



**ATTACHMENTS TO REPORTS OF THE BLAYNEY SHIRE COUNCIL MEETING  
HELD ON MONDAY 18 JULY 2022**

**EXECUTIVE SERVICES REPORTS**

**04 Tourism Development Program Revisions**

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## Tourism Development Program

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### OBJECTIVES

The Tourism Development Program provides support to both not-for-profit entities and local businesses to host events, execute marketing projects or develop tourism products aimed to promote to grow the visitor economy in the Blayney Shire.

### LOCAL GOVERNMENT ACT

Blayney Shire Council is providing this program in accordance with section 356 of the Local Government Act (1993) whereby;

*(1) A Council may, in accordance with a resolution of the council, contribute money or otherwise grant financial assistance to persons for the purpose of exercising its functions.*

*(2) A proposed recipient who acts for private gain is not ineligible to be granted financial assistance but must not receive any benefit under this section until at least 28 days' public notice of the council's proposal to pass the necessary resolution has been given.*

### ELIGIBILITY

- Open to all local businesses (individuals, partnerships and sole traders) and Incorporated Associations who are residents or who conduct their activities in the Blayney Shire Local Government Area.
- All businesses will be required to be financial members of Orange360.
- Applicants are restricted to 2 submissions per financial year.
- All applications must be supported by matching funding/in-kind support by the applicant/s.

### FUNDING AVAILABLE

Total funding pool available per financial year: \$10,000

- \$1,000 individual applications
- \$2,000 joint/village committee applications

### FUNDING CATEGORIES (see criteria below)

- A. Event
- B. Marketing
- C. Tourism Product

### FUNDING DEADLINES

Funding must be spent within 6 months of approval.

### AVAILABILITY

Funding applications open in July each year and allocated progressively until all funds are spent by the end of June. Applications are presented in a report to Council Meeting. Applications are to be submitted a minimum 7 business days prior to the meeting to be submitted. Click here to see a list of [Council Meeting Dates](#).



#### **A) EVENT APPLICATIONS**

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Event applications will need meet the following criteria;

- Demonstrate sound organisational planning, that has a clear event plan, event structure, operational processes, insurance and risk management;
- Events held on Council properties must be conducted in accordance with Council's Events Management Policy.
- Held in Blayney Shire Council area
- Recognise peak tourism periods for the Orange360 region and how the event fits into the annual event calendar.
- Deliver quality event marketing;
- Have a unique alignment with the character and culture of Blayney Shire Destination Management Plan and Orange360 regional tourism objectives;
- Demonstrate a broad appeal that is likely to promote tourism and increase overnight visitation.
- Ensure the event is listed on the Australian Tourism Data Warehouse (ATDW) and Blayney Shire Council websites.

**Examples of expenses which are eligible for funding include** music, entertainment, bus transport, equipment hire, venue hire, staffing cost to host event etc.

**Examples of ineligible expenses for funding include** operating or administrative overheads, alcohol, gifts, business events, insurances, prizes, raffles

#### **B) MARKETING AND PROMOTIONAL SUPPORT**

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Marketing applications will need to meet the following criteria;

- Demonstrate sound marketing planning that has a clear goal, target market and call to action.
- Marketing and promotional activities encourage people to visit, extend their length of stay and/or increase visitor expenditure in the Blayney Shire.
- Marketing and promotional activities must be approved by the Manager Tourism and Communications prior to launching.

**Examples of expenses which are eligible for funding include** creation of promotional assets, website development/upgrades, digital marketing activities, professional photography and videography, design costs, print media

**Examples of expenses which are ineligible for funding include** operating or administrative overheads, membership costs e.g., Orange360, Millthorpe Business Committee



### **C) TOURISM PRODUCT**

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Tourism product applications will need to meet the following criteria;

- Development of a new attraction or experience in the Blayney Shire which aligns to the Blayney Shire Destination Management Plan Strategic Themes.
- Demonstrate a need or gap in the market for the tourism product in the region.
- Ensure high accessibility to consumers (e.g. regular opening hours, visible to the public).
- Complete relevant Council applications or Heritage Approval where required.
- Promote awareness of the product following competition e.g. ATDW listing, press release, website listings etc.

**Examples of expenses which are eligible for funding include** Contractor fees, suppliers for materials to complete the project, DA fees

**Examples of expenses which are ineligible for funding include** operating or administrative overheads, repairs or maintenance

### **GENERAL CRITERIA**

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1. All requests must illustrate how outcomes align to the Blayney Shire Destination Management Plan Strategic Themes.
2. Council has discretion to determine if the project is not eligible to receive funding above the eligible expenses already noted.
3. Funding may be applied for by:
  - a. Not-for-profit entities– companies, cooperatives, foundations, incorporated associations, indigenous corporations, partnerships, trusts.
  - b. Local Businesses, for profit structured as companies, sole traders, cooperatives, indigenous corporations, partnerships, trusts.
4. Projects that are also funded through Council's Financial Assistance Program will need to demonstrate how the Tourism Development Program will assist with growing the event to increase tourist numbers, length of stay and/or visitor expenditure.
5. The following projects or entities cannot apply for funding:
  - a. The applicant has outstanding debts to Council;
  - b. The applicant has not acquitted any past grant or sponsorship funding to the satisfaction of Council;
  - c. The applicant has not previously complied with permits or other conditions of Council, or has failed to apply for the required permits;
  - d. The project has a primary purpose of fundraising where the majority of funds raised go outside the region;



- e. The project is in conflict with or accepts sponsorship from organisations not aligned to Councils vision, mission and values;
  - f. The applicant wishes to fund operational costs or facility maintenance;
  - g. The entity is a political organisation or a project of political purpose;
  - h. The project excludes or may offend parts of the community;
  - i. The applicant is an unincorporated organisation, or an individual that has no registered business
6. Submissions for funding must be completed online. The application form and guidelines can be accessed from the Blayney Shire Council website. A completed application form is required for each request. Supporting evidence may be required.
  7. Financial support will not be retrospectively applied.
  8. Funding sought from Blayney Shire Council must be supported by matching funds by the applicant including in-kind support.
  9. GST is in addition to the funding amounts.

#### **FUNDING AGREEMENTS**

10. Successful applicants must either furnish an ABN or Statement by a Supplier form and a tax invoice to Council to facilitate payment of grant funds.
11. Evidence of expenditure must be provided to Council with an acquittal form providing a summary within 30 days of the event or project completion.
12. The applicant must recognise support from Blayney Shire Council on appropriate promotional material and communications in relation to the project.



**2022**

# BLAYNEY SHIRE COUNCIL ROADS STRATEGY



**REVISION 1.0**



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## EXECUTIVE SUMMARY

The *Blayney Shire Council Roads Strategy 2022* (Strategy) sets out a framework for assessing the priority for individual road rehabilitation and upgrade (or expansionary) works. The framework is based around a set of key objectives that are combined with road safety (*The Safe Systems* approach) and financial sustainability (*Whole of Life Cost* approach) principles to develop a set of Guiding Principles that underpin the methodology for assessing individual road segments in priority order for rehabilitation and / or upgrading works.

Key objectives driving the strategy include improving road safety; safe and efficient movement of goods and services; maintaining and improving liveability; improving the resilience of the road network, ensuring social equity; maintaining financial sustainability, and ensuring compliance with legal and stakeholder requirements.

The Strategy outlines the main functions of the road network, describes the way roads are funded within Blayney, and describes the role of this document within the broader strategic and asset management framework within Council. It also describes the links to other key council and external stakeholder documents, from the Community Strategic Plan (CSP) to the Roads Act 1993.

Critically, the Strategy includes an analysis the Blayney shire crash profile and describes the implications of this for how road rehabilitation and safety upgrades should be prioritised in the shire. It also assesses the roads which have the greatest number of crashes on them, which for Blayney shows a very high incidence of crashes on Newbridge Road, Hobbys Yards Road, and Belubula Way, which together account for 30% of crashes in the shire.

Individual road segments are assessed on up to 11 criteria (e.g., If Traffic Count data is not available that is not included in the assessment), which generates a 'score' out of 10. This score is then sorted in descending order to highlight the segments with the greatest priority for consideration in any rehabilitation and upgrade work. These are then grouped into individual roads, so that a whole of route approach can be used in determining a forward works program. In some instance the recommended action for a road (segment) may be a safety treatment (e.g., wire rope), or a referral to Transport for NSW (TfNSW) for a Speed Zone Review.

The ten highest priority roads within the shire include:

Ranking	Road Name	Local or Regional	Length (km)	Number of Segments
1	Hobbys Yards Road	Regional	17.9	16
2	Mandurama Road	Local	9.1	11
3	Browns Creek Road	Local	3.6	3
4	Long Swamp Road	Local	1.1	1
5	Forest Reefs Road	Local	5.6	4
6	Belubula Way	Regional	7.1	5
7	Newbridge Road	Local	4.4	3
8	Village Road	Local	5.0	2
9	Vittoria Road	Local	1.1	1
10	Barry Road	Local	3.9	3



## STRATEGIC OBJECTIVE

This *Roads Strategy 2022* (this Strategy) has been developed to assist Council to achieve long-term financial sustainability and asset management objectives<sup>1</sup> for the management of the Blayney shire road network. Long-term financial sustainability necessitates consideration of the affordability of maintaining and renewing councils' existing and new or upgraded assets, without unduly increasing financial, or reputational risks to Council.

The objective of this Strategy is to provide a sound risk management approach and process for the prioritisation of road renewal, rehabilitation, upgrade, and expansionary works. Thus, enabling council to:

- *Improve road safety outcomes* to reduce road trauma for the community, our families, and our visitors.
- *Facilitate the safe and efficient movement of goods and services* within the shire by developing prioritised freight routes, with sufficient pavement strength and suitable widths and alignments for the safety of all road users,
- *Maintain and improve the liveability of the shire* by prioritising long-term road renewal and upgrade planning in a financially sustainable manner,
- *Improve the Resilience of the road network*, ensuring 'kids can get to school' by considering any known service level issues (e.g., Drainage improvements) in all road renewal and upgrade projects,
- *Ensure social equity across the shire* in the long-term allocation of road renewal and upgrade expenditure to ensure level of service standards are maintained across the shire,
- Account for the cumulative impact of expansionary capital works on councils' *long-term financial sustainability* by informing Councils Long Term Financial Plan (LTFP), and
- *Ensure compliance with legal and stakeholder requirements and expectations* to minimise councils' exposure to financial and reputational risks.

Future iterations of this Strategy will incorporate a comprehensive analysis of the freight demands and trends (a freight strategy) to ensure safety, network efficiency and financial sustainability issues are addressed.

### The Safe Systems approach

Underpinning this Strategy is the *Safe Systems approach* to road safety<sup>2</sup>, which acknowledges that the human body is vulnerable and needs protecting. It focuses on protecting all road users (pedestrians, cyclists, riders, and drivers) so that if they are involved in a crash, they are less likely to be killed or seriously injured.

<sup>1</sup> As defined in the NSW Government *Integrated Planning and Reporting* framework and the Blayney Shire Council *Strategic Asset Management Plan 2022*.

<sup>2</sup> The NSW Government *Towards Zero – a Safe Systems approach*.

Local government has a strategic and operational road safety role as road managers, planning authorities and fleet managers, in addition to councils' community development and leadership roles<sup>3</sup>. This Strategy supports 2 of the 4 elements of the Safe Systems approach, including the *Safe roads and roadsides*, and *Safe speeds*. The other elements include *Safe Road Use* and *Safe vehicles* which are supported in various ways through other council strategies and policies, including active participation in the *Blayney Local Traffic Committee* (LTC), and advocacy functions (e.g., advocating for improved public (rail) transport).

Safety issues are incorporated into this Strategy through:

- Development of guiding principles via an analysis of the Blayney shire road crash profile from the Transport for NSW (TfNSW) Centre for Road Safety,
- Recording individual crashes for each road segment, and
- Consideration of known road design and alignment issues across the network.

### **A Whole-of-Life Cost approach**

Achieving the safety and efficiency objectives in this Strategy requires consideration of the financial implications of expanding the road asset portfolio within the context of Councils long-term financial sustainability. This is critical to ensure that council can afford the whole-of-life costs for the operation, maintenance, renewal, and annual depreciation expenses to continue to provide the desired level-of-service from the assets, over the long-term.

For Council to make sound financial decisions regarding the acquisition of new, or for the upgrading of existing assets, it is critical that the following issues are considered:

- Availability of funding over the long-term to cover the whole-of-life costs for maintaining existing assets.
  - Whole-of-life costs include the costs required to ensure the ongoing operations, maintenance, renewal, upgrade, and the eventual replacement of assets, while also funding the annual depreciation expense,
- The cumulative effect of increasing whole-of-life costs from growth in Councils' asset portfolio through the acquisition of new and upgraded assets (including contributed and grant funded assets),
- Minimising Council's liability exposure, by applying appropriate and affordable risk management processes to the operations and maintenance of assets,
- Compliance with relevant legislative requirements, and
- The long-term financial impact of increasing existing levels of service provided by existing assets (e.g., increasing the slashing frequency on rural roads).

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<sup>3</sup> Western Australian Local Government Association, *Roadwise; Working together to prevent road trauma, 2022* (<https://www.roadwise.asn.au/safe-system-approach-to-road-safety>).

- This Strategy assumes no increases in the existing levels of service, over the life of this plan.

The purpose of the Strategy is to document a network-wide, risk-based framework for the identification, assessment, and prioritisation of expenditure on the renewal, expansion or upgrading of the existing road network. Council uses a matrix scoring system for assessing each road segment within the network, to provide a prioritised ranking for the rehabilitation and / or upgrade of each road /segment<sup>4</sup>.

The *Transportation Asset Management Plan* (TAMP) clearly identifies that Council has limited funding for the expansion / upgrading of the road network, reinforcing the need for clear, risk-based assessment procedures to assist council to prioritise expenditure on road rehabilitation and upgrade works.

In preparing this Strategy, Council acknowledges the comparative ease of accessing Federal and State Grant funding in the present environment. This requires increased focus on the affordability of funding the whole-life-costs of any additional grant funded acquisitions or upgrades, particularly in relation to increases in depreciation expenses.

### **Purpose of the Blayney Shire Road Network**

The Blayney shire road network has many competing and often conflicting functions to perform, from providing a smooth surface for a cyclist, to having the width to enable two B-Doubles to pass safely. The primary functions of the Blayney road network are to:

- Connect residents to neighbouring council areas and the broader (State) road network,
- Provide efficient and safe transportation options for residents, visitors, and people traveling through the shire,
- Provide reasonable access to residential dwellings throughout the shire,
- Facilitate and encourage industry through the provision of an efficient, heavy vehicle capable road network,
- Provide a safe road environment that can be shared by all road users, from pedestrians to B-Doubles, and
- Encourage growth in the visitor economy by providing safe and smooth roads.

### **Blayney Shire Council Road Funding**

Council allocates road funding annually through the Operations Pan (OP), which represents Councils' annual budget, derived from the 4-year Delivery Program (DP) and the 10-year LTFP. Funding is allocated across different activities to ensure the ongoing operations and maintenance of the existing road network.

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<sup>4</sup> Roads are divided into segments, to aid in the management of the network. Generally, segments are 1-3kms on rural sealed roads, the full length of unsealed roads, and whole urban streets.

The expenditure categories and the activities they cover, along with the relevant budget areas used to manage the ongoing operations, maintenance, renewal, and upgrading of the road network are listed in Table 1, below. The budget areas informed by this Strategy are highlighted in red within the table.

*Table 1 - Council Road Expenditure*

Expenditure Type	Description	Budget area
<b>Operational</b>	Day to day operations to provide the required level of service including roadside slashing, street sweeping, etc.	Sealed and unsealed roads operations and maintenance budgets.
<b>Maintenance</b>	Minor maintenance activities including sealed road pothole patching, grading unsealed roads, renewal of line marking, guideposts etc.	Sealed and unsealed roads operations and maintenance budgets.
<b>Depreciation</b>	The annual expense on Council's financial statements for the depreciation of capital expenditure over the life of the asset.	Depreciation budget.
<b>Capital maintenance</b>	More extensive activities designed to extend the life of the road, such as resheeting unsealed roads and heavy patching and/or resealing of sealed roads.	Resealing budget. Heavy patching budget. Resheeting budget.
<b>Renewal</b>	Major rehabilitation of an existing road. Generally, involves a level of upgrade works to improve the service capacity.	Specific project capital budget Assumed grant funding.
<b>Upgrade</b>	Capital expansion component of major road rehabilitation projects and can include widening, or significantly realigning the existing road.	Specific project capital budget Assumed grant funding.
<b>Expansion</b>	Capital expansion of the road network including initial sealing of unsealed roads, or the construction of new roads.	Assumed grant funding.
<b>Contributed</b>	Capital expansion of the road network through dedication of roads through subdivision developments. These have no initial capital cost but have an ongoing impact on council's budget for funding the operations, maintenance, capital renewal, renewal, and depreciation of these assets.	Contributed.

Council has a limited budget for expansionary works and in this Strategy, it is assumed that any substantial expansionary and some renewal and upgrade expenditure will be funded by NSW and Australian government grants. Within the context of this Strategy, it is assumed that if grant funding is not available, these projects will be deferred or not proceed.

This Strategy provides a road rehabilitation, upgrade, and capital expansion priority list for all roads within the Blayney road network, which is used to develop a works program for the TAMP, funded within the LTFP. The financial impacts on the operations and maintenance, and depreciation budgets are also funded within the LTFP.

The project budget estimates included in the TAMP and LTFP are based on first principals estimates and are subject to refinement as project design and planning are undertaken for development of the DP and OP. The capital maintenance budgets for road reseals and gravel road resheeting are based on condition assessments during the delivery year. This allows some flexibility to address current issues, for example the extended wet weather in the previous 1-2 years.

The roads operations and maintenance budgets are based on indexation of previous years expenditure, while the depreciation expenses for roads are calculated from within the Asset Management System and reconciled with Council's corporate finance system.

Hobbys Yards Road at Mackellars Lane



Before



During



After

## THE ROADS STRATEGY

### Background

This Strategy forms part of the Blayney Shire Council strategic and asset management framework and should be read in conjunction with other key council strategies, plans and policies. It also supports Council meeting the requirements of the NSW Government *Integrated Reporting and Reporting* (IP&R) framework and assists council to achieve long-term financial sustainability.

The Strategy should be read in conjunction with Councils' *Strategic Asset Management Plan* (SAMP), which outlines the role of this (and other) strategies in informing priorities within the TAMP. The TAMP includes projects that are 'only possible' with Grant funding, as Council is unable to fund all projects internally. These projects are identified within the long-term (budgeted) funding for roads in the LTFP which is informed from the expenditure projections within the TAMP.

As part of a council wide integrated strategic and asset management framework, the inputs to, and the outputs from this document are linked to a range of Council and NSW Government strategies, plans, and policies. The key documents and their linkages to this Strategy are detailed in Table 2 below:

Table 2 - Councils' Strategic Planning Elements

Component	Description	Linkage to this Strategy
Individual Strategic Plans	Individual Village and specific Service area plans (e.g., Active Movement Strategy, Roads Strategy).	This Strategy.
Blayney Shire Community Strategic Plan (CSP)	Community vision, values, and strategic objectives. Medium to long-term priorities. Underpinned by the Community Engagement Strategy.	Sets the strategic direction and objectives.
Asset Management Policy	High level statement of Councils principles and approach to asset management.	Establishes the asset management framework.
Strategic Asset Management Plan (SAMP)	Documents how organisational objectives are converted to asset management objectives and the approach to development of asset management plans.	Provides background information and an overview of the broader objectives of transport assets.
Transportation Asset Management Plan (TAMP)	Documented information that specifies the activities, resources and timescales required for an individual asset class to achieve Council's asset management objectives.	This Strategy informs the renewal, upgrade, and expansion capital expenditure plans within the TAMP and LTFP.
Long Term Financial Plan (LTFP)	A 10-year financial forecast for council, updated annually as part of the development of the Delivery Program and Operational Plan.	This Strategy informs the renewal, upgrade, and expansion capital expenditure plans within the TAMP and LTFP.
Delivery Program (DP)	Four-year delivery program. It aligns with the four-year term of the council and is reviewed annually.	Capital works programs are developed from this Strategy and included in the DP and LTFP.

Component	Description	Linkage to this Strategy
Operational Plan (OP)	A one-year plan (annual budget), based on the DP, identifying individual projects.	Capital works projects are delivered, that are identified in this Strategy.
NSW Government Integrated Planning and Reporting framework (IP&R)	Sets the broader strategic planning framework which Council is required to comply with.	This Strategy is a key input to the Blayney Shire strategic planning framework.
TfNSW Centre For Road Safety – Crash Profile – Blayney Shire 2016-20	Blayney shire crash profile 2016-2020 (Appendix A) and official crash statistics for the local and state road network within the shire.	Provides an overview of the crash characteristics for Blayney, identifying areas of concern compared with the region and the state. Provides actual crash data for assessing renewal and upgrade needs on individual road segments.
Enterprise Risk Management Policy and Plan	Sets out Council's risk appetite, risk management framework and integrates risk within Council's IP&R framework.	Provides the risk management framework used to analysis road priority.
Corporate Risk Register	Records high-level organisational risks, including action plans, reviewed by Manex and Managers and oversight by the Audit, Risk, and Improvement Committee (ARIC).	This Strategy has been prepared to address key Infrastructure risks identified in the Corporate Risk Register.
Road Hierarchy, Renewal and Maintenance Policy	Sets the policy and risk framework that Council uses to manage the road network.	Defines the extent of the Blayney Shire road network and road hierarchy. Defines road class renewal / upgrade standards.
Legal & Stakeholder Requirements & Expectations	State and Regional planning initiatives, Legislative requirements, including Governance (e.g., Roads Act 1993).	Determines the current compliance requirements for new works on the existing network.
Austrroads, Infrastructure Risk Rating (IRR) Framework	The IRR is an assessment methodology for evaluating road safety risk. It calculates a risk rating based by coding road and roadside features.	Provides the foundations for the assessment framework used in this Roads Strategy. The methodology has been modified for use on the Blayney network to account for lower traffic volumes, high percentages of heavy vehicles and the extensive unsealed network.
NSW government, Transport for NSW, Road Safety Plan 2021 – Towards Zero – A safe systems approach, Road Safety Strategy	Sets out the principles of the safe systems approach, including: <ul style="list-style-type: none"> <li>Road safety is a shared responsibility,</li> <li>The human body can only withstand limited forces in a crash, and</li> <li>Continuous improvements in vehicles, roads and behaviour will reduce fatalities and serious injuries.</li> </ul>	Establishes guiding principles for prioritising road rehabilitation, upgrade, and new works projects.
NSW Government, Transport for NSW, DRAFT Central West and Orana Regional Transport Plan 2022	A supporting plan of Future Transport 2056. The Plan presents the strategic framework for how Transport for NSW will proactively respond to anticipated changes in land use, population and travel demand across the region.	Sets regional context and vision for ongoing development and improvement of the transport services within the Central West and Orana Region.

## The Blayney Shire Road Network

### *Shire Profile and Stakeholder Engagement*

As part of Council's integrated strategic and asset management framework the community, current, and future demand profiles that underpin the assumptions in this plan can be found in the documents listed in Table 2 above, particularly the SAMP and TAMP.

The stakeholder inputs considered in this Strategy are largely derived from a Community Survey undertaken by Council in 2021. Analysis of the road related aspects of the survey are documented in the TAMP. These and other stakeholder considerations (e.g., school bus routes) have been incorporated into the guiding principles underpinning this Strategy.

### *Blayney Shire Road Safety analysis*

Council analyses the safety of individual roads within the network using several methods. These include assessment of known deficiencies (e.g., severe curves, under width pavements, and speed environs); recording of crash locations; road safety audits; and recording crashes and near misses reported by the public and council staff.

Analysis of the overall crash profile for the Blayney network<sup>5</sup> within the context of the broader western region and NSW, highlights important characteristics about the nature of crashes within the Blayney Shire, which differ to the western region and NSW. Between 2016 and 2020, there were 121 officially recorded accidents within Blayney shire, of which 74 (61%) were on Councils local and regional road network, 12 (10%) were on local or regional road intersections with the state road network and 35 (30%) occurring on State managed roads (Mid Western Highway / Adelaide Street, Church Street / Orange Road / Millthorpe Road / Park Street).

The TfNSW Centre For Road Safety Crash Profile for the Blayney local government area is shown in Appendix A. The key characteristics and implications for the Blayney road network are summarised in Table 3 below.

*Table 3 – Blayney Crash Profile and Strategic response<sup>6</sup>*

Crash Characteristic	Safety Inference	Strategy Actions ( <i>Other Actions</i> )
High incidence of Fatal, Serious, and Moderate injury crashes	High speed crashes, mostly on sealed roads, resulting in significant injuries.	Prioritise road rehabilitation to improve alignment and width on roads with multiple or major crash history ('black spots').
Speeding related crashes	Speeding identified as a contributing factor in 45% of crashes, compared with 28% and 17% for the western region and NSW, respectively.	Focus on building more 'forgiving' roads, to reduce the incidences of crashes, and the severity of crashes when they do occur.

<sup>5</sup> Transport for NSW, Centre For Road Safety; 2016-20 Crash data profile Blayney Shire Council area <https://roadsafety.transport.nsw.gov.au>



Crash Characteristic	Safety Inference	Strategy Actions ( <i>Other Actions</i> <sup>1</sup> )
		<i>(Develop educational programs around speed and fatigue issues).</i>
Very high incidence of crashes in high-speed zones	Majority of crashes in 100km/h zones. 69% for Blayney compared to 33% for the western region and 11% for NSW	Focus road rehabilitation, upgrades, and new works on high-speed rural network. <i>(Work with TfNSW to implement appropriate speed zoning).</i>
Very high percentage of run off road on curve crashes	Blayney has a very high rate of off road out of control on curve crashes. 50% of crashes in Blayney identified as off road out of control on curve crashes, compared to 26% and 14% for the western region and NSW, respectively.	Focus road rehabilitation and upgrade works on improvement of horizontal alignment in high-speed zones and identified 'black spot / lengths' locations. <i>(Develop a specific Delineation Maintenance (Guideposts, Line marking etc.) budget).</i>
Higher than average crashes involving fatigue	Drivers travelling long distances and for long periods. 22% of crashes in Blayney identified fatigue as a contributing factor, compared to 16% for the western region and 8% for NSW.	Consider installation of crash barriers as part of safety treatments in rehabilitation and upgrade works. <i>(Develop educational programs around speed and fatigue issues).</i>
Local and surrounding local government area residents represent most drivers involved in crashes	Complacency, speed, and fatigue likely contributors to crashes, rather than just poor road alignment and condition.	
Majority of crashes on a small number of roads	Roads experiencing multiple crashes account for a large percentage of total crashes, especially on Regional roads. 30% of crashes occurred on 3 roads: Hobbys Yards Road, Newbridge Road, and Belubula Way. Over 50% of crashes occurred on just 9 roads. (see Appendix B: Crash data by Road).	Develop strategies to address safety issues on specific routes. Consider additional safety actions on the Regional road network.

<sup>1</sup> Some actions identified in this analysis will be considered in other Council programs (budgets) and strategies.

The Strategy objectives informed by this crash analysis underly the focus of making the network safer and more forgiving, as per the Safe Systems Approach to road safety and are combined with Councils other guiding principles to form the basis of prioritisation of road rehabilitation, upgrade, and expansionary works.

### Guiding principles

In addition to the drivers and inputs outlined in Table 2, and those identified by the Blayney Crash Profile, there are other guiding principles used to develop the road rehabilitation and upgrade priority list, including:

- The road hierarchy which reflects the strategic importance of individual roads in terms of their current and expected usage patterns (providing access to a single dwelling versus a major through road),
- The road hierarchy prioritises 'preferred' routes where duplicate routes are available, recognising that Council does not have sufficient funding to develop and maintain multiple routes,

- Ensuring that road rehabilitation and upgrade works are programmed in a way that does not result in poor interfaces to lower standard segments adjoining proposed works – ‘we do not want to increase the speed of crashes’,
- The assessment process considers individual road segments. For sealed roads no segment is greater than 3km in length, while for unsealed roads, the road is generally a single segment,
- Rehabilitation and upgrade works are generally only applied to Class 1 and 2 roads / road segments,
- The annual heavy patching program is used for the rehabilitation of class 1 to class 5 sealed roads / road segments, or parts of segments,
- Class 1 and 2 roads are considered the preferred heavy vehicle routes, demanding:
  - Higher strength pavements, and
  - Greater width to improve safety for heavy vehicles and other road users,
- Identified school bus routes are given additional consideration for continuity of service issues on unsealed roads and general safety on sealed roads, and
- Other known / specific safety issues are also considered, based on crash history, and known substandard design and / or constructed road segments.

These guiding principles, the Blayney crash profile and the drivers and inputs referred to in Table 2 provide the basis for the analysis used to determine rehabilitation, upgrade, and expansion priorities for the entire road network across Blayney. The application of a risk management framework focuses the scoring on risk related issues, rather than amenity issues, hence a high-speed sealed road with poor alignment will score more highly than an unsealed urban lane in a low traffic, low speed environment.

This means that initial sealing of low-speed urban (village) roads are unlikely to score highly enough to be included in the priority roads list for expansionary (sealing) works. If Council were to prioritise an initial sealing program for unsealed village streets, it would be recommended that this be developed, as a separate program with identified funding for the capital upgrade expenditure and the funding of ongoing whole-of-life costs, including depreciation.

#### **The Road Assessment Methodology**

The assessment methodology used to assess the road network is based on the *Austroads Infrastructure Risk Rating (IRR)* methodology. The Austroads IRR was developed for application across all councils in Australia and has subsequently been adapted for use on the Blayney network, based on available data sources, smaller traffic volumes, and having an extensive unsealed network.

Roads included in the Strategy are those defined in the *Blayney Shire Council Road Hierarchy, Renewal and Maintenance Policy (25G)* (the Policy), which includes all roads that Council maintains full financial responsibility for (Class 1 to Class 5b in the Road

Hierarchy) and excludes private or State roads and unmaintained road reserves. There are no new roads proposed in this Strategy.

#### *Road Assessment Criteria*

The assessment criteria for determining the priority for road rehabilitation, renewal, and / or upgrades is based on a roads' desired standard derived from its Class in the Road Hierarchy and its ability to provide the service level intended. These criteria are divided into three main areas relating to an asset's performance in meeting agreed levels of service, and include:

- **Function** – is the asset suitable to provide the intended service?
- **Capacity** – is the service over or undersupplied by this asset?
- **Condition** – is the asset in a condition that can provide the service?

The measures used to analyse the road network in Blayney are grouped under these broad headings and how they are used is described in Table 3 below. All categories of scores have been converted to a score ranging from 1 to 10, with 10 representing the highest priority roads for each measure. These are then averaged to provide an overall score for each road segment out of 10.

Condition is only measured for sealed road pavements, using ARRB (methodology) laser survey on 2-3 yearly basis, with 'manual overriding for known pavement failures. Seal condition is not measured as this is covered under Councils resealing budget and not considered a structural failure, or driver for road rehabilitation or upgrade.

Unsealed road condition is subject to rapid change and is generally addressed through maintenance grading and not a driver for road rehabilitation or upgrade works, except where maintenance expenditure is excessive. The frequency of maintenance grading is measured through the 3-year average maintenance expenditure per road (rural) and per village (urban).

*Table 4 – Priority assessment measures*

Category	Measure	Scoring (out of 10)
Function	<b>Road Hierarchy – Class 1 to 6</b> Classifies roads within the network from Class 1 (main arterial) to Classes 5a (local access) and 5b (Single dwelling access). Class 6 not included as not owned / maintained by council.	<ul style="list-style-type: none"> <li>• Class 1 = 10.</li> <li>• Class 2 = 7.</li> <li>• Class 3 = 4.</li> <li>• Class 4 = 2.</li> <li>• Class 5a = 1.</li> <li>• Class 5b = 0.</li> <li>• Class 6 not included.</li> </ul>
	<b>Road Function</b> Refines road hierarchy by considering the roads function in terms of being an arterial / collector, providing access to a facility (community or industrial), a minor access road servicing less than 3 dwellings, or 'dead end'. Included to refine functional hierarchy and accounts for road function of low volume roads.	<ul style="list-style-type: none"> <li>• Major arterial = 10.</li> <li>• Major collector with alternate route(s) = 7.</li> <li>• Collector road or facility access = 5.</li> <li>• Urban streets and rural access roads = 3.</li> </ul>

		<ul style="list-style-type: none"> <li>Minor access roads servicing &lt;3 dwellings = 0.</li> </ul>
	<p><b>Road Hierarchy Width Standard</b></p> <p>Compares the actual road width against adopted standard per road class, converted to score out of 10.</p> <p>Excludes urban roads and variations of less than 1m from the standard.</p>	<ul style="list-style-type: none"> <li>Width (m) &lt; Class standard x 2.5.</li> </ul>
	<p><b>Traffic Volume</b></p> <p>Measures Average Annual Daily Traffic (AADT) adjusted to reflect speed environment, based on Posted Speed Limit (PSL).</p> <p>If not available, excluded from road overall score.</p>	<ul style="list-style-type: none"> <li>Actual AADT (weighted by PSL).</li> </ul>
	<p><b>Heavy Vehicle usage</b></p> <p>Measures Heavy Vehicles as a percentage of AADT. Score is converted to provide a score out of 10.</p> <p>If not available, excluded from road overall score.</p>	<ul style="list-style-type: none"> <li>Percentage of Heavy Vehicles score (converted to score out of 10).</li> </ul>
	<p><b>Bus Routes</b></p> <p>Additional priority is attached to roads that service a general or school bus route.</p>	<ul style="list-style-type: none"> <li>Bus route - multiple = 7</li> <li>Bus route - single = 5.</li> <li>Bus route - &lt;=50% Length = 3.</li> <li>Not a bus route = 0.</li> </ul>
	<p><b>Posted Speed Limit (PSL)</b></p> <p>Scores road on actual PSL</p>	<ul style="list-style-type: none"> <li>PSL / 10.</li> </ul>
<b>Capacity</b>	<p><b>Crash History<sup>1</sup></b></p> <p>Number of crashes per road segment, based on Official crash data<sup>2</sup> and anecdotal information, including 'near-miss' incident reports from council staff and members of the public.</p> <p>Crash type 'Struck animal' are not included in the road crash score, as these are external to the road's performance.</p> <p>Crashes that pre-date major road rehabilitation / upgrade works are excluded.</p>	<ul style="list-style-type: none"> <li>Crashes - multiple = 10.</li> <li>Crash - single = 8.</li> <li>No crash history = 0</li> </ul>
	<p><b>Risk Assessment</b></p> <p>Road segments are assessed based on known or reported safety issues. The risk score is determined separately for Sealed and Unsealed roads, due to differences in Consequence and Likelihood and are based on Councils standard risk assessment tools (See Appendix C).</p> <p>Risks have been assessed for sealed and unsealed roads within the following categories:</p> <ul style="list-style-type: none"> <li>Blind crests (Sealed = M / Unsealed = H),</li> <li>Blind crests on curves (Sealed = M / Unsealed = H),</li> <li>Poor horizontal alignment (Sealed = H / Unsealed = M),</li> <li>Poor vertical alignment / problematic grades (Sealed = M) / Unsealed = L),</li> <li>Intersection issues (poor sight distance or alignment) (Sealed = M / Unsealed = L),</li> <li>Narrowness of road segment (Sealed = H / Unsealed = L), and</li> <li>Roadside hazards (physical hazards including trees and flood risk) (Individual risk assessed).</li> </ul> <p>The highest risk score for a segment is assigned to that segment.</p>	<p>Risk is scored per risk rating:</p> <ul style="list-style-type: none"> <li>High = 10</li> <li>Medium = 7</li> <li>Low = 3</li> <li>No identified issue = 0</li> </ul>

	<p><b>Intersection and Access density (rural roads)</b> <i>(Analysis yet be undertaken)</i></p> <p>The number of conflict points (intersections and driveway accesses) per length of road increases the risk of collisions on high-speed roads. Excludes urban / low-speed roads.</p>	<ul style="list-style-type: none"> <li>• To be developed in future iterations of this Strategy.</li> </ul>
Condition	<p><b>Maintenance Expenditure</b></p> <p>Excessive, or increasing expenditure on maintenance indicates the road is failing and unable to deliver the required level of service. Maintenance expenditure reflects real time condition changes.</p> <p><b>Rural Sealed and Unsealed</b> – Average maintenance expenditure (previous 3 years) per road per kilometre. Excludes capital maintenance e.g., Reseals and Heavy Patching.</p> <p><b>Urban Sealed</b> – Average maintenance expenditure (previous 3 years) for all sealed streets per village per kilometre. Excludes capital maintenance e.g., reseals.</p> <p><b>Urban Unsealed</b> – Average maintenance expenditure (previous 3 years) for all unsealed streets per village per kilometre. Excludes capital maintenance e.g., major resheeting.</p>	<ul style="list-style-type: none"> <li>• Sealed and Unsealed Rural Roads (3-year) average maintenance cost per metre.</li> <li>• Sealed Urban Streets (3-year) average maintenance cost per village per metre.</li> <li>• Unsealed Urban Streets (3-year) average maintenance cost per village per metre.</li> </ul>
	<p><b>Condition Rating – Sealed Pavements only</b></p> <p>Sealed road pavement can indicate the need for road rehabilitation, which should also include consideration of any safety or efficiency upgrades.</p> <p>If not available, Condition rating is excluded from the roads overall score.</p> <p>Note: Generally, Class 3 to 5b road pavement issues are addressed through Councils Heavy Patching program.</p>	<ul style="list-style-type: none"> <li>• Condition 5 = 10.</li> <li>• Condition 4 = 8.</li> <li>• Condition 3 = 6.</li> <li>• Condition 1 &amp; 2 = 0.</li> </ul>

<sup>1</sup> Crash type is not considered in the initial priority scoring but is considered when assessing treatment options for a road segment which may result in other actions being recommended (e.g., Improved delineation, signage at an intersection, referral to the Blayney LTC, or referral to TfNSW for a speed zone review).

<sup>2</sup> Transport for NSW, Centre for Road Safety, Crash Statistics – Blayney Shire 2016 – 2020.

Council collects these data on an ongoing basis, continuously improving the currency and completeness of the data modelling used in this Strategy. It is noted that the sealed road condition rating data requires updating, given the impact of the extended wet weather since the 2019 Australian Road Research Board (ARRB) Sealed Road Condition Survey.

Council will be conducting an ARRB (methodology) condition assessment of the rural sealed road network during 2022. Urban sealed roads are condition assessed on a 5 yearly cycle coinciding with Transportation asset class revaluations.

*Roads Capital Expenditure Program*

To develop a capital expenditure (Forward Works) program for renewal, upgrade and new road projects, Council assesses the priority ranking of road segments derived from the application of the assessment criteria above. The criteria are used to rank the priority of road segments, which are then assessed for appropriate treatment options. Projects are then included in the TAMP and LTFP, based on a priority, budget estimate and within the appropriate expenditure program.

Projects included in the capital expenditure program, are individually assessed prior to inclusion in the LTFP. The assessment considers the objectives and guiding principles of this Strategy before recommending any treatment option. In some instances, the proposed treatment will sit within other council programs or strategies (e.g., the Heavy Patching program, referral to the Blayney LTC, etc.).

Carcoar Street – Blayney



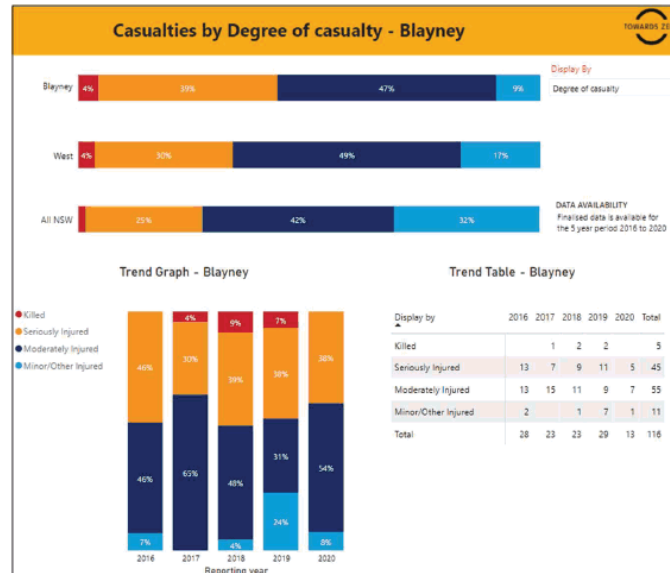
Before



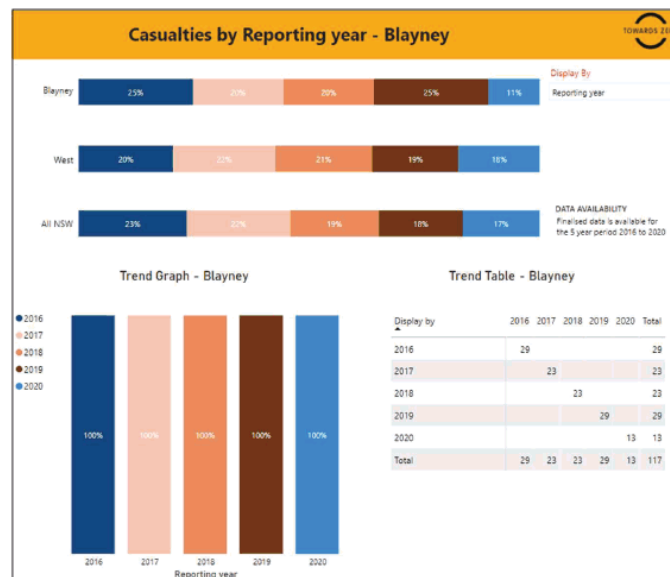
After

## Appendix A: Blayney Shire Crash Profile 2016-20 (Centre for Road Safety)

### Casualty Characteristics:

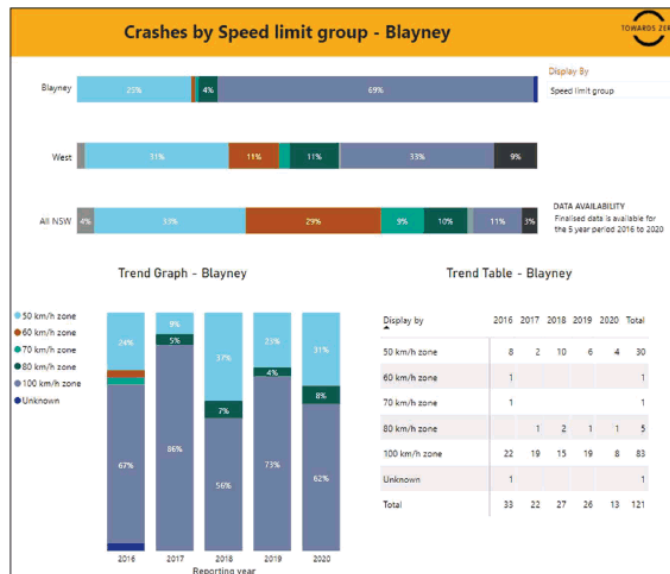


⇒ High level consequence crashes significantly above the region and NSW.

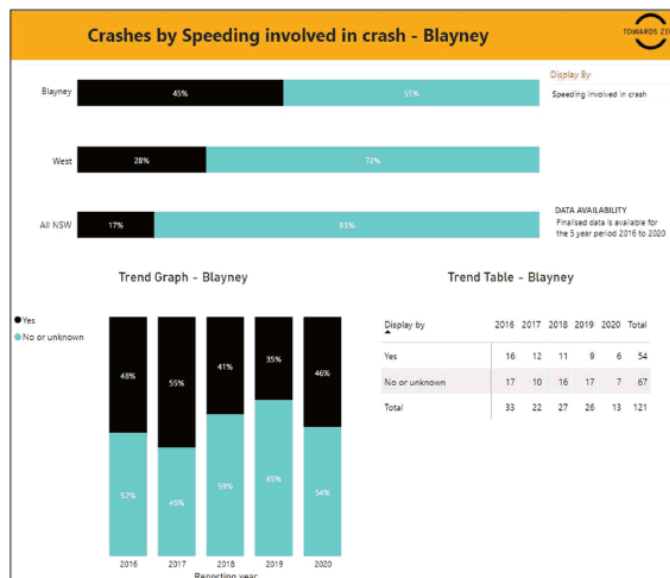


⇒ Reduction in crashes in 2020 likely due to reduced travel related to Covid pandemic.

**Contributing Factors:**

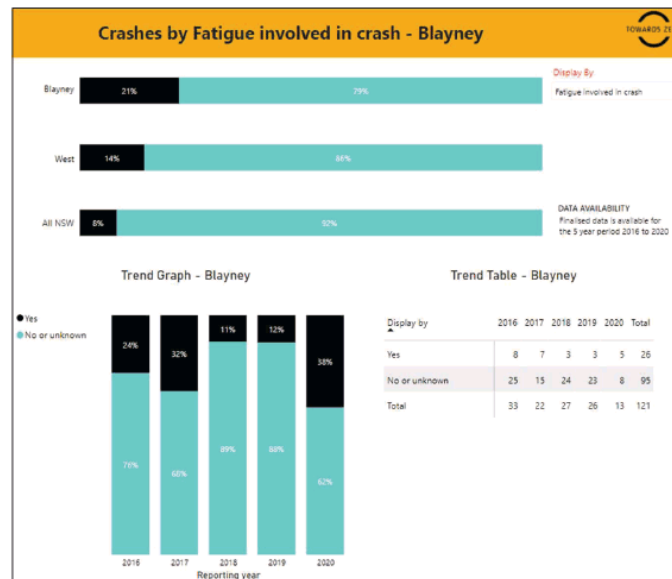


⇒ Blayney has a very high percentage of crashes on high-speed roads.

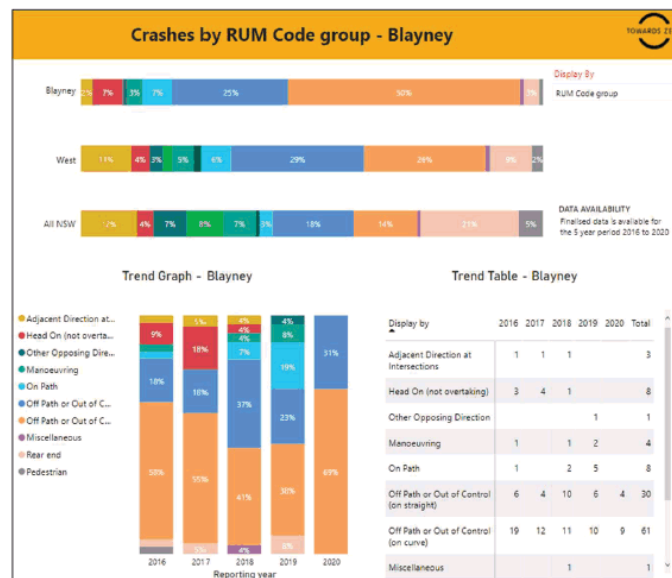


⇒ Speeding identified as a contributing factor in 45% of crashes, significantly higher than for the region and NSW.

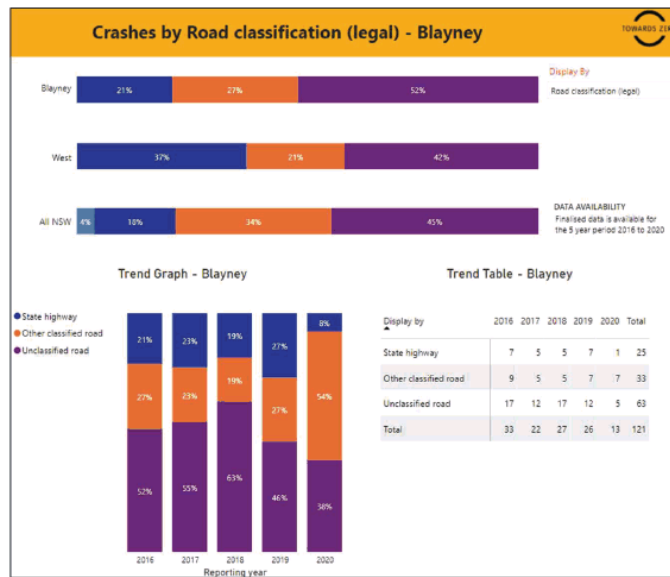




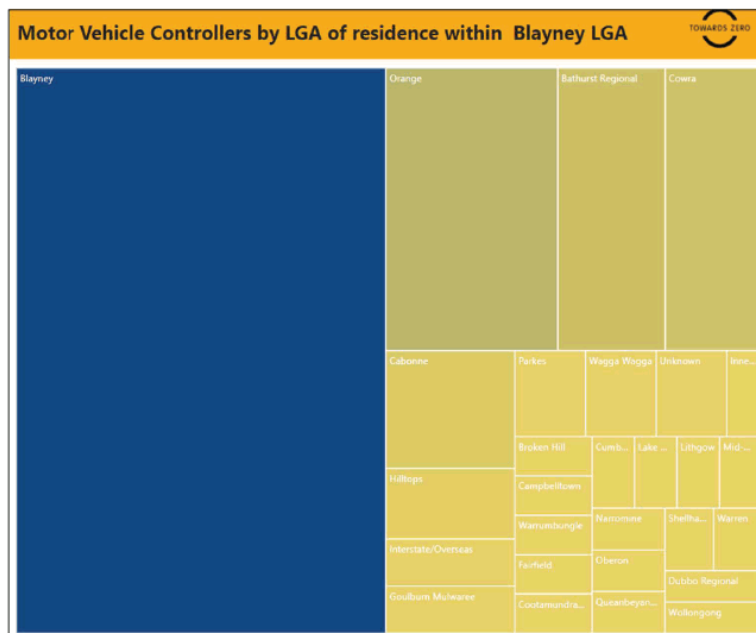
⇒ Fatigue was identified as a contributing factor in 21% of crashes compared to 14% and 8% for the region and NSW, respectively.



⇒ Run off road is the dominant type of accident (almost double the region and more than 3 times that for NSW), reflecting crashes in high-speed road environments.



⇒ Blayney has a high percentage (52%) of crashes on local roads.



⇒ Most drivers involved in crashes are from Blayney and surrounding local government areas – not 'city drivers'.

**Appendix B: Crash data by Road (2016 – 2020)**

Road	Regional / Local	Crash Count <sup>1</sup>	Percent of Total Crashes
Hobbys Yards Road	Regional	9	11.25
Newbridge Road	Local	9	11.25
Belubula Way	Regional	6	7.50
Moorilda Road	Local	4	5.00
Browns Creek Road	Local	3	3.75
Errowanbang Road	Local	3	3.75
Gap Road	Local	3	3.75
Ogilvy Street	Local	3	3.75
Wimbledon Road	Local	3	3.75
Barry Road	Local	2	2.50
Cadia Street	Local	2	2.50
Forest Reefs Road	Local	2	2.50
Garland Road	Local	2	2.50
Maria Street / Adelaide Street	Local	2	2.50
Osman Street	Local	2	2.50
Other	Local	25	31.25
<b>Total Crashes</b>	<b>Regional and Local</b>	<b>80</b>	

<sup>1</sup> Official Crash Count includes intersection crashes involving State and Regional / Local roads and excludes 'struck animal' crash types as these do not relate to the road characteristics.

### Appendix C: Risk Assessment – Identified / know safety issues

The risk assessment process utilises the Blayney Shire Council Enterprise *Risk Management Policy and Plan*. The Policy employs the following Likelihood and Consequence matrices:

Descriptor	Description	Indicative Frequency
Almost Certain	The event is expected to occur in most circumstances	>80% of the time
Likely	The event will probably occur in most circumstances	50-80% of the time
Unlikely	The event is not expected to occur	20-50% of the time
Very Unlikely	The event could happen but only in exceptional circumstances	<20% of the time

Figure 4: Likelihood Rating Table

		Likelihood			
		Almost Certain	Likely	Unlikely	Very Unlikely
Consequence	Catastrophic	Extreme	Extreme	High	High
	Major	Extreme	High	High	Medium
	Moderate	High	High	Medium	Low
	Minor	High	Medium	Low	Low

Figure 5: Risk Rating Matrix

### Appendix D: Priority Road Segments (Highest 50)

Priority No.	Road Name	Segment No.	Length (m)
1	Hobbys Yards Road	452.220	1,520
2	Hobbys Yards Road	452.221	1,527
3	Hobbys Yards Road	452.190	2,158
4	Hobbys Yards Road	452.150	1,604
5	Hobbys Yards Road	452.160	940
6	Hobbys Yards Road	452.200	829
7	Hobbys Yards Road	452.210	339
8	Mandurama Road	56.063	981
9	Browns Creek Road	98.060	1,429
10	Mandurama Road	56.060	1,179
11	Hobbys Yards Road	452.170	369
12	Hobbys Yards Road	452.180	1,069
13	Long Swamp Road	115.010	1,084
14	Hobbys Yards Road	452.090	1,196
15	Forest Reefs Road	130.010	1,673
16	Belubula Way	453.090	1,230
17	Belubula Way	453.100	1,416
18	Mandurama Road	56.010	539
19	Mandurama Road	56.020	620
20	Hobbys Yards Road	452.140	1,413
21	Mandurama Road	56.070	635
22	Newbridge Road	22.090	2,882
23	Village Road	25.030	3,470
24	Vittoria Road	1.010	1,148
25	Mandurama Road	56.050	784
26	Mandurama Road	56.061	1,173
27	Belubula Way	453.061	1,228
28	Newbridge Road	22.050	1,111
29	Barry Road	52.050	2,007
30	Mandurama Road	56.062	933
31	Hobbys Yards Road	452.050	1,297
32	Hobbys Yards Road	452.060	1,816
33	Hobbys Yards Road (Sawyer St)	304.010	805
34	Newbridge Road	22.060	403
35	Barry Road	52.010	896
36	Belubula Way	453.030	1,974
37	Barry Road	52.030	968
38	Hobbys Yards Road	452.240	161
39	Mandurama Road	56.090	949
40	Browns Creek Road	98.033	1,298
41	Village Road	25.010	1,532
42	Forest Reefs Road	130.110	1,707
43	Forest Reefs Road	130.120	1,106
44	Guyong Road	14.051	1,440
45	Belubula Way	453.070	1,212
46	Mandurama Road	56.100	1,280
47	Hobbys Yards Road	452.080	886
48	Browns Creek Road	98.051	853
49	Kings Plains Road	19.010	5,160
50	Forest Reefs Road	130.100	1,131
	<b>Total Road Length</b>		<b>65,360</b>

## REFERENCES

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## GLOSSARY

- AMP(s) – Asset Management Plan(s).
- ARIC – Audit Risk and Improvement Committee.
- ARRB – Australian Road Research Board.
- AADT – Average Annual Daily Traffic count.
- DP – Councils 4-year Delivery Program.
- IP&R – NSW Government Integrated Planning and Reporting Framework.
- IRR – Austrroads Infrastructure Risk Rating tool.
- LTC – Blayney Shire Council Local Traffic Committee.
- LTFP – Councils Long Term Financial Plan (10 years).
- OP – Councils 1-year Operational Plan / Annual Budget.
- PSL – Posted Speed Limit.
- SAMP – Strategic Asset Management Plan (Asset Management Strategy).
- TAMP – Transportation Asset Management Plan.
- TfNSW – Transport for New South Wales.