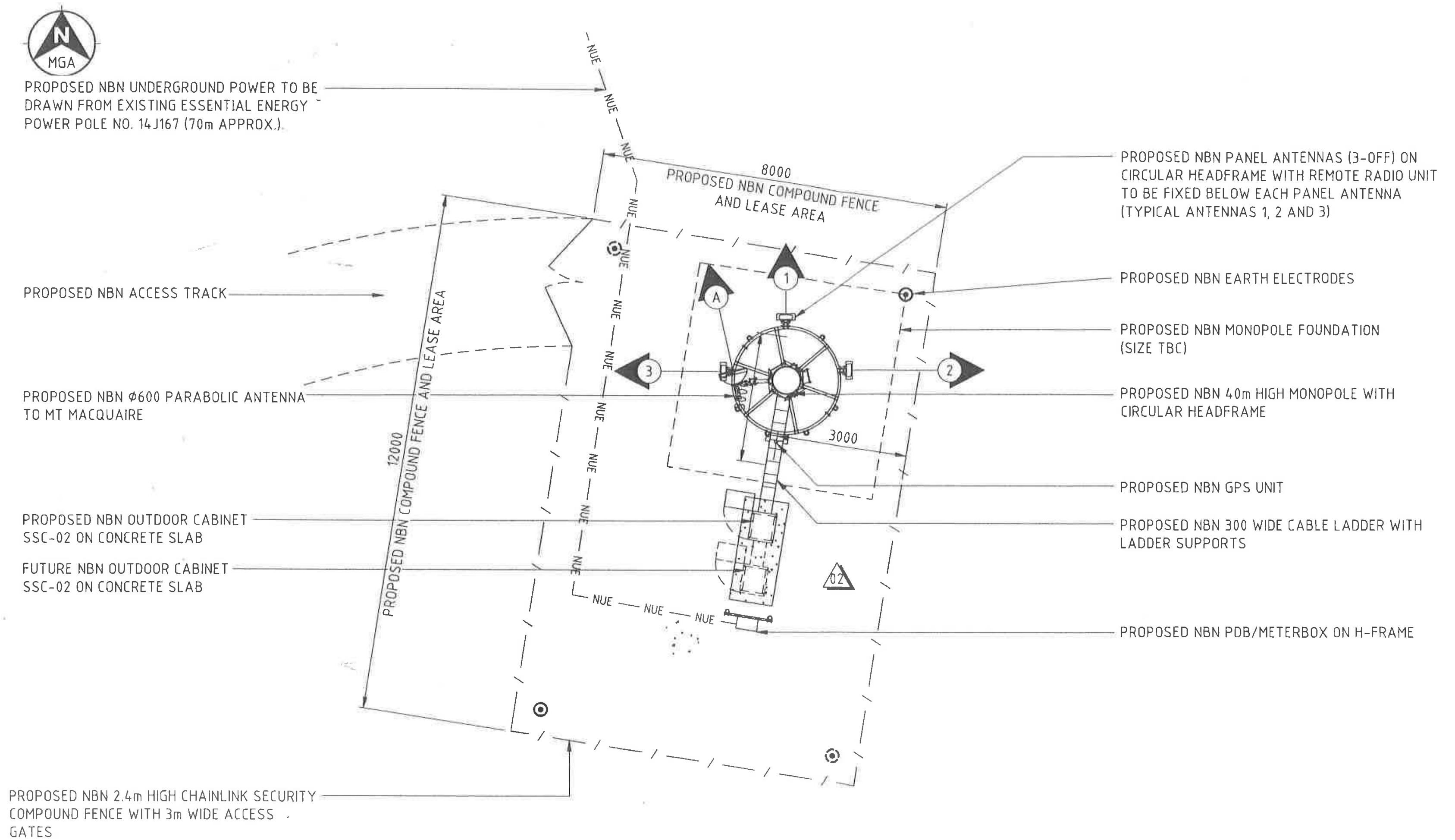

DETAIL 1/C2
SCALE 1:100

NOTES:
1. REFER TO DRAWING 2BLA-51-13-NVL-C1 FOR PANEL ANTENNA DETAILS.
2. REFER TO DRAWING 2BLA-51-13-NVL-C1 FOR PARABOLIC ANTENNA DETAILS.

Client: NBNCo Limited

Client: ERICSSON

Client:

Project:
NATIONAL BROADBAND NETWORK
SITE No: 2BLA-51-13-NVL
NEVILLE
244 KENTUCKY ROAD
NEVILLE
NSW 2799

PRELIMINARY

Rev	Date	Revision Details	CAD
02	29.10.12	ANTENNA CONFIGURATION REVISED	LM
01	19.07.12	PRELIMINARY	JIE

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DRAFTED BY: JIE
CHECKED BY: FM
APPROVED BY: CT

Drawing Title: SITE SETOUT PLAN

Drawing No. 2BLA-51-13-NVL-C3
Revision 02

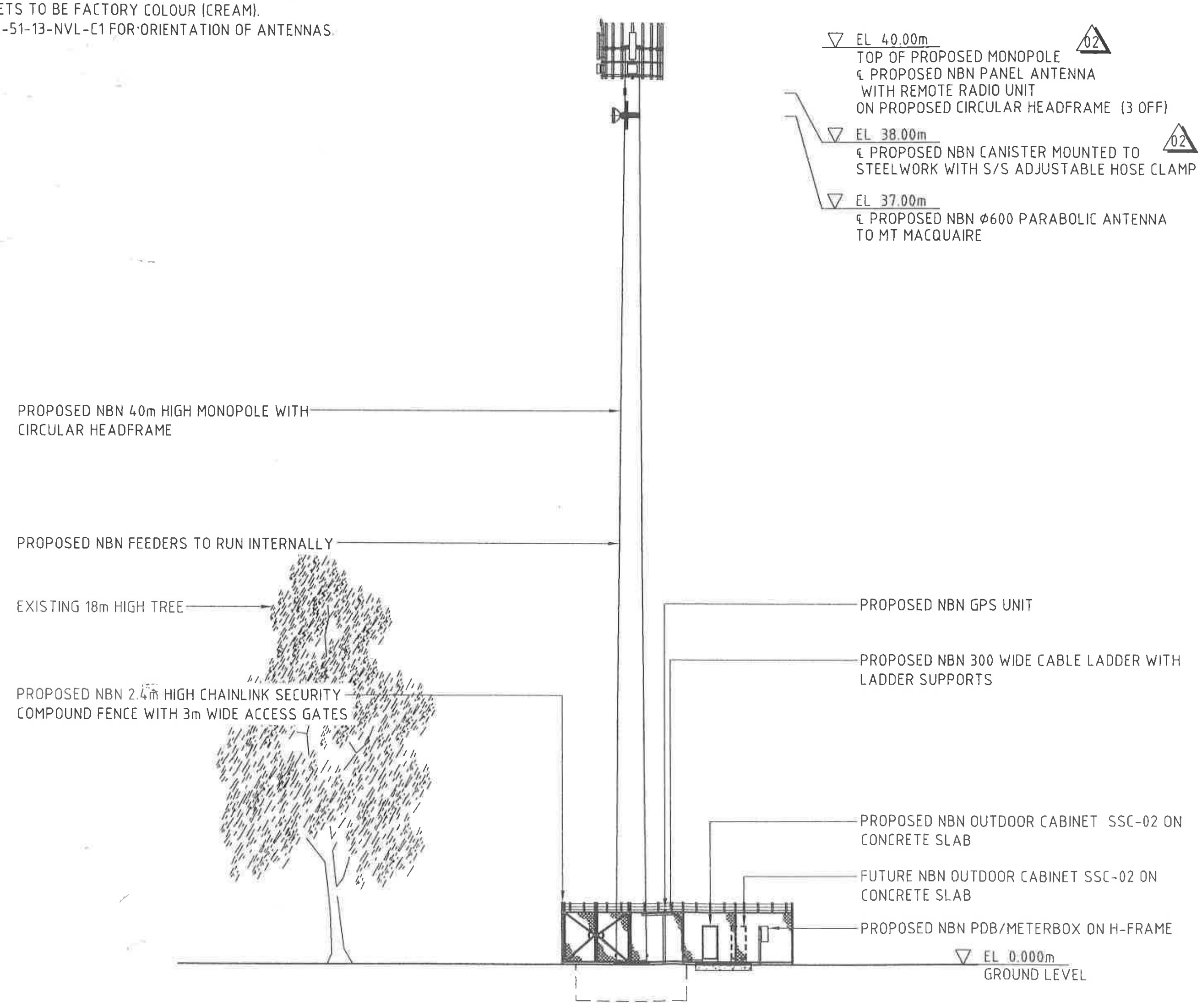
A3

CAD File: O:\NBN Wireless\NSW\Clusters\2DBZ Dubbo\2DBZ-2BLA-5113 Neville\12 Greenfield\4.6 CAD (Secure)\2BLA_51_13_NVL_PRELIM_20121008_REV02.dwg Date: 26/06/2012, 4:05 PM Login: pgray

NOTES:

1. PROPOSED NBN PANEL ANTENNAS TO BE FACTORY COLOUR (LIGHT GREY).
2. PROPOSED NBN ODU CABINETS TO BE FACTORY COLOUR (CREAM).
3. REFER TO DRG SHEET 2BLA-51-13-NVL-C1 FOR ORIENTATION OF ANTENNAS.

02



WESTERN ELEVATION

SCALE 1:200

NOTE:
THIS DRAWING IS DIAGRAMMATIC ONLY AND SHOULD NOT BE SCALED.

Client: NBNCo Limited

Client: ERICSSON

Client:

Project:
NATIONAL BROADBAND NETWORK
SITE No: 2BLA-51-13-NVL
NEVILLE
244 KENTUCKY ROAD
NEVILLE
NSW 2799

PRELIMINARY

Rev	Date	Revision Details	CAD
02	29.10.12	ANTENNA CONFIGURATION REVISED	LM
01	19.07.12	PRELIMINARY	JIE

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DRAFTED BY: JIE
CHECKED BY: FM
APPROVED BY: CT

Drawing Title:
SITE ELEVATION AND DETAILS

Drawing No. 2BLA-51-13-NVL-C4
Revision 02

CAD File: D:\NBN Wireless\NSW\Clusters\2DBZ Dubbo\2DBZ-2BLA-5113 Neville\12 Greenfield\4.6 CAD (Secure)\2BLA_51_13_NVL_PRELIM_2012008_REV02.dwg Date: 26/06/2012, 4:05 PM Login: pgray

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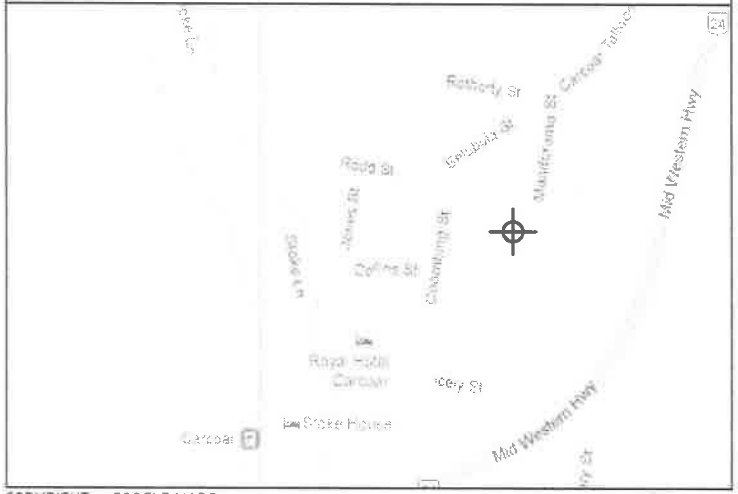
A3

SITE LOCATION

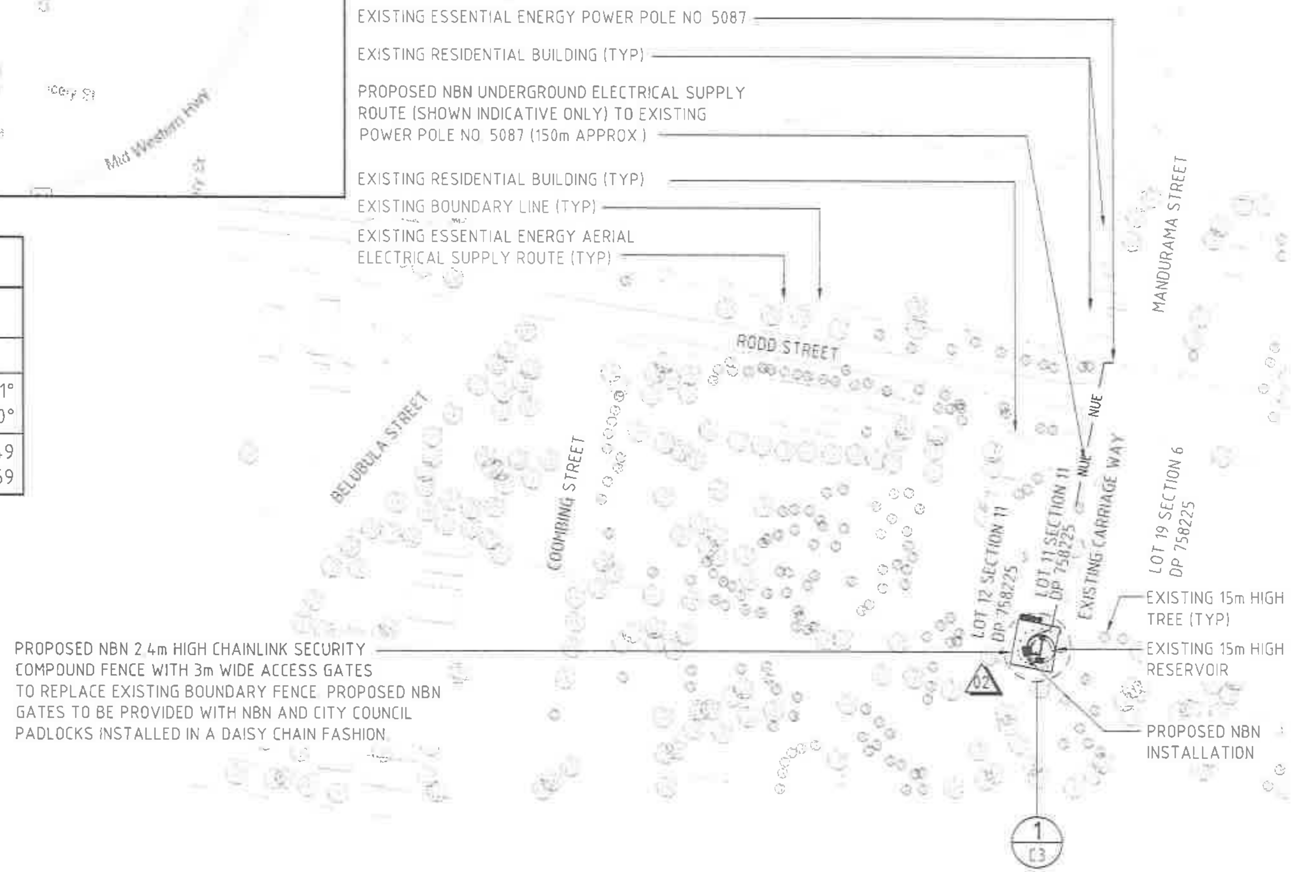


SITE CO-ORDINATES	
CENTER OF WATER TANK	
DATUM: MGA (GDA94)	**ZONE:** 55
LATITUDE	-33.608781°
LONGITUDE	149.144370°
EASTING	698 949
NORTHING	6 279 159

MGA

02 LEGEND

—— NUE —— NUE ——	NBN UNDERGROUND ELECTRICAL SUPPLY
	AERIAL ELECTRICAL SUPPLY
	BOUNDARY LINE
	FENCELINE
	BUILDING



OVERALL SITE PLAN

SCALE 1:2000

Client: NBNCo Limited

Client: ERICSSON

Client:

Project:
NATIONAL BROADBAND NETWORK
SITE No: 2BLA-51-05-CAR
CARCOAR
37 RODD STREET
CARCOAR
NSW 2791

PRELIMINARY

Rev	Date	Revision Details	
02	02.11.12	ANTENNA DETAILS REVISED	NM
01	27.07.12	PRELIMINARY	ARS

DALY INTERNATIONAL
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DRAFTED BY: ARS
CHECKED BY: FM
APPROVED BY: CT

Drawing Title: OVERALL SITE PLAN

Drawing No: 2BLA-51-05-CAR-C2
Revision: 02

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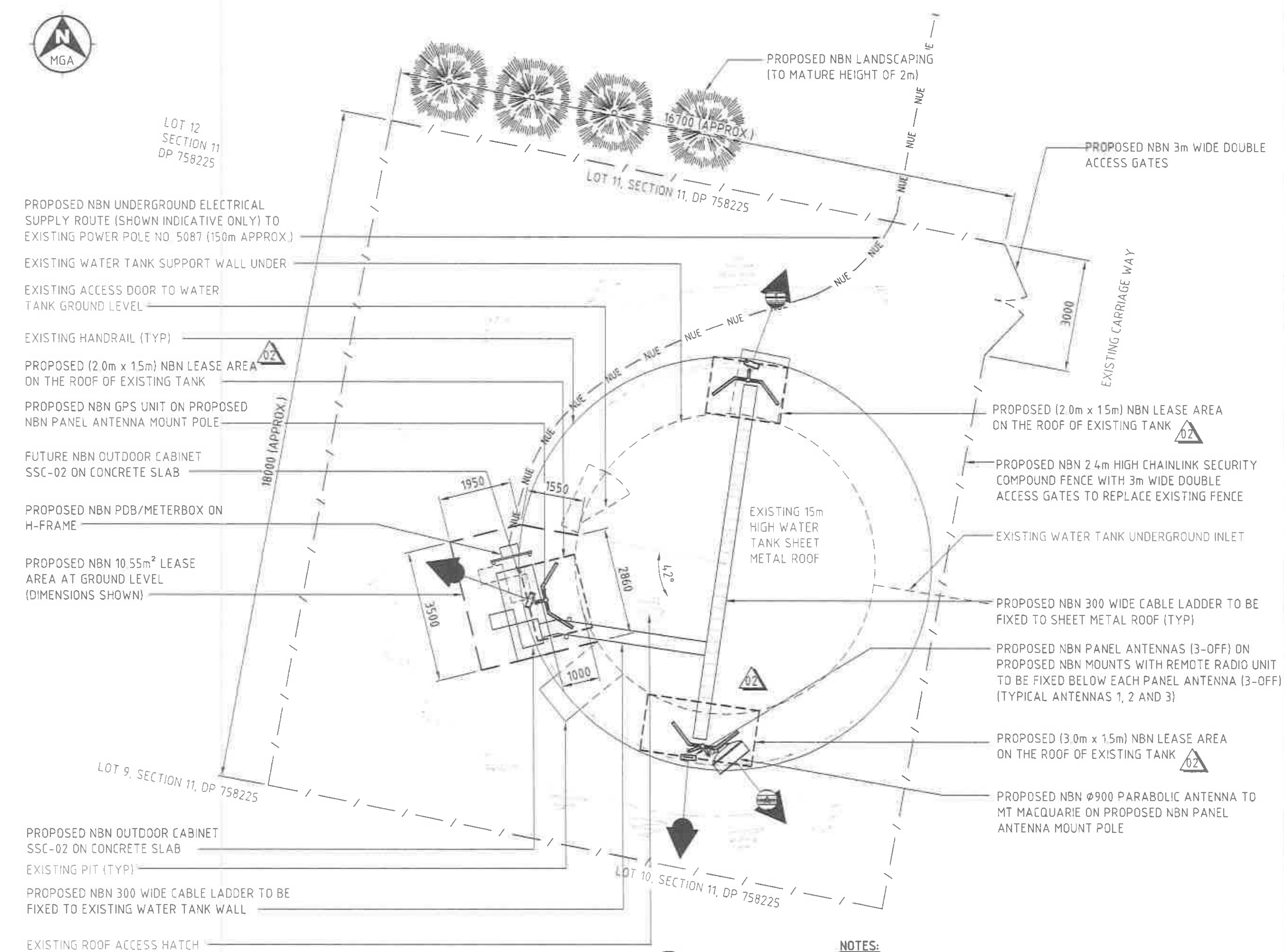

DETAIL 1 / C2
SCALE 1:100

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1. REFER TO DRAWING 2BLA-51-05-CAR-C1 FOR PANEL ANTENNA DETAILS.
2. REFER TO DRAWING 2BLA-51-05-CAR-C1 FOR PARABOLIC ANTENNA DETAILS.

Client: NBNCo Limited

Client: ERICSSON

Client:

Project:
NATIONAL BROADBAND NETWORK
SITE No: 2BLA-51-05-CAR
CARCOAR
37 RODD STREET
CARCOAR
NSW 2791

PRELIMINARY

Rev	Date	Revision Details	
02	02.11.12	ANTENNA DETAILS REVISED	NM
01	27.07.12	PRELIMINARY	ARS
			CAD

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DRAFTED BY: ARS
CHECKED BY: FM
APPROVED BY: CT

Drawing Title: SITE SETOUT PLAN

Drawing No. 2BLA-51-05-CAR-C3 | Revision 02

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NOTES:

1. PROPOSED NBN PANEL ANTENNAS TO BE COLOUR MATCHED TO EXISING WATER TANK
2. REFER TO DRG SHEET 2BLA-51-05-CAR-C1 FOR ORIENTATION OF ANTENNAS
3. PROPOSED NBN CABLE LADDER TO BE COLOUR MATCHED TO EXISTING WATER TANK. 02
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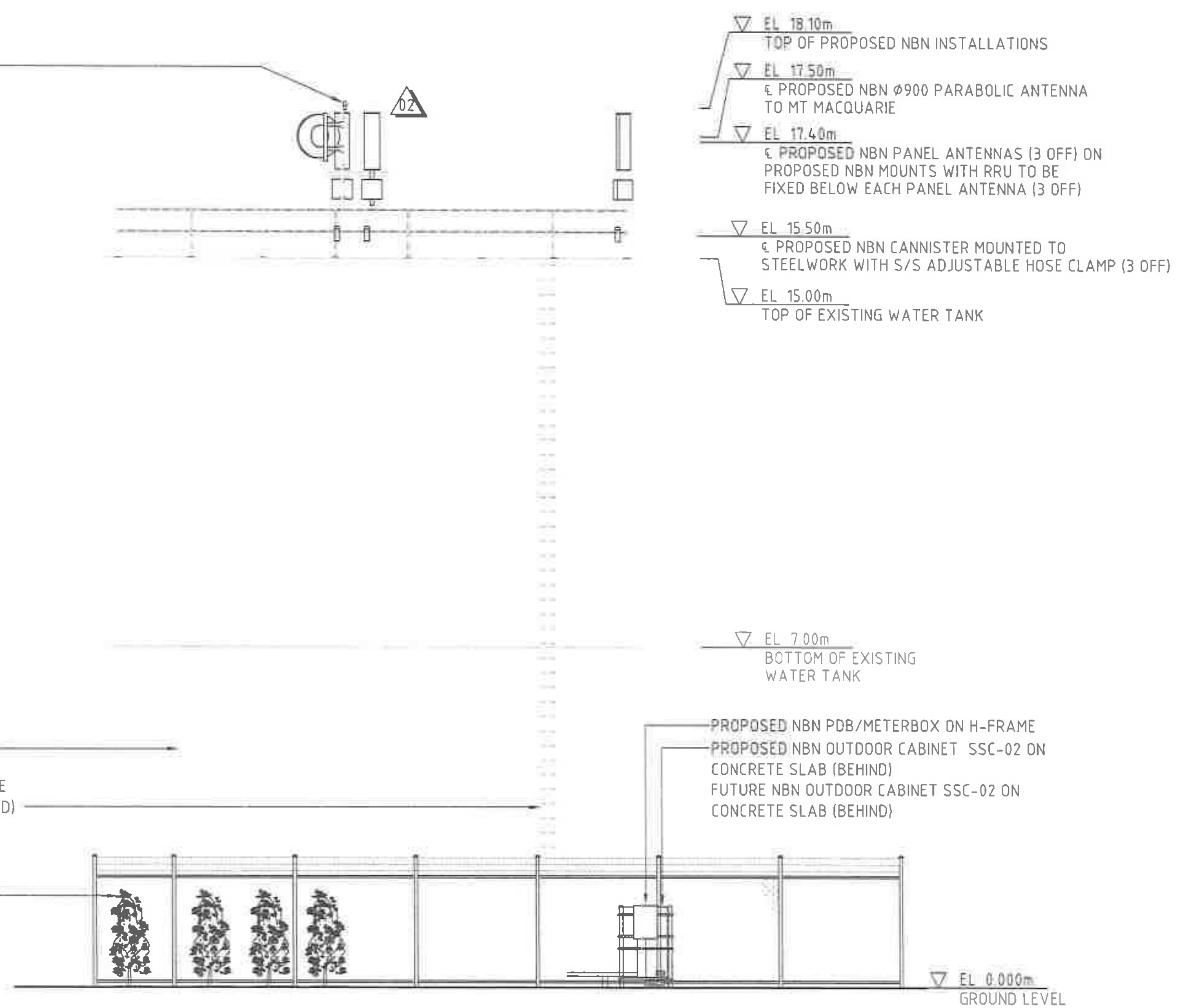


NORTH WESTERN ELEVATION

SCALE 1:100

NOTE:
THIS DRAWING IS DIAGRAMMATIC ONLY AND SHOULD NOT BE SCALED

Client: NBNCo Limited

Client: ERICSSON

Client:

Project:
NATIONAL BROADBAND NETWORK
SITE No: 2BLA-51-05-CAR
CARCOAR
37 RODD STREET
CARCOAR
NSW 2791

PRELIMINARY

Rev	Date	Revision Details	CAD
02	02.11.12	ANTENNA DETAILS REVISED	NM
01	21.07.12	PRELIMINARY	ARS

DALY INTERNATIONAL
www.dalyinternational.com

DRAFTED BY: ARS
CHECKED BY: FM
APPROVED BY: CT

Drawing Title:
SITE ELEVATION AND DETAILS

Drawing No: 2BLA-51-05-CAR-C4
Revision: 02

20 10 0 10 20 30 40 50mm A3

Water Sensitive Urban Design Resources

WSUD.org: A program originally run out of Sydney Metro CMA. Leading WSUD capacity building resource in NSW.

- Newsletters.
- Case Studies.
- Picture Galleries.
- Resources and Tools: Including standard Drawings, Music Modelling, Decision Support Tools etc.

Water By Design: A South East Queensland program, considered one of the leading resources for WSUD and for increasing the liveability of towns and cities. They have extensive material available for download and do often run various training Courses.

- Business Case GL	- Concept Design GL	- S.Water Harvesting	- Music Modelling GL	- Deemed to Comply
- Technical Design GL	- Standard Drawings	- Erosion & Sed Cont.	- Construction GL	- Asset Transfer GL
- Maintenance GL	- Rectification GL	- Factsheets	- Case Studies	- Courses & Events

You will need a login to download these resources; you can create one with ease.

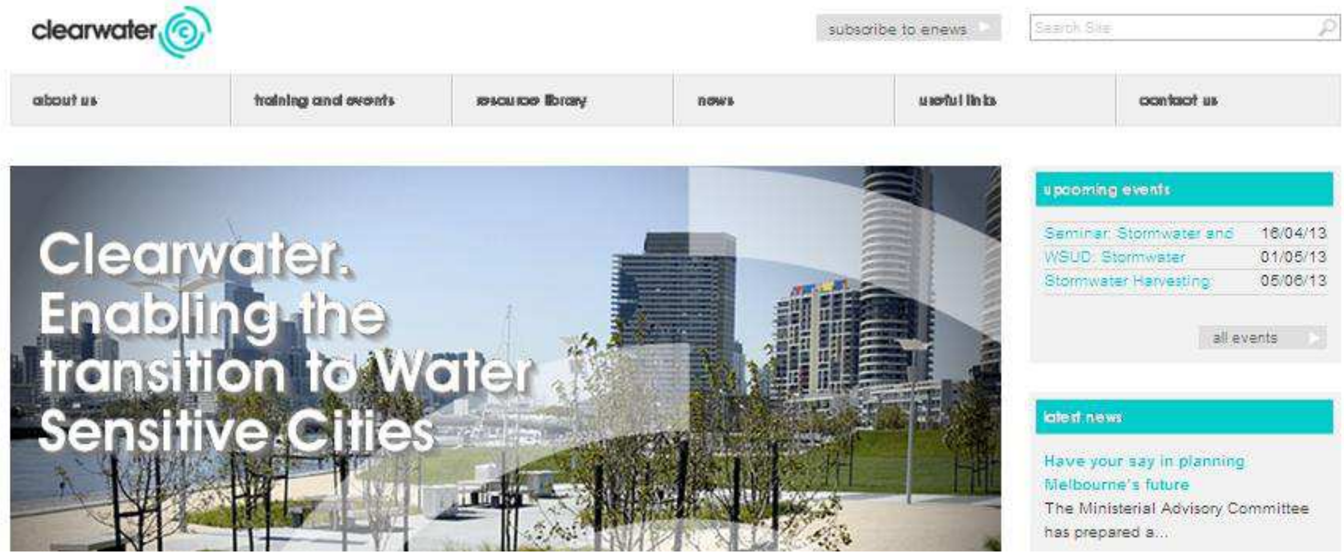
CRC for Water Sensitive Cities: The CRC is an international, $30 million, ten year research project based in Australia (lead by Monash Uni) that is working across many fields to facilitate future transition into more water sensitive cities.

The CRC is more than just WSUD, it looks at institutional capacity, climate, construction technologies, water sources and reuse as well as much more.

The Central West CMA is an industry partner in the project.

The project is best described in the 'Blue Print' (click image to download).

Extensive resource library that focuses on publications, design guidelines, factsheets etc.



Clearwater: A leading capacity building program based in Victoria, recognised for its leading role in providing the urban water industry with the knowledge, tools and skills to drive the transition to water sensitive cities.

- Planning Tool	- Case Studies	- Fact Sheets	- Reports	- Policy & GLs
- Tools & Checklists	- Presentations	- Video Gallery	- Image Gallery	- Training

NEW VERSION 5.1

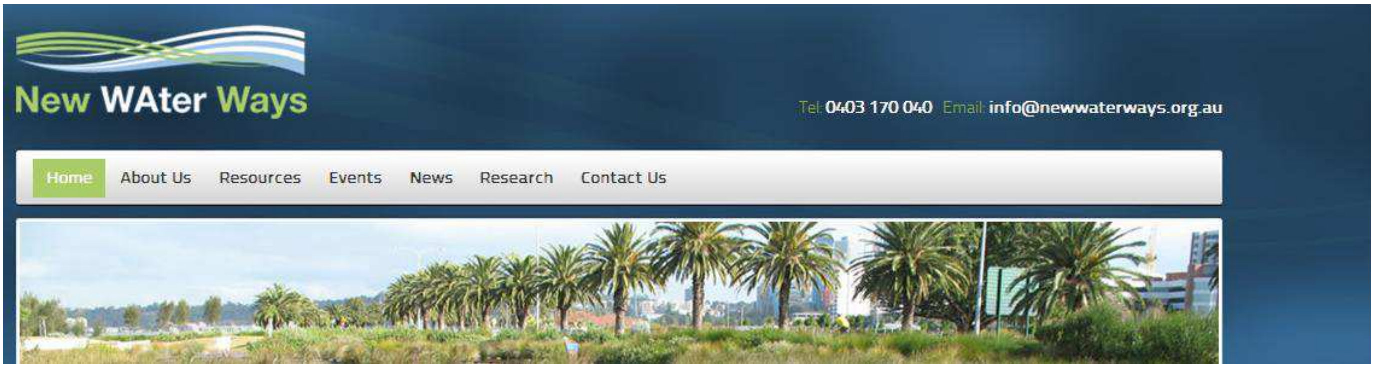
music BY eWater

eWater

eWater: Is a tool designed to aim the management of urban stormwater and its design.

Landcom: Is a NSW State Owned Developer who has integrated WSUD into all their development designs. They have also produced a series of very useful WSUD resources:

- Living with Water Video - Book 1; Policy - Book 2; Planning & Maintenance - Book 3; Case Studies
- Book4; Maintenance



New Water Ways: Is a Western Australia based organisation designed to build capacity of organisations to implement WSUD and integrated water cycle management.

They have extensive resources available from low level technical guides to very high level policy guides.

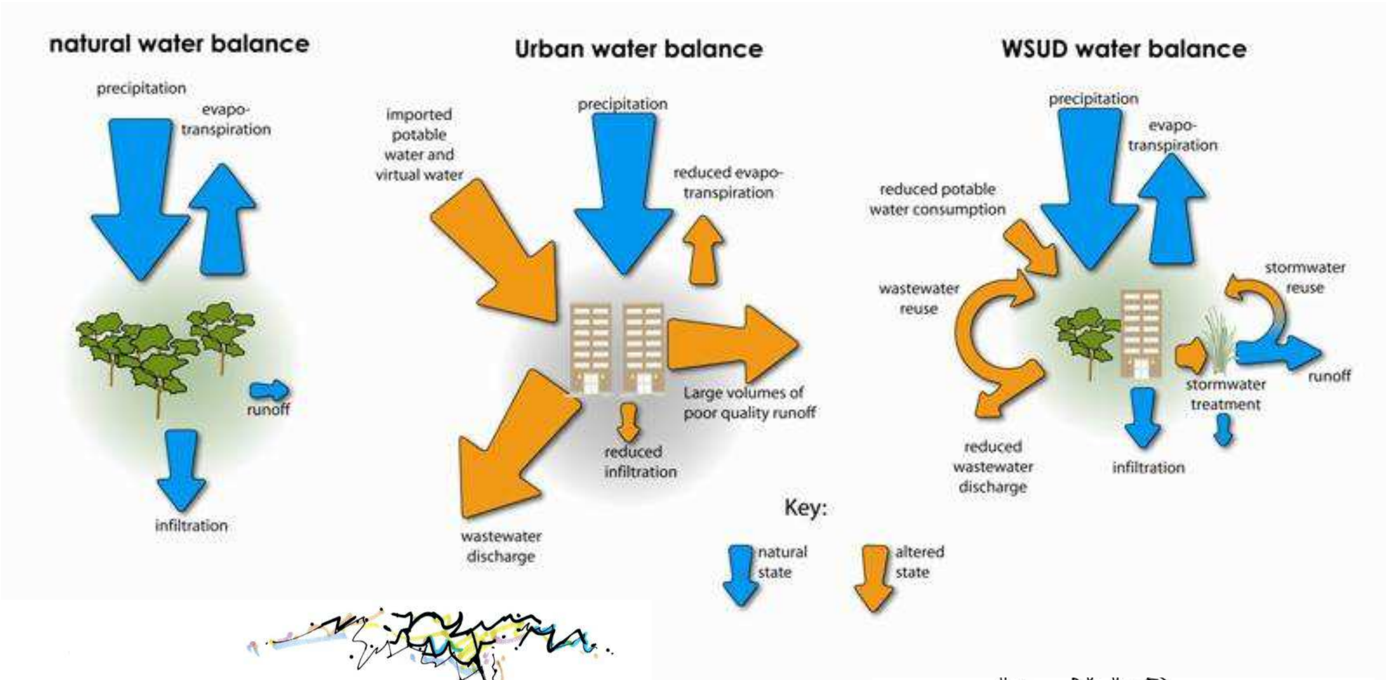
- Resources - Case Studies - Tools - Research

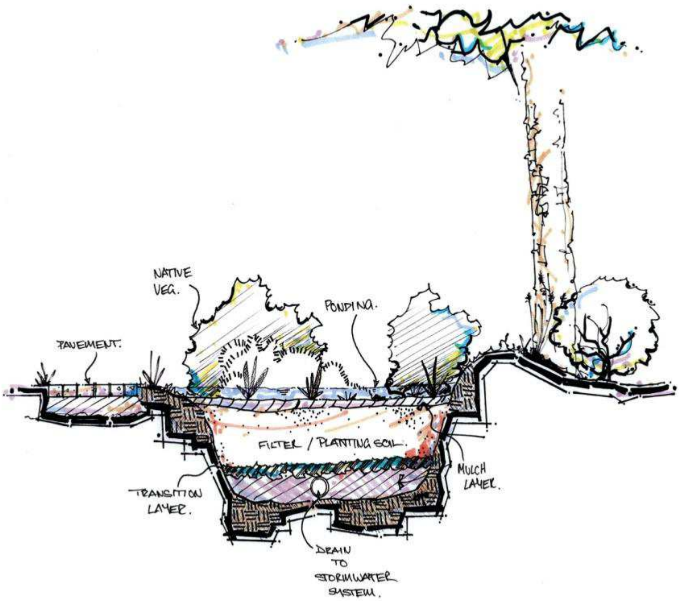
Central West CMA: Through the Central West Salinity and Water Quality Alliance, a suite of resources have been developed, based on the Stormwater 2 Smartwater Policy to assist Councils in integrated and adopting WSUD concepts into their planning tools.

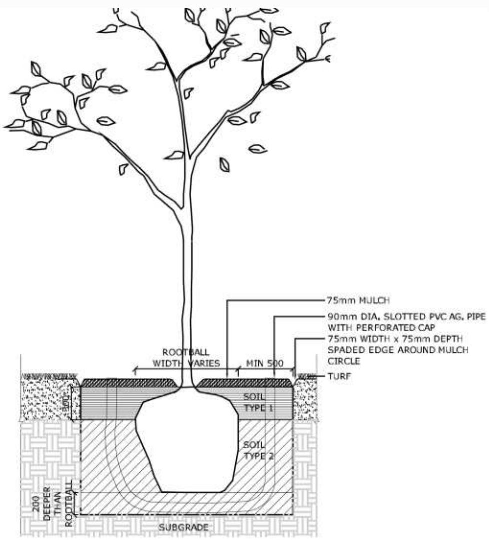
- Policy Document - Technical Guidelines - Residential Development Flier
- Commercial Development Flier - Sub-divisions Flier - Council Development Flier

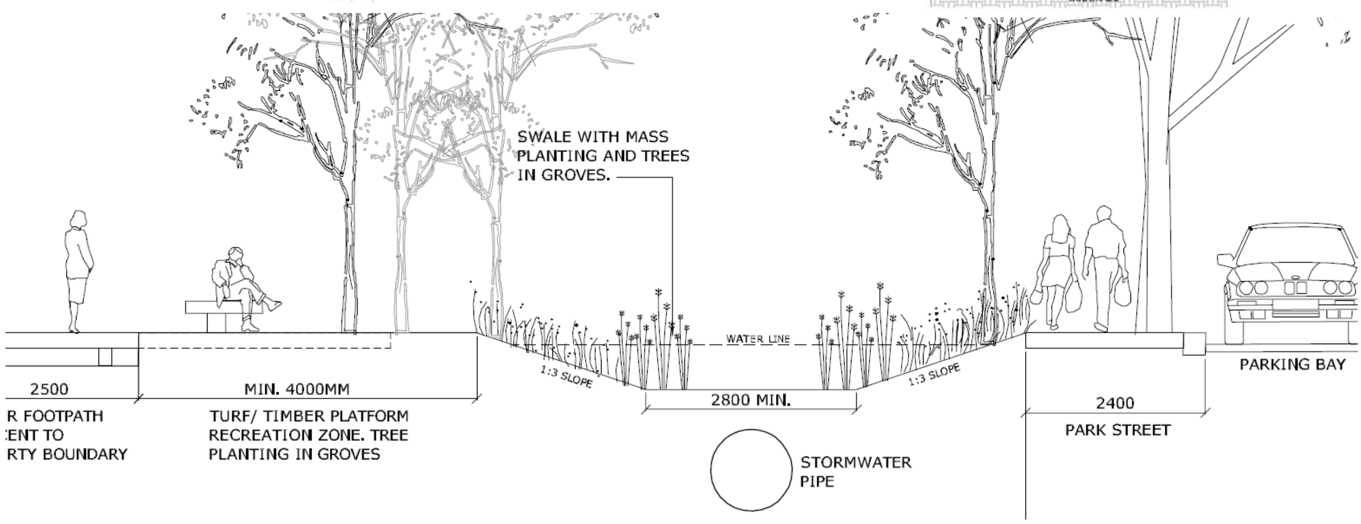
Other resources:

- **Parramatta City Council DCP** – Section 3; addresses requirements for WSUD. Here
- **Upper Parramatta River Catchment Trust** – On-Site Stormwater Detention Handbook. Here
- **Marrickville Council WATEREVOLUTION** – Industry Leading Program. Here
- **eBook Browser** – A vast collection of WSUD Documents, from manuals, policies, journal papers and brochures. Here
- **Blue Mountains City Council –** Business Park WSUD Case Study. Here









BLAYNEYSHIRE 2025

All the pieces together

The strategic plan of the Blayney Shire community

Prepared in accordance with the requirements of the Local Government (Planning and Reporting) Amendment Act 2009 and adopted by Blayney Shire Council on 12 March 2012

Table of Contents

Message from the Mayor and Councillors

Blayney Shire Council

Blayney 2025 represents the vision, aspirations and priorities of our community and signifies a change in the way planning by Council and the Community is developed and implemented.

From the outset of the planning process we asked our community to '***Add their piece***' and help create the picture of what they want Blayney to be like in the future. The participation and contribution was positive and productive and the end community strategic plan, **Blayney 2025*: All the pieces together,*** provides the blueprint for our future.

The purpose of the community strategic plan is to:

- Describe the preferred future;
- Describe the values to guide future choice and how we will work together as a community;
- Outline the strategic outcomes to achieve the preferred future;
- Provide a long-term focus for decision making and resource allocation – finances, workforce and asset management;
- Provide a basis for measuring our progress;
- Provide opportunities for community participation in decision making;
- Address social, economic, environmental and civic leadership issues.

We all have a responsibility and role to play in achieving Blayney 2025. Council is only one player. We cannot and should not do everything. We will do the things we have to do but there are many other groups and organisations who will be able to work on the strategic outcomes of the plan and our future.

We now look forward to working with you on **Blayney 2025: *All the pieces together*.**

Thank you

Council would like to offer sincere thanks to all the people who contributed to the development of this community strategic plan and community engagement framework. Participants who engaged in workshops and meetings were representative of all the groups that influence what happens in Blayney Shire – Council, Government and our Neighbours, Agriculture, Mining, Business, Education, Training and Learning, Arts and Culture, Health and Wellbeing, Transport and Infrastructure, Sport and Recreation and Emergency Services. Throughout the development of other plans we also engaged with many individuals, groups and organisations. The combined processes have given us a deep understanding of what is important to our community and has both informed and guided the development of Blayney 2025: *All the pieces together.*

Contact details:
Blayney 2025: *All the pieces together*
In the first instance please contact:
Blayney Shire Council General Manager
on telephone (02) 6368 2104 or
email: council@blayney.nsw.gov.au

The development of the documents of the Integrated Planning and Reporting has been a joint project of the WBC Alliance. All three councils and Central Tablelands Water have undertaken the same engagement and development processes. It is the intent of the Alliance that a combined strategic plan be developed that will identify future joint projects and resource sharing initiatives.

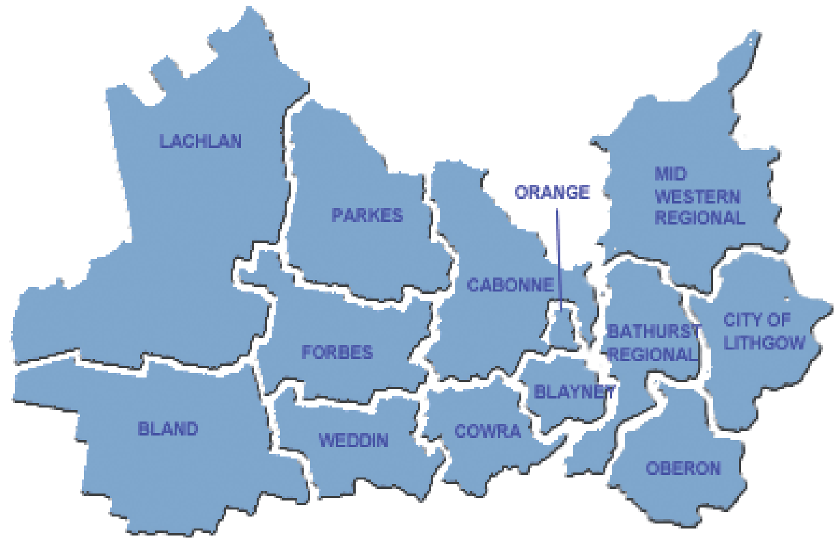
Our present situation

Blayney – At a glance

Blayney Shire has an area of 1,524.7 square kilometres and is located in the Central Tablelands of New South Wales, approximately three hours by road from the centre of Sydney. The principal town in the Shire is Blayney, situated some 37km southwest of Bathurst and approximately 244km by road from Sydney. It is the centre of a district, which stretches east to Bathurst, southwest to Cowra and north to Orange. Blayney Shire is comprised of a number of villages including Millthorpe; Carcoar; Mandurama; Lyndhurst; Neville; Newbridge; Hobbys Yards and Barry. The Shire sits at an altitude of 850 metres above sea level

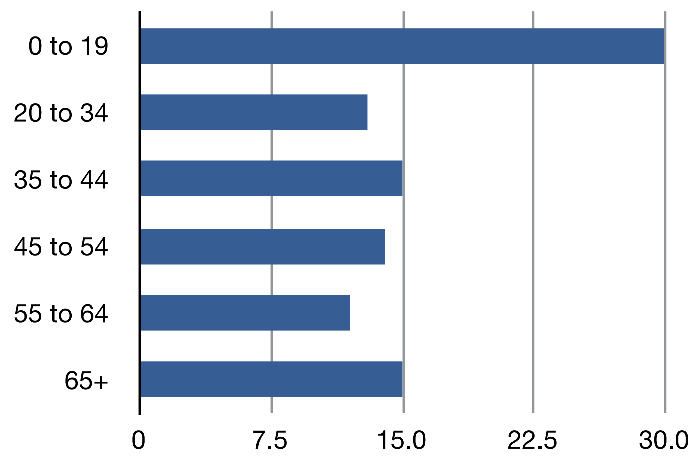
Map of Blayney Shire boundaries

Location of Blayney Shire in the NSW Central West



At the 2006 census the Shire had a population of 6,593 persons equally distributed between men and women. As the table shows the Shire has a relatively young population and even distribution across the age groups. The median age was 39 years compared to 37 for Australia. Of all occupied properties at the time of the 2006 census 72% were family households compared to 67% for Australia.

Percentage of Blayney population by age groups



Transport

Council owns and maintains 751 kilometres of road throughout the Shire. Transport is a key issue and the Shire is serviced by the Mid-Western Highway that links Bathurst (35km) in the east with Marsden to the west, and services the larger regional centre of Cowra (69km) south of Blayney. Blayney is also linked to Orange via a road to the north-west. Other roads provide connections to Canberra via Goulbourn and Forbes via Canowindra.

In addition to road linkages there is also rail. The Main Western Railway traverses the Shire providing a daily commuter service between Dubbo and Sydney stopping at Blayney. At Blayney there is also a link to the main southern line at Demondrille via Cowra.

Economy

Key industries: Blayney Shire is predominately rural in nature, supporting primary industries such as dairying, beef, lamb, wool, viticulture, orchards, potatoes, canola and other grains. Mining is also a key industry and the area supports other industrial activities such as manufacturing, transportation and food processing.

At the time of the 2006 census the median household income was $862 per week compared with $1,027 for Australia.

Employment spread per industry sector

	Total
Agriculture, forestry & fishing	451
Mining	161
Manufacturing	280
Electricity, gas, water & waste services	38
Construction	188
Wholesale trade	90
Retail trade	231
Accommodation & food services	143
Transport, postal & warehousing	138
Information media & telecommunications	24
Financial & insurance services	34
Rental, hiring & real estate services	29
Professional, scientific & technical services	106
Administrative & support services	49
Public administration & safety	184
Education & training	210
Health care & social assistance	304
Arts & recreation services	34
Other services	114

Education

In the Shire there are 8 Primary Schools: 7 public and 1 Catholic and one high School.

Key strengths and challenges

Blayney is an agricultural shire with strong mining heritage. Our town, villages and settlements are spread throughout a beautiful landscape of undulating hills and tablelands. Here the Blayney Shire communities enjoy a pace of living that is relaxing, genuine and in tune with the changes of a temperate climate with four distinct seasons.

The spirit of community is strong. A history of supporting one another when times get tough continues today. The Shire has quality schools, and facilities support participation in sports, recreation and healthy lifestyles.

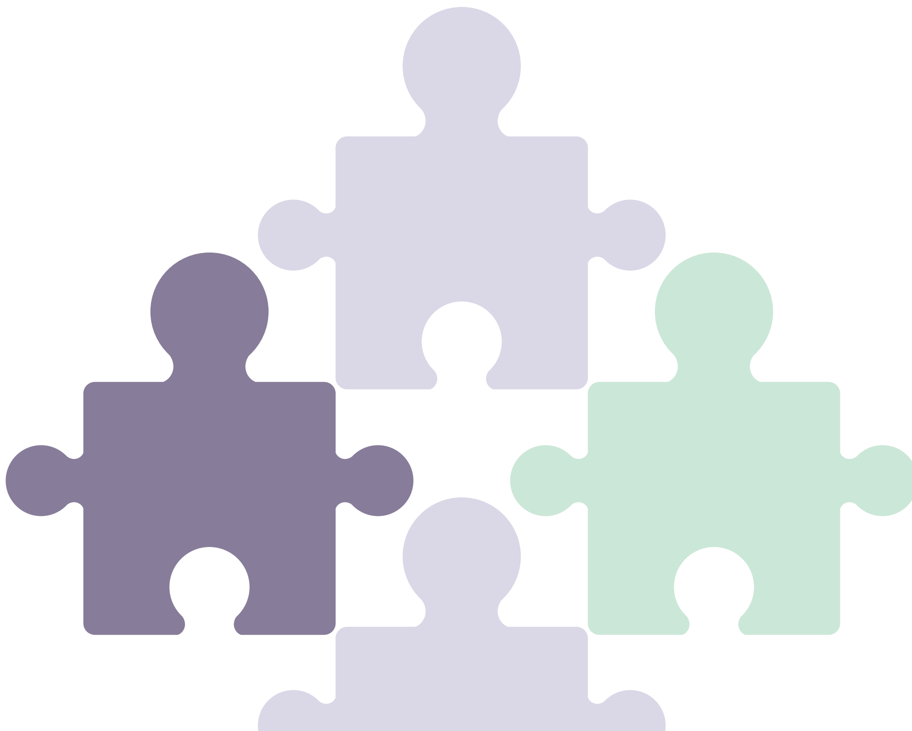
Although people in the Shire have good access to medical facilities at neighbouring centres there is a need for a doctor to operate the existing emergency centre. If these facilities are not used there is a risk they will be lost. Law enforcement is also not as readily available as it could be in emergencies. These issues bring about unease in the community.

There are many opportunities for economic growth in building on agriculture, transport, tourism, industry and mining activities. Mining however can be a double-edged sword. It benefits the local economy, but causes pressures in housing, employment and tourism. Shift patterns also affect participation in sport and community life.

Our settlements are spread out and need to be connected. Contemporary information and communication technologies offer an opportunity to improve connections between each other and the rest of the world.

Retailing needs to complement larger neighbouring centres and also focus on differentiation. Many of our heritage and other buildings along with our town and villages would benefit from beautification and improved physical access.

Like many rural areas we need to provide the opportunities and facilities for our younger and older community members to live in the Shire and fully engage in community life.



The Community Strategic Plan structure

Integrated planning and reporting

The following diagram shows the relationship between the Community Strategic Plan (CSP), Council's Delivery Program and Council's Annual Operational Plan.

The delivery program deals with the work Council can do to achieve the CSP. The Strategic Outcomes in the CSP where Council has a role come across into the Delivery Program. It needs to be stated that Council alone cannot deliver all the strategic outcomes in the CSP. Many will require cooperation across the various sectors of the Blayney shire community.

Community Strategic Plan **10 years+** The whole shire not just Council Needs a community engagement strategy		
Vision (what we want the Shire to be) **Values** (to guide future choices and behaviour) **Future directions** (Groupings of similar work)	**Delivery Program** **(4 years)** Where Council has a role Supported by: Financial plan Asset management plan Workforce plan	
Strategic Outcomes **Councils role** Provider, Facilitator Advocate	**Strategic Outcomes** (Where Council has a role)	**Operational Plan** **Annual**
	Actions Programs Projects	**Actions** Programs Projects Budget
Performance measures	**Performance measures**	**Tasks**
What	**What and How**	**How**

How the Community Strategic Plan is organised

Blayney 2025: *All the pieces together* has the following components:

- A vision of the preferred future for the Shire;
- A values statement to guide future choices and how we will work together as a community;
- Six future directions and associated strategic outcomes to follow to achieve the preferred future. The future directions and strategic outcomes are written in the present tense. They describe the ideal outcomes that the community want to see happen.
- The role council will play in achieving each of the strategic outcomes;
- Those groups or organisations that could collaborate around the strategic outcomes;
- Performance measures to help us now if our efforts are making a difference

Council's roles

The Community Strategic Plan is for the whole shire and Council cannot deliver all the strategic outcomes. Council will only be able to contribute where there is a role. Broadly speaking Council has four roles:

- Provider: Council does the work e.g. road maintenance or undertakes regulatory responsibilities. e.g. the local planning scheme
- Facilitator: Council will help out or work with others to get things done.
- Advocate: Council will speak up for and support a community initiative or issue.

Where council does not have a role the various sections of the Blayney community will need to work together and collaborate.

Our Community - definition

Throughout the Blayney 2025: *All the pieces together* the terms 'our' and 'community' are used. Whilst the primary concern will always be the residents of the Shire, we acknowledge that 'our community' includes all those who live here, own property here, do business here and visit Blayney Shire.

Blayney 2025: *All the pieces together*

The Community Strategic Plan

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

Future Directions

1. Grow the wealth of the Shire
2. A centre for sports and culture
3. Preserve and enhance our heritage and rural landscapes
4. Develop and maintain Shire infrastructure
5. Develop strong and connected communities
6. Leadership

Grow the wealth of the Shire

Future Direction 1: Grow the wealth of the Shire

Employment is needed to keep people in and attract people to the Shire. There are opportunities for growth in niche agriculture, mining and tourism. Retailing needs greater levels of local support to remain viable and grow. There is also a need for the water, energy and transport sectors to be sustainable and provide a platform for future growth.

Growth, however, needs to respect the environment and rural landscapes. Mining brings economic benefits but also pressures on accommodation, wages and shift work constraints on community living. There is the potential for the community and mining industry to work together for mutual benefit. The world needs to know about the benefits of living and working in Blayney Shire through the development of a well recognised brand and communication activities.

	Strategic outcome	Council Role	Who should collaborate
CSP 1.1	A viable agricultural sector with niche opportunities and products coupled with lifestyle.	Provider (planning and promotion) Facilitator	• Communities • Industry bodies • State and Australian Governments • Educational institutions
CSP 1.2	A thriving mining industry that supports and works well with the community.	Provider Facilitator	• Mining industry • Industry bodies • Community • Educational institutions • State and Australian Governments
CSP 1.3	A well established, connected and prosperous tourism industry.	Provider Facilitator	• Local tourism businesses • State and Australian Governments • Other LGA's • Industry bodies • Community groups • Business sector • Mine

	Strategic outcome	Council Role	Who should collaborate
CSP 1.4	Internationally recognised brand for Blayney Shire.	Provider Facilitator Advocate	• State and Australian Governments • Other LGA's • Industry bodies, • Community groups • Business sector, • Mine
CSP 1.5	Sustainable water, energy and transport sectors to support future growth.	Provider Facilitator Advocate	• State and Australian Governments • Central Tablelands Water • Industry bodies
CSP 1.6	A vibrant local retail and business sector.	Facilitator Advocate	• Shire Businesses • Community • State and Australian Governments

Performance indicators:

7. GDP for the Shire
8. Visitation numbers and spend
9. People employed in mining
10. Reduction in vacant shops
11. Brand development and recognition
12. Transport utilisation
13. Water storage statistics
14. New start up businesses

A centre for sports and culture

Future Direction 2: A centre for sports and culture

Participation in sports and cultural activities and events has and will continue to bring the community together. A coordinated program of events also has the potential to attract visitors and help to grow and sustain local businesses.

Events can be subject to funding pressures, red tape, regulation and rising insurance costs. A cooperative community approach to events can help overcome these issues. The aim is for Blayney Shire to become known as a centre where sports, arts and entertainment are central to an enviable lifestyle and great visitor experience.

	Strategic outcome	Council Role	Who should collaborate
CSP 2.1	Cultural and sporting events are coordinated and resourced.	Facilitator Advocate	• Event organisers • Sponsors • Newcrest Mining Operations • Schools • Sport and recreation • Village Associations
CSP 2.2	Strong participation in sporting events and competitions.	Facilitator	• Schools • State and Australian Governments • Business sector • Sponsors • Families • Village Associations
CSP 2.3	Blayney Shire - a centre for arts, performance and entertainment.	Facilitator	• Newcrest Mining Operations • Sponsors • State Government • Schools • Village Associations

Performance indicators:
15. Number of community and cultural events
16. Attendance levels at events
17. Cost of insurance
18. Levels of sponsorship
19. Number of sporting teams and participants

Preserve and enhance our heritage and rural landscapes

Future Direction 3: Preserve and enhance our heritage and rural landscapes

Although the rural landscapes are beautiful, the environmental facts are that less than 10% of native vegetation remains in the Shire and there are issues with erosion and salinity. Action must be taken to encourage sustainable land use practices particularly if population increases. The biodiversity of our water ways is also important and there are rich and productive soil types that need to be mapped and protected.

Our heritage stories need to be interpreted and made accessible. We have a built heritage that gives character to our villages. This can be enhanced and supported through sympathetic urban design and landscaping.

	Strategic outcome	Council Role	Who should collaborate
CSP 3.1	Retention of native vegetation with linking corridors.	Provider Facilitator	• Community Groups • Village Associations • State and Australian Governments • Private enterprise • Mine • Farmers • Schools • Catchment Management Authorities
CSP 3.2	Biodiversity of waterways.	Facilitate	• Catchment Management Authorities • Water users • Land holders • Land Care • State and Australian Governments
CSP 3.3	Heritage sites in the natural and built environment are identified and understood.	Provider Facilitator	• Community groups • State Government • Historical Society
CSP 3.4	Sustainable land use practices across the Shire.	Provider (planning LEP)	• Community

Performance indicators:

20. Increased signage and information about heritage
21. Increased percentage of native vegetation
22. Decreased erosion
23. Carbon offsets
24. Willow removal
25. Protection of soil types
26. River water quality

Develop and maintain Shire infrastructure

Future Direction 4: Develop and maintain Shire infrastructure

Social and physical infrastructure is the skeleton that supports a community. Transport, rail and roads connect the Shire to the region and help people and goods move in to, out of and around.

Information and communication technologies are the new highways to the world and it is important that there is coverage across the Shire so everyone can be connected.

Water and sewer infrastructure are essential for public health and economic growth through property development.

Social infrastructure includes schools, government and emergency services, medical facilities, aged care and housing. This infrastructure needs to be funded, maintained and developed to ensure it meets the needs of the community.

	Strategic outcome	Council Role	Who should collaborate
CSP 4.1	Adequate provision of transport, roads, rail, information and communication technologies and community social assets.	Provider Facilitator Advocate	• State and Australian Governments • Industry • Community members
CSP 4.2	Every village has access to water and sewerage services.	Provider Facilitator Advocate	• State and Australian Governments • Central Tablelands Water • Village Associations
CSP 4.3	Improved access to community and public transport between villages and centres.	Facilitator Advocate	• State Government • Transport operators • Industry
CSP 4.4	Integrated medical and aged care facilities across the Shire	Provider Facilitator Advocate	• State and Australian Governments • Facility operators

	Strategic outcome	Council Role	Who should collaborate
CSP 4.5	Preservation and continued development of rail infrastructure.	Advocate	• State and Australian Governments • Industry
CSP 4.6	Sustainable waste management	Provider Facilitator Advocate	• State and Australian Governments • Facility operators

Performance indicators:

27. Transport patronage
28. Properties connected to water and sewer
29. Aged care accommodation waiting lists and occupancy rates
30. Number of rail movements and tonnages carried
31. Community survey results
32. Infrastructure service levels

Develop strong and connected communities

Future Direction 5: Develop strong and connected communities

The geographic spread and distances between our town, villages and settlements can cause a lack of cohesion on occasions. There is a need to integrate, improve communication and linkages between our communities so that they can share, support and learn from one another. This will also help build their capacity to be self reliant. Both transport and modern technology can help with this.

Strong communities are healthy and fit communities and this is especially important as the population ages. Access to medical facilities when needed is important particularly in emergencies. Balanced communities retain both younger and older members and this helps maintain viable population levels. Both age groups need the facilities and opportunities to participate and contribute to community life.

	Strategic outcome	Council Role	Who should collaborate
CSP 5.1	A diverse and sustainable population in our communities and villages.	Provider (land use planning) Facilitator Advocate	• Village Associations • Progress Associations • State and Australian Governments • Industry • Landowners • Developers
CSP 5.2	Fit and healthy community members.	Provider Facilitator Advocate	• Schools • Local produce providers • Sport and recreation groups • Community groups • Australian Government
CSP 5.3	Full and equitable access and strong usage of Information and communication technologies across the Shire.	Provider Facilitator Advocate	• State and Australian Governments • NBN Co • Telco's
CSP 5.4	Capable, self sufficient communities engaged in decision making about issues that affect them.	Facilitator	• Residents • Schools • Community groups • Service clubs • Village Associations • Progress Associations

Performance indicators:

33. Population
34. Technology coverage
35. Health statistics
36. Community calendar of events
37. Community survey results

Leadership

Future Direction 6: Leadership

To achieve our preferred future we will all need to work together. Working together will be easily achieved if we have strong relationships and networks. Present relationships and networks will benefit from a planned approach to community engagement and involvement in decisions and activities that are important to people.

Building the capacity of existing and emerging community leaders throughout the Shire will strengthen networks, build trust and result in more successful outcomes.

Elected representatives need to work as a team and the Council organization needs to be well run and resourced to do the work it has to do to help achieve the preferred future. Governance needs to be open with every interaction an opportunity to build trust, confidence and credibility.

	Strategic outcome	Council Role	Who should collaborate
CSP 6.1	Good governance across our communities	Provider	• Department Local Government • Community groups and committees • State and Australian Governments
CSP 6.2	Meaningful communication between the Shires communities and Council.	Provider Facilitator	• Department Local Government • Community groups and committees • Australian and NSW Governments
CSP 6.3	A well-run Council organisation.	Provider	• Department Local Government • State and Australian Governments • ALGA • LGSA
CSP 6.4	A safe community	Provider Facilitator Advocate	• Emergency services • Roads & Maritime Services • State and Australian Governments • Australian Local Government Association • Local Government & Shires Associations of NSW

Performance indicators:
1. Engagement activities
2. Community satisfaction
3. Resource sharing projects
4. Communication processes

The principles of social justice and sustainability

The principles that underpin the **Blayney 2025: *All the pieces together*** are social justice and sustainability. All future directions and strategic outcomes seek to achieve sustainability and aspire for equity, access, participation and equal rights particularly for the disadvantaged and vulnerable within our community.

Social Justice

Equity: Decisions should reflect equality in the prioritising and allocation of resources.

Access: All people should have access to services, resources and opportunities to maintain and improve their quality of life.

Participation: Everyone should have the opportunity to genuinely participate in decisions that affect their lives.

Rights: Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

Sustainability

Sustainability describes the integration of environmental, social, economic and governance goals, processes and performances. However, these elements are not always in harmony.

Blayney Shire has many competing elements and a balance is required to ensure that the environment, agriculture, natural resources and economic development is considered at a local, state and national level; and that the Shire area remains attractive to residents and visitors.

Quadruple bottom line

The quadruple bottom line approach ensures that the Community strategic Plan is balanced. The CSP needs to adequately address social, environmental, economic and civic leadership considerations. The following table shows the relationship of the strategic outcomes in each future direction to the quadruple bottom line framework. Some strategic outcomes address more than one area of the quadruple bottom line framework. The plan has 21 social linkages, 9 environmental, 12 economic and 4 civic leadership.

Future direction	Strategic Outcome	Social	Environment	Economic	Civic leadership
Grow the wealth of the Shire	A viable agricultural sector with niche opportunities and products couples with Lifestyle	Employment	Sustainable farming practices	Key component of the economy now and in future	
	A thriving mining industry that supports and works well with the community	Employment and community support	Sustainable mining practices	Key contributor to the local economy	
	A well established, connected and prosperous tourism industry	Employment		Potential source of revenues	
	Internationally recognised brand for Blayney Shire				
	Sustainable water energy and transport sectors to support future growth				
	A vibrant local retail and business sector	Local employment			
A centre for sports and culture	Cultural and sporting events are coordinated and resourced				

Future direction	Strategic Outcome	Social	Environment	Economic	Civic leadership
	Strong participation in sporting events and competitions				
	Blayney Shire a centre for arts, performance and entertainment			Will assist tourism	
Preserve and enhance our heritage and rural landscapes	Retention of native vegetation with linking corridors				
	Biodiversity of waterways				
	Heritage sites in the natural and built environment are identified and understood	Gives character to villages		Will assist tourism	
	Sustainable land use practices across the shire				
Develop and maintain Shire infrastructure	Adequate provision of transport, roads, rail, information and communication technologies and community social assets				
	Every village has access to water and sewerage services	Community health			
	Improved access to community and public transport between villages and centres				
	Integrated medical and aged care facilities across the Shire				

Future direction	Strategic Outcome	Social	Environment	Economic	Civic leadership
	Preservation and continued development of rail infrastructure	Public transport			
	Sustainable waste management	Community health			
Develop strong and connected communities	A diverse and sustainable population in our communities and villages				
	Fit and healthy community members				
	Full and equitable access and string usage of information and communication technologies across the Shire				
	Capable self sufficient communities engaged in decision making about issues that affect them				
Leadership	Good governance across our communities				
	Meaningful communication between Shire communities and Council				
	A well run Council organisation				
		21	9	12	4

Links to NSW state plan

NSW 2021 is the ten-year strategic plan to make New South Wales number one in the nation. It is based around five strategies. The table below shows the linkages between the future directions and strategic outcomes of the Blayney Community Strategic plan for Blayney Shire and the NSW 2021 strategies. There are many areas where the State and Blayney plan share directions.

NSW 2021 Strategies	Blayney CSP future directions and strategic outcomes
Rebuild the economy • Improve performance of the NSW economy • Rebuild State finances • Drive economic growth in regional NSW • Competiveness of doing business in NSW • Downward pressure on the cost of living • Strengthen NSW skill base	**Grow the wealth of the Shire** • A viable agricultural sector with niche opportunities and products couples with Lifestyle • A thriving mining industry that supports and works well with the community • A well established, connected and prosperous tourism industry • Internationally recognised brand for Blayney Shire • Sustainable water energy and transport sectors to support future growth • A vibrant local retail and business sector
Return quality services • Transport • Health • Family and community services • Education • Police and justice	• Adequate provision of transport, roads, rail, information and communication technologies and community social assets • Improved access to community and public transport between villages and centres • Integrated medical and aged care facilities across the Shire • Preservation and continued development of rail infrastructure • Fit and healthy community members
Renovate infrastructure • Invest in critical infrastructure • Build liveable centres • Secure potable water supplies	**Develop and maintain Shire infrastructure** • Every village has access to water and sewerage services • Full and equitable access and string usage of information and communication technologies across the Shire • Sustainable waste management

NSW 2021 Strategies	Blayney CSP future directions and strategic outcomes
Strengthen our local environment and communities • Protect local environment • Opportunities for people to look after their own neighbourhoods and environments • Easier for people to be involved in their communities • Increase opportunities for seniors • Opportunity and partnership with the Aboriginal People • Cultural creative sporting and recreation opportunities • Prepared for major emergencies and natural disasters	**A centre for sports and culture** • Cultural and sporting events are coordinated and resourced • Strong participation in sporting events and competitions • Blayney Shire a centre for arts, performance and entertainment **Preserve and enhance our heritage and rural landscapes** • Retention of native vegetation with linking corridors • Biodiversity of waterways • Heritage sites in the natural and built environment are identified and understood • Sustainable land use practices across the shire **Develop strong and connected communities** • A diverse and sustainable population in our communities and villages • Capable self sufficient communities engaged in decision making about issues that affect them
Restore accountability to Government • Confidence and integrity in the planning system • Trust in State and Local governments as service providers • Government transparency and access to government information • Involve the community in decision making	**Leadership** • Good governance across our communities • Meaningful communication between Shire communities and Council • A well run Council organisation

Community Engagement

The engagement process to develop the plan

The process for engaging the community in the development of the Community Strategic Plan began with identifying the 'whole system' of Blayney Shire; the complex network of groups, organisations and networks that influence or are influenced by what happens in the Shire.

The following groups were identified:

- Council, government and neighbours
- Agriculture
- Mining
- Business
- Education, training and learning
- Arts and culture
- Health and Well being
- Transport and Infrastructure
- Sports and Recreation
- Emergency Services

Representatives from each of these groups were invited to participate in a major, day long planning workshop to reflect on the areas past, explore the present situation – internal strengths and weaknesses, external opportunities and threats; and design the preferred future.

On 25th July, 2011, 74 passionate community members, representative of the Shire's whole system and demographic profile, worked together to create the framework of what became Blayney 2025: *All the pieces together*. Using this approach all perspectives from all communities of interest and demographic profiles were heard.

Almost a month later on 22nd August 2011 a smaller representative group of community members, Councillors and Council management came together again for a day to "shape" the Community Strategic Plan using the unedited outputs of the planning workshop, other relevant plans – national, state and local – and an understanding of the present situation.

The draft plan was then distributed for comment to all those who had participated in the process. Minor modifications were made before it was presented to the November 2011 Council meeting and put on public display during December 2011. Again, minor modifications were made before being formally adopted by the Blayney Shire Council on behalf of the entire Blayney Shire Community on 12 March 2012.

Engagement with the community will be ongoing throughout the life of the Plan.

Engagement process overview

Step	Activity	Output/Outcome
1. Planning to Plan	• Planning workshop involving Councillors and Council Management	38. Identification of Blayney Shire's whole system groups 39. 40. Identification of relevant groups within 41. 42. Development of key message to engage the community in the process 43. 44. Communication plan
2. Communication and Recruitment	Communication and recruitment activities • Direct mail – letter of invite to participate + registration form • Advertising – monthly newspaper advertisement • Publicity – articles and segments in press and on radio, included in community newsletters • Council website • Presentations to raise awareness at village and community group meetings	45. Participants in planning process 46. 47. Comments on what is important to the community
3. Consultation	• Future planning workshop – day long workshop involving representatives from each of the 'whole system' groups working together. • Council staff workshops x 3 • Meetings • Individual contributions	48. Blayney Shire's present situation 49. 50. Preferred future 51. 52. Guiding values 53. 54. Differentiation

Step	Activity	Output/Outcome
4. Shaping the Community Strategic Plan	• Planning workshop with Councillors, Council management and community representatives working with :- unedited outputs of planning workshop, present situation information, other plans – LEP, Tourism Plan, Social Plan and relevant State and Federal plans and policies	Draft Community Strategic Plan 55. Vision 56. Values 57. Future directions 58. Strategic outcomes 59. Council's role in achieving each of the strategic outcomes 60. Others to collaborate 61. Performance measures
5. Public exhibition and comment period	• Circulated to workshop participants and all who engaged with the process • Circulated to Council staff • Advertised • Placed on website • Made available to Village Associations and community groups	62. Comments on the draft plan 63. Modifications to draft plan
6. Adoption of the Community Strategic Plan	• Council meeting of (date)	64. Blayney 2025: All the pieces together – the Community Strategic Plan

Our ongoing community engagement framework

Language and meaning

Community Engagement

- Community Engagement is a term that covers all the ways a Council and its' Community come together to improve decision-making, build relationships and partnerships, raising awareness and complementing representative democracy. It is a way of working side-by-side and building support for the shared goal of making the community a better place to live. Community engagement is an outcome.

Consultation

- The process of developing understanding of the issues and boundaries around a particular topic or issue before decisions are made. We consult with one another when the boundaries around a decision are not understood.

Communication

- The exchange of information. We communicate when the boundaries around a decision are understood.

Capacity building

- The development of knowledge, skills and attitudes to achieve a purpose.

Communities of interest

- All those who influence or are influenced by a particular proposed project, programme, issue or action

The benefits of community engagement

It is central to participatory democracy

Communities rightfully expect to have input into matters that affect them and seek involvement and engagement beyond the election of their political representatives. Community engagement complements the official electoral process and is a key method of participatory democracy.

Decision making is improved

Better decisions are made when information and all points of view are heard and understood. Where feasible and desirable, Council's decisions need to match the needs and aspirations of the community.

It builds trust

Trust and understanding are likely to grow in an environment where engagement and involvement is taken seriously and is well done.

It builds networks

When we work together we build relationships and have the opportunity to form purposeful networks and partnerships. In this environment collaboration, occurs more easily.

It helps build resilience and stronger communities

Trusting, confident and involved communities tend to be stronger and able to respond to change and circumstances 'together', combining expertise, experience and resources.

The risks associated with community engagement

The costs of poor engagement processes and tools

Communities recognise poor engagement processes and tools. Poorly managed community engagement will lead to scepticism and loss of trust. You need to use the right process in the right way.

Managing expectations

Engagement does not give decision-making powers to non-elected representatives. Sometimes engagement can raise unrealistic expectations of both Council and Community. Again, this is usually a product of poor practices.

Balancing the act

More is not necessarily better. The most appropriate form of engagement needs to be understood and well undertaken.

Budget and project management

Community engagement is 'part of' not an 'add on' to any project or programme.

The cost of not collaborating or sharing resources

Working on things that matter to the community without engagement can lead to conflict and costly rework.

Guiding principles for community engagement

The design and development of engagement activities in Blayney Shire will be guided by the following principles. We will strive to make all engagement – communication, consultation, involvement, collaboration and partnerships

- Inclusive and accessible
- Productive and enterprising
- Approachable and welcoming
- Consistent so we know where we stand
- Engaging, exciting and inspiring

The characteristics of successful community engagement in our Shire

These 'characteristics of success' will guide and inform how we design, implement and provide feedback on the outputs and outcomes of our community engagement activities.

The purpose of the engagement and how the input of the engagement will be used is clearly stated:

The purpose of the engagement is to be stated clearly from the outset. Checking the understanding of the purpose should also be undertaken at the beginning of any interaction so there is no confusion or unrealistic expectations. Similarly how the engagement input will be used should also be stated from the outset.

Activities are timely, held at the right time and given enough time.

Input is sought before decisions are made. Engagement activities are held so they do not clash with other events or activities; at a convenient time for those participating and enough time is given to discussion, comment capture and agreeing outcomes and actions.

Include all groups and organisations that have an interest in the engagement topic or issue

This will include demographic groupings, different cultural backgrounds, social economic-groups and geographic representation.

Create safe space and a positive atmosphere

Engagement should be seen as part of community life where people come together to discuss issues, opportunities and challenges. The atmosphere needs to be positive and welcoming, not combative. It should be a space where all alternatives can be explored in safety. Respect for one another and actively listening to understand the different points of view will help create 'safe space'. Just as community views and priorities are heard, so too are Council's views and priorities. It is a two-way activity.

Information is accessible

Information is written in plain English so it is easily understood. The implications of the information are also explained.

Existing networks are used

Communities are made up of different networks. Geographically based networks and communities of interested need to be understood and motivated to support engagement activities. Using this approach you are building and working from what already exists.

The capacity and capabilities of community leaders is developed and strengthened

The capacity of community leaders within these networks is developed and strengthened. Each community engagement activity is an opportunity to learn more about our community and the things that affect the Shire. Engagement knowledge, skills and attitudes can be built both within Council and also with community leaders.

It is not a 'one size fits all'

Different processes and mediums are used to engage different groups in the community.

The levels of engagement...

There are four levels of engagement and each level comes with the promise of what Council will do.

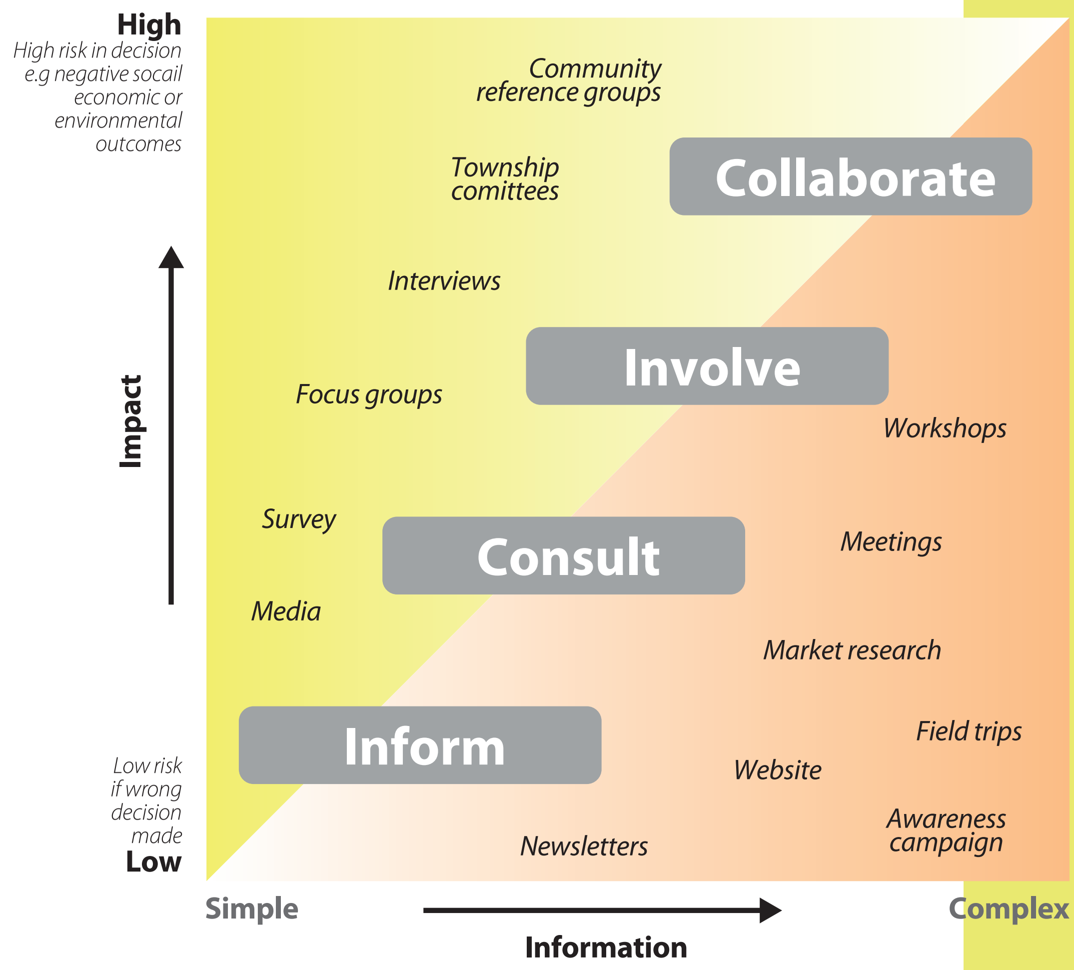
Levels of Community Engagement	
Level	**Our promise**
Inform	We will make sure you have the information you need and that the implications of the information are explained.
Consult	We will work with you to understand the issues and boundaries associated with a particular decision before the decision is made
Involve	We will explore options and priorities together so we all know what is the preferred
Collaborate	We will work together and share the responsibility

What level to use

The level of engagement is directly related to the complexity of the information needed and the degree of impact a project, programme or action could have on the community. The higher the impact, the more complex the information, the greater the potential risk within the decision and therefore the more engagement is needed.

The following Impact/Complexity Matrix links the likely impact and complexity of information with the types of community engagement that might be considered.

Impact/Compexity Diagram



Steps in planning community engagement and questions to ask

When undertaking community engagement, Council will follow six steps and ask a series of associated questions:

Establish the level of impact and complexity of the project, programme or action

Council will ask:

- What is the likely impact of the project, programme, issue or action on the community? High? Low? Or somewhere In-between?
- Is it localised or does it involve the broader community?
- Is the issue or project straightforward and easy to understand or is it and the implications, complex?
- Where does it sit on the Risk/Complexity matrix?

Identify all those communities of interest who have an interest around the issue

Council will ask:

- Who has an interest in this project, program, issue or action?
- List all the individuals, groups and organisations.
- Make sure those who engage are 'representative' of all these relevant communities of interest

Plan the engagement process and gather or develop relevant information and resources

Council will ask:

- What is the purpose of the engagement?
- What processes will we use?
- What information do people need to engage well?
- If there is an engagement event, what are the logistics of the event we have to organise e.g. venue, catering, materials, technology

Engage the relevant and identified communities of interest

Council will ask:

- Have we given people enough notice?
- Does it clash with another event or priority in the community?
- Have we considered the convenience of participants?
- Am I fully prepared for the engagement?
- How we made it clear what the purpose of the engagement is?
- Does everyone know how their input will be used?

Feedback results of engagement and decision making if relevant

Council will ask:

- Have we let participants know and got agreement over how their input will be used?
- Have we let people know the outcome of their input?

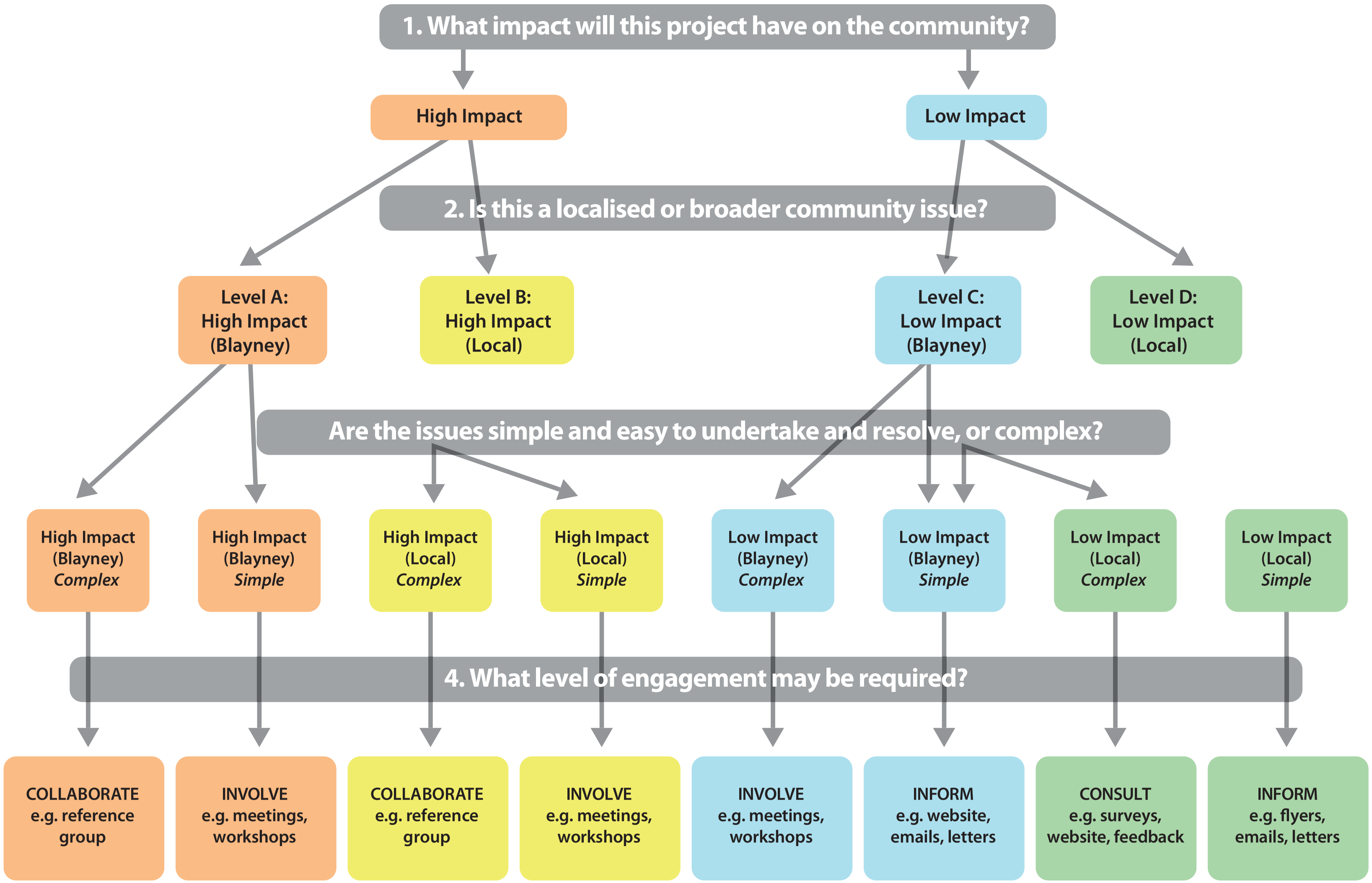
Evaluate the process

Council will ask:

- What would we do differently next time to improve the process?

The engagement decision making tree

Engagement Level Decision-Making Guide



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SHIRE COUNCIL BLAYNEY

BLAYNEYSHIRE 2025

All the pieces together

WBC STRATEGIC ALLIANCE

Blayney Shire Council

ASSET MANAGEMENT STRATEGY

Version 1.2
March 2013

Institute of Public Works Engineering Australia
AM4SRRC

Document Control

Document Control	**NAMS.PLUS Asset Management for Small, Rural or Remote Communities** www.ipwea.org.au/AM4SRRC				
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Rev No	**Date**	**Revision Details**	**Author**	**Reviewer**	**Approver**
1.1	December 2011	Initial document development	GSP		GSB
1.2	March 2013	Action table updated	GSP		GSB

Asset Management for Small, Rural or Remote Communities Guidelines

The Institute of Public Works Engineering Australia.

www.ipwea.org.au/AM4SRRC

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Executive Summary

This asset management strategy is prepared to assist council in improving the way it delivers services from infrastructure including:

- Roads, bridges, kerb & gutter, and footpaths,
- Bulk earthworks,
- Stormwater drainage,
- Parks and gardens facilities,
- Buildings and other structures,
- Sewer network,

These infrastructure assets have a replacement value of $255,095,000

Other infrastructure that is used to provide council services include:

- Plant and equipment,
- Office equipment,
- Furniture and fittings,
- Land and improvements,
- Quarries

The treatment of these asset classes will be considered once the major Asset Management Plans have been formally adopted.

The asset management strategy is to enable Council to show:

- how its asset portfolio will meet the service delivery needs of its community into the future,
- enable Council's asset management policies to be achieved, and
- ensure the integration of Council's asset management with its long term strategic plan.[1]

Adopting this asset management strategy will assist council in meeting the requirements of national sustainability frameworks, the NSW *Local Government Amendment (Planning and Reporting) Act 2009,* NSW Integrated Planning Framework and providing services needed by the community in a financially sustainable manner.

The asset management strategy is prepared following a review of the council's service delivery practices, financial sustainability indicators, asset management maturity and fit with council's vision for the future outlined in the Blayney Shire Community Strategic Plan, *Blayney Shire 2025 – All the pieces together*. The strategy outlines an asset management improvement plan detailing a program of tasks to be completed and resources required to bring council to a minimum 'core' level of asset maturity and competence.

Strategy outlook

[1] LGPMC, 2009, Framework 2 *Asset Planning and Management*, p 4.

1. Council is unable to maintain current service levels over the next ten years at current funding levels.
2. Council is not able to fund current infrastructure life cycle cost at current levels of service and available revenue.
3. Council's current asset management practices partially meet the requirements of 'core' asset management maturity. Investment is needed to improve information management, lifecycle management, service management and accountability and direction.

Asset management strategies

No	Strategy	Desired Outcome
1	Move from Annual Budgeting to Long Term Financial Planning	The long term implications of Council services are considered in annual budget deliberations
2	Annually review Asset Management Plans covering at least 10 years for all major asset classes (80% of asset value).	Identification of services needed by the community and required funding to optimise 'whole of life' costs
3	Develop Long Term Financial Plan covering 10 years incorporating asset management plan expenditure projections with a sustainable funding position outcome	Sustainable funding model to provide Council services
4	Incorporate Year 1 of Long Term Financial Plan revenue and expenditure projections into annual budgets	Long term financial planning drives budget deliberations
5	Review and update asset management plans and long term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks	Council and the community are aware of changes to service levels and costs arising from budget decisions
6	Report Council's financial position at Fair Value in accordance with Australian Accounting Standards, financial sustainability and performance against strategic objectives in Annual Reports	Financial sustainability information is available for Council and the community
7	Ensure Council's decisions are made from accurate and current information in asset registers, on service level performance and costs and 'whole of life' costs	Improved decision making and greater value for money
8	Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report	Services delivery is matched to available resources and operational capabilities
9	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions	Responsibility for asset management is defined
10	Implement an Improvement Plan to realise 'core' maturity for the financial and asset management competencies	Improved financial and asset management capacity within

	within 2 years	Council
11	Report six monthly to Council by Audit Committee/CEO on development and implementation of Asset Management Strategy, AM Plans and Long Term Financial Plans	Oversight of resource allocation and performance

Asset management improvement plan

The program of tasks and resources required to achieve a minimum 'core' asset management maturity was developed in the asset management strategy. The tasks and program are shown below.

Ref	Task	Responsibility	Target Date	Status
1	Completion of Long Term Financial Planning	MANEX/FM	June 2012	Complete & June 2013
2	Draft Asset Management Plans developed	MANEX/AM	June 2012	Complete
3	Finance - Restructure ledgers to separate maintenance, operations and renewal / new asset costs by asset sub category.	FM	June 2012	June 2013
4	Community Consultation – undertake targeted engagement with the community to establish acceptable and affordable levels of service	MANEX/AM	Dec 2012	Complete & June 2014
5	Service delivery matched to available resources & operational capabilities	MANEX	Dec 2012	Ongoing
6	Review and update Asset Management Plans and Long Term Financial Plan based upon Community Consultation	AM/FM	Feb 2013	Complete & ongoing
7	Establish a reporting system to update the Asset Register data from the field including new assets, renewed assets and disposed of assets.	AM	June 2013	Dec 2013
8	Condition Rating – refine data collection, including a more formalised inspection regime	AM	June 2013	Complete & ongoing
9	Review and critically analyse projected replacement dates for each asset to better match expected level of service.	AM	Ongoing	Ongoing
10	Refine and improve information in Council asset registers, including acquisition dates and technical information.	AM	Ongoing	Ongoing
11	Devise strategies to retire assets that are of little use and investigate options for disposal.	AM/FM	June 2013	Complete & Ongoing
12	Conduct revaluation of all asset classes, when confidence in asset register data reaches High, or in 2013 - 2015	AM	June 2013	Complete & Ongoing

1. Introduction

Assets deliver important services to communities. A key issue facing local governments throughout Australia is the management of ageing assets in need of renewal and replacement.

Infrastructure assets such as roads, drains, bridges, water and sewerage and public buildings present particular challenges. Their condition and longevity can be difficult to determine. Financing needs can be large, requiring planning for large peaks and troughs in expenditure for renewing and replacing such assets. The demand for new and improved services adds to the planning and financing complexity.[2]

The creation of new assets also presents challenges in funding the ongoing operating and replacement costs necessary to provide the needed service over the assets' full life cycle.[3]

The national frameworks on asset planning and management and financial planning and reporting endorsed by the Local Government and Planning Ministers' Council (LGPMC) require councils to adopt a longer-term approach to service delivery and funding comprising:

- A strategic longer-term plan covering, as a minimum, the term of office of the councillors and:
    - bringing together asset management and long term financial plans,
    - demonstrating how council intends to resource the plan, and
    - consulting with communities on the plan
- Annual budget showing the connection to the strategic objectives, and
- Annual report with:
    - explanation to the community on variations between the budget and actual results ,
    - any impact of such variances on the strategic longer-term plan,
    - report of operations with review on the performance of the council against strategic objectives.[4]

Framework 2 Asset Planning and Management has seven elements to assist in highlighting key management issues , promote prudent, transparent and accountable management of local government assets and introduce a strategic approach to meet current and emerging challenges.

- Asset management policy,
- Strategy and planning,
    - asset management strategy,
    - asset management plan,
- Governance and management arrangements,
- Defining levels of service,
- Data and systems,
- Skills and processes, and
- Evaluation.[5]

[2] LGPMC, 2009, Framework 2 *Asset Planning and Management*, p 2.
[3] LGPMC, 2009, Framework 3 *Financial Planning and Reporting*, pp 2-3.
[4] LGPMC, 2009, Framework 3 *Financial Planning and Reporting*, pp 4-5.

The asset management strategy is to enable Council to show:

- how its asset portfolio will meet the service delivery needs of its community into the future,
- to enable Council's asset management policies to be achieved, and
- to ensure the integration of Council's asset management with its long term strategic plan.[6]

The goal of asset management is to ensure that services are provided:

- in the most cost effective manner,
- through the creation, acquisition, maintenance, operation, rehabilitation and disposal of assets,
- for present and future consumers.

The objective of the Asset Management Strategy is to establish a framework to guide the planning, construction, maintenance and operation of the infrastructure essential for council to provide services to the community.

1.1 Legislative reform

The Independent Inquiry into the Financial Sustainability of Local Government found that the Local Government Sector is potentially facing a real infrastructure funding crisis. The final Report can be found at*http://www.lgsa-plus.net.au/resources/documents/lgi-final-report_030506.pdf* (May 2006), and examined whether NSW local councils are sustainable as presently constituted and funded. The following extract from the report highlights the situation:

"… a number of pressing problems that need urgent attention. The biggest of these is a huge backlog in infrastructure renewals (over $6 billion), which is expected to grow to almost $21 billion within 15 years if the annual renewals gap (the difference between the rate at which councils' physical assets are depreciating and the rate at which they are being replaced) stays at around $500 million per annum."

The results of this report is the legislation by the Department of Local Government that mandates the valuation of Council's Assets at fair value, and the creation of a new planning and reporting framework for NSW Local Government's.

As part of the NSW Government's commitment to a strong and sustainable local government system, the *Local Government Amendment (Planning and Reporting) Act 2009* was assented to on 1 October 2009.

The specific aims of the Integrated Planning and Reporting framework are to:

- *improve integration of various statutory planning and reporting processes undertaken by councils as required by the Local Government Act 1993 and the Department's guidelines Environmental Planning and Assessment Act 1979*
- *strengthen councils' strategic focus*
- *streamline reporting processes*

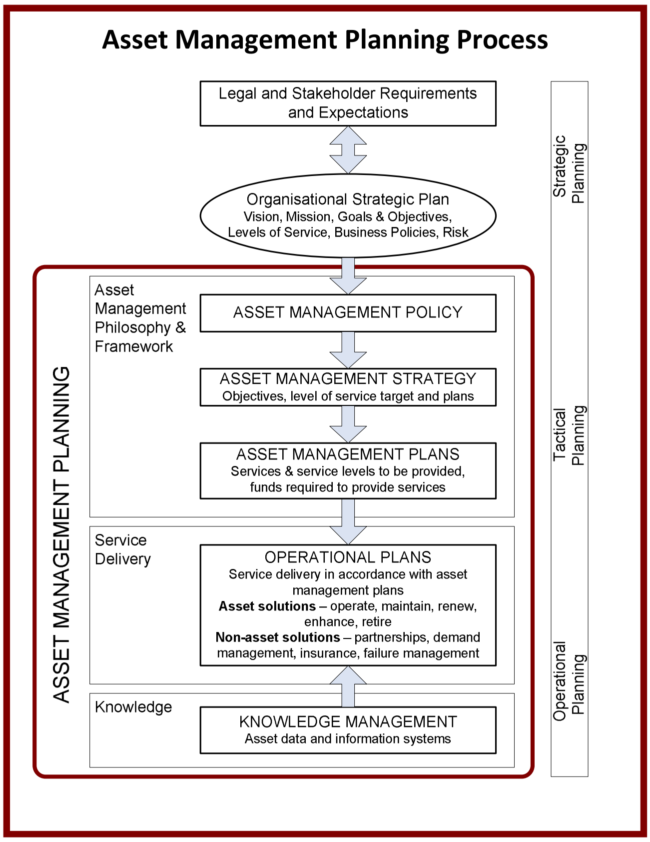
[5] LGPMC, 2009, Framework 2 *Asset Planning and Management*, p 4.
[6] LGPMC, 2009, Framework 2 *Asset Planning and Management*, p 4.

- *ensure that the [Local Government Act 1993] and the Integrated Planning and Reporting Guidelines support a strategic and integrated approach to planning and reporting by local councils.*

1.2 Asset Management Planning Process

Asset management planning is a comprehensive process to ensure that assets are managed and maintained in a way that enables affordable services from infrastructure to be provided in an economically optimal way. In turn, affordable service levels can only be determined by assessing Council's financially sustainability under scenarios with different proposed service levels.

Asset management planning commences with defining stakeholder and legal requirements and needs, incorporating these needs into the organisation's strategic plan, developing an asset management policy, strategy, asset management plan and operational plans, linked to a long-term financial plan with a funding plan.[7]



[7] IPWEA, 2009, AIFMG, Quick Guide, Sec 4, p 5.

2. What Assets do we have?

Council uses infrastructure assets to provide services to the community. The range of infrastructure assets and the services provided from the assets is shown in Table 1.

Table 1: Assets used for providing Services

Asset Class	Description	Services Provided
Transport	Roads, bridges, footpaths, cycleways, kerb & gutter, rural drainage and street furniture.	Transportation of goods and services from production to market and to consumers, Movement of people around the Council area for business, education, recreation and leisure.
Stormwater	Underground pipe and pit network, open channels, detention basins, stormwater quality improvement devices.	Collection of stormwater drainage runoff, conveyance and return to the environment to allow continued and safe use of private and public property
Parks and Gardens	Active and passive recreation reserves, playgrounds, play equipment, surfaces, fencing and memorial assets, including Cemeteries.	Open space provided for community recreation and leisure
Sewer	Reticulation network, pumping stations, rising mains, trunk mains, deodorisation beds and treatment plant, including Buildings.	Collection of domestic, business, and industrial waste water, conveyance clear of private and public property, conversion to reusable quality and return to the environment
Buildings and other structures	Community, cultural, commercial, council operational and leisure facilities.	Community interaction and development
Plant & Equipment	Heavy and light vehicle fleet, construction and maintenance vehicles and associated accessories	Road maintenance and construction, town and street maintenance, parks and recreation and waste.
Office Equipment	Information technology hardware, software and accessories	IT infrastructure to provide information, finance, technical, environmental and administration services to the community.
Furniture and fittings	Office furniture and fittings	Office fit out to provide to provide information, finance, technical, environmental and

		administration services to the community.
Land and improvements	Carparks, roadworks and fencing not related to Parks and Gardens or council owned buildings	Improvements to land to provide parking facilities, safety in use, and security of possession.
Quarries	Gravel Pits	Provision of gravel for use in road construction and maintenance.
Waste Management	Waste transfer stations, rural and village tips (excluding Buildings)	Waste disposal facilities for domestic, bulk, industrial business and recreational services.

3. Council's Assets and their management?

3.1 State of the Assets

The financial status of Council's assets is shown in Table 2.

Table 2: Financial Status of the Assets

Asset Class	Replacement Cost ($000)	Depreciated Replacement Cost ($000)	Depreciation Expense for current year ($000)
Transportation and Urban Stormwater	$179,734	$138,620	$2,176
Sewer	$22,590	$14,518	$361
Buildings & other structures	$21,272	$12,338	$682
Parks and Gardens	$8,851	$6,192	$459
Quarries	$37	$24	$1
Land Improvements	$11,933	$9,981	$9
Furniture and Fittings	$366	$95	$24
Office Equipment	$381	$94	$24
Plant & Equipment	$9,931	$3,716	$728
Total	255,095	185,578	4,464

Figure 1 shows the replacement values of Council's assets.

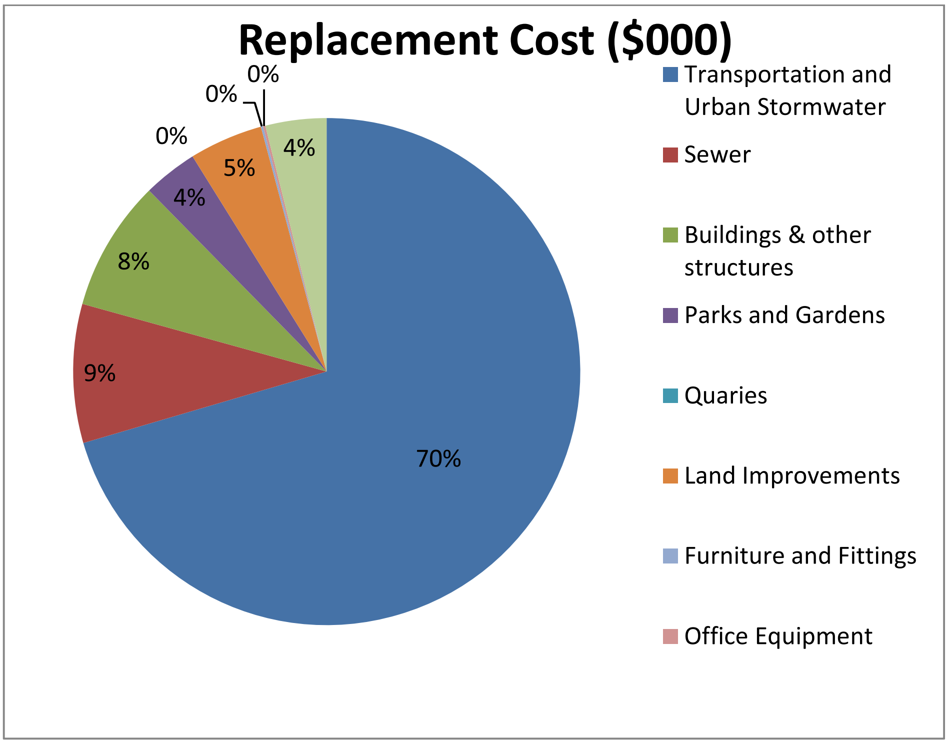


Figure 1: Asset Replacement Values

The asset consumption ratios of Council's assets (average proportion of 'as new' condition left in assets) are shown in Figure 2.

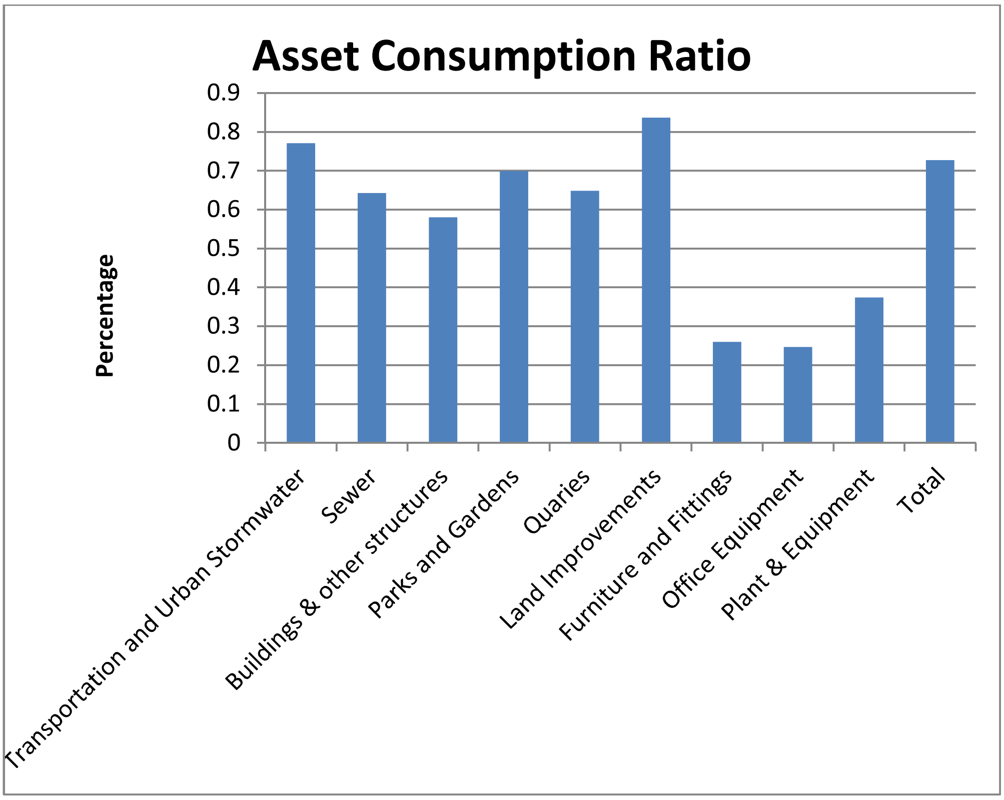


Figure 2: State of the Assets

Condition information on all of Council's assets is not yet available.

Figure 3: Asset Condition Profile

For the 4 major asset classes (Transportation, Sewer, Buildings and Parks and gardens), Asset condition data still needs to be collected for Urban stormwater drainage, rural culverts, rural major culverts and bridges, the balance of the sewer reticulation network (currently underway), non-major council buildings.

3.2 Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include operating and maintenance expenditure and asset consumption (depreciation expense). The life cycle cost for the services covered in this asset management plan is shown in Table 3.

Table 3: Life Cycle Cost for Council Services

Service	Previous Year Expenditure		Previous Year	Life Cycle Cost
	Operations	Maintenance	Depreciation Exp	($/yr)
Transport incl. stormwater	$315,993	$1,467,850	$2,176,000	$2,649,000
Sewer	$727,082	$28,124	$361,000	$346,080
Buildings & other structures	$551,430	$156,943	$682,000	$871,000
Parks and Gardens	$594,370	$135,177	$459,388	$951,000
TOTAL	**$2,188,875**	**$1,788,094**	**$3,678,388**	**$4,817,080**

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operating, maintenance and capital renewal expenditure in the previous year or preferably averaged over the past 3 years. Life cycle expenditure will vary depending on the timing of asset renewals. The life cycle expenditure at the start of the plan is shown in Table 4.

Table 4: Life Cycle Expenditure for Council Services

Service	Previous Year Expenditure		Cap Renewal Exp	Life Cycle
	Operations	Maintenance	($/yr)	Exp ($/yr)
Transport incl. Stormwater	$315,993	$1,467,850	$477,439	$2,261,282
Sewer	$727,082	$28,124	0	755,206
Buildings & other structures	$551,430	$156,943	$29,040	$737,413
Parks and Gardens	$594,370	$135,177	$2,846	$732,393
All Services	**$2,188,875**	**$1,788,094**	**$509,325**	**$4,486,294**

The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term, If the life cycle expenditure is less than the life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist organisations in providing service to their communities in a financially sustainable manner. This is the purpose of the AM Plans and long term financial plan.

A shortfall between life cycle cost and life cycle expenditure gives an indication of the life cycle gap to be addressed in the asset management and long term financial plan.

The life cycle gap and sustainability indicator for services covered by this asset management plan is summarised in Table 5.

Table 5: Life Cycle Sustainability Indicators

Service	Life Cycle Cost ($/yr)	Life Cycle Expenditure ($/yr)	Life Cycle Gap * ($/yr)	LC Sustainability Index
Transport incl. stormwater	$2,649,000	$2,261,282	$387,718	85.1%
Sewer	$636,367	755,206	-$118,839	118.7%
Buildings & other structures	$871,000	$737,413	$133,587	84.7%
Parks and Gardens	$951,000	$732,393	$218,607	77.0%
All Services	**$5,107,367**	**$4,486,294**	**$330,786**	**$87.8**

Note: * A life cycle gap is reported as a negative value.

Overall council infrastructure assets are funded at almost 90% of the life cycle cost which would indicate that council funding levels are close to being sustainable over a ten year period.

However, improved data collection, including the implementation of a new corporate financial system and a review of the General Ledger will effect some changes to the historical expenditure levels reported.

Asset sustainability may also be dramatically affected by fluctuations in expenditure, particularly for renewals, as significant expenditure on one asset in an asset class may result in a significant overall change in expenditure for that asset class.

3.3 Asset Management Structure

The Director of Engineering has responsibility for infrastructure service delivery.

The Operations Manager is responsible to the Director of Engineering for delivering the service levels adopted by council for the associated budget.

The Asset Manager is responsible to the Director of Engineering to provide asset management planning services to the organisation.

The Manager Financial Services is responsible to the Director of Corporate Services to provide finance and budgetary services to the organisation.

3.4 Corporate Asset Management Team

A 'whole of organisation' approach to asset management can be developed with a corporate asset management team. The benefits of a corporate asset management team include:

- demonstrate corporate support for sustainable asset management,

- encourage corporate buy-in and responsibility,
- coordinate strategic planning, information technology and asset management activities,
- promote uniform asset management practices across the organisation,
- information sharing across IT hardware and software,
- pooling of corporate expertise
- championing of asset management process,
- wider accountability for achieving and reviewing sustainable asset management practices.

The role of the asset management team will evolve as the organisation maturity increases over several phases.

Phase 1

- strategy development and implementation of asset management improvement program,

Phase 2

- asset management plan development and implementation,
- reviews of data accuracy, levels of service and systems plan development,

Phase 3

- asset management plan operation
- evaluation and monitoring of asset management plan outputs
- ongoing asset management plans review and continuous improvement.

The asset management team is yet to be established however it is anticipated that it will comprise the following staff:

- Director of Engineering
- Assets Manager
- Operations Manager
- Assets Officer
- Director of Corporate Services
- Manager Financial Services
- Assistant Accountant

The team is developing its roles and responsibilities and action plan to implement council's asset management policy and strategy.

The team meets quarterly and reports on progress to the Executive Management Team (MANEX).

3.5 Financial & Asset Management Core Competencies

The National Frameworks on Asset Planning and Management and Financial Planning and Reporting define 10 elements. 11 core competencies have been developed from these elements[8] to assess 'core' competency under the National Frameworks. The core competencies are:

Financial Planning and Reporting

[8] Asset Planning and Management Element 2 *Asset Management Strategy and Plans* divided into Asset Management Strategy and Asset Management Plans competencies.

- Strategic Longer Term Plan
- Annual Budget
- Annual report

Asset Planning and Management

- Asset Management Policy
- Asset Management Strategy
- Asset Management Plan
- Governance & Management
- Levels of Service
- Data & Systems
- Skills & processes
- Evaluation

Council's maturity assessment for the core competencies is detailed in Appendix A and summarised in Figure 4. The current maturity level is shown by the blue bars. The maturity gap to be overcome for Council to achieve a core financial and asset management competency is shown by the red bars.

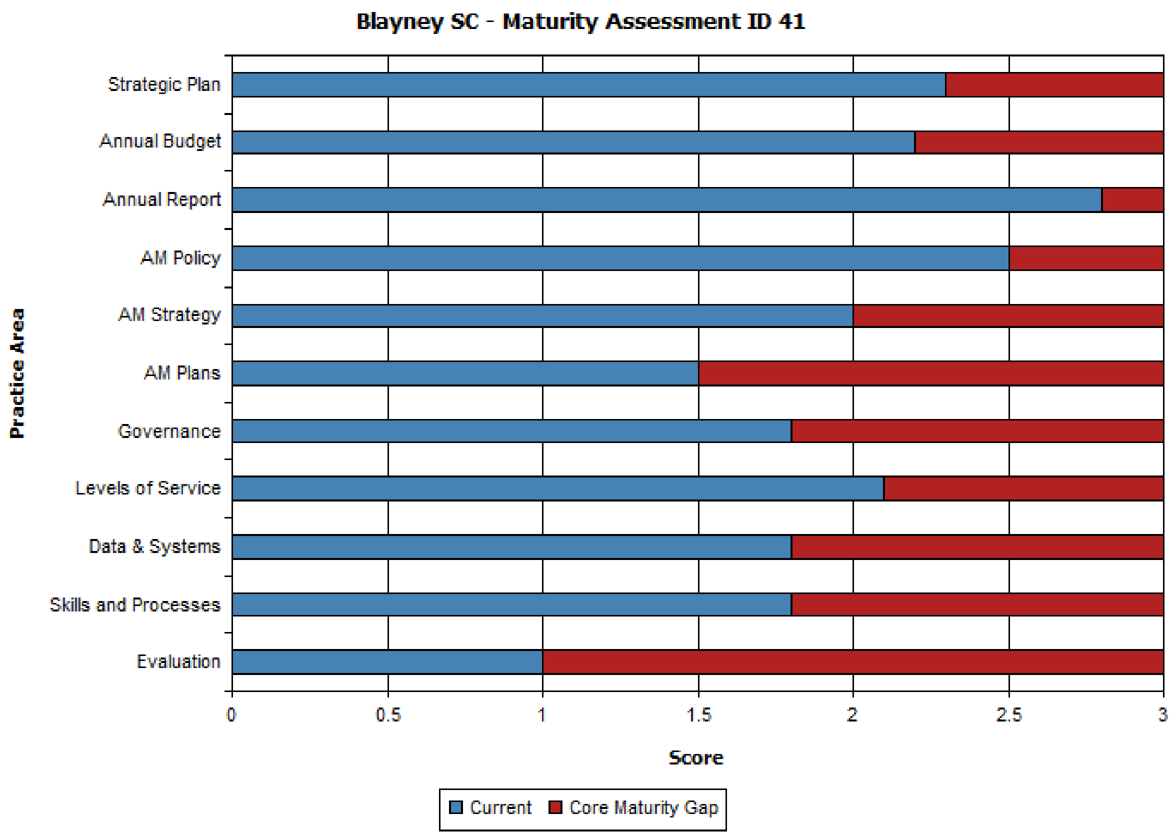


Figure 4: Core Asset Management Maturity

3.6 Strategy Outlook

1. Council is unable to maintain current service levels over the next ten years at current funding levels.
2. Council is not able to fund current infrastructure life cycle cost at current levels of service and available revenue.
3. Council's current asset management maturity is below 'core' level and investment is needed to improve information management, lifecycle management, service management and accountability and direction.

4. Where do we want to be?

4.1 Council's Vision, Mission, Goals and Objectives

Council has adopted a Vision for the future in the Community Strategic Plan.

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!

Council's purpose or reason for existence is set out in the adopted values statement,

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

The Strategic Plan sets goals and objectives to be achieved in the planning period. The goals set out where Council wants to be. The objectives are the steps needed to get there. Goals and objectives relating to the delivery of services from infrastructure are shown in Table 6.

Table 6: Goals and Objectives for Infrastructure Services

Goals	Objectives
1. Grow the wealth of the Shire	1.2 A thriving mining industry that supports and works with the community. 1.5 Sustainable water, energy and transport sectors support future growth.
2. A centre for sports and culture	2.1 Cultural and sporting events are coordinated and resourced.
3. Preserve and enhance our heritage and rural landscapes	3.1 Retention of native vegetation with linking corridors 3.2 Biodiversity of waterways.
4. Develop and maintain shire infrastructure	4.1 Adequate provision of transport, roads, rail, information and community technologies and community social assets. 4.2 Every village is connected to water and sewerage services. 4.5 Encourage preservation and continued development of rail infrastructure.
5. Develop strong and connected communities	5.2 Fit and healthy community members.
6. Leadership	6.4 A safe community

Council's Asset Management Policy defines the council's vision and service delivery objectives for asset management in accordance with legislative requirements, community needs and affordability.

4.2 Asset Management Policy

Council's Asset Management Policy defines the council's vision and service delivery objectives for asset management in accordance with the Strategic Plan and applicable legislation.

The asset management strategy is developed to support the asset management policy and is to enable council to show:

- how its asset portfolio will meet the affordable service delivery needs of the community into the future,
- enable Council's asset management policies to be achieved, and
- ensure the integration of Council's asset management with its long term strategic plans.

4.3 Asset Management Vision

To ensure the long-term financial sustainability of Council, it is essential to balance the community's expectations for services with their ability to pay for the infrastructure assets used to provide the services. Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset life cycle. To assist in achieving this balance, Council aspires to:

Develop and maintain asset management governance, skills, process, systems and data in order to provide the level of service the community need at present and in the futures, in the most cost-effective and fit for purpose manner.

In line with the vision, the objectives of the asset management strategy are to:

- ensure that the Council's infrastructure services are provided in an economically optimal way, with the appropriate level of service to residents, visitors and the environment determined by reference to Council's financial sustainability,
- safeguard Council's assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets,
- adopt the long term financial plan as the basis for all service and budget funding decisions,
- meet legislative requirements for all Council's operations,
- ensure resources and operational capabilities are identified and responsibility for asset management is allocated,
- provide high level oversight of financial and asset management responsibilities through Audit Committee/CEO reporting to council on development and implementation of Asset Management Strategy, Asset Management Plan and Long Term Financial Plan.

Strategies to achieve this position are outlined in Section 5.

5. How will we get there?

The Asset Management Strategy proposes strategies to enable the objectives of the Strategic Plan, Asset Management Policy and Asset Management Vision to be achieved.

Table 7: Asset Management Strategies

No	Strategy	Desired Outcome
1	Move from Annual Budgeting to Long Term Financial Planning	The long term implications of Council services are considered in annual budget deliberations
2	Develop and annually review Asset Management Plans covering at least 10 years for all major asset classes (80% of asset value).	Identification of services needed by the community and required funding to optimise 'whole of life' costs
3	Develop Long Term Financial Plan covering 10 years incorporating asset management plan expenditure projections with a sustainable funding position outcome	Sustainable funding model to provide Council services
4	Incorporate Year 1 of Long Term Financial Plan revenue and expenditure projections into annual budgets	Long term financial planning drives budget deliberations
5	Review and update asset management plans and long term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks	Council and the community are aware of changes to service levels and costs arising from budget decisions
6	Report Council's financial position at Fair Value in accordance with Australian Accounting Standards, financial sustainability and performance against strategic objectives in Annual Reports	Financial sustainability information is available for Council and the community
7	Ensure Council's decisions are made from accurate and current information in asset registers, on service level performance and costs and 'whole of life' costs	Improved decision making and greater value for money
8	Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report	Services delivery is matched to available resources and operational capabilities
9	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions	Responsibility for asset management is defined
10	Implement an Improvement Plan to realise 'core' maturity for the financial and asset management competencies within 2 years	Improved financial and asset management capacity within Council
11	Report six monthly to Council by Audit Committee/CEO on development and implementation of Asset Management Strategy, AM Plans and Long Term Financial Plans	Oversight of resource allocation and performance

6. Asset Management Improvement Plan

The tasks required to achieve a 'core' financial and asset management maturity are shown in priority order in Table 8.

Table 8: Asset Management Improvement Plan

Ref	Task	Responsibility	Target Date	Status
1	Completion of Long Term Financial Planning	MANEX/FM	June 2012	Complete & June 2013
2	Draft Asset Management Plans developed	MANEX/AM	June 2012	Complete
3	Finance - Restructure ledgers to separate maintenance, operations and renewal / new asset costs by asset sub category.	FM	June 2012	June 2013
4	Community Consultation – undertake targeted engagement with the community to establish acceptable and affordable levels of service	MANEX/AM	Dec 2012	Complete & June 2014
5	Service delivery matched to available resources & operational capabilities	MANEX	Dec 2012	Complete
6	Review and update Asset Management Plans and Long Term Financial Plan based upon Community Consultation	AM/FM	Feb 2013	Complete
7	Establish a reporting system to update the Asset Register data from the field including new assets, renewed assets and disposed of assets.	AM	June 2013	Dec 2013
8	Condition Rating – refine data collection, including a more formalised inspection regime	AM	June 2013	Ongoing
9	Review and critically analyse projected replacement dates for each asset to better match expected level of service.	AM	Ongoing	Ongoing
10	Refine and improve information in Council asset registers, including acquisition dates and technical information.	AM	Ongoing	Ongoing
11	Devise strategies to retire assets that are of little use and investigate options for disposal.	AM/FM	June 2013	Complete & Ongoing
12	Conduct revaluation of all asset classes, when confidence in asset register data reaches High, or in 2013 - 2015	AM	June 2013	Ongoing

Appendix A Asset Management Maturity Assessment (June 2012)

This Maturity Assessment requires some minor updating, which may adjust some of the individual elements scores.

Blayney SC >> Maturity Assessment ID (41)

Framework	Financial Planning & Reporting
Element	Strategic Longer Term Plan
Practice Area	Strategic Longer Term Plan

Core Maturity Assessment **Partially Meets Requirements**

Current Score	2.3	**Core Target**	3

Question: Does your council have an adopted strategic longer term plan?

Observations of Current Maturity Level

Preparation of CSP has commenced with â€˜Futuresâ€™ workshops held. Blayney is working in a regional alliance with Wellington and Cabonne Shire Councils. Consultants were engaged to assist with the community consultation, conducting internal workshops and Councillor briefings. Overall there is very good awareness of the IPR requirements LTFP well advanced with a 10 year budget in place. Software has been purchased as part of the alliance. Technical\Process measures in place.

Implications of Current Maturity Level

Well placed to achieve requirements within timeframes. Need to ensure linkages are in place between AMPs and the LTFP to show long-term service level trends.

Recommendations

1. Finalise LTFP on completion of all AMPs and the AM strategy. 2. Ensure CSP priorities and performance measures are linked to community service levels in AMPs 3. Ensure final Plans indicate likely service level and risk trends resulting from adopted LTFP.

Maturity Score	Result	Characteristic
3	○	Council has adopted a Strategic Plan (planning horizon of at least 5 years) that incorporates a vision, strategic outcomes, mission, values and service outcomes that Council wants to achieve. The minimum timeframe may vary depending on relevant State/Territory requirements.
3	◉	The development of the Strategic Plan included elected member participation and was informed by community consultation and includes strategic objectives that address social, environmental, economic and civic leadership issues identified by the community.
3	◉	The Strategic Plan incorporates priorities and performance measures and indicates how they will be monitored and measured.
3	◉	Council has a sustainable LTFP covering the period of the Strategic Plan (at least 5 year) supporting the implementation of its Strategic Plan. The minimum timeframe may vary depending on relevant State/Territory requirements.
3	○	The Long Term Financial Plan (LTFP) has been prepared based on the resource requirements and strategic objectives detailed in Council's Strategic Plan and Asset Management Plans.
2	●	Plan covers 4 year term of council
2	●	Draft plan is advertised for public comment
2	●	Plan reflects needs of community for foreseeable period

2	●	Plan includes vision and strategic objectives
2	●	Plan details what council intends to do in period of plan
1	●	Plan covers 1 year period

Framework Financial Planning & Reporting

Element Annual Budget

Practice Area Annual Budget

Core Maturity Assessment	**Partially Meets Requirements**

Current Score	2.2	**Core Target**	3

Question: Does your council prepare an annual budget?

Observations of Current Maturity Level

Annual budget in place and publicly available for interested readers. The Annual budget is however not yet linked to AMP / AM strategy and delivery programme as these are still be finalised. Work well advanced on the development of the LTFP with a 10 year budget in place.

Implications of Current Maturity Level

AMPs not completed for all major asset classes. Final plans should inform the development of the LTFP.

Recommendations

1. Ensure that the budget aligns with the adopted resource plan. 2. Review the commentary in the budget following the completion of IPR resource strategy to provide a statement of whether the budget will achieve the CSP service objection. 3. Utilise upcoming training in Infrastructure financial management and long term financial planning.

Maturity Score	Result	Characteristic
3	○	The Annual Budget contains estimates of revenue and expenditure with an explanation of the assumptions and methodologies underpinning the estimates, an explanation of the financial performance and position of the Council and has been prepared based on the resource requirements and strategic objectives detailed in Council’s Strategic Plan, AM Plans and LTFP.
3	○	The Annual Budget reflects the Council's strategic objectives and contains a statement of how Council will meet the goals and objectives of its Strategic Plan.

3	◉	The Annual Budget aligns with Year 1 of the LTFP and was adopted following community consultation.
3	◉	Council's Annual Budget includes resources to implement Strategic Plan strategies.
2	●	Budget is publically available and readily accessible to all interested readers
2	●	Budget contains estimates of revenue and expenditure for year
2	●	Budget includes an explanation of the council's financial position and performance
2	●	Budget is adopted after public advertising and consideration of comments received
1	●	Annual budget is available to those who ask

Framework Financial Planning & Reporting

Element Annual Report

Practice Area Annual Report

Core Maturity Assessment	**Partially Meets Requirements**

Current Score 2.8 **Core Target** 3

Question: **Does your Council publish an annual report?**

Observations of Current Maturity Level

Detailed annual reporting processes in place and aligned to current strategic initiatives. Commentary currently limited to major accomplishments. Need to add some commentary on the â€˜state of assetsâ€™ and any likely consequences on the corporate plan. Accounting policies need to be reviewed and updated. Presently there is a good awareness and understanding of the new accounting standards and their requirements.

Implications of Current Maturity Level

Annual report does not make clear whether assets are being consumed and likely impact on services.

Recommendations

1. Include "state of the assets" reporting in annual report to show service level trends e.g. % or assets at Poor/Fair/Good condition, function and capacity. This will provide an annual snapshot of service level trends.
2. Ensure that special schedule 7 shows that cost to bring to satisfactory is equal to available resources. If this is not true, there needs to be an explanation in the annual report.

Maturity Score	Result	Characteristic
3	●	The Annual Report complies with all statutory requirements including publication by the due date and is made widely available to the public.
3	●	The Annual Report includes independently audited financial statements that are prepared on an accrual basis in accordance with the Australian Accounting Standards.
3	◉	The Annual Report reviews the performance of the Council against its strategic objectives and explains variations between the budget and actual results and how these variations impact on the Strategic Plan.
3	◉	The Annual Report includes details of any major changes in functions of the Council, organisation structure and/or policy initiatives and how these changes might impact on Council's Strategic Plan.
3	●	In relation to the financial reporting framework in the Annual Report, the Annual Report addresses the following issues in accordance with relevant state policies, Australian Accounting Standards and other best practice guidelines: a. Asset valuations and revaluations, b. Asset acquisitions including capitalisation policy, c. Asset disposals
2	●	Annual report contains audited financial statements
2	●	Annual report is widely available to the general public
2	●	Annual report reports on council's operations for the year in terms of goals and objectives for preceding year
2	●	Annual report contains explanation on variations between budget and actual results
1	●	Annual report is published each year

Framework Asset Management & Planning

Element AM Policy

Practice Area AM Policy

Core Maturity Assessment	**Meets Requirements**

Current Score 2.5 **Core Target** 3

Question: **Does your council have an adopted asset management policy?**

Observations of Current Maturity Level

Adopted

Implications of Current Maturity Level

Recommendations

Maturity Score	Result	Characteristic
3	●	Council has an adopted AM Policy which defines the Council's vision and service delivery objectives for asset management.
3	◉	AM Policy has a direct linkage with Council's Strategic Plan and LTFP.
3	◉	AM Policy requires the adoption of AM Plans informed by community consultation and local government financial reporting frameworks.
3	●	AM Policy defines asset management roles, responsibilities and reporting framework.
3	◉	AM Policy identifies a process for meeting training needs in financial and asset management practices for councillors and staff.
2	●	AM Policy adopted by Council
1	●	AM Policy in place but not adopted by Council OR some awareness by Council of asset management policy elements and asset management principles.

Framework Asset Management & Planning

Element AM Strategy

Practice Area AM Strategy

Core Maturity Assessment	Partially Meets Requirements

Current Score 2 **Core Target** 3

Question: Does your council have an adopted asset management strategy?

Observations of Current Maturity Level

Asset Managemet Strategy drafted. Yet to be placed on public exhibition. Improvement tasks have been identified for transport and sewer as part of the development of the asset management plans. No formal Asset Management Development Programme in place however.

Implications of Current Maturity Level

Processes in placed to achieve core level.

Recommendations

Submit Draft Asset Management Strategy to council, seeking agreement to place the Draft Strategy on Public exhibition prior to formal adoption by council.

Maturity Score	Result	Characteristic
3	◉	Council has an AM Strategy which shows how the asset portfolio can meet the service delivery needs of the community and defines the future vision of asset management practices within Council.
3	◉	Council’s AM Strategy is linked to Council's AM Policy and integrated into Council’s Strategic planning and annual budgeting processes.
3	◉	Council's AM Strategy documents the current status of asset management practices (processes, asset data and information systems) within the Council and what actions Council must take to implement the AM Policy, including resource requirements, timeframes and accountabilities.
2	●	Strategy shows what assets the council has
2	◉	Strategy fits with the council strategic plans
1	●	Draft AM Strategy Prepared but not adopted by Council

Framework Asset Management & Planning

Element AM Plans

Practice Area AM Plans

Core Maturity Assessment	Not Substantially Progressed

Current Score	1.5	Core Target	3

Question: Does your council have adopted asset management plans?

Observations of Current Maturity Level

Work has commenced on the development of Asset Management Plans with the Sewer plan completed and adopted by council. A transport AMP is currently in final draft and feedback from major stakeholders currently being sought. Renewal and works programs in place for sewer and transport. LoS for sewer and transport documented however not currently measured. Overall hierarchy in place but not documented.

Implications of Current Maturity Level

Well placed to achieve core maturity. Final plans will ensure both the CSP and LTFP planning processes are well informed.

Recommendations

1. Develop Asset Management Development Programme (AMDP) and complete all Asset and Risk Management Plans using the same Asset and Risk Management templates. AMDP should show direct linkages to the existing project plan. 2. Utilise AM4SRRC training to build broader capacity and knowledge.

Maturity Score	Result	Characteristic
3	◉	AM Plans adopted by Council for all material asset groups in a consistent format in accordance with industry best practice (E.g. Appendix A of the International Infrastructure Management Manual (IIMM)) and are available to all relevant staff across the organisation.
3	◉	AM Plans define which asset groups are covered by each Plan in accordance with a clearly documented Infrastructure Asset Hierarchy.
3	◉	AMPS cover at least 10 years and
3	◉	b. Include all assets and document asset inventory information for the asset group/category as recorded in the asset register;
3	◉	c. Document the asset hierarchy within each asset group;
3	◉	d. Document the current condition of assets;
3	◉	e. Document the adopted useful lives of assets;
3	○	f. Include risk assessment and criticality profiles;
3	○	g. Provide information about assets, including particular actions and costs to provide a defined (current and/or target) level of service in the most cost effective manner
3	◉	h. Include demand forecasts including possible effects of demographic change and demand management plans
3	◉	i. Address life cycle costs of assets;
3	◉	j. Include forward programs identifying cash flow forecasts projected for:
3	◉	i. Asset Renewals;

3	◉	ii. New Assets and Upgrades of existing assets;
3	◉	iii. Maintenance expenditure;
3	◉	iv. Operational expenditure (including depreciation expense);
3	◉	k. Address asset performance and utilisation measures and associated targets as linked to levels of service;
3	○	l. Include an asset rationalisation and disposal program; and
3	◉	m. Include an asset management improvement plan.
3	○	n. Include consideration of non-asset service delivery solutions (leasing private/public partnerships)
3	●	o. Recognise changes in service potential of assets through projections of asset replacement costs, depreciated replacement cost and depreciation expense.
3	◉	p. Include consideration of possible effects of climate change on asset useful lifes and maintenance costs
3	○	AM Plans link to the Council's AM Policy, AM Strategy, Strategic Plan, LTFP and other relevant Council Policy objectives.
3	◉	AM Plans have all been prepared in association with community consultation.
2	◉	Separate AM Plans for each asset group - high level overall framework but not consistent
2	◉	AM Plans in place but not regularly reviewed or adopted
2	◉	AM Plans include all assets on asset register
2	◉	AM Plans Include an improvement plan
1	●	No AM Plans, AM is Reactive and Fragmented

Framework Asset Management & Planning

Element Governance and Management

Practice Area Governance and Management

Core Maturity Assessment	**Not Substantially Progressed**

Current Score	1.8	Core Target	3

Question: Does your council have good management practices linking AM to service delivery?

Observations of Current Maturity Level

Informal process currently in place through MANEX group meetings. Existing focus is on doing, little attention has been given to documenting processes and procedures. Informal improvement plan in place but not documented. Whole of life analysis has been used for a number of recent tenders with great results. Dedicated Asset Management position promotes asset management and its benefits across the organisation.

Implications of Current Maturity Level

Processes in place just need to formalise the ongoing role of the asset management group as a steering committee. Terms of reference should defined outlining short and long term roles.

Recommendations

1. Establish and adopt terms of reference for the asset management working group\steering committee. Initial focus of the group should be on the implementation of AMDP. Longer term role to report risk and service level trends. 2. Ensure whole of life costing is continued to be used for all capital upgrade/expansion projects with a feedback loop into the LTFP. 3. Set up a formal process for corporate risk reporting for any residual high risks from AMPs to Council and executive.

Maturity Score	Result	Characteristic
3	○	Council has mechanisms in place to provide high level oversight by the Council, CEO/GM and Executive Management Team, for development and implementation of the AM Strategy and AM Plans.
3	◉	Roles and responsibilities are clearly defined in a matrix or policy, identifying positions responsible for determining levels of service and positions responsible for managing the assets to meet service delivery needs.
3	◉	The staff structure and position descriptions clearly define asset management functions, responsibilities and skill requirements for managing all asset classes.
3	○	Council has a documented process for making capital investment decisions, which is driven by Council's Strategic Plan, LTFP and the Service Plan and explicitly details the impacts on the future operations and maintenance budgets, "Whole of Life" costs and risk management assessments.
3	◉	Council involves all its departments in Asset Management.
3	○	Council has an AM Steering Committee, with cross functional representation and clearly defined and documented terms of reference, focussed on coordinating the linkages between service delivery and asset management implementation.

3	○	There are internal processes to promote Asset Management across Council
2	○	Multi-disciplinary AM Steering Committee in operation with regular meetings
2	◉	AM improvement plan in operation
1	●	AM Steering activities are dependent on individual initiatives and are not co-ordinated

Framework Asset Management & Planning

Element Levels of Service

Practice Area Levels of Service

Core Maturity Assessment	**Not Substantially Progressed**

Current Score	2.1	**Core Target**	3

Question: **Does your Council have a defined process for determining current and target levels of service and costs?**

Observations of Current Maturity Level

Community and technical levels developed as part of the Transport and Sewer AMPs. Technical LoS incorporated into their daily operations and maintenance but not measured or reported.

Implications of Current Maturity Level

Well placed to achieve core maturity.

Recommendations

1. Link community and technical service levels in AMP to the community strategic plan. 2. Develop additional AMP scenarios as required to align with the LTFP and show service outcomes and risk consequences of LTFP resourcing levels. Aim is to ensure the community service levels and targets in AMPs align with the CSP and annual reporting (special schedule 7).

Maturity Score	Result	Characteristic
3	○	Council has Service Plans for each of its services which have been developed in consultation with the community.
3	○	Council has undertaken the process of defining, quantifying and documenting current community levels of service and technical levels of service, and costs of providing the

		current levels of service.
3	⦿	Current and target levels of service (for both community levels of service and associated technical levels of service) are clearly defined in each AM Plan.
3	⦿	Technical levels of service are incorporated into service agreements and/or maintenance, operational and capital renewal procedures.
2	●	Service levels in some areas - fragmented
1	●	Service levels are consequences of annual budget allocation and not defined.

Framework Asset Management & Planning

Element Data & Systems

Practice Area Data & Systems

Core Maturity Assessment	**Not Substantially Progressed**

Current Score 1.8 **Core Target** 3

Question: **Does council have the data & systems knowledge to perform asset data management activities?**

Observations of Current Maturity Level

Corporate asset register (Fujitsu) in place and support by a technical register (Bizeasset) for each major asset class. High confidence data in place for all major asset classes (90%+). Some work still required for drainage and culvert assets. Building condition also needs to be reassessed. Unit rates developed form first principles and recent works programs. Location factors applied to reference rates where local rates unknown. Condition assessment documentation developed footpaths, kerb and gutter. Asset Hierarchy defined for most asset classes including componentisation. External benchmarking currently restricted to State Roads RMCC contract. Presently looking at expanding the use of Reflect with Insight to include local and regional roads. Work to be done on developing an overarching knowledge management strategy. Conscience of the need to improve skills and knowledge and the management of their data.

Implications of Current Maturity Level

Primary focus to date has been on capturing and recording the data. Processes and procedures need to be documented to ensure data remains complete and accurate.

Recommendations

1. Provide a data improvement programme as part of the asset management improvement programme based on benefit/cost/risk. 2. Provide a knowledge management strategy to continue to identify skills and knowledge needed for the technology/data options and audit trail, security etc. 3. This maturity assessment provides the capacity to benchmark asset management performance and practice. Review against other councils as required. 4. Complete condition assessment manuals for all asset classes as required. 5. Expand

the use of Reflect with Insight to manage inspections, defects, intervention levels and accomplishments for all asset classes.

Maturity Score	Result	Characteristic
3	◉	Council has a consolidated, integrated, accurate, up to date and complete componentised asset register with the required functionality to ensure security and data integrity, which includes all information about each asset sorted by asset group.
3	◉	There is a common corporate data framework used across all asset groups, which is defined by Council's Infrastructure Asset Hierarchy.
3	◉	Council has documented repeatable methodologies to carry out consistent asset condition surveys and defect identification assessments, as documented in a Condition Rating Assessment Manual for applicable asset classes.
3	●	Council's asset financial reporting functionality is comprehensive and includes audit trails, depreciation calculations, reporting thresholds and records of acquisition and disposal of assets
3	○	Council's systems, procedures and processes allow it to benchmark its asset management performance against like Councils over time.
3	◉	AM systems have the functionality to generate maintenance and renewal programs and produce associated cash flow forecasts.
3	◉	Council has defined and documented procedures for determining asset replacement and treatment unit rates, which are then stored in Council's AM system.
3	◉	Council has a defined process for operations, maintenance, renewal and upgrade planning for its existing assets.
2	◉	Skill & knowledge requirements determined
2	○	Audit completed to determine current skill & knowledge levels
1	●	Council has a corporate asset register supported by technical asset registers with regular validation of data in registers

Framework Asset Management & Planning

Element Skills and Processes

Practice Area Skills and Processes

Core Maturity Assessment	**Not Substantially Progressed**

Current Score	1.8	Core Target	3

Question:	Does council have the skills & knowledge to perform asset data management activities?

Observations of Current Maturity Level

Past training programs in place with all key users trained in Bizeasset. Training provided as required. No formal audit process in place however. Future training to be considered as part of the AM4SRRC program. Formal processes for the commissioning of new assets to be developed. Formal review processes in place for both Transport and Sewer Asset Management Plans.

Implications of Current Maturity Level

Recommendations

1. Review business processes and document to ensure audit trail for financial transactions, asset register updates and annual reporting. 2. Incorporate training and skills development into recommended knowledge management strategy. 3. Complete risk registers for each asset group\AMP. Any residual high risks should be listed in each AMP. The highest risks in each AMP should then be included in the corporate risk register and reported to executive/council/audit committee for acceptance of residual risk. 4. Utilise the Local Government Reform Fund training program and IPWEA Professional development program to further develop and broaden internal capacity.

Maturity Score	Result	Characteristic
3	○	Council has a process to review and update the AM Strategy on a maximum of a 5 year cycle. The AM Strategy is formally adopted by Council.
3	◉	Council has a process to review and update AM Plans for all asset groups on a maximum of a 3 to 4 year cycle consistent with the Council election cycle. AM Plans are formally adopted by Council.
3	○	Council has a process to identify operational risks, assign responsibilities and monitor risk treatment actions all recorded within a risk register.
3	○	Council has a process to annually review and update the financial forecasts for all asset classes and update the LTFP.
3	○	Council has assessed the skills and knowledge required to perform asset data management activities, conduct financial reporting valuations and develop AM Plans. Council has a current asset management skills matrix. Staff training needs have been identified and training scheduled.
3	●	Council has a defined methodology for assessing the Remaining and Useful Life, Residual Value and Depreciation Method of assets.

3	○	Council has a process to collect and record asset data into an AM system upon the commissioning of new (and/or modified) assets, including built and contributed assets.
3	◉	Council has formal processes for the handover of assets to asset custodians/owners.
3	○	Council has a process to communicate the financial implications of the AM Plans to internal and external stakeholders.
3	◉	Council provides ongoing training programs for councillors, council management and officers on key asset management topics.
2	◉	Skill & knowledge requirements determined
2	○	Audit completed to determine current skill & knowledge levels
2	◉	Documented asset data management procedures
1	●	Asset data management limited to plans and data required for current projects

Framework Asset Management & Planning

Element Evaluation

Practice Area Evaluation

Core Maturity Assessment	**Not Substantially Progressed**

Current Score	1	**Core Target**	3

Question: **Does council have a process to evaluate progress and use of resources on implementation of the National Frameworks?**

Observations of Current Maturity Level

Blayney is confident requirements will be achieved within the timeframes. Base data is in place and reliable and ready to apply to the NAMS templates. This maturity assessment marks the first steps in a formal evaluation process.

Implications of Current Maturity Level

No major impediments to achieving core maturity in 2012.

Recommendations

1. AMDP and resource allocation needs to be formally adopted and reviewed by the executive team and council. 2. Use this maturity report, the AMDP and the recommended project plan to monitor and review national framework implementation (IPR). 3. Service level reporting needs to be implemented using a state of the assets report reporting on trends for quality, function and capacity. Implement regular reporting on

current maturity and status of AMDP and IPR Implementation Plan.

Maturity Score	Result	Characteristic
3	○	Council has a documented evaluation process by which asset management improvements are identified, timeframes established, resources allocated, actioned, monitored and reported to the Executive Management Team and/or CEO
3	○	Technical levels of service are monitored and performance reported.
3	○	Community levels of service are monitored and performance reported.
2	○	Improvement tasks are included in staff performance plans and reviews
1	●	No formal evaluation process

BLAYNEYSHIRE 2025

Your community. Your future. Add your piece.

Delivery Program
2013/14 to 2016/17

SHIRE COUNCIL BLAYNEY

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 with the assistance of Bob Campbell and Lynda Jones of Groupworks

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.

	Date	Minute No.
Adopted:	13/05/2013	

Contents

Message from the Mayor and General Manager

On behalf of the members of the communities of Blayney Shire, I am pleased to present the first draft Delivery Program as part of our Integrated Planning and Reporting framework.

Last year the Community came together and developed Community Strategic Plan - Blayney Shire 2025: *All the pieces together*. This is the community's plan and will guide the development of Blayney Shire Council 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 draft **Delivery Program** 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.

The work undertaken in the four year delivery program will coincide with the Local Government election cycles. Council looks forward to the successful realisation of the goals within the Community Strategic 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 identified outcomes and the strategies will only be achieved through the collective input of government and non-government agencies, businesses, community organisations and individuals.

The strategic outcomes are grouped into five themes:

1. Grow the wealth of the Shire
2. A centre for sports and culture
3. Preserve and enhance our heritage and rural landscapes
4. Develop and maintain Shire infrastructure
5. Develop strong and connected communities
6. Leadership

Introduction – What is the Delivery Program?

The **Delivery Program 2013/14- 2016/17** is one layer of the Planning and Reporting framework that all NSW Councils must develop to meet the requirements of the Local Government Amendment (Planning and Reporting) Act 2009. It outlines the work Council can do to achieve the Future Directions outlined by the community in the Community Strategic Plan.

The three tiered planning process ensures that there are clear links between the long term goals of the community and the activities of Council. The diagram below demonstrates there linkages:

Community Strategic Plan **10 years+** For the whole of the Shire not just Council		
Vision (what we want the Shire to be) **Values** (to guide future choices and behaviour) **Future directions** (groupings of similar work)	**Delivery Program** **(4 years)** Where Council has a role Supported by: Financial Plan Asset Management Plan Workforce Plan	
Strategic Outcomes **Councils role** Provider, Facilitator or Advocate	**Strategic Outcomes** (Where Council has a role)	**Operational Plan** **Annual**
	Actions Programs Projects	**Actions** Programs Projects Budget
Performance Measures	**Performance Measures**	**Tasks**
The What	***The What and How***	***The How***

The Delivery Program is a vital tool for the ongoing planning of services and programs of the Blayney Shire community. It replaces the former 4 year Council Management Plan and is designed to be a single point of reference for all the activities undertaken by Council during a term of office. All plans, projects, activities and funding allocations must be directly linked to this program.

Resourcing Strategy

As part of the Integrated Planning and Reporting Framework councils are also required to develop **resourcing plans** that support the achievement of activities and tasks within the Delivery and Operational Plan.

These plans include:

- **Long Term Financial Plan –**

  The Long Term Financial Plan is an important part of Council's strategic planning process. This is the point where long-term community aspirations and goals are tested against financial realities. It is also where Council and the community may decide what resources councils need to influence and work with other parties so that they might deliver on responsibilities. (Integrated Planning and Reporting Manual, DLG)

- **Asset Management Plans**

  The Asset Management Policy is a council endorsed policy which sets the broad framework for undertaking asset management in a structured and coordinated way. It outlines why and how asset management will be undertaken. It provides a clear direction for asset management and defines key principles that underpin asset management for the council. (Integrated Planning and Reporting Manual, DLG)

- **Workforce Management Plan**

  An effective workforce strategy aims to provide Council with the people best able to inform its strategic direction, develop innovative approaches to complex issues and deliver appropriate services effectively and efficiently. (Integrated Planning and Reporting Manual, DLG)

The Resourcing plans should be read in conjunction with the Delivery and Operational Plans

Blayney Shire Council Delivery Program

The Blayney Shire Council Delivery Program has been summarised into easy to read tables that will enable the integration of all Planning documents.

The design of each table is based on the following:

Future direction	**Council role**	**Responsible Staff Member**	**Department**
A future direction from the Community Strategic Plan	The roles Council undertakes when seeking to achieve the future direction: Provider Facilitator Advocate	Manager responsible for delivering the work	The department of Council with responsibility
Strategic outcome The desired outcomes associated with achieving the future direction			
Linkage to other plans Other plans associated with the strategic outcomes			

	Delivery year The shaded areas show the year when the work will be done				
Actions	2013/14	2014/15	2015/16	2016/17	**Resourcing**
The work to be done to achieve the outcome. Will usually be a Council program or a specific project.	X	X	X	X	This section can include: • Budgeted funds • Staffing • Any other resources e.g. plant and equipment, contracts

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.

	Action				Council Role	Collaborators
DP1.1.1	Maintain and strengthen partnerships with organisations responsible for natural resource management.				Facilitator	NPWS, CMA, Landcare Groups
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Planning and Environment	
Performance Measure					**Resourcing**	
• Attendance at meetings					• Employee time	

	Action				Council Role	Collaborators
DP1.1.2	Promote sustainable development and protection of our natural resources through the planning system.				Provider	NPWS, CMA, Landcare Groups
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Planning and Environment	
Performance Measure					**Resourcing**	
• Review of LEP and Council					• Employee time • Budget for LEP maintenance	

	Action				Council Role	Collaborators
DP1.1.3	Ensure planning activities support long term sustainability of agricultural sector				Provider	NPWS, DPI, CMA, Landcare Groups
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Planning and Environment	
Performance Measure					**Resourcing Implications**	
• Support by agricultural sector/landcare groups for planning scheme					• Employee time • Employee wages and budget • Centroc fees	

	Action				Council Role	Collaborators
DP1.1.4	Explore and promote opportunities for Agricultural value adding industries				Provider	Local manufacturing groups, farming industry bodies
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Corporate Services	
Performance Measure					**Resourcing**	
• Production of an economic development strategy in 2013 • Establishment of new industries					• Employee time and budget	

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

	Action				Council Role	Collaborators
DP1.2.1	Manage the development of mining as it develops in the Shire in order to preserve sustainable industrial diversity into the future.				Provider	Planning NSW, Mineral Resources, Mine Related Councils, State & Regional Development.
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Planning and Environment	
Performance Measure					**Resourcing**	
• Industry meetings • Policy development					• Employee time • LEP	

	Action				Council Role	Collaborators
DP1.2.2	Improve transport linkages across the Local Government Area to support the mining industry				Provider Facilitator	Roads and Maritime, State Government Agencies
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Infrastructure Services	
Performance Measure					**Resourcing**	
• Development of work plan					• Roads to Recovery funds • Asset management plan • Employee time • Operational budget	

<table>
<tr><td></td><td colspan="4">Action</td><td>Council Role</td><td>Collaborators</td></tr>
<tr><td>DP1.2.3</td><td colspan="4">Build meaningful relationships between the mining industry and community</td><td>Facilitator</td><td>Mining sector</td></tr>
<tr><td rowspan="2">Year Delivered</td><td>2013/14</td><td>2014/15</td><td>2015/16</td><td>2016/17</td><td colspan="2">Responsible department</td></tr>
<tr><td>X</td><td>X</td><td>X</td><td>X</td><td colspan="2">General Manager & Planning and Environment</td></tr>
<tr><td colspan="5">Performance Measure</td><td colspan="2">Resourcing</td></tr>
<tr><td colspan="5">• Established communication channels
• Attendance at meetings
• Working relationships and cooperation
• Mutual projects</td><td colspan="2">• Employee time</td></tr>
</table>

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

	Action				Council Role	Collaborators
DP1.3.1	Implement Blayney Shire Tourism Plan				Provider Advocate Facilitator	Council Committee, Destination NSW, Central NSW Tourism, , neighbouring councils, local tourism groups
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Corporate Services	
Performance Measure					**Resourcing**	
• Implementation of plan and targets • Tourism business thriving					• Employee time • Funding of tourism • Volunteers	

	Action				Council Role	Collaborators
DP1.3.2	Develop a structure to effectively support and grow tourism and local business				Facilitator	Local business, Business Enterprise Centres, NSW Government
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X		Corporate Services	
Performance Measure					**Resourcing**	
• Structure in place • Productive meetings					• Employee Time	

STRATEGIC OUTCOME 1.4
AN INTERNATIONALLY RECOGNISED BRAND FOR BLAYNEY SHIRE

	Action				Council Role	Collaborators
DP1.4.1	Work with the community and organisations within the region to develop a recognised brand for the Blayney Shire.				Advocate Facilitator	Community Groups, Council Committees, Business and Industry, Tourism bodies
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X			Corporate Services	
Performance Measure					**Resourcing**	
• Brand developed					• Employee time • Project funding	

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

	Action				Council Role	Collaborators
DP1.5.1	Advocate for increased funding for transportation assets through Federal and State programs				Advocate	Government Agencies, transportation companies and users
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Infrastructure Services	
Performance Measure					**Resourcing**	
• Representations made to relevant agencies.					• Employee time	

	Action				Council Role	Collaborators
DP1.5.2	Promote sustainable energy development and use within the Shire				Provider	NSW and Australian Government Energy providers, Centroc
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Planning and Environment	
Performance Measure					**Resourcing**	
• Provision of information					• Employee time • Promotional materials • Centroc contributions	

STRATEGIC OUTCOME 1.6

A VIBRANT LOCAL RETAIL AND BUSINESS SECTOR

	Action				Council Role	Collaborators
DP1.6.1	Seek opportunities to build a vibrant local retail and business sector.				Advocate Facilitator Provider	Retailers, Local business groups, Tourism NSW
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X		Corporate Services	
Performance Measure					**Resourcing**	
• Cooperative projects • Opportunities identified and followed up					• Employee time • Funding for specific projects	

	Action				Council Role	Collaborators
DP1.6.2	Build and retain relationships with Government bodies and NGO's to assist small business				Facilitator	Government Agencies, NGO's, business operators
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Corporate Services	
Performance Measure					**Resourcing**	
• Productive relationships • Number of activities					• Employee time • Provision of facilities	

	Action				Council Role	Collaborators
DP1.6.3	Support and encourage the establishment or expansion of local businesses				Provider Facilitator	Centroc, local businesses, DTIRIS, local economic development groups
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Corporate Services	
Performance Measure					**Resourcing**	
• New businesses • Empowered local business					• Employee time • Support and promotional material	

	Action				Council Role	Collaborators
DP1.6.4	Develop an environment that will attract technology or internet based industry to come to Blayney.				Facilitator	DTIRIS, NBN Co., technology companies
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
		X	X	X	Corporate Services	
Performance Measure					**Resourcing**	
• Establishment of technology industries and technologies					• Employee time • Grant income	

NSW 2021State Plan Links – linked to the 32 Goals within this plan:

Goal 1 Improve the performance of the NSW economy

Goal 3 Drive economic growth

Goal 19 Invest in critical infrastructure

Goal 30 Restore trust in State and Local government as a service provider

Other Relevant Plans and Strategies

- Blayney Local Environmental Plan
- Catchment Actions Plans
- Australian Government Roads to Recovery Program
- Blayney Shire Tourism Plan 2011

FUTURE DIRECTION 2

A CENTRE FOR SPORTS & CULTURE

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

	Action				Council Role	Collaborators
DP2.1.1	Encourage development of a calendar of sport and cultural events				Facilitator	Arts groups, community and sporting groups.
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Corporate Services	
Performance Measure					**Resourcing**	
• Information provided on web site and updated by sporting groups.					• Employee time • Council website	

	Action				Council Role	Collaborators
DP2.1.2	Engage with key groups and organisations with a view to developing community partnerships for conducting activities and programs.				Provider	Service clubs, Youth council, and youth groups, schools
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Corporate Services	
Performance Measure					**Resourcing**	
• Participation of organisations					• Employee time	

	Action				Council Role	Collaborators
DP2.1.3	Engage with the Shire youth to facilitate progress and activities across the Shire.				Facilitator	Service clubs, Youth Council and youth groups, schools
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Corporate Services	
Performance Measure					**Resourcing**	
• Youth activities held • Meetings of Youth Council					• Employee time	

	Action				Council Role	Collaborators
DP2.1.4	Work proactively with the community groups to assist with event management				Facilitator	Arts groups, community and sporting groups
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Corporate Services & General Manager	
Performance Measure					**Resourcing**	
• Develop Community events guide and policies.					• Employee time	

	Action				Council Role	Collaborators
DP2.1.5	Encourage and facilitate an active and healthy community by developing accessible programs through CentrePoint and local sporting groups.				Provider facilitator	Govt Agencies, Health, Education
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	GM, DCS, DIS, DP&ES	
Performance Measure					**Resourcing**	
• Develop programs and activities with the community • Maintain facilities in accordance with financial estimates.					• Employee time • CentrePoint budget	

STRATEGIC OUTCOME 2.2

STRONG PARTICIPATION IN SPORTING EVENTS AND COMPETITIONS.

	Action				Council Role	Collaborators
DP2.2.1	Encourage active participation in sport				Advocate Facilitator Provider	NSW Government
Year Delivered	**2015/16/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Corporate Services	
Performance Measure					**Resourcing**	
• Participate in Regional Sport promotions					• Provision of community sporting facilities • Budget • Employee time.	

	Action				Council Role	Collaborators
DP 2.2.2	Establish and support a community based representative body for sporting groups.				Facilitator	Local sporting groups, NSW Government
Year Delivered	**2015/16/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X			Infrastructure Services	
Performance Measure					**Resourcing**	
• Report written and council established					• Employee Time	

STRATEGIC OUTCOME 2.3

BLAYNEY SHIRE- A CENTRE FOR ARTS, PERFORMANCE AND ENTERTAINMENT.

	Action				Council Role	Collaborators
DP2.3.1	Encourage participation and continue relationships with music organisations.				Facilitator	Orange Regional Conservatorium, Mitchell Conservatorium, Blayney Arts Community
Year Delivered	**2015/16/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Corporate Services	
Performance Measure					**Resourcing**	
• Scholarships awarded					• Employee Time • Contribution to scholarships • Facility costs	

	Action				Council Role	Collaborators
DP2.3.2	Develop partnerships with other arts organisations to help deliver arts and cultural activities				Provider Facilitator	Arts OutWest, schools Macquarie Philharmonia
Year Delivered	**2015/16/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Corporate Services	
Performance Measure					**Resourcing**	
Arts and cultural activities coordinated.					• Employee Time • Membership Arts OutWest	

	Action				Council Role	Collaborators
DP2.3.3	Encourage the use of the Blayney Shire Community Centre as a facility for arts and culture				Provider	Local Community Groups, Arts OutWest
Year Delivered	**2015/16/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Corporate Services	
Performance Measure					**Resourcing**	
• Use of facility					• Employee Time • Operational budget • Website development.	

	Action				Council Role	Collaborators
DP2.3.4	Provide library services in the Blayney Shire				Provider	Central West Libraries, NSW Government
Year Delivered	**2015/16/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Corporate Services	
Performance Measure					**Resourcing**	
• Usage of library services					• Building and facility maintenance • Contract costs • Employee time	

NSW 2021State Plan Links – linked to the 32 Goals within this plan:

Goal 27 Enhance cultural, creative, sporting and recreation opportunities

Other Relevant Plans and Strategies

- Blayney Local Environmental Plan
- Central West Libraries Strategic Plan
- Arts OutWest Strategic Plan

FUTURE DIRECTION 3

PRESERVE AND ENHANCE OUR HERITAGE AND RURAL LANDSCAPES

STRATEGIC OUTCOME 3.1
RETENTION OF NATIVE VEGETATION WITH LINKING CORRIDORS

	Action				Council Role	Collaborators
DP3.1.1	Protect and enhance biodiversity, native vegetation, river and soil health.				Provider Facilitator Advocate	CMA, Community Groups, Village Associations, Australian and NSW Government, Newcrest Mining, Schools
Year Delivered	**2015/16/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Planning and Environmental Services	
Performance Measure					**Resourcing**	
• Developed strategies for protection					• WBC Alliance • Employee Time	

	Action				Council Role	Collaborators
DP3.1.2	Facilitate the delivery of more planting on Council owned and controlled land				Provider	CMA, Landcare groups
Year Delivered	**2015/16/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Infrastructure Services	
Performance Measure					**Resourcing**	
• Compliance with strategy					• Strategy for tree planting and village enhancement • Employee time	

STRATEGIC OUTCOME 3.2
BIODIVERSITY OF WATER WAYS

<table>
<tr><th></th><th colspan="4">Action</th><th>Council Role</th><th>Collaborators</th></tr>
<tr><td>DP3.2.1</td><td colspan="4">Adopt and implement the Draft Integrated Water Cycle Management Plan.</td><td>Provider
Facilitator</td><td>NOW</td></tr>
<tr><td rowspan="2">Year Delivered</td><td>2015/16/14</td><td>2014/15</td><td>2015/16</td><td>2016/17</td><td colspan="2">Responsible department</td></tr>
<tr><td>X</td><td>X</td><td>X</td><td>X</td><td colspan="2">Infrastructure Services</td></tr>
<tr><td colspan="5">Performance Measure</td><td colspan="2">Resourcing</td></tr>
<tr><td colspan="5">• Implementation of agreed activities and tasks</td><td colspan="2">• Operational budget
• Employee time</td></tr>
</table>

<table>
<tr><th></th><th colspan="4">Action</th><th>Council Role</th><th>Collaborators</th></tr>
<tr><td>DP3.2.2</td><td colspan="4">Enhance the community's understanding of biodiversity issues and work towards positive behavioural change.</td><td>Provider</td><td>CMA, CTW, Community Groups, Australian and NSW Governments</td></tr>
<tr><td rowspan="2">Year Delivered</td><td>2015/16/14</td><td>2014/15</td><td>2015/16</td><td>2016/17</td><td colspan="2">Responsible department</td></tr>
<tr><td>X</td><td>X</td><td>X</td><td>X</td><td colspan="2">Infrastructure Services & Planning and Environmental Services</td></tr>
<tr><td colspan="5">Performance Measure</td><td colspan="2">Resourcing</td></tr>
<tr><td colspan="5">• Research resourced and made available</td><td colspan="2">• Community Information
• Employee time
• Website Development
• Centroc</td></tr>
</table>

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

	Action				Council Role	Collaborators
DP3.3.1	Pursue recognition of heritage items in draft LEP 2011.				Provider	Community Groups, Govt Agencies, Heritage committee
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Planning and Environmental Services	
Performance Measure					**Resourcing**	
• Information to public • Heritage advice					• Employee time • LEP • Grants funding • Promotion in community • WBC Alliance	

	Action				Council Role	Collaborators
DP3.3.2	Identify items of natural heritage in Blayney Shire.				Provider	Community Groups, Govt Agencies, Historical society, Heritage committee
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Planning and Environmental Services	
Performance Measure					**Resourcing**	
• Information to public • Heritage advice					• Operational budget • Employee time • LEP	

	• Grants funding • Promotion in community • WBC Alliance

STRATEGIC OUTCOME 3.4 SUSTAINABLE LAND USE PRACTICES ACROSS THE SHIRE						
	Action				**Council Role**	**Collaborators**
DP3.4.1	Pursue sustainable land use practices based on the protection and restoration of natural resources, innovative land use policies and government and community partnerships.				Provider	Centroc, CMA, NSW Government, Bushcare & landcare groups.
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Planning and Environmental Servicess	
Performance Measure					**Resourcing**	
• Develop partnerships with relevant organisations.					• Employee Time • Training • WBC Alliance.	

NSW 2021State Plan Links – linked to the 32 Goals within this plan:

Goal 22 Protect our natural environment

Goal 23 Increase opportunities for people to look after their own neighbourhoods and environments

Other Relevant Plans and Strategies

- Blayney Local Environmental Plan
- Catchment Action Plans

FUTURE DIRECTION 4

DEVELOP & MAINTAIN SHIRE INFRASTRUCTURE

Strategic Outcome 4.1
Adequate provision of transport, roads, rail, information and community technologies and community social assets

	Action				Council Role	Collaborators
DP4.1.1	Manage Local Road Network to agreed service levels				Provider	RMS
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Infrastructure Services	
Performance Measure					**Resourcing**	
• Performance budget/time/quality • Meeting service levels • Customer request system					• Employee time • Grant funding • Asset Management Plan	

	Action				Council Role	Collaborators
DP4.1.2	Manage Regional and State Road Network to agreed service levels				Provider Advocate	RMS
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Infrastructure Services	
Performance Measure					**Resourcing**	
• Service levels provided in accordance with State Government funding.					• Grant Funding • Employee time • Asset Management Plan	

	Action				Council Role	Collaborators
DP4.1.3	Ensure Ancillary Road facilities are serviceable and in line with current standards e.g. footpaths, cycleways, kerb and gutter, bus stops etc.				Provider	RMS Bus Operators Access Committee
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Infrastructure Services	
Performance Measure					**Resourcing**	
• Performance budget/time/quality • Meeting service levels • Customer request system					• Asset Management Plan • Grant funding • Employee time	

	Action				Council Role	Collaborators
DP4.1.4	Source road making materials in environmentally responsible manner				Provider	Private quarry operators, NSW Government
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Infrastructure Services	
Performance Measure					**Resourcing**	
• Regulatory compliance					• Employee time •	

	Action				Council Role	Collaborators
DP4.1.5	Implement the Blayney Shire Council Asset Management Plans				Provider	Australian and NSW Governments, community stakeholders
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Infrastructure Services	
Performance Measure					**Resourcing**	
• Quantity and quality of information allocated					• Employee Time	

	Action				Council Role	Collaborators
DP4.1.6	Seek additional grant funding for construction and maintenance of roads and associated facilities				Provider Advocate	Australian and NSW Governments
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Infrastructure Services	
Performance Measure					**Resourcing**	
• Applications submitted and Grant funds received					• Employee time	

	Action				Council Role	Collaborators
DP4.1.7	Plan for future transport and road infrastructure to service future needs				Provider Advocate	RMS
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Infrastructure Services	
Performance Measure					**Resourcing**	
• Projects are “shovel ready”					• Employee Time	

<table>
<tr><td></td><td colspan="4">Action</td><td>Council Role</td><td>Collaborators</td></tr>
<tr><td>DP4.1.8</td><td colspan="4">Investigate opportunities for stormwater harvesting and reuse</td><td>Provider
Advocate</td><td>Australian and NSW Governments, CMA</td></tr>
<tr><td rowspan="2">Year Delivered</td><td>2013/14</td><td>2014/15</td><td>2015/16</td><td>2016/17</td><td colspan="2">Responsible department</td></tr>
<tr><td></td><td>X</td><td>X</td><td>X</td><td colspan="2">Infrastructure and Planning and Environmental Services</td></tr>
<tr><td colspan="5">Performance Measure</td><td colspan="2">Resourcing</td></tr>
<tr><td colspan="5">• Projects identified and implemented
• Successful grant applications</td><td colspan="2">• Employee Time
• Grant funding</td></tr>
</table>

<table>
<tr><td></td><td colspan="4">Action</td><td>Council Role</td><td>Collaborators</td></tr>
<tr><td>DP4.1.9</td><td colspan="4">Apply the principles of Water Sensitive Urban Design (WSUD) to stormwater management</td><td>Provider</td><td>Property Developers, NSW Government , CMA</td></tr>
<tr><td rowspan="2">Year Delivered</td><td>2013/14</td><td>2014/15</td><td>2015/16</td><td>2016/17</td><td colspan="2">Responsible department</td></tr>
<tr><td></td><td>X</td><td>X</td><td>X</td><td colspan="2">Infrastructure Services and Planning and Environmental Servicess</td></tr>
<tr><td colspan="5">Performance Measure</td><td colspan="2">Resourcing</td></tr>
<tr><td colspan="5">• Completion of WSUD policy
• Investigate grant funding</td><td colspan="2">• Employee Time
• Grant funding</td></tr>
</table>

	Action				Council Role	Collaborators
DP4.1.10	Prepare Stormwater Management Plans				Provider	CMA, Progress Associations, Community Groups
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Infrastructure Services, Planning and Environmental Servicess	
Performance Measure					**Resourcing**	
• Completion of Plans					• Employee Time • Grant Funding	

	Action				Council Role	Collaborators
DP4.1.11	Maintain cemeteries in accordance with the community's needs and expectations.				Provider	Funeral Directors, Churches
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Infrastructure Services and Planning and Environmental Servicess	
Performance Measure					**Resourcing**	
• Compliance with regulations • Maintain records					• Employee Time • Parks and Gardens Maintenance Program	

	Action				Council Role	Collaborators
DP4.1.12	Identify surplus Council owned assets for possible sale to be invested in infrastructure reserve.				Provider	Community.
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Infrastructure Services, Planning and Environment Services and Corporate Services	
Performance Measure					**Resourcing**	
• Assets identified for sale.					• Employee time	

	Action				Council Role	Collaborators
DP4.1.13	Maintain and improve Council owned building assets				Provider	Community
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Planning and Environmental Services	
Performance Measure					**Resourcing**	
• Implementation of Building maintenance program					• Building maintenance program as per long term financial plan • Employee time.	

STRATEGIC OUTCOME 4.2

EVERY VILLAGE IS CONNECTED TO WATER AND SEWERAGE SERVICES

	Action				Council Role	Collaborators
DP4.2.1	Maintain the availability and quality of water for use in rural areas				Advocate Provider	Central Tablelands Water, Community.
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Infrastructure Services	
Performance Measure					**Resourcing**	
• Water availability and quality • Operational bores					• Employee time	

	Action				Council Role	Collaborators
DP4.2.2	Ensure Sewerage Treatment Plants are able to meet needs of the Blayney Shire				Provider	NSW Government, Newcrest (CVO), Accredited Laboratories
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Infrastructure Services	
Performance Measure					**Resourcing**	
• Maintain to licensing standards.					• Employee Time	

	Action				Council Role	Collaborators
DP4.2.3	Provide an effective and safe Sewerage Collection Network for Blayney Shire				Provider	NOW, Contractors, Newcrest (CVO)
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Infrastructure Services	
Performance Measure					**Resourcing**	
• Achieve network maintenance.					• Sewerage business plan • Employee Time	

	Action				Council Role	Collaborators
DP4.2.4	Ensure that the disposal of liquid waste in rural areas is carried out in a healthy manner without negative environmental impact.				Provider	OEH, NOW
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Planning and Environmental Servicess	
Performance Measure					**Resourcing**	
• SMF's (sewerage management facilities) reviewed.					• Employee time	

STRATEGIC OUTCOME 4.3:
IMPROVED ACCESS TO COMMUNITY AND PUBLIC TRANSPORT BETWEEN VILLAGES AND CENTRES

<table>
<tr><th></th><th colspan="4">Action</th><th>Council Role</th><th>Collaborators</th></tr>
<tr><td>DP4.3.1</td><td colspan="4">Lobby to improve public transport around the shire</td><td>Advocate</td><td>NSW Government, transport operators, Carewest</td></tr>
<tr><td rowspan="2">Year Delivered</td><td>2013/14</td><td>2014/15</td><td>2015/16</td><td>2016/17</td><td colspan="2">Responsible department</td></tr>
<tr><td></td><td></td><td>X</td><td>X</td><td colspan="2">Corporate Services</td></tr>
<tr><td colspan="5">Performance Measure</td><td colspan="2">Resourcing</td></tr>
<tr><td colspan="5">• Improved transport services
• Greater accessibility across the Shire</td><td colspan="2">• Employee time</td></tr>
</table>

STRATEGIC OUTCOME 4.4
PRESERVATION AND CONTINUED DEVELOPMENT OF RAIL INFRASTRUCTURE

<table>
<tr><th></th><th colspan="4">Action</th><th>Council Role</th><th>Collaborators</th></tr>
<tr><td>DP4.4.1</td><td colspan="4">Advocate for the upgrading of rail infrastructure</td><td>Advocate</td><td>Australian and NSW Governments, Other LGA’s</td></tr>
<tr><td rowspan="2">Year Delivered</td><td>2013/14</td><td>2014/15</td><td>2015/16</td><td>2016/17</td><td colspan="2">Responsible department</td></tr>
<tr><td>X</td><td>X</td><td>X</td><td>X</td><td colspan="2">Infrastructure Services</td></tr>
<tr><td colspan="5">Performance Measure</td><td colspan="2">Resourcing</td></tr>
<tr><td colspan="5">• Meetings attended.</td><td colspan="2">• Employee time.</td></tr>
</table>

STRATEGIC OUTCOME 4.5

SUSTAINABLE WASTE MANAGEMENT

<table>
<tr><th></th><th colspan="4">Action</th><th>Council Role</th><th>Collaborators</th></tr>
<tr><td>DP4.5.1</td><td colspan="4">Develop and promote programs that increase the participation of the community in recycling and reducing waste going to landfill.</td><td>Provider</td><td>NSW Government, Netwaste</td></tr>
<tr><td rowspan="2">Year Delivered</td><td>2013/14</td><td>2014/15</td><td>2015/16</td><td>2016/17</td><td colspan="2">Responsible department</td></tr>
<tr><td>X</td><td>X</td><td>X</td><td>X</td><td colspan="2">Planning and Environmental Servicess</td></tr>
<tr><td colspan="5">Performance Measure</td><td colspan="2">Resourcing</td></tr>
<tr><td colspan="5">• Attendance at Netwaste meetings
• Educational material developed
• Participation in recycling program</td><td colspan="2">• Employee time
• Netwaste contributions</td></tr>
</table>

NSW 2021State Plan Links – linked to the 32 Goals within this plan:

Goal 8 Grow patronage on public transport by making it a more attractive choice

Goal 9 Improve customer experience with transport services

Goal 10 Improve road safety

Goal 11 Keep people healthy and out of hospital

Goal 12 Provide world class clinical services with timely access and effective infrastructure

Goal 19 Invest in critical infrastructure

Goal 20 Build liveable centres

Goal 21 Secure potable water supplies

Other Relevant Plans and Strategies

- Pedestrian Access & Mobility Plan
- Blayney Shire Quarry Safety Management Plan
- Asset Management Plan
- Blayney Shire Sewer Strategic Business Plan

FUTURE DIRECTION 5

DEVELOP STRONG AND CONNECTED COMMUNITIES

STRATEGIC OUTCOME 5.1
A DIVERSE AND SUSTAINABLE POPULATION IN OUR COMMUNITIES AND VILLAGES

<table>
<tr><th></th><th colspan="4">Action</th><th>Council Role</th><th>Collaborators</th></tr>
<tr><td>DP5.1.1</td><td colspan="4">Assist incorporated village committees, progress associations and hall committees</td><td>Provider
Facilitator</td><td>Govt Agencies, Community Organisations, Village & Hall Associations/Committees</td></tr>
<tr><td rowspan="2">Year Delivered</td><td>2013/14</td><td>2014/15</td><td>2015/16</td><td>2016/17</td><td colspan="2">Responsible department</td></tr>
<tr><td>X</td><td>X</td><td>X</td><td>X</td><td colspan="2">Corporate Services</td></tr>
<tr><td colspan="5">Performance Measure</td><td colspan="2">Resourcing</td></tr>
<tr><td colspan="5">• Active village committees</td><td colspan="2">• Employee time
• Insurance contributions funding program</td></tr>
</table>

<table>
<tr><th></th><th colspan="4">Action</th><th>Council Role</th><th>Collaborators</th></tr>
<tr><td>DP5.1.2</td><td colspan="4">Promote living in the Blayney Shire</td><td>Provider
Facilitator</td><td>Govt Agencies, local business</td></tr>
<tr><td rowspan="2">Year Delivered</td><td>2013/14</td><td>2014/15</td><td>2015/16</td><td>2016/17</td><td colspan="2">Responsible department</td></tr>
<tr><td>X</td><td>X</td><td>X</td><td>X</td><td colspan="2">Corporate Services</td></tr>
<tr><td colspan="5">Performance Measure</td><td colspan="2">Resourcing</td></tr>
<tr><td colspan="5">• Residents Pack developed.</td><td colspan="2">• Employee time
• Marketing materials
• website</td></tr>
</table>

STRATEGIC OUTCOME 5.2

FIT AND HEALTHY COMMUNITY MEMBERS

	Action				Council Role	Collaborators
DP5.2.1	Build partnerships with community groups to increase use of parks and reserves				Advocate Provider Facilitator	Govt Agencies, Community Organisations, Village & Hall Association/Committees
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Infrastructure Services	
Performance Measure					**Resourcing**	
• Interaction with user groups					• Employee time	

	Action				Council Role	Collaborators
DP5.2.2	Provide for the implementation of projects, identified in Council's Pedestrian and Access Mobility, Bike Plan to improve community health and fitness				Advocate Provider Facilitator	Community Groups, NSW Health, NSW Sport and Recreation
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Infrastructure Services, Planning & Environmental Services and Corporate Services	
Performance Measure					**Resourcing**	
• Meetings attended.					• Grant funding • Employee time	

STRATEGIC OUTCOME 5.3
FULL AND EQUITABLE ACCESS AND STRONG USAGE OF INFORMATION AND COMMUNICATION TECHNOLOGIES ACROSS THE SHIRE

	Action	Council Role	Collaborators
DP5.3.1	Implement programs to build community skills with computer technology, and community participation and social inclusion amongst older Australians	Facilitator	Australian and NSW Governments

Year Delivered	2013/14	2014/15	2015/16	2016/17	Responsible department
	X	X	X	X	Corporate Services

Performance Measure	Resourcing
• Internet access available to community • Program participation	• Grant programs • Facility costs • Broadband for Seniors program.

STRATEGIC OUTCOME 5.4
CAPABLE, SELF SUFFICIENT COMMUNITIES ENGAGED IN DECISION MAKING ABOUT ISSUES THAT AFFECT THEM

	Action				Council Role	Collaborators
DP5.4.1	Develop and implement a community engagement process and policy				Provider	Community members
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Corporate Services	
Performance Measure					**Resourcing**	
• Informed communities					• Employee time	

	Action				Council Role	Collaborators
DP5.4.2	Develop and implement plans for villages and townships				Provider	Community Organisations
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Planning and Environmental Services	
Performance Measure					**Resourcing**	
• Plans are implemented					• LEP • Employee time.	

<table>
<tr><td></td><td colspan="4">Action</td><td>Council Role</td><td>Collaborators</td></tr>
<tr><td>DP5.4.3</td><td colspan="4">Encourage volunteerism within the Community</td><td>Provider</td><td>Community Organisations & NSW Government, Service Clubs, Schools</td></tr>
<tr><td rowspan="2">Year Delivered</td><td>2013/14</td><td>2014/15</td><td>2015/16</td><td>2016/17</td><td colspan="2">Responsible department</td></tr>
<tr><td>X</td><td>X</td><td>X</td><td>X</td><td colspan="2">Corporate Services</td></tr>
<tr><td colspan="5">Performance Measure</td><td colspan="2">Resourcing</td></tr>
<tr><td colspan="5">• Promotion undertaken</td><td colspan="2">• Employee time
• Recognition of volunteers – awards, ceremonies</td></tr>
</table>

NSW 2021State Plan Links – linked to the 32 Goals within this plan:

Goal 13 Better protect the most vulnerable members of our community and break the cycle of disadvantage

Goal 24 Make it easier for people to be involved in their communities

Goal 25 Increase opportunities for seniors in NSW to fully participate in community life

Other Relevant Plans and Strategies

Blayney Shire Social Plan 2005/2010

FUTURE DIRECTION 6: LEADERSHIP

STRATEGIC OUTCOME 6.1
GOOD GOVERNANCE ACROSS OUR COMMUNITIES

<table>
<tr><th></th><th colspan="4">Action</th><th>Council Role</th><th>Collaborators</th></tr>
<tr><td>DP6.1.1</td><td colspan="4">Councillors to exhibit leadership on Council and participate in committees and community organisations.</td><td>Provider
Advocate
Facilitator</td><td>Various committees, DLG, community groups</td></tr>
<tr><td rowspan="2">Year Delivered</td><td>2013/14</td><td>2014/15</td><td>2015/16</td><td>2016/17</td><td colspan="2">Responsible department</td></tr>
<tr><td>X</td><td>X</td><td>X</td><td>X</td><td colspan="2">General Manager</td></tr>
<tr><td colspan="5">Performance Measure</td><td colspan="2">Resourcing</td></tr>
<tr><td colspan="5">• Attendance at meetings
• Councillor presence on relevant committees</td><td colspan="2">• Councillor time</td></tr>
</table>

<table>
<tr><th></th><th colspan="4">Action</th><th>Council Role</th><th>Collaborators</th></tr>
<tr><td>DP6.1.2</td><td colspan="4">Promote resource sharing and collaboration with regional organisations</td><td>Provider
Facilitator</td><td>DLG, Centroc, WBC Alliance, NSW Mine Related Council. LGSA, LGMA & CTW.</td></tr>
<tr><td rowspan="2">Year Delivered</td><td>2013/14</td><td>2014/15</td><td>2015/16</td><td>2016/17</td><td colspan="2">Responsible department</td></tr>
<tr><td>X</td><td>X</td><td>X</td><td>X</td><td colspan="2">General Manager</td></tr>
<tr><td colspan="5">Performance Measure</td><td colspan="2">Resourcing</td></tr>
<tr><td colspan="5">• Participation in meetings
• Resource sharing projects</td><td colspan="2">• Employee time
Delegate and membership fees</td></tr>
</table>

	Action				Council Role	Collaborators
DP6.1.3	Encourage sound governance practice in community organisations				Facilitator	Community organisations
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Corporate Services	
Performance Measure					**Resourcing**	
• Provide assistance and training as requested					• Employee time • Operational budget	

STRATEGIC OUTCOME 6.2
MEANINGFUL COMMUNICATION BETWEEN SHIRE COMMUNITIES & THE COUNCIL

	Action				Council Role	Collaborators
DP6.2.1	Identify and engage with Shire Community Groups.				Provider Facilitator	Community Groups,
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Corporate Services	
Performance Measure					**Resourcing**	
• Establish regular communications with Shire community groups.					• Employee time	

<table>
<tr><th></th><th colspan="4">Action</th><th>Council Role</th><th>Collaborators</th></tr>
<tr><td>DP6.2.2</td><td colspan="4">Implement Council’s Community Engagement Plan</td><td>Provider</td><td>Community Groups</td></tr>
<tr><td rowspan="2">Year Delivered</td><td>2013/14</td><td>2014/15</td><td>2015/16</td><td>2016/17</td><td colspan="2">Responsible department</td></tr>
<tr><td>X</td><td>X</td><td>X</td><td>X</td><td colspan="2">Corporate Services</td></tr>
<tr><td colspan="5">Performance Measure</td><td colspan="2">Resourcing</td></tr>
<tr><td colspan="5">• Engagement activities conducted</td><td colspan="2">• Employee time</td></tr>
</table>

<table>
<tr><th></th><th colspan="4">Action</th><th>Council Role</th><th>Collaborators</th></tr>
<tr><td>DP6.2.3</td><td colspan="4">Develop communications between Councillors and the community to provide community opinion</td><td>Facilitator</td><td>Community</td></tr>
<tr><td rowspan="2">Year Delivered</td><td>2013/14</td><td>2014/15</td><td>2015/16</td><td>2016/17</td><td colspan="2">Responsible department</td></tr>
<tr><td>X</td><td>X</td><td>X</td><td>X</td><td colspan="2">General Manager</td></tr>
<tr><td colspan="5">Performance Measure</td><td colspan="2">Resourcing</td></tr>
<tr><td colspan="5">• Community satisfaction with communication processes
• Available to community</td><td colspan="2">• Councillor and employee time
• Survey costs</td></tr>
</table>

	Action				Council Role	Collaborators
DP6.2.4	Manage a customer request system to assist communications between community and Council				Provider	Community
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Corporate Services	
Performance Measure					**Resourcing**	
• Response times to requests					• Employee time • Software costs	

STRATEGIC OUTCOME 6.3
A WELL RUN COUNCIL ORGANISATION

	Action				Council Role	Collaborators
DP6.3.1	Provide a framework for the efficient and effective administration of Council.				Provider Advocate	ALGA, LGSA, Australian and NSW Governments, LGMA
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Corporate Services, General Manager	
Performance Measure					**Resourcing**	
• Assess Council's position against the Better Practice Review					• Employee time	

	Action				Council Role	Collaborators
DP6.3.2	Maintain a stable and secure financial structure for Council.				Provider	DLG
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Corporate Services	
Performance Measure					**Resourcing**	
• Report financial outcomes as required by legislation.					• Employee time.	

	Action				Council Role	Collaborators
DP6.3.3	Support actions for the sustainable future of local government.				Advocate	DLG, Australian and NSW Governments,
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	General Manager	
Performance Measure					**Resourcing**	
• Review Destination 2036 outcomes and actions to improve local government.					• Staff and Councillor time. • Financial resources as required to meet actions.	

	Action				Council Role	Collaborators
DP 6.3.4	Develop strategies that respond to the impact of climate change on the community.				Provider	NPWS, CMA, Landcare Groups, NSW Government.
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Planning and Environmental Services	
Performance Measure					**Resourcing**	
• Supply of community information					• Employee time • Website information and promotional material	

STRATEGIC OUTCOME 6. 4
A SAFE COMMUNITY

	Action				Council Role	Collaborators
DP6.4.1	Provide support for emergency management in Blayney Shire in accordance with SERM Act				Provider Facilitator	Emergency services, NSW Government
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Infrastructure Services	
Performance Measure					**Resourcing**	
• Emergencies responded to.					• Employee time	

	Action				Council Role	Collaborators
DP6.4.2	Undertake regulatory responsibilities for environmental health and animal control				Provider Facilitator	NSW Government Agencies, local vet.
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Planning and Environmental Services	
Performance Measure					**Resourcing**	
• Regulatory responsibilities are met					• Employee time	

	Action				Council Role	Collaborators
DP6.4.3	Educate communities on road and pedestrian safety				Facilitator Advocate	Emergency services, RMS, Police services,
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Infrastructure Services	
Performance Measure					**Resourcing**	
• Programs delivered					• Employee time	

	Action				Council Role	Collaborators
DP6.4.4	Review risk management of council operations.				Provider	LGSA, Audit Committee
Year Delivered	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**Responsible department**	
	X	X	X	X	Corporate Services	
Performance Measure					**Resourcing**	
• Plan is implemented and risk managed					• Employee time	

NSW 2021State Plan Links – linked to the 32 Goals within this plan:

- Goal 1 Improve the performance of the NSW economy
- Goal 3 Drive economic growth
- Goal 10 Improve road safety
- Goal 19 Invest in critical infrastructure
- Goal 30 Restore trust in State and Local government as a service provider

Other Relevant Plans and Strategies

- Modernisation of Local Government
- Destination 2036 Action Plan

Abbreviations

ALGA	Australian Local Government Association
CMA	Catchment Management Authority
CTW	Central Tablelands Water (Central Tablelands County Council)
CVO	Cadia Valley (Mining) Operations – Newcrest Mining Limited
DLG	Division of Local Government
DPI	Department of Primary Industries
DTIRIS	Department of Trade and Investment, Regional Infrastructure and Services (NSW)
LGA	Local government area
LGMA	Local Government Managers Australia
LGSA	Local Government and Shires Association
NOW	Office of Water
OEH	Office of Environment and Heritage
NGO	Non-governmental organisations
NOW	NSW Office of Water
NPWS	Parks and Wildlife Service

RMS	Roads & Maritime Services
RFS	Rural Fire Service of NSW
SERM	State and Rescue Management Act, 1989
SES	State Emergency Service of NSW
UMCC	Upper Macquarie County Council
WBC	Alliance of Wellington, Blayney, Cabonne Councils and Central Tablelands Water County Council

Operational Plan
2013 / 2014

Part 1 - Activities

The development of Blayney Shire Council Integrated Planning and Reporting documents has been managed as a collaborative project of the WBC Strategic Alliance of Councils with the assistance of Bob Campbell and Lynda Jones of Groupwork Pty Ltd

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.

Contents

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

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

Introduction – What is the Operational Plan?

The **Operational Plan 2013 - 2014** completes the planning documents and details the activities to be undertaken and the financial requirements to deliver the commitments of the Community Strategic Pan 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 there linkages:

Community Strategic Plan **10 years+** For the whole of the Shire not just Council		
Vision (what we want the Shire to be) **Values** (to guide future choices and behaviour) **Future directions** (groupings of similar work)	**Delivery Program** **(4 years)** Where Council has a role Supported by: Financial Plan Asset Management Plan Workforce Plan	
Strategic Outcomes **Councils role** Provider, Facilitator or Advocate	**Strategic Outcomes** (Where Council has a role)	**Operational Plan** **Annual**
	Actions Programs Projects	**Actions** Programs Projects Budget
Performance Measures	**Performance Measures**	**Tasks**
The What	***The What and How***	***The How***

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 *CSP 1: Grow our culture and community*	The roles Council undertakes when seeking to achieve the future direction Provider	Manager responsible for delivering the work *Manager Operational Services*	The department of Council with responsibility *Engineering Services*
Strategic outcome *CSP 1.1 Beautiful towns and villages with historic assets are cared for and preserved*			
Linkage to other plans *Link to NSW Plan - Goal 27 Enhance cultural, creative, sporting and recreation opportunities*			

	Delivery year *which year will the work be done*				
Actions (in the delivery plan)	2013/14	2014/15	2015/16	2016/17	**Resourcing**
The work to be done to achieve the outcome. Will usually be a Council program or a specific project. *DP 1.1.1 the beauty and functionality of the parks are maintained*	X	X	X	X	This section can include • *Budgeted funds* • *Staffing* • *Any other resources e.g. plant and equipment, contracts*
Tasks (in operational plan)	1st	2nd	3rd	4th	**Resourcing**
	Which quarter the tasks will be done				
OP 1.1.1a Build a new toilet block in Whattie Park	√	√	√	√	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 1.1.1.a

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 1.1.1.a **Task**	Ongoing liaison and support and participating with local CMA's and Landcare groups	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DPES	• Meetings attended. • Partnership activities undertaken			

OP 1.1.1.b **Task**	Ongoing liaison, support and participation in CENTROC	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DPES	• Meetings and on-going initiatives undertaken.			

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

OP 1.1.2.a **Task**	BLEP 2012 adopted November 2012	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DPES	• Meetings and activities undertaken			

OP 1.1.2.b **Task**	Disseminate information to the community as it becomes available	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DPES	• Information disseminated to the public			

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

OP 1.1.3.a **Task**	Completion BSC specific amendments to DCP and have adopted by Council.	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DPES	• Ongoing maintenance and review of BLEP 2011 and DCP			

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

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

OP 1.1.4.a **Task**	Seek funding opportunities for production of economic development strategy	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
					√
	Responsible Officer	**Performance Measure**			
	DCS	• Grant application lodged.			

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

DP1.2.1	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

<table>
<tr><td rowspan="5">OP 1.2.1.a

Task</td><td rowspan="3">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.</td><td colspan="4">Quarter to be delivered</td></tr>
<tr><td>1st</td><td>2nd</td><td>3rd</td><td>4th</td></tr>
<tr><td>√</td><td>√</td><td>√</td><td>√</td></tr>
<tr><td>Responsible Officer</td><td colspan="4">Performance Measure</td></tr>
<tr><td>DPES</td><td colspan="4">• Meetings and interaction undertaken</td></tr>
</table>

OP 1.2.1.b **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	• Provision of assistance as required.			

DP1.2.2	Improve transport linkages across the Local Government Area to support the mining industry	**Responsible department**
		Infrastructure Services

OP 1.2.2.a **Task**	Provide for the upgrade of road linkages throughout the Shire.	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
			√	√	
	Responsible Officer	**Performance Measure**			
	DIS	• Projects completed within budgetary constraints.			

<table>
<tr><td rowspan="4">OP 1.2.2.b

Task</td><td rowspan="2">Advocate the upgrading of the Blayney – Demondrille Railway to support the transport of bulk materials to/from the Blayney Local Government Area.</td><td colspan="4">Quarter to be delivered</td></tr>
<tr><td>1st</td><td>2nd</td><td>3rd</td><td>4th</td></tr>
<tr><td></td><td>√</td><td>√</td><td>√</td><td>√</td></tr>
<tr><td>Responsible Officer
GM, DIS</td><td colspan="4">Performance Measure
• Meetings and interaction undertaken</td></tr>
</table>

<table>
<tr><td rowspan="4">OP 1.2.2.c

Task</td><td rowspan="2">Actively lobby all levels of government for support for the Cadia Valley Operation and future mining projects.</td><td colspan="4">Quarter to be delivered</td></tr>
<tr><td>1st</td><td>2nd</td><td>3rd</td><td>4th</td></tr>
<tr><td></td><td>√</td><td>√</td><td>√</td><td>√</td></tr>
<tr><td>Responsible Officer
DIS & DPES</td><td colspan="4">Performance Measure
• Representations and contact made by Council.</td></tr>
</table>

DP1.2.3	Build meaningful relationships between the mining industry and community	**Responsible department**
		Corporate Services, General Manager & Planning & Environmental Services

OP 1.2.3.a **Task**	Participate in the Association of Mine Related Council's meetings.	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	GM	• Attendance at meetings			

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

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

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

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

OP 1.3.1.a **Task**	Develop and market tourism products	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DCS	• Participation in marketing campaigns.			

OP 1.3.1.b **Task**	Identify new and developing products and commercial opportunities	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
					√
	Responsible Officer	**Performance Measure**			
	DCS	• Work with state agencies to develop opportunities			

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

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

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

STRATEGIC OUTCOME 1.4

AN INTERNATIONALLY RECOGNISED BRAND FOR BLAYNEY SHIRE

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

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

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

DP1.5.1	Advocate for increased funding for transportation assets through Federal and State programs	**Responsible department**
		Infrastructure Services, General Manager

OP 1.5.1.a	Meet with Australian and NSW Government Transport Department representatives on a regular basis.	**Quarter to be delivered**			
Task		**1st**	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	GM & DIS	• Representations made by Council.			

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

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

<table>
<tr><td rowspan="5">OP 1.5.2.a
Task</td><td rowspan="3">Provide information to public regarding sustainable energy practices e.g. BASIX</td><td colspan="4">Quarter to be delivered</td></tr>
<tr><td>1st</td><td>2nd</td><td>3rd</td><td>4th</td></tr>
<tr><td>√</td><td>√</td><td>√</td><td>√</td></tr>
<tr><td>Responsible Officer</td><td colspan="4">Performance Measure</td></tr>
<tr><td>DPES</td><td colspan="4">• Information provided to public.</td></tr>
</table>

STRATEGIC OUTCOME 1.6

A VIBRANT LOCAL RETAIL AND BUSINESS SECTOR

DP1.6.1	Seek opportunities to build a vibrant local retail and business sector	**Responsible department**
		Corporate Services

OP 1.6.1a **Task**	Seek partners and funding for project development.	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
					√
	Responsible Officer	**Performance Measure**			
	DPES	• Partners and Funding sought.			

DP1.6.2	Build and retain relationships with Government bodies and NGO's to assist small business.	**Responsible department** Corporate 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**			
	DCS	• Meetings held			

DP1.6.3	Support and encourage the establishment or expansion of local businesses	**Responsible department** Corporate 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**			
	DCS	• No. of enquiries.			

FUTURE DIRECTION 2: A CENTRE FOR SPORTS & CULTURE

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

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

OP 2.1.1a **Task**	Website development to accommodate calendar maintenance by groups.	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
				√	√
	Responsible Officer	**Performance Measure**			
	DCS	• Website upgrade.			

DP2.1.2	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	• Meetings held.			

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

OP 2.1.3.a Task	Consultation through Youth Council meetings held in partnership with Blayney High School	Quarter to be delivered			
		1st	2nd	3rd	4th
		√	√	√	√
	Responsible Officer	Performance Measure			
	DCS	• Consultation with youth members of Blayney Shire.			

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

DP2.1.4	Work proactively with the community groups to assist with event management	**Responsible department**
		Corporate Services, General Manager

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

<table>
<tr><td rowspan="4">OP 2.1.4.b

Task</td><td rowspan="3">Review and update Council policy for holding events at Council facilities.</td><td colspan="4">Quarter to be delivered</td></tr>
<tr><td>1st</td><td>2nd</td><td>3rd</td><td>4th</td></tr>
<tr><td></td><td></td><td></td><td>√</td></tr>
<tr><td>Responsible Officer</td><td colspan="4">Performance Measure</td></tr>
<tr><td></td><td>GM</td><td colspan="4">• Policy review and updated.</td></tr>
</table>

<table>
<tr><td rowspan="2">DP2.1.5</td><td rowspan="2">Encourage and facilitate an active and healthy community by developing accessible programs through CentrePoint and local sporting groups.</td><td>Responsible Department</td></tr>
<tr><td>General Manager, Planning and Environmental Services, Infrastructure Services and Corporate Services</td></tr>
</table>

<table>
<tr><td rowspan="4">OP 2.1.5.a

Task</td><td rowspan="3">Provide a broad range of quality sport & leisure opportunities for Shire residents.</td><td colspan="4">Quarter to be delivered</td></tr>
<tr><td>1st</td><td>2nd</td><td>3rd</td><td>4th</td></tr>
<tr><td>√</td><td>√</td><td>√</td><td>√</td></tr>
<tr><td>Responsible Officer</td><td colspan="4">Performance Measure</td></tr>
<tr><td></td><td>DPES</td><td colspan="4">• Continued community promotion of healthy living.</td></tr>
</table>

<table>
<tr><td rowspan="5">OP 2.1.5.b

Task</td><td rowspan="3">Provide and maintain active and passive recreation facilities for the shire communities</td><td colspan="4">Quarter to be delivered</td></tr>
<tr><td>1st</td><td>2nd</td><td>3rd</td><td>4th</td></tr>
<tr><td>√</td><td>√</td><td>√</td><td>√</td></tr>
<tr><td>Responsible Officer</td><td colspan="4">Performance Measure</td></tr>
<tr><td>DIS & DCS</td><td colspan="4">• Maintenance to be provided as in accordance with Council’s adopted Asset Management Plan.</td></tr>
</table>

STRATEGIC OUTCOME 2.2: STRONG PARTICIPATION IN SPORTING EVENTS AND COMPETITIONS.

DP2.2.1	Encourage active participation in sport	Responsible Department
		Corporate Services

OP 2.2.1.a Task	Participate in programs and maintain Council membership to Western Region Academy of Sport	Quarter to be delivered			
		1st	2nd	3rd	4th
		√	√	√	√
	Responsible Officer	Performance Measure			
	DCS	• Membership renewed			

OP 2.2.1.b Task	Continue partnership in Sports Award Program to encourage participation at representative level.	Quarter to be delivered			
		1st	2nd	3rd	4th
		√	√	√	√
	Responsible Officer	Performance Measure			
	DCS	• Sports awards issued.			

DP2.2.2	Establish and support a community based representative body for sporting groups.	Responsible Department
		Infrastructure Services

OP 2.2.2.a Task	Establish Council and develop Terms of Reference/Constitution. For the collation of information to be used to develop Parks & Gardens Asset Management Plan.	Quarter to be delivered			
		1st	2nd	3rd	4th
		√			
	Responsible Officer	Performance Measure			
	DIS	• Meetings conducted with strong attendance rates.			

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

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

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

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

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

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

DP2.3.2	Develop partnerships with other arts organisations to assist to deliver arts and cultural activities	**Responsible Department**
		Corporate Services

OP 2.3.2.a **Task**	Actively support and promote the Arts OutWest division of NSW Ministry of the Arts.	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DCS	• Programs promoted in the Shire			

DP2.3.3	Encourage the use of the Blayney Shire Community Centre as a facility for Arts and Culture.	**Responsible Department**
		Corporate Services

OP 2.3.3.a **Task**	Develop marketing and promotional information for website and distribution to promote use of the facility	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
				√	√
	Responsible Officer	**Performance Measure**			
	DCS	• Marketing and promotional information developed			

DP2.3.4	Provide library services in Blayney Shire.	**Responsible Department**
		Corporate Services

OP 2.3.4.a	Maintain and operate Blayney Library	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
Task	**Responsible Officer**	**Performance Measure**			
	DCS	• Continued liaison with Central West Libraries on library service.			

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

STRATEGIC OUTCOME 3.1: RETENTION OF NATIVE VEGETATION WITH LINKING CORRIDORS

DP3.1.1	Protect and enhance biodiversity, native vegetation, river and soil health.	**Responsible Department**
		Planning and Environmental Services

OP 3.1.1.a **Task**	Assess all DA's with appropriate regard to the minimisation and mitigation of loss or harm to native vegetation	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DPES	• Proper regard given to native vegetation in DA Assessment/Determination			

OP 3.1.1.b **Task**	Engage with CMA's and landcare group to promote value of retention of native vegetation	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DPES	• Attendance at meetings and availability of information			

OP 3.1.1.c **Task**	Mapping and calculate area of remnant native vegetation in Blayney Shire	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DPES	• In consultation with Centroc identify remaining native cover mapped in BLEP 2011.			

DP3.1.2	Facilitate the delivery of more planting on Council owned and controlled land	**Responsible Department** Infrastructure Services

OP 3.1.2.a **Task**	Identify suitable planting areas	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√		
	Responsible Officer	**Performance Measure**			
	DIS	• Areas identified and mapped.			

OP 3.1.2.b **Task**	Complete Roadside Vegetation Management Plan (RVMP)	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√			
	Responsible Officer	**Performance Measure**			
	DIS	• Completed RVMP			

STRATEGIC OUTCOME 3.2:

BIODIVERSITY OF WATER WAYS

DP3.2.1	Adopt and implement the Draft Integrated Water Cycle Management Plan (IWCM) Plan.	**Responsible department**
		Infrastructure Services

OP 3.2.1.a **Task**	Prepare a report for Council consideration to adopt IWCM Plan	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√			
	Responsible Officer	**Performance Measure**			
	DIS	• IWCM Plan adopted			

DP3.2.2	Enhance the community's understanding of biodiversity issues and work towards positive behavioural change.	**Responsible department** Infrastructure and Planning and Environmental Services

<table>
<tr><td rowspan="5">OP 3.2.2a

Task</td><td rowspan="3">Actively participate in local and regional catchment management groups to increase sharing of knowledge and participate in catchment wide projects and programs</td><td colspan="4">Quarter to be delivered</td></tr>
<tr><td>1st</td><td>2nd</td><td>3rd</td><td>4th</td></tr>
<tr><td>√</td><td>√</td><td>√</td><td>√</td></tr>
<tr><td>Responsible Officer</td><td colspan="4">Performance Measure</td></tr>
<tr><td>DPES</td><td colspan="4">• Number of meetings attended</td></tr>
</table>

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

DP3.3.1	Pursue recognition of heritage items in draft LEP 2011.	**Responsible department** Planning and Environmental Services

OP 3.3.1.a **Task**	Implement heritage matters adopted in the BLEP 2011	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DPES	• Implement BLEP 2011			

OP 3.3.1.b **Task**	Review and promote Heritage Grants program	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DPES	• Promotion of Heritage Grants program			

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

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

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

<table>
<tr><td rowspan="4">OP 3.3.2.b

Task</td><td rowspan="2">Promote advantages of heritage listing and availability of funding/grants through Heritage branch and Council.</td><td colspan="4">Quarter to be delivered</td></tr>
<tr><td>1st</td><td>2nd</td><td>3rd</td><td>4th</td></tr>
<tr><td></td><td>√</td><td>√</td><td>√</td><td>√</td></tr>
<tr><td>Responsible Officer</td><td colspan="4">Performance Measure</td></tr>
<tr><td></td><td>DPES</td><td colspan="4">• Public information made available. Number of local grants made.</td></tr>
</table>

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

DP3.4.1	Pursue sustainable land use practices based on the protection and restoration of natural resources, innovative land use policies and government and community partnerships.	**Responsible department**
		Planning and Environmental Services

OP 3.4.1.a **Task**	Regularly attend and participate in local Catchment Management Authority meetings/workshops	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DPES	• Maintain regular contact with CMA			

OP 3.4.1.b **Task**	Maintain contact/s through CMA	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DPES	• Maintain regular contact with local landcare groups.			

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

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

DP4.1.1	Manage Local Road Network to agreed service levels	**Responsible department**
		Infrastructure Services

OP 4.1.1.a **Task**	Sealed roads are provided to meet the needs of road users within financial constraints.	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DIS	• Asset inspections undertaken in accordance with Asset Management Plan • Rehabilitation and maintenance undertaken, as per budget. • Reseal program, as per budget. • Record customer issues and monitor response.			

<table>
<tr><td rowspan="4">OP 4.1.1.b

Task</td><td rowspan="2">Unsealed roads are maintained in accordance with Council’s Asset Management Plan and financial constraints.</td><td colspan="4">Quarter to be delivered</td></tr>
<tr><td>1st</td><td>2nd</td><td>3rd</td><td>4th</td></tr>
<tr><td>Responsible Officer</td><td colspan="4">Performance Measure</td></tr>
<tr><td>DIS</td><td colspan="4">• Asset inspections undertaken in accordance with Asset Management Plan
• Gravel re-sheeting program undertaken, as per budget.
• Length of road maintained (e.g. Graded, patched, table drains) for each classification
• Record customer issues and monitor response times.</td></tr>
</table>

<table>
<tr><td rowspan="4">OP 4.1.1.c

Task</td><td rowspan="2">Bridges and major culverts are maintained in accordance with Council’s Asset Management Plan and financial constraints.</td><td colspan="4">Quarter to be delivered</td></tr>
<tr><td>1st</td><td>2nd</td><td>3rd</td><td>4th</td></tr>
<tr><td>Responsible Officer</td><td colspan="4">Performance Measure</td></tr>
<tr><td>DIS</td><td colspan="4">• Asset inspections undertaken in accordance with Asset Management Plan.
• Record customer issues and monitor response times.</td></tr>
</table>

DP4.1.2	Manage Regional and State Road Network to agreed service levels	**Responsible department**
		Infrastructure Services

OP 4.1.2.a **Task**	Sealed Roads are maintained in accordance with Council's Asset Management Plan and financial constraints.	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DIS	• Asset inspections undertaken in accordance with Asset Management Plan • Construction program designed and implemented in line with financial constraints • Record customer issues and monitor response times.			

DP4.1.3	Ensure Ancillary Road facilities are serviceable and in line with current standards e.g. footpaths, cycleways, kerb and gutter, bus stops etc.	**Department Responsible**
		Infrastructure Services

<table>
<tr><td rowspan="5">OP 4.1.3.a

Task</td><td rowspan="3">Footpaths and cycle ways are provided to meet the needs of pedestrians within financial constraints</td><td colspan="4">Quarter to be delivered</td></tr>
<tr><td>1st</td><td>2nd</td><td>3rd</td><td>4th</td></tr>
<tr><td>√</td><td>√</td><td>√</td><td>√</td></tr>
<tr><td>Responsible Officer</td><td colspan="4">Performance Measure</td></tr>
<tr><td>DIS</td><td colspan="4">• Asset inspections undertaken in accordance with Asset Management Plan.
• Construction and maintenance program designed and completed as per budget constraints.
• Record customer issues and monitor response times.</td></tr>
</table>

		Quarter to be delivered			
OP 4.1.3.b **Task**	Kerb and gutter is provided in accordance with Council's Asset Management Plan.	**1st**	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DIS	• Asset inspections undertaken in accordance with Asset Management Plan Construction program designed and implemented in line with financial constraints • Construction program designed and implemented as per budget constraints. Record customer issues and monitor response times			

		Quarter to be delivered			
OP 4.1.3.c **Task**	Parking areas provided in accordance with Council's Asset Management Plan.	**1st**	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DIS	• Asset inspections undertaken in accordance with Asset Management Plan • Construction of new parking areas in line with financial constraints • Record customer issues and monitor response times			

<table>
<tr><td rowspan="5">OP 4.1.3.d

Task</td><td rowspan="3">Bus facilities are provided for new residential and rural residential estates, in accordance with Council’s Section 94 Plans.</td><td colspan="4">Quarter to be delivered</td></tr>
<tr><td>1st</td><td>2nd</td><td>3rd</td><td>4th</td></tr>
<tr><td>√</td><td>√</td><td>√</td><td>√</td></tr>
<tr><td>Responsible Officer</td><td colspan="4">Performance Measure</td></tr>
<tr><td>DIS</td><td colspan="4">• Conditions applied to Development Applications</td></tr>
</table>

<table>
<tr><td rowspan="5">OP 4.1.3.e

Task</td><td rowspan="3">Traffic facilities are provided, in accordance with Council’s Asset Management Plan, to enhance road safety.</td><td colspan="4">Quarter to be delivered</td></tr>
<tr><td>1st</td><td>2nd</td><td>3rd</td><td>4th</td></tr>
<tr><td>√</td><td>√</td><td>√</td><td>√</td></tr>
<tr><td>Responsible Officer</td><td colspan="4">Performance Measure</td></tr>
<tr><td>DIS</td><td colspan="4">• Asset inspections undertaken in accordance with Asset Management Plan.
• Construction and Maintenance program developed in line with financial constraints.
• Record customer issues and monitor response times.</td></tr>
</table>

OP 4.1.3.f **Task**	Street lighting requested is provided to meet the needs of road users and reduce Council's costs.	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DIS	• Compliance within Australian Standards is maximised as funding permits.			

OP 4.1.3.g **Task**	Street cleaning is undertaken, as required.	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DIS	• Street cleaning program is developed and implemented.			

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

OP 4.1.4.a Task	Ensure compliance with legislation pertaining to operation of gravel pits	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DIS	• Audit of quarries to ensure compliance. • Performance reports developed to identify legislative requirements.			

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

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

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

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

DP4.1.5	Implement the Blayney Shire Council Asset Management Plans	**Responsible Department**
		Infrastructure Services

OP 4.1.5.a **Task**	Data for the Asset Management Plan is collected in a timely manner	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DIS	• Information recorded in the asset management system. • Asset Management Plan is maintained and up to date.			

OP 4.1.5.b **Task**	Programs are developed in accordance with Transportation Asset Management Plan principles.	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DIS	• Works programs are developed utilising data and principles from the Roads Asset Management Plan			

DP4.1.6	Seek additional grant funding for construction and maintenance of roads and associated facilities	**Responsible Department**
		Infrastructure Services

OP 4.1.6.a **Task**	Funding opportunities are identified and applications are prepared and submitted for funding on a yearly basis.	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DIS	• Applications are submitted in full and on time			

OP 4.1.6.b **Task**	Applications are prepared and submitted for funding under Government programs as they arise	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DIS	• Applications are submitted in full, and on time			

OP 4.1.6.c **Task**	Representations are made through the local State and Federal Members of Parliament for assistance to obtain additional funding for significant projects.	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DIS	• Details of representations made are recorded including outcomes			

DP4.1.7	Plan for future transport and road infrastructure to service future needs	**Responsible Department**
		Infrastructure Services

OP 4.1.7.a **Task**	Road network and supporting facilities are analysed to identify opportunities for development within Transportation Asset Management Plan.	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√			
	Responsible Officer	**Performance Measure**			
	DIS	• Projects identified for further investigation			

<table>
<tr><td rowspan="4">OP 4.1.7.b
Task</td><td rowspan="2">Projects are scoped and designed to a "job ready" state for when funding opportunities arise</td><td colspan="4">Quarter to be delivered</td></tr>
<tr><td>1st</td><td>2nd</td><td>3rd</td><td>4th</td></tr>
<tr><td></td><td></td><td>√</td><td>√</td><td></td></tr>
<tr><td>Responsible Officer</td><td colspan="4">Performance Measure</td></tr>
<tr><td></td><td>DIS</td><td colspan="4">• A suite of suitable projects have documentation prepared</td></tr>
</table>

DP4.1.8: refer to Delivery Plan for future years programs

DP4.1.9: refer to Delivery Plan for future years programs

<table>
<tr><td rowspan="2">DP4.1.10</td><td rowspan="2">Prepare Stormwater Management Plans</td><td>Responsible Department</td></tr>
<tr><td>Infrastructure Services, Planning and Environmental Services</td></tr>
</table>

<table>
<tr><td rowspan="4">OP 4.1.10.a
Task</td><td rowspan="2">Prepare and implement stormwater strategic management plan to reduce impacts of stormwater quality and quantity on the local environment.</td><td colspan="4">Quarter to be delivered</td></tr>
<tr><td>1st</td><td>2nd</td><td>3rd</td><td>4th</td></tr>
<tr><td></td><td>√</td><td>√</td><td>√</td><td>√</td></tr>
<tr><td>Responsible Officer</td><td colspan="4">Performance Measure</td></tr>
<tr><td></td><td>DIS, DPES</td><td colspan="4">• Millthorpe Stormwater Strategic Management Plan completed.</td></tr>
</table>

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

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

•

OP 4.1.11.b **Task**	Draft in preparation – to Council 2013	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
					√
	Responsible Officer	**Performance Measure**			
	DPES	• Draft Cemetery Management Plan adopted • Consultation conducted			

OP 4.1.11.c Task	Maintain cemeteries within available funding levels	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DPES	• Record customer issues and monitor response times			

DP4.1.12	Identify surplus Council owned assets for possible sale to be invested in infrastructure reserve.	**Responsible department**
		Infrastructure, Planning and Environmental and Corporate Services

OP 4.1.12.a Task	Undertake review of Council assets to identify those surplus to requirements	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
					√
	Responsible Officer	**Performance Measure**			
	DPES & DIS	• Review on Annual Basis			

OP 4.1.12.b Task	Proceeds from sale of surplus Council assets restricted for future infrastructure purpose (i.e. Infrastructure Reserve)	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
				√	√
	Responsible Officer	**Performance Measure**			
	DCS	• Funds transferred.			

DP4.1.13	Maintain and improve Council owned building assets	Responsible Department			
		Infrastructure Planning and Environmental Services & Infrastructure Services			

OP 4.1.13.a Task	Plan completed – maintenance program on-going	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DIS	• Asset Management plan adopted.			

STRATEGIC OUTCOME 4.2

EVERY VILLAGE IS CONNECTED TO WATER AND SEWERAGE SERVICES

DP4.2.1	Maintain the availability and quality of water for use in rural areas	**Responsible department**
		Infrastructure Services

OP 4.2.1.a Task	Manage the water supply bores in rural locations to provide a secure “non potable” supply of water to the Shire.	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DIS	• Maintain bore licences and comply with conditions			

OP 4.2.1.b **Task**	Meet with Central Tablelands Water representatives on a regular basis	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DIS	• Meetings attended			

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

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

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

OP 4.2.2.b **Task**	Implement CEEP2 Aeration pond upgrade (Subject to successful grant application)	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
			√	√	
	Responsible Officer	**Performance Measure**			
	DIS	• Project implemented.			

DP4.2.3	Provide an effective and safe Sewerage Collection Network for Blayney Shire	**Responsible department** Infrastructure Services

OP 4.2.3.a **Task**	Maintain the network of collection mains and manholes	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DIS	• Number of overflows • Annual replacement program implemented • Provide a level of service for connections including attending to chokes and overflows • Problem sewer mains identified and remedial works undertaken			

OP 4.2.3.b **Task**	Monitor and maintain pump stations to provide efficient conveyance of sewage	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DIS	• Number of overflows annually			

OP 4.2.3.c **Task**	Provide treated effluent to Cadia Valley Operations	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DIS	• Compliance with agreement.			

OP 4.2.3.d **Task**	Update the “Developer Servicing Plan” in relation to sewer services	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DIS	• Consultation undertaken and Plan updated			

OP 4.2.3.e **Task**	Review Best Practice Compliance	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DIS	• Review undertaken to identify compliance gaps and development of action plan			

DP4.2.4	Ensure that the disposal of liquid waste in rural areas is carried out in a healthy manner without negative environmental impact.	**Responsible department**
		Planning and Environmental Services

OP 4.2.4.a **Task**	Review and update Council's Sewer Management Facilities Procedure	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
					√
	Responsible Officer	**Performance Measure**			
	DPES	• Review and update expected 2013.			

DP4.3: refer to Delivery Plan for future years programs

STRATEGIC OUTCOME 4.4:

PRESERVATION AND CONTINUED DEVELOPMENT OF RAIL INFRASTRUCTURE

DP4.4.1	Advocate for the upgrading of rail infrastructure	**Responsible department**
		Infrastructure Services, General Manager

OP 4.4.1.a **Task**	Advocate the upgrading of the Blayney-Demondrille Railway to support transport to/from the Blayney Local Government Area	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DIS, GM	• Meetings attended.			

STRATEGIC OUTCOME 4.5: SUSTAINABLE WASTE MANAGEMENT

DP4.5.1	Develop and promote programs that increase the participation of the community in recycling and reducing waste going to landfill.	**Responsible department** Planning and Environmental Services

OP 4.5.1.a **Task**	Develop programs with Netwaste that support recovery, reuse and recycling	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DPES	• Attend Netwaste meetings • Waste going to landfill. • Manage solid waste in an efficient, affordable and sustainable manner.			

FUTURE DIRECTION 5: DEVELOP STRONG AND CONNECTED COMMUNITIES

STRATEGIC OUTCOME 5.1: A DIVERSE AND SUSTAINABLE POPULATION IN OUR COMMUNITIES AND VILLAGES

DP5.1.1	Assist incorporated village committees, progress associations and hall committees.	**Responsible Department**
		Corporate Services

OP 5.1.1.a **Task**	Identify Village Committees, progress associations and hall committees requiring assistance to develop programs and local improvements.	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DCS	• Implement insurance contributions funding program.			

DP5.1.2	Promote living in the Blayney Shire	**Responsible department**
		Corporate Services

OP 5.1.2.a **Task**	Develop a Promotions Program for living in the Blayney Shire	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
			√		√
	Responsible Officer	**Performance Measure**			
	DCS	• Update information on website. • Update new residents pack.			

STRATEGIC OUTCOME 5.2: FIT AND HEALTHY COMMUNITY MEMBERS

DP5.2.1	Build partnerships with community groups to increase use of parks and reserves	**Responsible department**
		Infrastructure

OP 5.2.1.a **Task**	Identify Community groups using parks and reserves	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DIS	• Meet with community groups • Identify strategic plans to enhance existing facilities across the Shire			

DP5.2.2	Provide for the implementation of projects, identified in Council's Pedestrian and Access Mobility, Bike Plan to improve community health and fitness	**Responsible department**
		Infrastructure

OP 5.2.2.a **Task**	Develop annual implementation plan of priority pedestrian/cycling projects	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√			
	Responsible Officer	**Performance Measure**			
	DIS	• Plan is developed for Long Term Financial Plan. • PAMP is used to identify remaining priority projects.			

OP 5.2.2.b **Task**	Implement the annual pedestrian cycling projects plan from projects identified in Long Term Financial Plan.	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DIS	• Projects compliant with RMS funding guidelines to maximise funding potential			

<table>
<tr><td rowspan="4">OP 5.2.2.c

Task</td><td rowspan="2">Participate in the Blayney Shire Access Committee</td><td colspan="4">Quarter to be delivered</td></tr>
<tr><td>1st</td><td>2nd</td><td>3rd</td><td>4th</td></tr>
<tr><td></td><td>√</td><td>√</td><td>√</td><td>√</td></tr>
<tr><td>Responsible Officer</td><td colspan="4">Performance Measure</td></tr>
<tr><td></td><td>DCS</td><td colspan="4">• Attendance at Access Committee Meetings</td></tr>
</table>

<table>
<tr><td rowspan="4">OP 5.2.2.d

Task</td><td rowspan="2">Council ensures that adequate access is provided to all buildings and public spaces, as required by legislation.</td><td colspan="4">Quarter to be delivered</td></tr>
<tr><td>1st</td><td>2nd</td><td>3rd</td><td>4th</td></tr>
<tr><td></td><td>√</td><td>√</td><td>√</td><td>√</td></tr>
<tr><td>Responsible Officer</td><td colspan="4">Performance Measure</td></tr>
<tr><td></td><td>DIS & DPES</td><td colspan="4">• Street-side access issues identified are assessed and included in future works programs where warranted.</td></tr>
</table>

STRATEGIC OUTCOME 5.3: FULL AND EQUITABLE ACCESS AND STRONG USAGE OF INFORMATION AND COMMUNICATION TECHNOLOGIES ACROSS THE SHIRE

DP5.3.1	Implement programs to build community skills with computer technology, to build community participation and social inclusion amongst older Australians	**Responsible department**
		Corporate Services

OP 5.3.1.a **Task**	Provide support for the provision of information and communication technologies in the Shire	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DCS	• Information provided on Council's website and Blayney Library • Internet access available at Library and Blayney Tourist & Community Information Centre.			

STRATEGIC OUTCOME 5.4 CAPABLE, SELF SUFFICIENT COMMUNITIES ENGAGED IN DECISION MAKING ABOUT ISSUES THAT AFFECT THEM

DP5.4.1	Develop and implement a community engagement process and policy	**Responsible department** Corporate Services

<table>
<tr><td rowspan="4">OP 5.4.1.a

Task</td><td rowspan="2">Utilise electronic survey processes, social and print media to promote, research and engage with the community.</td><td colspan="4">Quarter to be delivered</td></tr>
<tr><td>1st
√</td><td>2nd
√</td><td>3rd
√</td><td>4th
√</td></tr>
<tr><td>Responsible Officer</td><td colspan="4">Performance Measure</td></tr>
<tr><td>DCS</td><td colspan="4">• Undertake community surveys
• Issued press releases
• Respond to community issues and needs in future delivery plans</td></tr>
</table>

DP5.4.2	Develop and Implement plans for villages and townships.	**Responsible department**			
		Planning and Environmental Services			
OP 5.4.2a **Task**	Plans developed – Implementation on-going as funds become available.	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DPES	• Plans are implemented			

DP5.4.3	Encourage volunteerism within the Community.	**Responsible department**
		Corporate Services

OP 5.4.3a **Task**	Develop promotional campaign material	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
					√
	Responsible Officer	**Performance Measure**			
	DCS	• Promotion on Council website and Newsletters.			

OP 5.4.3b **Task**	Develop database of community organisations and contacts in Shire	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
					√
	Responsible Officer	**Performance Measure**			
	DCS	• Information accessible.			

FUTURE DIRECTION 6: LEADERSHIP

STRATEGIC OUTCOME 6.1: GOOD GOVERNANCE ACROSS OUR COMMUNITIES

DP6.1.1	Councillors to exhibit leadership on Council and participate in Council and regional committees and well as community organisations.	**Responsible Department**
		General Manager

OP 6.1.1.a **Task**	Council delegates participate in committees and community organisations.	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	GM	• Delegate Reports included in Council's Business Papers.			

DP6.1.2	Promote resource sharing and collaboration with regional organisations	**Responsible department**
		General Manager

OP 6.1.2.a **Task**	Active participation in the WBC Alliance, Centroc and Central Tablelands Water.	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	GM	• Regional organisations remains strong and provides valuable outcomes			

DP6.1.3	Encourage sound governance practice in community organisations	**Responsible department**
		Corporate Services

OP 6.1.3a **Task**	Develop program with groups to build capacity.	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
				√	√
	Responsible Officer	**Performance Measure**			
	DCS	• Training program developed.			

DP6.2.1	Identify and engage with Shire Community Groups.	**Responsible department**
		Corporate Services

OP 6.2.1.a **Task**	Identify social, sporting, business groups across the Shire	**Quarter to be delivered**				
		1st	**2nd**	**3rd**	**4th**	
		√	√	√	√	
	Responsible Officer	**Performance Measure**				
	DCS	• Develop communication distribution lists and issue regular communique.				

OP 6.2.1.b **Task**	Council initiates Social Media to communicate with the broader community.	**Quarter to be delivered**				
		1st	**2nd**	**3rd**	**4th**	
		√	√	√	√	
	Responsible Officer	**Performance Measure**				
	DCS	• Social media networks developed and monitored				

DP6.2.2	Implement Council's Community Engagement Plan	**Responsible department**			
		Corporate Services			

OP 6.2.2.a **Task**	Council conduct community surveys, as required to enhance its community services and needs	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
					√
	Responsible Officer	**Performance Measure**			
	DCS	• Utilise online surveys.			

DP6.2.3	Develop communications between Councillors and the community to provide community opinion	**Responsible department**			
		General Manager			

OP 6.2.3.a **Task**	To implement and promote Councillor communication through electronic and print media	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
					√
	Responsible Officer	**Performance Measure**			
	GM	• Strategies and communications put in place			

DP6.2.4	Manage a customer request system to assist communications between community and council	**Responsible department**			
		Corporate Services			

OP 6.2.4.a **Task**	Monthly activity report provided to Management	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DCS	• Reports provided to Management Team			

OP 6.2.4.b **Task**	Develop process of “acknowledgement of receipt” for customer requests.	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
				√	
	Responsible Officer	**Performance Measure**			
	DCS	• Customer request acknowledgements issued.			

STRATEGIC OUTCOME 6.3 A WELL RUN COUNCIL ORGANISATION

DP6.3.1	Provide a framework for the efficient and effective administration of Council.	**Responsible department**
		Corporate Services and General Manager

OP 6.3.1.a **Task**	Implement internal audit program	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DCS	• Business process reviews undertaken.			

OP 6.3.1.b **Task**	Review of policies every 4 years	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DCS	• 25% of policies reviewed.			

OP 6.3.1.c	Undertake a Better Practice Review of the Council activities	**Quarter to be delivered**			
Task		**1st**	**2nd**	**3rd**	**4th**
					√
	Responsible Officer	**Performance Measure**			
	DCS	• Review commenced			

OP 6.3.1.d	Provide training for Councillors and staff	**Quarter to be delivered**			
Task		**1st**	**2nd**	**3rd**	**4th**
			√	√	
	Responsible Officer	**Performance Measure**			
	GM	• Identified Training programs for Councillors and staff			

DP6.3.2	Maintain a stable and secure financial structure for Council.	**Responsible department**
		Corporate Services

OP 6.3.2.a **Task**	Review ten year financial plan	**Quarter to be delivered**				
		1st	**2nd**	**3rd**	**4th**	
				√	√	
	Responsible Officer	**Performance Measure**				
	DCS	• Plan reviewed.				

OP 6.3.2.b **Task**	Review and report on Council's budget performance	**Quarter to be delivered**				
		1st	**2nd**	**3rd**	**4th**	
		√	√	√	√	
	Responsible Officer	**Performance Measure**				
	DCS	• Quarterly Budget review to Council				

<table>
<tr><td rowspan="4">OP 6.3.2.c
Task</td><td rowspan="2">Council's annual statements completed per statutory requirements</td><td colspan="4">Quarter to be delivered</td></tr>
<tr><td>1st</td><td>2nd</td><td>3rd</td><td>4th</td></tr>
<tr><td></td><td>√</td><td></td><td></td><td></td></tr>
<tr><td>Responsible Officer</td><td colspan="4">Performance Measure</td></tr>
<tr><td></td><td>DCS</td><td colspan="4">• Audited statements lodged with DLG within statutory timeframe.</td></tr>
</table>

DP6.3.3	Support actions for the sustainable future of local government.	**Responsible department**
		General Manager

OP6.3.3: refer to Delivery Plan for future years programs.

DP 6.3.4	Develop strategies that respond to the impact of climate change on the community.	**Responsible department** Planning and Environmental Services

OP 6.3.4.a **Task**	Promote activities that reduce the volume of greenhouse gases emitted into the atmosphere	**Quarter to be delivered**				
		1st	**2nd**	**3rd**	**4th**	
		√	√	√	√	
	Responsible Officer	**Performance Measure**				
	DPES	• Attend regional organisation meetings and provide information on Council's website.				

STRATEGIC OUTCOME 6. 4: A SAFE COMMUNITY

DP6.4.1	Provide support for emergency management in Blayney Shire in accordance with SERM Act.	**Responsible department** Infrastructure Services

OP 6.4.1.a **Task**	Provide executive support to the Local Emergency Operations controller and the Local Emergency Management Committee	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	LEMO	• LEMO organizes and attends meetings. • ERM reviewed • Displan reviewed. • Exercises conducted with support of Council. • The EOC is maintained in a state of readiness.			

OP 6.4.1.b **Task**	Support the operation of the SES	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	LEMO	• Provide accommodation and support for SES unit.			

DP6.4.2	Undertake regulatory responsibilities for environmental health and animal control	**Responsible department**
		Planning and Environmental Services

OP 6.4.2.a **Task**	Provide the statutory animal control services	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DPES	• Animal control services provided			

DP6.4.3	Educate communities on road and pedestrian safety	**Responsible department**
		Infrastructure Services

OP. 6.4.3a **Task**	Work with state and regional organisations in the retention of a Road Safety Officer	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DIS	• Provide financial support for the employment of the Road Safety Officer			

OP 6.4.3.b **Task**	Assist in the development of the annual Road Safety Action Plan	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
		√	√	√	√
	Responsible Officer	**Performance Measure**			
	DIS	• Annual plan delivered.			

DP6.4.4	Review risk management of council operations	**Responsible department**
		General Manager

OP 6.4.4.a **Task**	Develop Enterprise Risk Management Plan	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
					√
	Responsible Officer	**Performance Measure**			
	GM	• Plan completed.			

OP 6.4.4.b **Task**	Implement Risk Management Plan	**Quarter to be delivered**			
		1st	**2nd**	**3rd**	**4th**
					√
	Responsible Officer	**Performance Measure**			
	GM	• Implementation commenced.			

Abbreviations

BLEP	Blayney Local Environmental Plan
DCP	Development Control Plan
DLG	Division of Local Government
ERM	Emergency Risk Management
CMA	Catchment Management Authority
LEMO	Local Emergency Management Officer
RMS	Roads & Maritime Services
SERM	State and Rescue Management Act, 1989
SES	State Emergency Service of NSW