



2. Our Places

Sustainable Accessible Affordable Adaptable

Singleton's local economy is predominantly driven by mining. Mining accounts for about one fifth of our resident labour force, directly employing about 2800 workers. Thousands commute to Singleton every day to work in one of our 20 coal mines or their associated support industries. In the past few years, this has caused increased traffic congestion and pressure on our roads network. You told us we need a bypass around the Singleton town centre, a safe road network and public transport that was accessible and practical.

You also told us we needed more affordable housing, land to enable growth and diversification of our local economy so it wasn't dependent on mining. You told us you wanted sustainable infrastructure and to make stormwater drains, footpaths, car parks and roads a priority in the next three years. Our community also said it wanted a revitalised town centre, more retail options, a café and eatery precinct and more cycle ways. Our agricultural heritage and community spaces that bring people together were also important.

Our outcomes	Our strategies	Who can help
Our community: <ul style="list-style-type: none"> ♦ is safe ♦ has sustainable assets ♦ is well planned – sustainable, accessible, affordable ♦ values its heritage ♦ has vibrant spaces and places ♦ is well connected ♦ is attractive for locals and visitors 	2.1 Offer a range of cultural, sport and recreational facilities to meet the needs of our diverse community 2.2 Plan for a sustainable and safe community 2.3 Partner to improve our road and infrastructure systems 2.4 Improve transport options within the community and region to ensure safety, reliability, affordability 2.5 Revitalise community spaces and places 2.6 Enable and encourage economic diversification 2.7 Plan considering the past, present and a sustainable future 2.8 Promote village living and lifestyle	<ul style="list-style-type: none"> ♦ Singleton Council (lead, facilitate, advocate, lobby, partner and provide) ♦ State Government agencies ♦ Business leaders ♦ Transport providers ♦ Developers ♦ Community



Scenario Overview and Assumptions

Base Case

The Base Case models the continuation of councils services as currently provided. It assumes Council will continue to achieve a balance operating budget by closing any gap between revenue and expenditure by seeing improved efficiency gains in service delivery.

Scenario 1

As per the Base Case model but additional funds have been allocated to Council's road network to bring this asset class up to a satisfactory level as detailed in Council's Asset Management Plan. This Scenario includes a 5% Special Rate Variation in the 2014/2015 financial year which has been estimated to generate an additional \$700,000 in rate revenue which has been allocated towards covering the identified maintenance shortfall on Council's road network as identified in Council's Special Schedule 7 "Conditions of public works" as at 30 June 2012.



SECTION 1 - INTRODUCTION

Mayor and General Manager's Message

On behalf of the elected Council and Staff, we are pleased to present to you the Singleton Council Delivery Program 2014/2018, comprising Council's Operational Plan for 2013/2014, as per the Integrated Planning and Reporting requirements of the Local Government Act.

Following consultation with the community in 2011, we produced a 10 year Community Strategic Plan *Our Place: A Blueprint for 2023*. This plan sets the long term vision and priorities for the Singleton community, and guides the work of Council which is set out in our Delivery Program. The Delivery Program is the 4 year plan for all of Council's activities – the facilities and services that Council delivers for, and on behalf of, the Singleton community. This Delivery Program contains the Operational Plan for 2014/15 which identifies the specific actions to be completed in the current year.

In planning for the future of the Singleton area through the Community Strategic Plan and plans for managing Council resources (our assets, finances and people) we have confirmed that there is a significant shortfall in expenditure to adequately maintain our community assets. This means that there is a backlog of work that needs to be undertaken, which our modelling shows needs to be addressed as a matter of urgency. The greatest priority for this is local roads.

In order to start addressing this backlog of work we are applying for a small one-off rate increase (over what the State Government allows). While the increase alone will be inadequate we can start focusing on bringing the maintenance of our roads back to where it needs to be without compromising other services that Council currently provides over a ten year period. Residents were consulted during 2014 and the Council at its meeting held on 17 February 2014 resolved to make an application to IPART for the rate increase.

Council is committed to delivering high quality services which meet our community's needs and aspirations over time, and doing so in the most efficient and cost-effective manner. Council intends to undertake a comprehensive review of all its services in 2014, in consultation with the community, in order to ensure we are focusing on the right priorities, delivering services at the right levels, and any service choices and costs we might identify through that process.



We look forward to an exciting year ahead as we continue to provide the many services and facilities our community enjoys. We remain committed to listening to our community about how we can be improving our services over time to ensure we meet community needs, and we hope all of our residents will be part of this ongoing conversation.



Singleton Mayor John Martin OAM



General Manager – Lindy Hyam



2.3 Community Strategy

Partner to improve our road and infrastructure systems

4 Year Plan Priority	Actions	Performance Indicator (Output/measure)	2014/15	2015/16	2016/17	2017/18	2018/19	Responsibility	Funding
Road and Infrastructure meets community needs	Develop cooperative approach with Roads and Maritime Services to fully address the provision of a Singleton Bypass	Council involved in the preparation of a feasibility study undertaken by Roads and Maritime Services						AGM & DCIS Management	Operating
	In approval of mining DA's (Voluntary Planning Agreement) Council seeks contribution for maintenance of roads predominantly affected by mine road traffic	All Voluntary Planning Agreements negotiated include allocations for road maintenance and rehabilitation						AGM & DCIS Management	Operating



	Allocate additional funding from a Special Rate Variation to address road infrastructure backlog and maintenance shortfall as identified in Council's Transport Infrastructure Asset Management Plan – November 2013	Reduction in infrastructure backlog	✓	✓	✓	✓	✓	Works	Operating
	Deliver Road Maintenance Annual Program and regional road program in conjunction with Roads and Maritime Services	Road Maintenance and Regional Road Programs implemented	✓	✓	✓	✓	✓	Works	Operating
	Carry out a Traffic, Access and Parking Management Plan Study and plan for the Town Centre	Study and Plan for the Town Centre are adopted by Council and an implementation action plan is prepared	✓	✓	✓	✓	✓	Planning and Sustainable Environment	Operating