



Delivery Program 2014/15 to 2017/18



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:		

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Message from the Mayor and General Manager

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

In 2011 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.

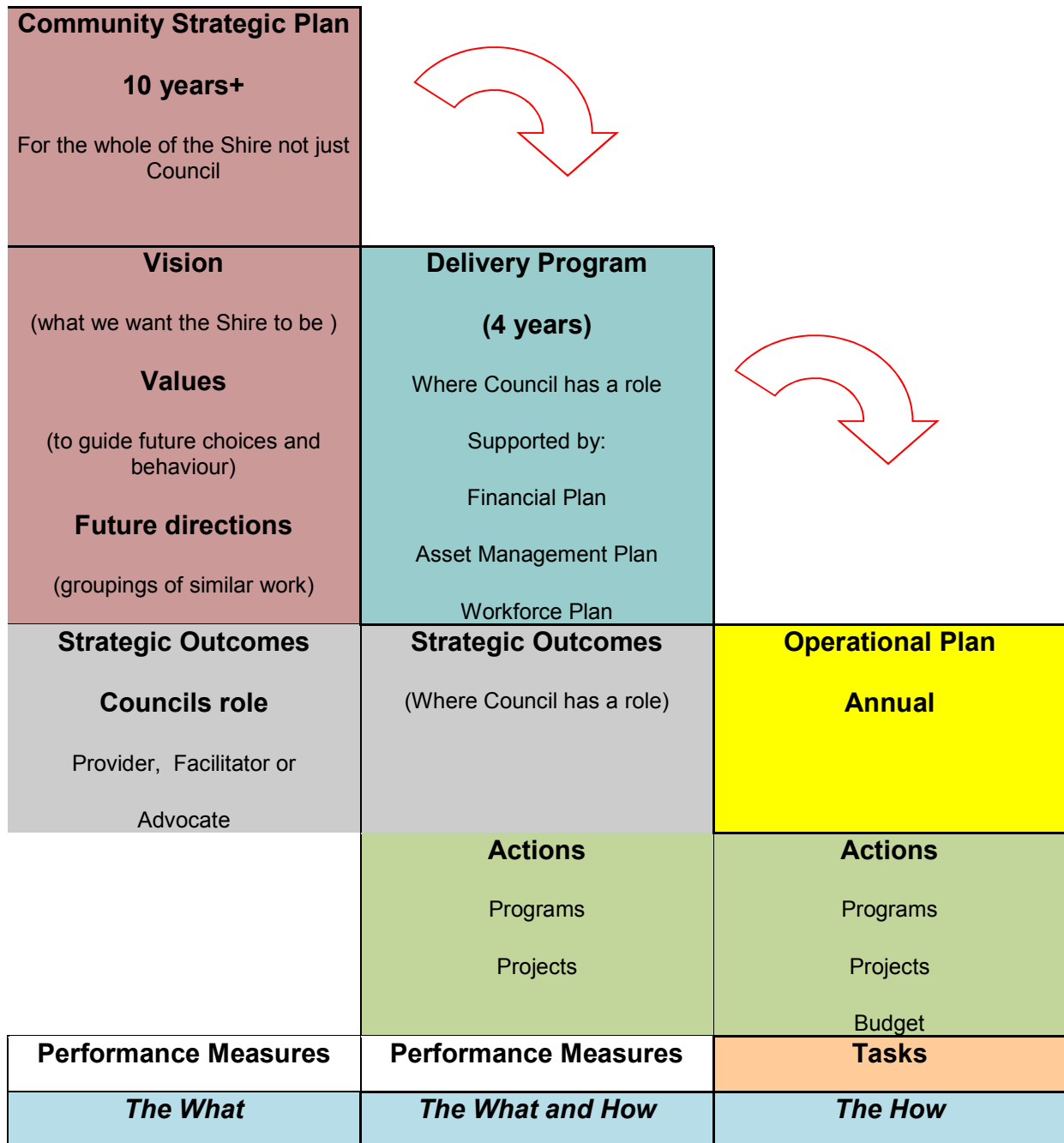
The strategic outcomes are grouped into five themes:

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 2014/15- 2017/18** 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 these linkages:



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

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

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

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

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

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

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

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

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

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

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

The Path to Financial Sustainability

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

Council's Projected Financial Position

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

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

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

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

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

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

How we begin to take this issue

Council's endorsed Delivery Plan identifies an deliverable to:

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

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

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

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

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

How we involve the community

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

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

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

CONSULTATION AND COMMUNICATION

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

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

THE FIRST PHASE OF OUR PATH TO FINANCIAL SUSTAINABILITY

The Process

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

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

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

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

Council had discussed and determined that it would present to the community the basis of a SRV and to allow the community to give feedback on the level of service that they believe is acceptable. A community survey was conducted that identified service levels and item importance.

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

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

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

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

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

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

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

Council has also provided information on its website, Facebook and Twitter accounts and has included the SRV in the community newsletter posted to all ratepayers. The

SRV has also been reported in the local media. Further, Council placed a rates calculator on its website to assist ratepayers to assess its impact.

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

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

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

The Outcome

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

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

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

Where the funds will be spent

Funding from the proposed permanent 2 year 6% p.a. Special Rate Variation will be focussed upon the following programs and is reflected in the table below:

- Village Enhancement program
- Local Roads Rehabilitation program

	2014/15 (\$'000)	2015/16 (\$'000)
Income		
Special Rate variation permanent 6%p.a. 2 years	239	381
Expenditure (Capital)		
Village Enhancement program	239	320
Local Roads Rehabilitation program	-	61

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

CONCLUSION

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

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

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

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

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

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	2014/15	2015/16	2016/17	2017/18	Resourcing
The work to be done to achieve the outcome. Will usually be a Council program or a specific project.	X	X	X	X	This section can include: <ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Planning and Environment	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • Attendance at meetings 					<ul style="list-style-type: none"> • 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Planning and Environment	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • Review of LEP and Council 					<ul style="list-style-type: none"> • 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Planning and Environment	
Performance Measure					Resourcing Implications	
<ul style="list-style-type: none"> Support by agricultural sector / landcare groups for planning scheme 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Production of an economic development strategy in 2013 Establishment of new industries 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Planning and Environment	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • Industry meetings • Policy development 					<ul style="list-style-type: none"> • 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Infrastructure Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • Development of work plan 					<ul style="list-style-type: none"> • Roads to Recovery funds • Asset management plan • Employee time • Operational budget 	

	Action				Council Role	Collaborators
DP1.2.3	Build meaningful relationships between the mining industry and community				Facilitator	Mining sector
Year Delivered	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	General Manager & Planning and Environment	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • Established communication channels • Attendance at meetings • Working relationships and cooperation • Mutual projects 					<ul style="list-style-type: none"> • Employee time 	

**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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • Implementation of plan and targets • Tourism business thriving 					<ul style="list-style-type: none"> • 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X		Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • Structure in place • Productive meetings 					<ul style="list-style-type: none"> • 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X			Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Brand developed 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Infrastructure Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • Representations made to relevant agencies. 					<ul style="list-style-type: none"> • 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Planning and Environment	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • Provision of information 					<ul style="list-style-type: none"> • 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X		Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • Cooperative projects • Opportunities identified and followed up 					<ul style="list-style-type: none"> • 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • Productive relationships • Number of activities 					<ul style="list-style-type: none"> • 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • New businesses • Empowered local business 					<ul style="list-style-type: none"> • 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
		X	X	X	Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • Establishment of technology industries and technologies 					<ul style="list-style-type: none"> • Employee time • Grant income 	

NSW 2021 State 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	2014/15	2015/16	2016/17	2017/18	Responsible department
	X	X	X	X	Corporate Services
Performance Measure					Resourcing
<ul style="list-style-type: none"> Information provided on web site and updated by sporting groups. 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department
	X	X	X	X	Corporate Services
Performance Measure					Resourcing
<ul style="list-style-type: none"> Participation of organisations 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Youth activities held Meetings of Youth Council 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Corporate Services & General Manager	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Develop Community events guide and policies. 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	GM, DCS, DIS, DP&ES	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • Develop programs and activities with the community • Maintain facilities in accordance with financial estimates. 					<ul style="list-style-type: none"> • 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Participate in Regional Sport promotions 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X			Infrastructure Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Report written and council established 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Scholarships awarded 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Corporate Services	
Performance Measure					Resourcing	
Arts and cultural activities coordinated.					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Use of facility 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Usage of library services 					<ul style="list-style-type: none"> Building and facility maintenance Contract costs Employee time 	

NSW 2021 State 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Planning and Environmental Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • Developed strategies for protection 					<ul style="list-style-type: none"> • 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Infrastructure Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • Compliance with strategy 					<ul style="list-style-type: none"> • Strategy for tree planting and village enhancement • Employee time 	

**STRATEGIC OUTCOME 3.2
BIODIVERSITY OF WATER WAYS**

	Action				Council Role	Collaborators
DP3.2.1	Adopt and implement the Draft Integrated Water Cycle Management Plan.				Provider Facilitator	NOW
Year Delivered	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Infrastructure Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Implementation of agreed activities and tasks 					<ul style="list-style-type: none"> Operational budget Employee time 	

	Action				Council Role	Collaborators
DP3.2.2	Enhance the community's understanding of biodiversity issues and work towards positive behavioural change.				Provider	CMA, CTW, Community Groups, Australian and NSW Governments
Year Delivered	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Infrastructure Services & Planning and Environmental Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Research resourced and made available 					<ul style="list-style-type: none"> Community Information Employee time Website Development Centroc 	

**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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Planning and Environmental Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Information to public Heritage advice 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Planning and Environmental Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Information to public Heritage advice 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Planning and Environmental Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Develop partnerships with relevant organisations. 					<ul style="list-style-type: none"> Employee Time Training WBC Alliance. 	

[NSW 2021 State 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Infrastructure Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • Performance budget/time/quality • Meeting service levels • Customer request system 					<ul style="list-style-type: none"> • 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Infrastructure Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • Service levels provided in accordance with State Government funding. 					<ul style="list-style-type: none"> • 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Infrastructure Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • Performance budget/time/quality • Meeting service levels • Customer request system 					<ul style="list-style-type: none"> • 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Infrastructure Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Regulatory compliance 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Infrastructure Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Quantity and quality of information allocated 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Infrastructure Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • Applications submitted and Grant funds received 					<ul style="list-style-type: none"> • 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Infrastructure Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • Projects are “shovel ready” 					<ul style="list-style-type: none"> • Employee Time 	

	Action				Council Role	Collaborators
DP4.1.8	Investigate opportunities for stormwater harvesting and reuse				Provider Advocate	Australian and NSW Governments, CMA
Year Delivered	2014/15	2015/16	2016/17	2017/18	Responsible department	
		X	X	X	Infrastructure and Planning and Environmental Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Projects identified and implemented Successful grant applications 					<ul style="list-style-type: none"> Employee Time Grant funding 	

	Action				Council Role	Collaborators
DP4.1.9	Apply the principles of Water Sensitive Urban Design (WSUD) to stormwater management				Provider	Property Developers, NSW Government , CMA
Year Delivered	2014/15	2015/16	2016/17	2017/18	Responsible department	
		X	X	X	Infrastructure Services and Planning and Environmental Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Completion of WSUD policy Investigate grant funding 					<ul style="list-style-type: none"> Employee Time Grant funding 	

	Action				Council Role	Collaborators
DP4.1.10	Prepare Stormwater Management Plans				Provider	CMA, Progress Associations, Community Groups
Year Delivered	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Infrastructure Services, Planning and Environmental Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Completion of Plans 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Infrastructure Services and Planning and Environmental Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Compliance with regulations Maintain records 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Infrastructure Services, Planning and Environment Services and Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Assets identified for sale. 					<ul style="list-style-type: none"> Employee time 	

	Action				Council Role	Collaborators
DP4.1.13	Maintain and improve Council owned building assets				Provider	Community
Year Delivered	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Planning and Environmental Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Implementation of Building maintenance program 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Infrastructure Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • Water availability and quality • Operational bores 					<ul style="list-style-type: none"> • 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Infrastructure Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • Maintain to licensing standards. 					<ul style="list-style-type: none"> • 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Infrastructure Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Achieve network maintenance. 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Planning and Environmental Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> SMF's (sewerage management facilities) reviewed. 					<ul style="list-style-type: none"> Employee time 	

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

	Action				Council Role	Collaborators
DP4.3.1	Lobby to improve public transport around the shire				Advocate	NSW Government, transport operators, Carewest
Year Delivered	2014/15	2015/16	2016/17	2017/18	Responsible department	
			X	X	Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Improved transport services Greater accessibility across the Shire 					<ul style="list-style-type: none"> Employee time 	

**STRATEGIC OUTCOME 4.4
PRESERVATION AND CONTINUED DEVELOPMENT OF RAIL INFRASTRUCTURE**

	Action				Council Role	Collaborators
DP4.4.1	Advocate for the upgrading of rail infrastructure				Advocate	Australian and NSW Governments, Other LGA's
Year Delivered	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Infrastructure Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Meetings attended. 					<ul style="list-style-type: none"> Employee time. 	

STRATEGIC OUTCOME 4.5						
SUSTAINABLE WASTE MANAGEMENT						
	Action				Council Role	Collaborators
DP4.5.1	Develop and promote programs that increase the participation of the community in recycling and reducing waste going to landfill.				Provider	NSW Government, Netwaste
Year Delivered	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Planning and Environmental Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Attendance at Netwaste meetings Educational material developed Participation in recycling program 					<ul style="list-style-type: none"> Employee time Netwaste contributions 	

NSW 2021 State 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						
	Action				Council Role	Collaborators
DP5.1.1	Assist incorporated village committees, progress associations and hall committees				Provider Facilitator	Govt Agencies, Community Organisations, Village & Hall Associations/Committees
Year Delivered	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • Active village committees 					<ul style="list-style-type: none"> • Employee time • Insurance contributions funding program 	
	Action				Council Role	Collaborators
DP5.1.2	Promote living in the Blayney Shire				Provider Facilitator	Govt Agencies, local business
Year Delivered	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • Residents Pack developed. 					<ul style="list-style-type: none"> • Employee time • Marketing materials • website 	

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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Infrastructure Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Interaction with user groups 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Infrastructure Services, Planning & Environmental Services and Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Meetings attended. 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> • Internet access available to community • Program participation 					<ul style="list-style-type: none"> • 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Informed communities 					<ul style="list-style-type: none"> Employee time 	

	Action				Council Role	Collaborators
DP5.4.2	Develop and implement plans for villages and townships				Provider	Community Organisations
Year Delivered	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Planning and Environmental Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Plans are implemented 					<ul style="list-style-type: none"> LEP Employee time. 	

	Action				Council Role	Collaborators
DP5.4.3	Encourage volunteerism within the Community				Provider	Community Organisations & NSW Government, Service Clubs, Schools
Year Delivered	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Promotion undertaken 					<ul style="list-style-type: none"> Employee time Recognition of volunteers – awards, ceremonies 	

NSW 2021 State 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

	Action				Council Role	Collaborators
DP6.1.1	Councillors to exhibit leadership on Council and participate in committees and community organisations.				Provider Advocate Facilitator	Various committees, DLG, community groups
Year Delivered	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	General Manager	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Attendance at meetings Councillor presence on relevant committees 					<ul style="list-style-type: none"> Councillor time 	

	Action				Council Role	Collaborators
DP6.1.2	Promote resource sharing and collaboration with regional organisations				Provider Facilitator	DLG, Centroc, WBC Alliance, NSW Mine Related Council. LGSA, LGMA & CTW.
Year Delivered	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	General Manager	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Participation in meetings Resource sharing projects 					<ul style="list-style-type: none"> Employee time Delegate and membership fees 	
	Action				Council Role	Collaborators
DP6.1.3	Encourage sound governance practice in community organisations				Facilitator	Community organisations

Year Delivered	2014/15	2015/16	2016/17	2017/18	Responsible department
	X	X	X	X	Corporate Services
Performance Measure					Resourcing
<ul style="list-style-type: none"> • Provide assistance and training as requested 					<ul style="list-style-type: none"> • 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Establish regular communications with Shire community groups. 					<ul style="list-style-type: none"> Employee time 	

	Action				Council Role	Collaborators
DP6.2.2	Implement Council's Community Engagement Plan				Provider	Community Groups
Year Delivered	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Engagement activities conducted 					<ul style="list-style-type: none"> Employee time 	

	Action				Council Role	Collaborators
DP6.2.3	Develop communications between Councillors and the community to provide community opinion				Facilitator	Community
Year Delivered	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	General Manager	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Community satisfaction with communication processes Available to community 					<ul style="list-style-type: none"> Councillor and employee time Survey costs 	

	Action				Council Role	Collaborators
DP6.2.4	Manage a customer request system to assist communications between community and Council				Provider	Community
Year Delivered	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Response times to requests 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Corporate Services, General Manager	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Assess Council's position against the Better Practice Review 					<ul style="list-style-type: none"> Employee time 	

	Action				Council Role	Collaborators
DP6.3.2	Maintain a stable and secure financial structure for Council.				Provider	DLG
Year Delivered	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Report financial outcomes as required by legislation. 					<ul style="list-style-type: none"> Employee time. 	

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	Action				Council Role	Collaborators
DP6.3.3	Support actions for the sustainable future of local government.				Advocate	DLG, Australian and NSW Governments,
Year Delivered	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	General Manager	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Review Destination 2036 outcomes and actions to improve local government. 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Planning and Environmental Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Supply of community information 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Infrastructure Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Emergencies responded to. 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Planning and Environmental Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Regulatory responsibilities are met 					<ul style="list-style-type: none"> 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	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Infrastructure Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Programs delivered 					<ul style="list-style-type: none"> Employee time 	

	Action				Council Role	Collaborators
DP6.4.4	Review risk management of council operations.				Provider	LGSA, Audit Committee
Year Delivered	2014/15	2015/16	2016/17	2017/18	Responsible department	
	X	X	X	X	Corporate Services	
Performance Measure					Resourcing	
<ul style="list-style-type: none"> Plan is implemented and risk managed 					<ul style="list-style-type: none"> Employee time 	

NSW 2021 State 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
SRV	Special Rate Variation
UMCC	Upper Macquarie County Council
WBC	Alliance of Wellington, Blayney, Cabonne Councils and Central Tablelands Water County Council