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HELD ON MONDAY 20 JUNE 2016

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BLAYNEY SHIRE COUNCIL

2016/17-2019/20 Delivery Program and
2016/17 Operational Plan



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Message from The Mayor and General Manager



**Scott Ferguson
Mayor**



**Rebecca Ryan
General Manager**

On behalf of Blayney Shire Council, we are pleased to present the Delivery Program 2016/17-2019/20 and Operational Plan 2016/17 being the final strategic documents and budget for the current four-year term of Council.

In 2011 the Community came together and developed Community Strategic Plan - Blayney Shire 2025: All the pieces together. This established the community's vision that has guided the direction of Blayney Shire until 2025. Council looks forward to the successful realisation of the goals within the Community Strategic Plan.

This **Delivery Program 2016/17 – 2019/20** 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 first four-year Delivery Program that was adopted by Council in June 2013, coincides with the Local Government election cycle and Council will be reporting to the community on the progress achieved at the end of this Council term.

The **Operational Plan 2016/17** details the annual income and expenditure of Council for the upcoming financial year.

Councillors



Cr Scott Ferguson
Mayor



Cr Allan Ewin
Deputy Mayor



Cr Geoff Braddon
OAM



Cr David Kingham



Cr Shane Oates



Cr Kevin Radburn



Cr David Somervaille

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?

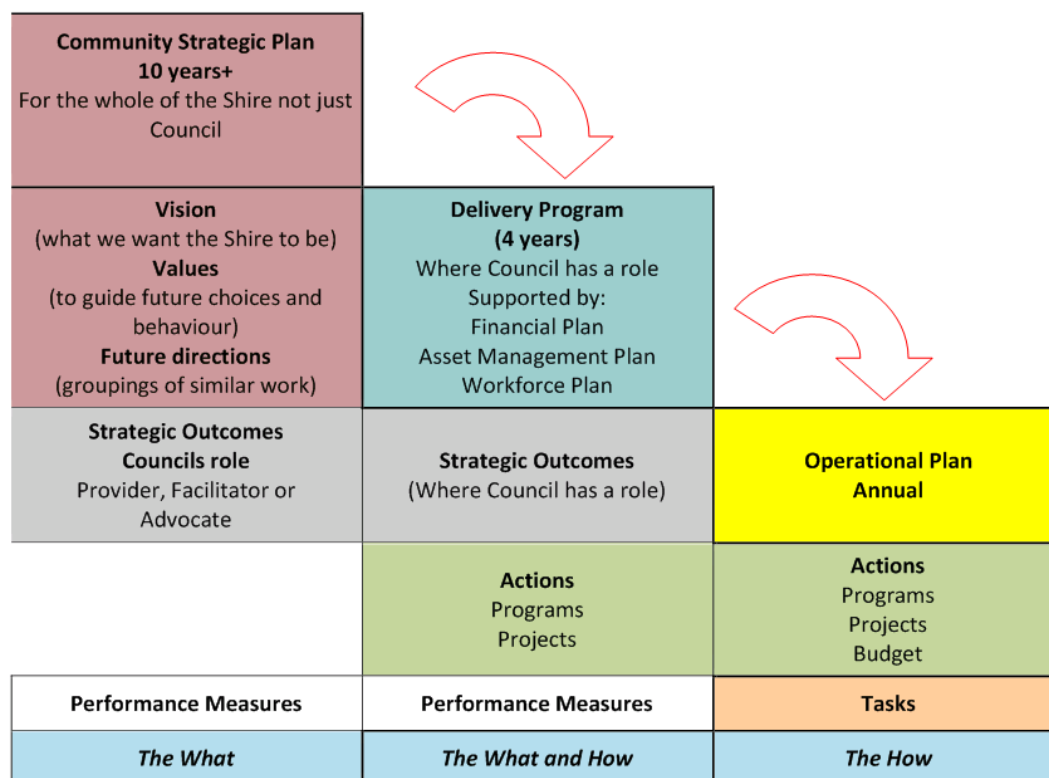
The **Delivery Program 2016/17-2019/20** is one layer of the Planning and Reporting framework that all NSW Councils must develop to meet the requirements of the Local Government Amendment (Planning and Reporting) Act 2009. It outlines the work Council can do to achieve the Future Directions outlined 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 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.

Introduction – What is the Operational Plan?

The **Operational Plan 2016/17** completes the planning documents and details the activities to be undertaken and the financial requirements to deliver the commitments of the Community Strategic Plan and Delivery Program. This three tiered process ensures that there are clear links between the long term goals of the community and the activities of Council. The diagram below demonstrates these linkages:



LINKING OF STRATEGIC THEMES TO COUNCIL ACTIVITIES

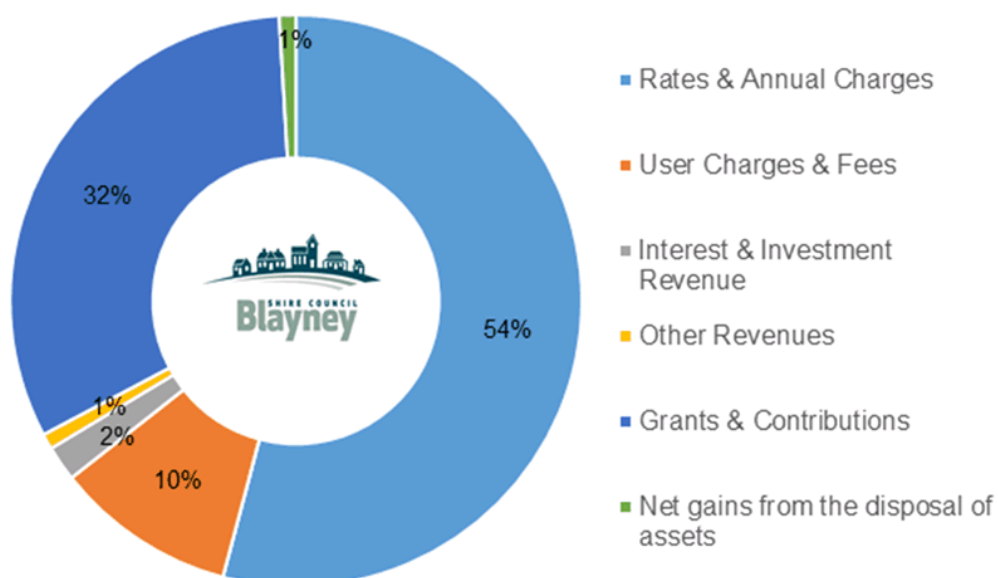


Introduction – Service Levels

Summary of Rates Income

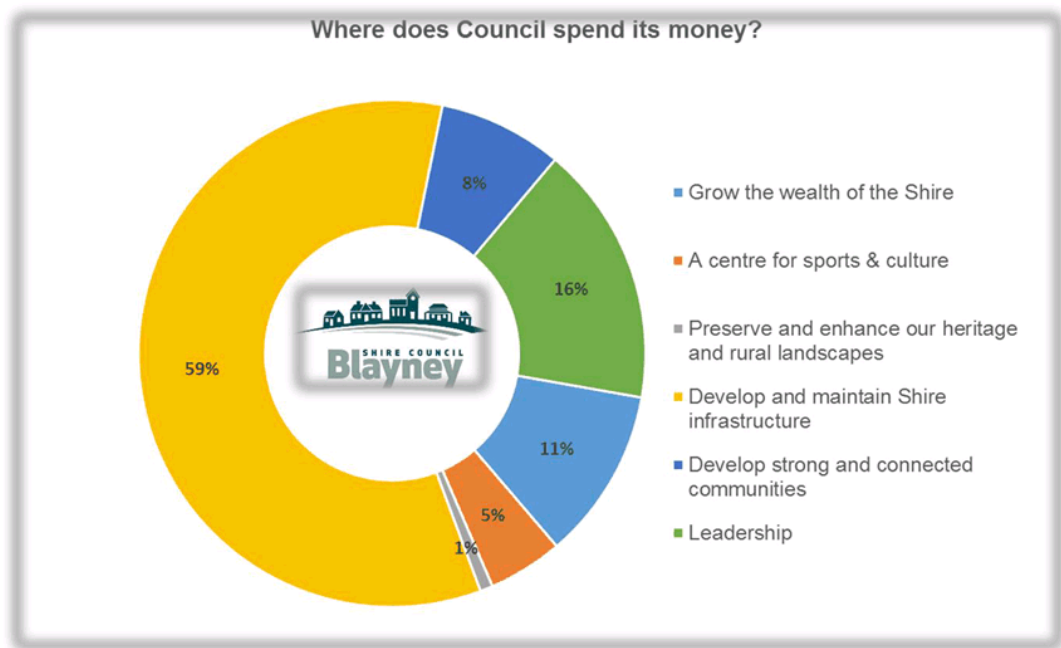
Council obtains its revenue from a range of sources including Rates and Annual Charges, User Charges, Returns on Council Investments, and Grants and Contributions. A break-down of Council's various revenue sources is provided in the below table.

How does Council receive its funds?



In the 2016/17 financial year Council has a budget of \$11.3m (excluding depreciation) set for the year's day to day operations. Council has a significant capital expenditure program planned for 2016/17 which includes bringing forward the Bridge Replacement Program to meet the service level needs of the shires agricultural production access transport links to our regional roads.

Council is anticipating to spend \$11.62m in capital expenditure for the 2016/17 financial year.



Roads

Roads within the shire are maintained by Council subject to the road classification and condition hierarchy and service level.

Roads are classified determined by the source of funding, traffic use and service level hierarchy.

In 2016/17 Council will receive funding for roads via the following sources:

Federal Financial Assistance Grant (FAGs) - Roads Component	\$ 655,660
Federal and State Government Capital Project Grants	\$1,776,238
Roads and Maritime Services (RMS) NSW	\$ 310,000
Cadia Special Rate Variation (SRV)	\$1,714,764
TOTAL	\$4,456,662

State Roads

Council maintains 18km of the State Highway network on behalf of RMS. Council is provided 100% of funding for these works, with actual costs paid for routine maintenance such as pothole patching, sign and guidepost maintenance, and slashing. The network includes the Mid-Western Highway and Millthorpe Road from Blayney to the Orange City Council shire boundary.

If there are specific projects required for these roads, Council prepares a proposal to RMS for consideration for funding, with projects funded 100% from RMS.

Regional Roads

There are 42.7 km of Regional Roads of which maintenance and repairs is funded by the NSW Government. These roads are the arterial roads between regional centres and heavy freight routes. Council's Regional Roads include Hobbys Yards Road, Belubula Way (Mandurama to Canowindra), Marshalls Lane and Gerty Street in the Blayney Industrial Area.

Council receives substantial contributions for these roads, which cover a large proportion of the required expenditure. An annual allocation of approximately \$310,000 is provided for maintenance on these roads. This money covers pothole patching, slashing, sign and guidepost maintenance, heavy patching, reseals, and contributes to larger reconstruction projects.

There is also an annual funding program for reconstruction projects. Council submits proposals to this program every year, with funding awarded based on a value system. Council has submitted a proposal for \$160,000 for 2016/17 and is awaiting confirmation of the funding allocation.

Local Roads - Sealed

The next level of road is Local Roads which are the sole responsibility of Blayney Shire Council with funding sourced from the Federal FAGs Roads Component, Federal Roads to Recovery, Cadia SRV and other Council Rate revenue.

In addition to these recurrent funding sources, Council also seeks and receives grant funding for specific projects from State and Federal Governments. For 2016/17 Council has received the following grants for local roads:

- Errowanbang Road \$380,000
- Fell Timber Road Bridge \$165,000

There is 355km of sealed Local Roads in Blayney Shire. The major roads are Forest Reefs Road, Mandurama Road, Newbridge Road, Barry Road, Moorilda Road and Browns Creek Road.

Within in this network Council regularly undertakes inspections and provides an assessment to determine the road segment condition rating from 1 to 5 for pavement and seal. The road condition for the pavement within Council's network is as described below:

Rating	What does this mean	% Road Network	Total km
1	As New: New or recently constructed pavement.	26.6	94.6
2	Good: Requires only minor maintenance (pot hole patching) plus planned maintenance (drainage).	66.4	236.2
3	Fair: Requires ongoing significant maintenance (heavy patching / sealing)	5.2	18.6
4	Poor: Significant renewal (structural rehabilitation / extensive heavy patching) required and sealing.	0.1	0.5
5	Very Poor: requires full rehabilitation / reconstruction drainage and seal).	1.6	5.6

The seal condition within Council's network is:

Rating	What does this mean	% Road Network	Total km
1	As New: New or recently placed seal.	46.7	165.9
2	Good: Requires only minor maintenance (pot hole patching)	10.8	38.4
3	Fair: Requires ongoing significant maintenance (pot hole patching) and resealing required in short term.	7.7	27.5
4	Poor: Significant renewal (new seal) required	9.2	32.7
5	Very Poor: requires full rehabilitation. Likely to require pavement rehabilitation also).	25.6	90.9

The objective of Council's Operational Plan is to ensure that the condition of the network is a 3 or better, and priority is given according to the following factors:

- Traffic volume
- Whether it is a school bus route
- Route purpose (i.e. through road or not)
- Speed environment

Planned maintenance works include:

- Pothole patching
- Tree maintenance
- Slashing
- Guidepost replacement
- Sign maintenance
- Drainage maintenance
- Culvert maintenance
- Shoulder maintenance

Renewal/rehabilitation works include:

- Rehabilitation/reconstruction
- Heavy patching
- Resealing
- Line marking

In 2016/17 Council has allocated funding for the following works:

- 3km of rehabilitation, realignment, widening and sealing on Errowanbang Road
- 3km of rehabilitation on Browns Creek Road
- 22km of resealing works for those roads with a seal in condition 5
- 4.5km of heavy patching works for roads with reseals and with pavement condition 5

Local Roads - Unsealed

The next level of road is Local Roads-Unsealed which are the sole responsibility of Blayney Shire Council with funding source from the Federal FAGs Roads Component, Cadia SRV and other Council Rate revenue.

There is 345 km of unsealed Local Roads in Blayney Shire with the major roads being Errowanbang Road, Cadia Road, Neville Trunkey Road and Village Road from Newbridge to Blayney.

The capital works program of sealing unsealed roads determined as strategically significant have funds sourced from the Cadia SRV and NSW Government. Funding has been received from the State Government for initial sealing of Errowanbang Road under the Fixing Country Roads program and stage 1 was completed in December 2015. Stage 2 will commence in July 2016 and funding has been submitted to complete this work to the Mid Western Highway, which will result in 7.3km of unsealed road being

sealed and the rehabilitation of a further 2.5kms of existing narrow sealed road, to accommodate for the needs of heavy transport from Orange, Cadia and CTLX.

Similar to the sealed network, Council regularly undertakes inspections and assesses each road's ride quality, gravel remaining, and the cross section profile of the road. These three factors are aggregated to determine the overall condition of the road.

Given the sometimes rapidly changing condition of an unsealed road due to factors such as persistent heavy rain, works are determined on an ongoing basis utilising the best information available at that time. To minimise the cost of constantly moving equipment around the shire, Council's crew also conducts maintenance road works in the nearby vicinity as a proactive 'stop gap' measure before they reach the intervention level. However, this does not necessarily mean that all roads in an area will receive maintenance at that time.

Council has budgeted this current financial year an allocation of \$725,000 for the maintenance of unsealed roads. This funding is predominately directed for the gravel re-sheeting works across the network and Council is able to deliver approximately 22 kilometres of gravel re-sheeting and 260 kilometres of maintenance grading throughout the year. Council employs one full time Road Maintenance crew, which includes a Grader, Roller, Water Cart and Traffic Control support as required.

Whilst there is no set frequency for grading, generally it would vary from once every 3-4 months for a major route, to potentially up to 3-4 years for some of the minor roads. Council's methodology for maintenance of unsealed roads is to intervene when a road reaches a particular condition level, depending on the classification. To facilitate this, Council undertakes routine inspections of its gravel road network, with inspection times varying from 2 to 6 months.

It is worth noting that a specific complaint regarding a road prompts a re-inspection, so Council encourages property owners to report a hazard or deterioration of a gravel road so that repair works may be scheduled.

Road safety is a key priority of Council and staff continually conduct regular maintenance works and look for innovative ways to improve the quality of our roads whilst striving to find efficiencies add value for money to our rate dollar.

Oval Facilities

Council maintains many recreational facilities that provide for the enjoyment of community and sporting associations. The level of amenities, number of grounds, surface and capacity for numbers determines the user charges which are payable on a seasonal and casual hire basis. These oval facilities account for a large proportion of the budget, however aligns with the Community Strategic Plan objectives of supporting active lifestyles and sports programs.

Council's pricing principle for establishing the fees and charges is that 8% of the total costs are recovered by user charges. Fees are payable on a seasonal or casual hire basis and are set depending on the grounds, amenities and facilities provided, the number of times in a season the user group trains or plays and capacity for generation of external income such as a gate entry or bar.

Facility	Service Description	Amenities and Facilities	Services Provided	User Arrangements	Cost per annum
King George Oval, Blayney	Premier	Lights, Grandstand, 2 Ovals, Scoreboard, Canteen, Toilets, Change Rooms, Irrigation.	Mowing, Ground preparation, Line marking, Irrigation.	User Agreements \$ x per season Total Income \$7,500	\$85,000
Redmond Oval, Millthorpe	Premier	Lights, Canteen, Toilets, Change Rooms, Irrigation.	Mowing, Ground preparation, Line marking, Irrigation.	User Agreements \$ x per season Total Income \$3,800	\$40,000
Napier Oval, Blayney	Main	Lights, Toilets, Change rooms.	Mowing, Ground preparation, Line marking.	User Agreements \$ x per season Total Income \$940	\$14,000
Blayney Showground	Main	Toilets, Irrigation, Canteen.	Mowing, Ground preparation, Line marking, Irrigation.	User Agreements \$ x per season Total Income \$4,500	\$35,000
Carcoar Sports Ground	Local	Toilets	Mowing, Ground preparation.	Total Income \$0	\$2,500

Lyndhurst Recreation Ground	Local	Toilets, Canteen	Mowing, Ground preparation.	Total Income \$0	\$4,500
Dakers Oval Blayney	Local	Grounds	Mowing, Ground preparation.	User Agreements Total Income \$680	\$8,000

CentrePoint Sport & Leisure

CentrePoint Sport and Leisure offers a range of programs, classes and services to cater to all ages and fitness levels. From Children's Learn to Swim and fitness activities to students and adult fun sporting competitions, group fitness classes, gym workouts, and Personal Training. A permanent Manager is supported by a Centre Maintenance Aquatics Coordinator role. Casual qualified staff provide the Learn to Swim, Gym Instruction, Classes and Lifeguards required to ensure the facility meets all NSW Health and Safety Standards.

CentrePoint accounts for operating expenditure including depreciation of \$960,000 in Councils' annual operating budget. Income raised by user charges totals \$380,000 per annum. Council views this investment into the health and wellbeing of the community as being a valuable asset to the community.

Opening hours:

CentrePoint is open 7 days per week excluding Public Holidays as follows:

Monday-Thursday	Friday	Saturday	Sunday
5:30am-8:30pm	5:30am-6.00pm	9.00am-5.00pm	10:30am-3.00pm

Entry into the facility is based on user charges collected by annual or monthly membership, group bookings or commercial arrangements as outlined in the fees and charges.

CentrePoint has 3 indoor heated swimming pools including a 25m, 12.5m and babies pool. There is a gymnasium and dry courts area which provides Basketball and Netball facilities. A group fitness room is used as an open gymnasium and for Personal Training sessions. A Hall with kitchen and bathroom facilities, ladies and mens bathroom facilities including showers is used for Girl Guides; meeting facility and activities room.

Waste Management

There are 2 Waste Facilities in the shire being the Blayney Waste Facility at 4165 Mid-Western Highway, Blayney and Neville Land Fill which is located at 80 Teasdale Street, Neville.

The Blayney Waste Facility is open 7 days a week, excluding Christmas Day, New Years Day and Good Friday. Normal opening hours are **9.00am - 12noon** and **2.00pm - 5.00pm**.

The Neville Land Fill is open on **Saturdays and Sundays**, excluding Christmas Day, New Years Day and Good Friday. Normal opening hours are from **3.00pm - 5.00pm**. (Daylight Saving Hours are from **4.00pm - 6.00pm**).

The operational management of Blayney and Neville Waste Facilities is managed under contract, until January 2019, by Hadlow Earthmoving. The expectations of this contract and onsite supervision management includes supply of all staff, heavy machinery, general excavation works on both sites and ensuring operations are undertaken in accordance with the Environmental Protection Authority (EPA) License and EPA guidelines for waste facilities.

The Waste Collection Service (WCS) comprises of a weekly town and village solid waste collection service and a fortnightly recycling collection service to 2,789 premises (both domestic and commercial) throughout the shire. The WCS is provided to Blayney and all villages throughout the shire and rural premises along the collection runs in between.

The WCS is currently contracted to JR Richards until April 2026.

Council must meet all environmental compliance standards and guidelines for all waste facilities and collection services which is licenced and regulated by the NSW Environmental Protection Authority (EPA).

NetWaste provides various resource recovery contracts (timber and green waste mulching, ewaste collection, chemical collection, recyclables collection and steel collection) on an on needs and project basis.

Waste Services is a business arm of Council and is operated on a user charge recovery basis to fund all operating and capital expenditure in addition to future land fill remediation liability expenses. The total cost to Council in 2016/17 for Waste Services is \$1,010,000 with an estimated projected income totalling \$1,238,000. An internal restricted asset is maintained to fund capital projects and land fill remediation.

Library Services

Council maintains a library service with the branch located at 48 Adelaide Street, Blayney through its partnership with the Central Western Regional Library service. Library services have grown to provide more than just books to borrow with modern libraries becoming a vital community asset where all ages can research information, access Wi-Fi, access to the internet and obtain social interaction. Close links have been forged with local schools to help promote the library services.

The annual cost to rate payers to deliver library services is \$183,542.

A small proportion of this expense is subsidised through the Public Library funding strategy from the NSW Government which is based on a per capita allocation of \$1.85 per head. Council is expected to receive \$13,707 which contributed to the operational costs of the Blayney Library Service. Council is also expected to receive a subsidy of \$19,707 as a Disability and Geographic adjustment under this funding strategy to contribute to capital projects and to assist to defray operational costs.

The Blayney Library is also home to the Viv Kable Collection and the Blayney Shire Local and Family History Group Inc.

Council has allocated an amount of \$150,000 to progress the Cultural Centre – Project – Stage 1.

Blayney Shire Visitor Information Centre

As a local tourism office, Blayney Shire Council works with a team of volunteers from the Blayney Shire Visitor Information Centre to promote Blayney and its historic villages, develop marketing campaigns for the area as well as develop visitor and community information. Council also partners with a number of regional tourism groups including Central NSW Tourism, Brand Orange, F.O.O.D and neighbouring councils to broaden promotional reach, achieve economies of scale and drive the visitor economy.

Council supports the volunteer activities of the Level 3 AVIC Accredited Visitor Information Centre (VIC) and maintains the building and grounds at the Cottage, 97 Adelaide Street, Blayney at a cost of \$31,418.

Council has a part time Community Development and Tourism Projects Officer who provides support and coordination of the promotion and tourism strategy for Blayney Shire.

Blayney Shire Community Centre

The Blayney Shire Community Centre is located at 41 Church Street, Blayney and was officially reopened in June 2012 after undergoing a full demolition and rebuild.

The Community Centre is a multi-purpose function centre used for a variety of events including weddings, balls, school and sporting events, meetings, conferences, training and exhibitions.

The Community Centre comprises:

- Furniture of 400 chairs, 30 round tables and 12 rectangle tables.
- The kitchen contains a fridge, freezer, gas stove and convection oven, mobile electric convection oven, bain marie, pie warmer, microwave oven and commercial dishwasher. The kitchen also includes the following crockery and cutlery:
 - 300 dinner plates, bread and butter plates and dessert bowls
 - 300 knives, forks, spoons and teaspoons
 - 300 teacups and saucers
 - 30 salt and pepper shakers
 - 30 water carafes
 - 300 wine glasses
 - 150 plastic tumblers
- Bar facilities including glass washer and glass fronted display refrigerators
- Fully accessible toilet amenities
- Stage and dance floor including sound system, microphones and digital data projector including free to air television reception.
- The ability for the Community Centre to be divided into two separate meeting rooms (Chambers and Cadia Room) or half hall, if required. The Chambers comprises a built in screen and data projector.
- Off street car parking.
- Free Wi-Fi to hirers.

The Community Centre is regularly booked by various businesses, government bodies, community groups, schools, sporting groups and individuals.

Total expenditure forecast for operation of the facility in 2016/17 is \$105,467 and income for 2016/17 is forecast at \$12,420.

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.



Keywords for Council Role: F: Facilitator A: Advocate P: Provider

Strategic Outcome 1.1 A Viable Agricultural Sector with Niche Opportunities and Products Coupled with Lifestyle

Delivery Plan 2017-2020			
Strategy 1.1.1 Maintain and strengthen partnerships with organisations responsible for natural resource management.			
Measure		Council Role	Timeframe
Attendance at meetings		Facilitator	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
1.1.1a	Ongoing liaison and support and participating with LLS and Landcare groups.	Attendance at meetings Partnership activities undertaken	Planning & Environmental Services

1.1.1b	Ongoing liaison, support and participation in CENTROC.	Meetings and ongoing initiatives undertaken	Planning & Environmental Services
Delivery Plan 2017-2020			
Strategy 1.1.2 Promote sustainable development and protection of our natural resources through the planning system.			
Measure		Council Role	Timeframe
Review of LEP and Council		Provider	30/6/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
1.1.2a	Disseminate information to the community as it becomes available.	Ensure information is disseminated to the public.	Planning & Environmental Services
Delivery Plan 2017-2020			
Strategy 1.1.3 Ensure planning activities support long term sustainability of agricultural sector.			
Measure		Council Role	Timeframe
Support by agricultural sector/landcare groups for planning scheme		P	30/6/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
1.1.3a	Complete BSC DCP and have adopted by Council.	Develop a new comprehensive DCP.	Planning & Environmental Services
1.1.3b	Provide technical advice/planning advice to sector as required.	Provision of advice as requested.	Planning & Environmental Services
Delivery Plan 2017-2020			
Strategy 1.1.4 Explore and promote opportunities for Agricultural value adding industries.			
Measure		Council Role	Timeframe
Production of an economic development strategy in 2013. Establishment of new industries.		P	30/6/2019

Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
1.1.4a	Finalisation of Blayney Shire economic development and planning strategy.	Funding sought for strategies identified in Blayney Masterplan.	Planning & Environmental Services. General Manager
Strategic Outcome 1.2 A Thriving Mining Industry that Supports and works well with the Community			
Delivery Plan 2017-2020			
Strategy 1.2.1 Manage the development of mining as it develops in the Shire in order to preserve sustainable industrial diversity into the future.			
Measure		Council Role	Timeframe
Industry meetings. Policy development.		P	30/6/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
1.2.1a	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.	Meetings and interaction undertaken.	Planning & Environmental Services
1.2.1b	Address issues in Council's response to any proposed mining activities in Blayney Shire.	Provision of assistance as required.	Planning & Environmental Services
Delivery Plan 2017-2020			
Strategy 1.2.2 Improve transport linkages across the Local Government Area to support the mining industry.			
Measure		Council Role	Timeframe
Development of work plan.		P, F	30/6/2019

Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
1.2.2a	Provide for the upgrade of road linkages throughout the Shire.	Projects completed on time and within budgetary constraints.	Infrastructure Services
1.2.2b	Advocate the upgrading of the Blayney – Demondrille Railway to support the transport of bulk materials to/from the Blayney Local Government Area.	Meetings and interaction undertaken.	Infrastructure Services. General Manager
1.2.2c	Actively lobby all levels of government for support for the Cadia Valley Operations and future mining projects.	Representations and contact made by Council.	Infrastructure Services Planning & Environmental Services
Delivery Plan 2017-2020			
Strategy 1.2.3 Build meaningful relationships between the mining industry and community.			
Measure		Council Role	Timeframe
Established communication channels. Attendance at meetings. Working relationships and cooperation. Mutual projects.		F	30/6/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
1.2.3a	Participate in meetings of the Association of Mining Related Councils.	Attendance at meetings.	General Manager
1.2.3b	Participate in individual Mine Community Consultative Committee Meetings.	Attendance at meetings, communication of meeting outcomes to Council.	Planning & Environmental Services
1.2.3c	Actively contribute to Cadia Mine Communities initiatives.	Provide information to community groups, as appropriate.	Planning & Environmental Services

Strategic Outcome 1.3 A Well Established, Connected and Prosperous Tourism Industry			
Delivery Plan 2017-2020			
Strategy 1.3.1 Implement Blayney Shire Tourism Plan.			
Measure		Council Role	Timeframe
Implementation of plan and targets. Tourism business thriving		P,A,F	30/6/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
1.3.1a	Develop and market tourism products.	Participation in marketing campaigns.	General Manager
1.3.1b	Identify new and developing products and commercial opportunities.	Work with stakeholders to develop opportunities.	General Manager
1.3.1c	Implement the tourism plan for Blayney Shire that increases visitation and length of stay and yield.	Identified tourism plan actions implements as appropriate.	General Manager
Delivery Plan 2017-2020			
Strategy 1.3.2 Develop a structure to effectively support and grow tourism and local business.			
Measure		Council Role	Timeframe
Structure in place. Productive meetings		F	30/06/2018
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
1.3.2a	Encourage with tourism and business groups to build relationships and develop concept.	Meetings held	General Manager

**Strategic Outcome 1.4 An Internationally recognised brand for
Blayney Shire**

Delivery Plan 2017-2020			
Strategy 1.4.1 Work with the community and organisations within the region to develop a recognised brand for the Blayney Shire.			
Measure		Council Role	Timeframe
Brand developed.		A, F	30/06/2017
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
1.4.1a	Seek partners and funding for brand development.	Partners and Funding sought.	General Manager

**Strategic Outcome 1.5 Sustainable Water, Energy and Transport
Sectors to Support Future Growth**

Delivery Plan 2017-2020			
Strategy 1.5.1 Advocate for increased funding for transportation assets through Federal and State programs.			
Measure		Council Role	Timeframe
Representations made to relevant agencies.		A	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
1.5.1a	Meet with Australian and NSW Government	Partners and Funding sought.	General Manager
1.5.1b	Attend RMS Regional Consultative Committee and Public Engagement Group (PEG) meetings on a regular basis.	Meetings attended.	Infrastructure Services
Delivery Plan 2017-2020			
Strategy 1.5.2 Promote sustainable energy development and use within the Shire.			

Measure		Council Role	Timeframe
Provision of information.		P	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
1.5.2.a	Provide information to public regarding sustainable energy practices e.g. BASIX	Information provided to public.	Planning & Environmental Services
Strategic Outcome 1.6 A Vibrant Local Retail and Business Sector			
Delivery Plan 2017-2020			
Strategy 1.6.1 Seek opportunities to build a vibrant local retail and business sector.			
Measure		Council Role	Timeframe
Cooperative projects. Opportunities identifies and followed up.		A,F,P	30/06/2018
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
1.6.1a	Finalisation of Blayney Shire economic development and planning strategy.	Plan finalised and adopted by Council	Planning & Environmental Services
Delivery Plan 2017-2020			
Strategy 1.6.2 Build and retail relationships with Government bodies and NGO's to assist small business.			
Measure		Council Role	Timeframe
Productive relationships. Number of activities.		F	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
1.6.2a	Engage with small business assistance government bodies and develop concept.	Meetings held. No. of activities in Shire.	General Manager

Delivery Plan 2017-2020			
Strategy 1.6.3 Support and encourage the establishment or expansion of local businesses.			
Measure		Council Role	Timeframe
New businesses. Empowered local business.		P,F	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
1.6.3a	Develop promotional package with shire information on business development.	No. of enquiries.	General Manager
Delivery Plan 2017-2020			
Strategy 1.6.4 Develop an environment that will attract technology or internet based industry to come to Blayney.			
Measure		Council Role	Timeframe
Establishment of technology industries and technologies.		F	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
1.6.4a	Monitor progress of NBN Co on roll out of better internet services across Blayney Shire to timeframes indicated.	Report progress to Council.	General Manager

PERFORMANCE INDICATORS:

1. GDP for the Shire
2. Visitation numbers and spend
3. People employed in mining
4. Reduction in vacant shops
5. Brand development and recognition
6. Transport utilization
7. Water storage statistics
8. New start up businesses

Future Direction 2 - A Centre for Sports & 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 2.1 Cultural and Sporting Events are Coordinated and Resourced

Delivery Plan 2017-2020			
Strategy 2.1.1 Encourage development of a calendar of sport and cultural events			
Measure		Council Role	Timeframe
Information provided on website and updated by sporting groups.		F	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
2.1.1a	Promote website for promotion of major sporting and cultural events by groups.	Promotion activities undertaken.	Corporate Services
Delivery Plan 2017-2020			
Strategy 2.1.2 Engage with key groups and organisations with a view to developing community partnerships for conducting activities and programs.			
Measure		Council Role	Timeframe
Participation of organisations.		P	30/06/2019

Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
2.1.2a	Build relationships and meet with key organisations and groups.	Meetings held.	Corporate Services
Delivery Plan 2017-2020			
Strategy 2.1.3 Engage with the Shire youth to facilitate progress and activities across the Shire.			
Measure		Council Role	Timeframe
Youth activities held. Meetings of Youth Council.		F	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
2.1.3a	Consultation through a Youth panel in partnership with Blayney High School on Youth Week activities and other matters as they arise.	Participation by High School in planning/conduct of Youth Week activities.	Corporate Services
2.1.3b	Conduct youth activities held in Shire during Youth Week.	Grant submission and acquittal completed in accordance with requirements.	Corporate Services
Delivery Plan 2017-2020			
Strategy 2.1.4 Work proactively with the community groups to assist with event management.			
Measure		Council Role	Timeframe
Develop Community events guide and policies.		F	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
2.1.4a	Develop a how to guide to conduct community events.	Guide to organising community events available.	General Manager

2.1.4b	Review and update Council policy for holding events at Council facilities.	Policy review and updated.	General Manager
Delivery Plan 2017-2020			
Strategy 2.1.5 Encourage and facilitate an active and healthy community by developing accessible programs through CentrePoint and local sporting groups.			
Measure		Council Role	Timeframe
Develop programs and activities with the community. Maintain facilities in accordance with financial estimates.		P,F	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
2.1.5a	Provide a broad range of quality sport & leisure opportunities for Shire residents.	Continued community promotion of CentrePoint Sport and Leisure Centre and healthy living.	Planning & Environmental Services
2.1.5b	Provide and maintain active and passive recreation facilities for the shire communities.	Maintenance to be provided in accordance with Council's adopted Asset Management Plan. Record customer issues and monitor response.	Infrastructure Services. Corporate Services
Strategic Outcome 2.2 Strong Participation in Sporting Events and Competitions			
Delivery Plan 2017-2020			
Strategy 2.2.1 Encourage active participation in sport.			
Measure		Council Role	Timeframe
Participate in Regional Sport promotions.		A,F,P	30/06/2019

Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
2.2.1a	Participate in programs and maintain Council memberships to Western Regional Academy of Sport.	Membership renewed.	Corporate Services
2.2.1b	Continue partnership in Sports Award Program to encourage participation at representative level.	Sports awards issued.	Corporate Services
Delivery Plan 2017-2020			
Strategy 2.2.2 Establish and support a community based representative body for sporting groups.			
Measure		Council Role	Timeframe
Report written and council established.		F	30/06/2017
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
2.2.2a	Sports Council to develop and prioritise sport and recreational facility capital projects.	Projects prioritised and estimates developed.	Infrastructure Services
2.2.2b	Provide funding for sporting group development projects.	Grant applications take up available funding.	Infrastructure Services
2.2.2c	Seek additional funding for Recreational Facility development projects.	Applications are submitted in full and on time. Success of applications.	Infrastructure Services
2.2.2d	Representations are made through local, state and federal members of parliament for assistance to obtain funding.	Details of representations made are recorded including outcomes.	Infrastructure Services
Strategic Outcome 2.3 Blayney Shire a Centre for Arts, Performance and Entertainment			
Delivery Plan 2017-2020			
Strategy 2.3.1 Encourage participation and continue relationships with music organisations.			

Measure		Council Role	Timeframe
Scholarships awarded.		F	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
2.3.1a	Participate in programs and maintain Council's membership to Regional Music Programs.	Membership renewed.	Corporate Services
2.3.1b	Continue partnership in the Blayney Shire Music Scholarship program with regional partners.	Music scholarships awarded.	Corporate Services
Delivery Plan 2017-2020			
Strategy 2.3.2 Develop partnerships with other arts organisations to help deliver arts and cultural activities.			
Measure		Council Role	Timeframe
Arts and cultural activities coordinated.		P,F	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
2.3.2a	Actively support and promote the Arts Outwest division of NSW Ministry of the Arts.	Programs promoted in the Shire.	Corporate Services
Delivery Plan 2017-2020			
Strategy 2.3.3 Encourage the use of the Blayney Shire Community Centre as a facility for arts and culture.			
Measure		Council Role	Timeframe
Use of facility		P	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
2.3.3a	Develop marketing and promotional information for website and distribution to promote use of the facility.	Marketing and promotional reviewed, updated and distributed.	Corporate Services

Delivery Plan 2017-2020			
Strategy 2.3.4 Provide library services in the Blayney Shire.			
Measure		Council Role	Timeframe
Usage of library services.		P	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
2.3.4a	Maintain and operate Blayney Library.	Continued liaison with Central West Libraries on library service. Usage statistics.	Corporate Services

PERFORMANCE INDICATORS:

- 1 Number of community and cultural events
- 2 Attendance levels at events
- 3 Cost of insurance
- 4 Levels of sponsorship
- 5 Number of sporting teams and participants

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 3.1 Retention of Native Vegetation with Linking Corridors

Delivery Plan 2017-2020

[Strategy 3.1.1 Protect and enhance biodiversity, native vegetation, river and soil health.](#)

Measure		Council Role	Timeframe
Developed strategies for protection.		P,F,A	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
3.1.1a	Assess all DA's with appropriate regard to the minimization and mitigation of loss or harm to native vegetation.	Consideration during DA Assessment/Determination.	Planning & Environmental Services
3.1.1b	Engage with LLS's and Landcare groups to promote value of retention of native vegetation.	Attendance at meetings and availability of information.	Planning & Environmental Services

3.1.1c	Mapping and calculate area of remnant native vegetation in Blayney Shire.	In consultation with Centroc identify remaining native cover mapped in BLEP 2012.	Planning & Environmental Services
Delivery Plan 2017-2020			
Strategy 3.1.2 Facilitate the delivery of more planting on Council owned and controlled land.			
Measure		Council Role	Timeframe
Compliance with strategy		P	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
3.1.2a	Identify suitable planting areas.	Areas identified and mapped	Infrastructure Services
Strategic Outcome 3.2 Biodiversity of Water Ways			
Delivery Plan 2017-2020			
Strategy 3.2.1 Adopt and implement the Draft Integrated Water Cycle Management Plan.			
Measure		Council Role	Timeframe
Implementation of agreed activities and tasks.		P,F	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
3.2.1a	Prepare a report for Council consideration to adopt IWCM Plan.	IWCM Plan adopted. COMPLETED	Infrastructure Services
Delivery Plan 2017-2020			
Strategy 3.2.2 Enhance the communities understanding of biodiversity issues and work towards positive behavioural change.			
Measure		Council Role	Timeframe
Research resourced and made available.		P	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate

3.2.2a	Actively participate in local and regional catchment management groups to increase sharing of knowledge and participate in catchment wide projects and programs.	Number of meetings attended.	Planning & Environmental Services
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Strategic Outcome 3.3 Heritage Sites in The Natural and Built Environment Are Identified and Understood

Delivery Plan 2017-2020

Strategy 3.3.1 Pursue recognition of heritage items in draft LEP 2011.

Measure	Council Role	Timeframe
Information to public. Heritage advice.	P	30/06/2019

Operational Plan 2016/2017

Ref	Action	Measure	Directorate
3.3.1a	Implement heritage matters adopted in the BLEP 2012.	Continuously review items in schedule 5 of BLEP 2012.	Planning & Environmental Services.
3.3.1b	Review and promote Heritage Grants program.	Involvement in Local Government Heritage Assistance Fund.	Planning & Environmental Services.
3.3.1c	Provide quality functional and accessible heritage advice.	Ensure Local Heritage Advisory service is available.	Planning & Environmental Services.

Delivery Plan 2017-2020

Strategy 3.3.2 Identify items of natural heritage in Blayney Shire.

Measure	Council Role	Timeframe
Information to public. Heritage advice.	P	30/06/2019

Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
3.3.2a	Source funding for natural heritage research and identification.	Apply for grants as appropriate.	Planning & Environmental Services.
3.3.2b	Promote advantages of heritage listing and availability of funding/grants through Heritage branch and Council.	Provide advice as potential additional Heritage Items are identified.	Planning & Environmental Services.

**Strategic Outcome 3.4 Sustainable and Land Use Practices
Across the Shire**

Delivery Plan 2017-2020			
Strategy 3.4.1 Pursue sustainable land use practices based on the protection and restoration of natural resources, innovative land use policies and government and community partnerships.			
Measure		Council Role	Timeframe
Develop partnerships with relevant organisations.		P	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
3.4.1a	Regularly attend and participate in LLS Authority meetings/workshops.	Maintain regular contact with LLS.	Planning & Environmental Services.
3.4.1b	Maintain contact/s through LLS.	Maintain regular contact with local Landcare groups.	Planning & Environmental Services.
3.4.1c	Investigate/review best practice in local government related to sustainable land use practices for urban and rural areas.	Review information as available.	Planning & Environmental Services.

PERFORMANCE INDICATORS:

- 1 Increased signage and information about heritage
- 2 Increased percentage of native vegetation
- 3 Decrease d erosion

- 4 Carbon offsets
- 5 Willow removal
- 6 Protection of soil types
- 7 River water quality

Future Direction 4 – Develop & 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 4.1 Adequate Provision of Transport, Roads, Rail, Information and Community Technologies and Community Social Assets

Delivery Plan 2017-2020

Strategy 4.1.1 Manage Local Roads Network to agreed service levels.

Measure	Council Role	Timeframe
Performance budget/time/quality Meeting service levels. Customer request system.	P	30/06/2019

Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
4.1.1a	Sealed roads are maintained in accordance with Council's Asset Management Plan and financial constraints.	Asset inspections undertaken in accordance with Asset Management Plan. Asset management data updated. Rehabilitation and maintenance undertaken, as per budget. Construction program, designed and completed in line with financial constraints. Reseal program, as per budget. Record customer issues and monitor response.	Infrastructure Services
4.1.1b	Unsealed roads are maintained in accordance with Council's Asset Management Plan and financial constraints.	Asset inspections undertaken in accordance with Asset Management Plan. Asset management data updated 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.	Infrastructure Services
4.1.1c	Bridges and major culverts are maintained in accordance with Council's Asset Management Plan and financial constraints.	Asset inspections undertaken in accordance with Asset Management Plan. Asset Management data updated. Record customer issues and monitor response. Construction program, designed and completed	Infrastructure Services

		in line with financial constraints.	
Delivery Plan 2017-2020			
Strategy 4.1.2 Manage Regional and State Road Network to agreed service levels.			
Measure		Council Role	Timeframe
Service levels provided in accordance with State Government funding.		P,A	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
4.1.2a	Sealed roads are maintained in accordance with Council's Asset Management Plan (Regional), RMCC and financial constraints.	Asset inspections undertaken in accordance with Asset Management Plan (Regional). Asset inspections undertaken in accordance with RMCC (State). Construction program designed and completed in line with financial constraints. Record customer issues and monitor response.	Infrastructure Services
Delivery Plan 2017-2020			
Strategy 4.1.3 Ensure Ancillary Road facilities are serviceable and in line with current standards e.g. footpaths, cycleways, kerb and gutter, bus stops etc.			
Measure		Council Role	Timeframe
Performance budget/time/quality. Meeting service levels. Customer request system.		P	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
4.1.3a	Footpaths and cycle ways are provided to meet the needs of pedestrians within financial constraints.	Asset inspections undertaken in accordance with Asset Management Plan. Asset management data updated. Program	Infrastructure Services

		designed and completed as per budget constraints. Record customer issues and monitor response.	
4.1.3b	Kerb and gutter is provided in accordance with Council's Asset Management Plan and financial constraints.	Asset inspections undertaken in accordance with Asset Management Plan Construction program designed and implemented in line with financial constraints. Asset management data updated. Construction program designed and completed as per budget constraints. Records customer issues and monitor response.	Infrastructure Services
4.1.3c	Parking areas provided in accordance with Council's Asset Management Plan and financial constraints.	Asset inspections undertaken in accordance with Asset Management Plan. Asset management data updated. Construction of new parking areas in line with financial constraints. Record customer issues and monitor response.	Infrastructure Services
4.1.3d	Bus facilities are provided for new residential and rural residential estates, in accordance with Council's Section 94 Plans.	Conditions applied to Development Applications.	Infrastructure Services
4.1.3e	Traffic facilities are provided, in accordance with Council's Asset Management Plan and financial constraints to enhance road safety.	Asset inspections undertaken in accordance with Asset Management Plan. Asset management data updated. Construction and Maintenance program.	Infrastructure Services

		Developed in line with financial constraints. Record customer issues and monitor response.	
4.1.3f	Street lighting requested is provided to meet the needs of road users and reduce Council's costs.	Compliance within Australian Standards is maximized as funding permits.	Infrastructure Services
4.1.3g	Street cleaning is undertaken as required.	Street cleaning program is achieved. Record customer issues and monitor response.	Infrastructure Services
Delivery Plan 2017-2020			
Strategy 4.1.4 Source road making materials in environmentally responsible manner.			
Measure		Council Role	Timeframe
Regulatory compliance		P	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
4.1.4a	Ensure compliance with legislation pertaining to operation of gravel pits.	Undertake audit of quarries to ensure compliance. Performance reports developed to identify legislative requirements.	Infrastructure Services
4.1.4b	Manage contractors engaged in the processing of making road building materials to ensure legislative compliance.	Breaches of legislation Review Contractors and monitor Performance.	Infrastructure Services
4.1.4c	Road building materials stocks are maintained at a level to ensure timely supply for work.	Stockpile levels are monitored on a regular basis. Road building materials availability is linked to works.	Infrastructure Services
4.1.4d	Closed gravel pits are rehabilitated	Pit Management plans are developed.	Infrastructure Services
4.1.4e	Road building supplies are sought to ensure future needs are met.	New road building supply sources are identified.	Infrastructure Services

Delivery Plan 2017-2020			
Strategy 4.1.5 Implement the Blayney Shire Council Asset Management Plans.			
Measure		Council Role	Timeframe
Quantity and quality of information allocated.		P	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
4.1.5a	Data for the Asset Management Plan is collected in a timely manner.	Information recorded in the asset management system. Asset Management Plan is maintained and up to date.	Infrastructure Services
4.1.5b	Programs are developed in accordance with Asset Management Plan principles.	Works programs are developed utilising data and principles from the Asset Management Plans.	Infrastructure Services
Delivery Plan 2017-2020			
Strategy 4.1.6 Seek additional grant funding for construction and maintenance of roads and associated facilities.			
Measure		Council Role	Timeframe
Applications submitted and Grant funds received		P,A	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
4.1.6a	Funding opportunities are identified and applications are prepared and submitted for funding under the NSW Repair Program on an annual basis.	Applications are submitted in full and on time. Success of applications.	Infrastructure Services
4.1.6b	Applications are prepared and submitted for funding under Government programs as they arise.	Applications are submitted in full and on time. Success of applications.	Infrastructure Services

4.1.6c	Representations are made through the local State and Federal Members of Parliament for assistance to obtain additional funding for significant projects.	Details of representations made are recorded including outcomes.	Infrastructure Services
Delivery Plan 2017-2020			
Strategy 4.1.7 Plan for future transport and road infrastructure to service future needs.			
Measure		Council Role	Timeframe
Projects are 'shovel ready'		P,A	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
4.1.7a	Road network and supporting facilities are analysed to identify opportunities for development within the Transportation Asset Management Plan.	Projects identified for further investigation.	Infrastructure Services
4.1.7b	Projects are scoped and designed to a 'job ready' state for when funding opportunities arise.	A suit of suitable projects have documentation prepared.	Infrastructure Services
Delivery Plan 2017-2020			
Strategy 4.1.8 Investigate opportunities for stormwater harvesting and reuse.			
Measure		Council Role	Timeframe
Projects identified and implemented. Successful grant applications.		P,A	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
4.1.8a	Projects are scoped from stormwater management plan(s) and funding applications submitted.	Projects identified and scoped. Lodgement of grant applications.	Infrastructure Services

Delivery Plan 2017-2020			
Strategy 4.1.9 Apply the principles of Water Sensitive Urban Design (WSUD) to stormwater management.			
Measure		Council Role	Timeframe
Completion of WSUD policy. Investigate grant funding.		P	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
4.1.9a	WSUD principles considered as part of development process and implanted were benefits are identified.	Ensure consideration during Development Assessment.	Infrastructure Services Planning & Environmental Services
4.1.9b	Develop a WSUD policy in relation to development and Council works.	Community Participation. Policy developed in line with LLS/Central West Councils Environment and waterways guidelines.	Infrastructure Services Planning & Environmental Services
Delivery Plan 2017-2020			
Strategy 4.1.10 Prepare Stormwater Management Plans.			
Measure		Council Role	Timeframe
Completion of Plans		P	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
4.1.10a	Prepare and implement stormwater strategic management plan to reduce impacts of stormwater quality and quantity on the local environment.	Millthorpe Stormwater Strategic Management Plan completed.	Infrastructure Services Planning & Environmental Services
Delivery Plan 2017-2020			
Strategy 4.1.11 Maintain cemeteries in accordance with the community's needs and expectations.			
Measure		Council Role	Timeframe
Compliance with regulations. Maintain records.		P	30/06/2019

Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
4.1.11a	Maintain Cemetery Records in accordance with adopted procedures.	Cemetery records up to date. Burial permits and approvals for monumental work issued.	Planning & Environmental Services
4.1.11b	Draft in preparation – to Council 2015.	Complete Draft Cemetery Management Plan.	Planning & Environmental Services
4.1.11c	Maintain cemeteries within available funding levels.	Record customer issues and monitor response times. Engage with Councils Cemetery Forum to identify concerns.	Planning & Environmental Services
Delivery Plan 2017-2020			
Strategy 4.1.12 Identify surplus Council owned assets for possible sale to be invested in infrastructure reserve.			
Measure		Council Role	Timeframe
Assets identified for sale.		P	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
4.1.12a	Undertake review of Council assets to identify those surplus to requirements.	Review on Annual Basis.	Planning & Environmental Services Infrastructure Services
4.1.12b	Proceeds from sale of surplus Council assets restricted for future infrastructure purpose (i.e. Infrastructure Reserve).	Funds transferred.	Corporate Services
Delivery Plan 2017-2020			
Strategy 4.1.13 Maintain and improve Council owned building assets.			
Measure		Council Role	Timeframe
Implementation of Building maintenance program.		P	30/06/2019

Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
4.1.13a	Plan Completed – maintenance program ongoing.	Regularly review Asset Management Plan.	Planning & Environmental Services Infrastructure Services
Strategic Outcome 4.2 Every Village is Connected to Water and Sewerage Services			
Delivery Plan 2017-2020			
Strategy 4.2.1 Maintain the availability and quality of water for use in rural areas.			
Measure		Council Role	Timeframe
Water availability and quality. Operational bores.		A,P	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
4.2.1a	Manage the water supply bores in rural locations to provide a secure 'non portable' supply of water to the Shire.	Maintain bore licences and comply with conditions. Pump downtime.	Infrastructure Services
4.2.1b	Meet with Central Tablelands Water representatives on a regular basis.	Meetings attended.	Infrastructure Services
4.2.1c	Participate in Centroc Water Utilities Alliance.	Meetings attended.	Infrastructure Services
Delivery Plan 2017-2020			
Strategy 4.2.2 Ensure Sewerage Treatment Plants are able to meet needs of the Blayney Shire.			
Measure		Council Role	Timeframe
Maintain to licensing standards.		P	30/06/2019

Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
4.2.2a	Manage treatment plant to effectively treat raw sewerage.	Ensure compliance with licence requirement. Occasions of plant failure.	Infrastructure Services
4.2.2b	Implement CEEp2 Aeration pond upgrade.	Project implemented in accordance with budget. COMPLETED	Infrastructure Services
Delivery Plan 2017-2020			
Strategy 4.2.3 Provide an effective and Safe Sewerage Collection Network for Blayney Shire.			
Measure		Council Role	Timeframe
Achieve network maintenance.		P	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
4.2.3a	Maintain the network of collection mains and manholes.	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.	Infrastructure Services
4.2.3b	Monitor and maintain pump stations to provide efficient conveyance of sewage.	Number of overflows annually. Degree of station downtime.	Infrastructure Services
4.2.3c	Provide treated effluent to Cadia Valley Operations.	Compliance with agreement.	Infrastructure Services
4.2.3d	Update the 'Developer Servicing Plan' in relation to sewer services.	Consultation undertaken and plan updated.	Infrastructure Services
4.2.3e	Review best practice compliance.	Review undertaken to identify compliance gaps and development of action plan.	Infrastructure Services

Delivery Plan 2017-2020			
Strategy 4.2.4 Ensure that the disposal of liquid waste in rural areas is carried out in a healthy manner without negative environmental impact.			
Measure		Council Role	Timeframe
SMF's (sewerage management facilities) reviewed.		P	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
4.2.4a	Review and update Council's Sewer Management Facilities Procedure.	Develop on Site Waste Water Management Strategy.	Planning & Environmental Services

Strategic Outcome 4.3 Improved Access to Community and Public Transport Between Villages and Centres

Delivery Plan 2017-2020			
Strategy 4.3.1 Lobby to improve public transport around the shire.			
Measure		Council Role	Timeframe
Improved transport services. Greater accessibility across the Shire.		A	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
4.3.1a	Assess transport need around Shire.	Survey undertaken. Greater accessibility across the Shire.	Corporate Services

Strategic Outcome 4.4 Preservation and Continued Development of Rail Infrastructure

Delivery Plan 2017-2020			
Strategy 4.4.1 Advocate for the upgrading of rail infrastructure.			
Measure		Council Role	Timeframe
Meetings attended.		A	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate

4.4.1a	Advocate the upgrading of the Blayney Demondrille Railway to support transport to/from the Blayney Local Government Area.	Meetings attended.	General Manager Infrastructure Services
Strategic Outcome 4.5 Sustainable Waste Management			
Delivery Plan 2017-2020			
Strategy 4.5.1 Develop and promote programs that increase the participation of the community in recycling and reducing waste going to landfill.			
Measure		Council Role	Timeframe
Attendance at Netwaste meetings. Educational material developed. Participation in recycling program.		P	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
4.5.1a	Develop programs with Netwaste that support recovery, reuse and recycling.	Attend Netwaste meetings. Volume of waste going to landfill. Manage solid waste in an efficient, affordable and sustainable manner.	Planning & Environmental Services

PERFORMANCE INDICATORS:

- 1 Transport patronage
- 2 Properties connected to water and sewer
- 3 Aged care accommodation waiting lists and occupancy rates
- 4 Number of rail movements and tonnages carried
- 5 Community survey results
- 6 Infrastructure service levels

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 5.1 A Diverse and Sustainable Population in our Communities and Villages

Delivery Plan 2017-2020			
Strategy 5.1.1 Assist incorporated village committees, progress associations and hall committees.			
Measure		Council Role	Timeframe
Active Village committee		P,F	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
5.1.1a	Identify Village Committees, progress associations and hall committees requiring assistance to develop programs and local improvements.	Implement insurance contributions funding programs.	Corporate Services
Delivery Plan 2017-2020			
Strategy 5.1.2 Promote living in the Blayney Shire.			

Measure		Council Role	Timeframe
Residents Pack developed		P,F	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
5.1.2a	Review Promotions Program for living in the Blayney Shire.	Update information on website. Update new residents pack.	Corporate Services
Strategic Outcome 5.2 Fit and Healthy Community Members			
Delivery Plan 2017-2020			
Strategy 5.2.1 Build partnerships with community groups to increase use of parks and reserves.			
Measure		Council Role	Timeframe
Interaction with user groups.		A,P,F	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
5.2.1a	Identify Community groups using parks and reserves.	Meet with community groups. Develop strategic plans to enhance existing facilities across the Shire.	Infrastructure Services
Delivery Plan 2017-2020			
Strategy 5.2.2 Provide for the implementation of projects, identified in Council's Pedestrian and Access Mobility, Bike Plan to improve community health and fitness.			
Measure		Council Role	Timeframe
Meetings attended.		A,P,F	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
5.2.2a	Develop annual implementation plan of priority pedestrian/cycling projects.	Plan is developed for Long Term Financial Plan. AMS (Active Movement Strategy) is used to identify priority projects.	Infrastructure Services
5.2.2b	Implement the annual pedestrian cycling projects	Projects compliant with RMS funding guidelines	Infrastructure Services

	plan from projects identified in Long Term Financial Plan.	to maximize funding potential.	
5.2.2c	Participate in the Blayney Shire Access Committee.	Attendance at Access Committee Meetings	Planning & Environmental Services
5.2.2d	Council ensures that adequate access is provided to all buildings and public spaces, as required by legislation.	Street-side access issues identified are assessed and included in future works programs where warranted.	Infrastructure Services Planning & Environmental Services
5.2.2a	Develop annual implementation plan of priority pedestrian/cycling projects.	Plan is developed for Long Term Financial Plan. PAMP is used to identify priority projects.	Infrastructure Services

Strategic Outcome 5.3 Full and Equitable Access and Strong Usage of Information and Communication Technologies Across the Shire

Delivery Plan 2017-2020

Strategy 5.3.1 Implement programs to build community skills with computer technology, and community participation and social inclusion amongst older Australians.

Measure	Council Role	Timeframe
Internet access available to community. Program participation	F	30/06/2019

Operational Plan 2016/2017

Ref	Action	Measure	Directorate
5.3.1a	Provide support for the provision of information and communication technologies in the Shire.	Information provided on Council's website and Blayney Library. Internet access available at Library and Blayney Tourist & Community Information Centre.	Corporate Services

Strategic Outcome 5.4 Capable, Self Sufficient Communities Engaged in Decision Making About Issues that Affect Them			
Delivery Plan 2017-2020			
Strategy 5.4.1 Develop and implement a community engagement process and policy			
Measure		Council Role	Timeframe
Informed communities.		P	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
5.4.1a	Utilise electronic survey processes, social and print media to promote, research and engage with the community.	Undertake community surveys. Issued press releases. Respond to community issues and needs in future delivery plans.	General Manager
Delivery Plan 2017-2020			
Strategy 5.4.2 Develop and implement plans for villages and townships			
Measure		Council Role	Timeframe
Plans are implemented.		P	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
5.4.2a	Plans developed – implementation ongoing as funds become available.	Plans are implemented within budgetary constraints.	General Manager
Delivery Plan 2017-2020			
Strategy 5.4.3 Encourage volunteerism within the Community			
Measure		Council Role	Timeframe
Promotion undertaken.		P	30/06/2019

Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
5.4.3a	Develop and review promotional campaign material.	Promotion on Council website and Newsletters.	General Manager
5.4.3b	Review and update database of community of community organisations and contacts in the Shire.	Information accessible.	Corporate Services

PERFORMANCE INDICATORS:

1. Population
2. Technology coverage
3. Health
4. Community calendar of events
5. Community survey results

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 6.1 Good Governance across our Communities

Delivery Plan 2017-2020			
Strategy 6.1.1 Councillors to exhibit leadership on Council and participate in committees and community organisations			
Measure		Council Role	Timeframe
Attendance at meetings. Councillor presence on relevant committees.		P,A,F	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
6.1.1a	Council delegates participate in committees and community organisations.	Delegate Reports included in Council's Business Papers.	General Manager

Delivery Plan 2017-2020			
Strategy 6.1.2 Promote resource sharing and collaboration with regional organisations			
Measure		Council Role	Timeframe
Participation in meetings. Resource sharing projects.		P,F	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
6.1.2a	Active participation in the WBC Alliance, Centroc and Central Tablelands Water.	Regional Organisations remain strong and provide valuable outcomes.	General Manager
Delivery Plan 2017-2020			
Strategy 6.1.3 Encourage sound governance practice in community organisations			
Measure		Council Role	Timeframe
Attendance at meetings. Councillor presence on relevant committees.		P,A,F	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
6.1.1a	Council delegates participate in committees and community organisations.	Delegate Reports included in Council's Business Papers.	General Manager
Delivery Plan 2017-2020			
Strategy 6.1.2 Promote resource sharing and collaboration with regional organisations			
Measure		Council Role	Timeframe
Participation in meetings. Resource sharing projects.		P,F	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
6.1.2a	Active participation in the WBC Alliance, Centroc and Central Tablelands Water.	Regional Organisations remain strong and provide valuable outcomes.	General Manager

Delivery Plan 2017-2020			
Strategy 6.1.3 Encourage sound governance practice in community organisations			
Measure		Council Role	Timeframe
Provide assistance and training as requested.		F	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
6.1.3a	Develop program with groups to build capacity.	Training programs identified and promoted as available.	Corporate Services

Strategic Outcome 6.2 Meaningful Communication Between Shire Communities and the Council			
Delivery Plan 2017-2020			
Strategy 6.2.1 Identify and engage with Shire Community Groups			
Measure		Council Role	Timeframe
Establish regular communications with Shire community groups.		P,F	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
6.2.2a	Council conduct community surveys, as required to enhance its community services and needs.	Utilise online surveys.	General Manager

Delivery Plan 2017-2020			
Strategy 6.2.3 Develop communications between Councillors and the community to provide community opinion			
Measure		Council Role	Timeframe
Community satisfaction with communication processes. Available to community.		F	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
6.2.3a	Ongoing promotion of Councillor communication	Strategies and communications put in place.	General Manager

	through electronic and print media.		
Delivery Plan 2017-2020			
Strategy 6.2.4 Manage a customer request system to assist communications between community and Council			
Measure		Council Role	Timeframe
Response times to requests.		P	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
6.2.4a	Monthly activity report provided to Management.	Reports provided to Management.	Corporate Services.
Strategic Outcome 6.3 A Well Run Council Organisation			
Delivery Plan 2017-2020			
Strategy 6.3.1 Provide a framework for the efficient and effective administration of Council.			
Measure		Council Role	Timeframe
Assess Council's position against the Better Practice Review.		P,A	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
6.3.1a	Implement internal audit program.	Business process reviews undertaken.	Corporate Services
6.3.1b	Review of policies every 4 years.	25% of policies reviewed.	Corporate Services
6.3.1c	Undertake a Better Practice Review of the Council activities.	Performance improvement projected undertaken.	Corporate Services
6.3.1d	Provide training for Councillors and staff	Identified Training programs for Councillors and staff.	General Manager
Delivery Plan 2017-2020			
Strategy 6.3.2 Maintain a stable and secure financial structure for Council			
Measure		Council Role	Timeframe
Report financial outcomes as required by legislation.		P	30/06/2019

Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
6.3.2a	Review ten year financial plan.	Plan reviewed and updated.	Corporate Services
6.3.2b	Review and report on Council's budget performance.	Quarterly Budget review to Council.	Corporate Services
6.3.2c	Council's annual statements completed per statutory requirements.	Audited statements lodged with OLG within statutory timeframe.	Corporate Services
Delivery Plan 2017-2020			
Strategy 6.3.3 Support actions for the sustainable future of local government			
Measure		Council Role	Timeframe
Review Destination 2036 outcomes and actions to improve local government.		A	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
6.3.3a	Attend meetings with State and Local Government authorities to review changes identified in review documents.	Meetings attended.	General Manager
6.3.3b	Work with councils in region to review Joint Organisations and Shared Services arrangements.	Meetings attended.	General Manager
6.3.3c	Review by Council of documents under the Integrated Planning and Reporting process to deliver sustainable services and assets across the Blayney Shire.	Meetings attended.	General Manager
Delivery Plan 2017-2020			
Strategy 6.3.4 Develop strategies that respond to the impact of climate change on the community			
Measure		Council Role	Timeframe
Supply of community information.		P	30/06/2019

Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
6.3.4a	Promote activities that reduce the volume of greenhouse gases emitted into the atmosphere.	Attend regional organisation meetings and provide information on Council's website.	Planning & Environmental Services
Strategic Outcome 6.4 A Safe Community			
Delivery Plan 2017-2020			
Strategy 6.4.1 Provide support for emergency management in Blayney Shire in accordance with SERM Act			
Measure		Council Role	Timeframe
Emergencies responded to.		P,F	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
6.4.1a	Provide executive support to the Local Emergency Management Committee.	LEMO (DIS) organizes and attends meetings. ERM reviewed. Emplan reviewed. Exercises conducted with support of Council. The EOC is maintained in a state of readiness.	Infrastructure Services
6.4.1b	Support the operation of the SES.	Provide accommodation and support for Blayney SES unit.	Infrastructure Services
Delivery Plan 2017-2020			
Strategy 6.4.2 Undertake regulatory responsibilities for environmental health and animal control			
Measure		Council Role	Timeframe
Regulatory responsibilities are met.		P,F	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
6.4.2a	Provide the statutory animal control services.	Record customer issues and investigate reported complaints.	Planning & Environmental Services

Delivery Plan 2017-2020			
Strategy 6.4.3 Educate communities on road and pedestrian safety			
Measure		Council Role	Timeframe
Programs delivered.		F,A	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
6.4.3a	Continued support to the role and function of a Road Safety Officer and implementation of the annual Road Safety Action Plan.	Annual plan submitted and delivered.	Infrastructure Services
Delivery Plan 2017-2020			
Strategy 6.4.4 Review risk management of council operations			
Measure		Council Role	Timeframe
Plan is implemented and risk managed.		P	30/06/2019
Operational Plan 2016/2017			
Ref	Action	Measure	Directorate
6.4.4a	Adoption and review of Enterprise Risk Management Plan.	Plan completed.	General Manager
6.4.4b	Implement Risk Management Plan	Implementation commenced.	General Manager

PERFORMANCE INDICATORS:

- 1 Engagement activities
- 2 Community satisfaction
- 3 Resource sharing
- 4 Communication processes

Resourcing Strategy

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

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, OLG)
- **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, OLG)
- **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, OLG)

Blayney Shire Council – Detailed Action Plan

Adopted by Council as part of the Fit for the Future Submission June 2015

Blayney Shire Council is committed to retaining local presence as a local government service provider. This Improvement Plan has been developed to include strategies and actions planned for the next 4 years to ensure Council improves efficiencies in service delivery and strengthens its sustainability.

This plan has been developed in consultation with elected members, staff and the community. It was developed in consideration of:

- Councils ability to meet the Fit for the Future financial benchmarks by 2020
- The desire of the community to retain a fit and sustainable local government organisation representing their interests and providing cost efficient services to the rural towns and villages of the Shire

The **GOAL** is to ensure:

Blayney Shire Council is Sustainable and Efficient

The **KEY STRATEGIES** are:

1. Efficient and Cost Effective Service Delivery
2. Workforce and Councillor Capability and Capacity
3. Integrated Planning and Community Engagement
4. Regional Collaboration and Shared Services

A number of actions, milestones and outcomes have been incorporated under these 4 Key Strategies and are outlined in the following detailed Improvement Plan.