



LATE ATTACHMENTS TO REPORTS OF THE
BLAYNEY SHIRE COUNCIL MEETING
HELD ON TUESDAY 19 APRIL 2022

LATE ATTACHMENTS

08 Community Strategic Plan Draft 2022-2032

Attachment 1: Draft Community Strategic Plan 2022-2032..... 1

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Blayney Shire Community Strategic Plan 2022-2032

**A Warm Welcome Awaits you in Blayney
The Village Shire**



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Blayney Shire Community Strategic Plan 2022-2032

Adopted

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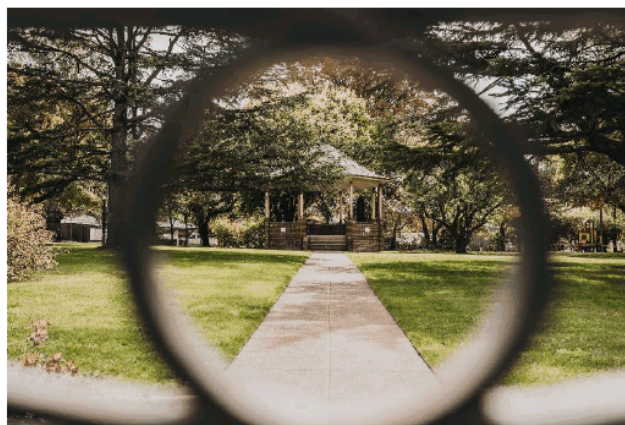
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Message from the Mayor and Councillors

Council has endorsed the draft Blayney Shire Community Strategic Plan (CSP) 2022-2032 which represents the vision of our very diverse and vibrant community for public exhibition. Your feedback and comments are encouraged to ensure that we have a plan that sets out clearly our priorities and aspirations for the Shire for the next 10 years.

This CSP It follows and updates our first CSP and individual Town and Village Plans developed in 2016 and 2018.

Testament to the CSP 2018/2028 is what we have achieved as a Council support the community collaborating with State and Federal governments, stakeholders to deliver many projects and services throughout the shire. This was recognised by the presentation of the AR Bluett Award 2021 in the rural and regional Council category to Blayney Shire Council in April 2022.

Community groups, residents, school children and agencies from Blayney and our villages of Millthorpe, Mandurama, Carcoar, Newbridge, Neville, Lyndhurst as well as Hobbys Yards and Barry have all contributed at the grass roots level to separate Town and Village Community Plans. These local plans collect together the projects and objectives of their communities and remain very valuable and current resource documents for Council to help progress the aspirations of Blayney and each of our Villages.

From these plans the Shire-wide Community Strategic Plan was developed. We have called it 'A warm welcome awaits you in Blayney – the Village Shire'.

This plan is a community document. There will be many projects or issues/priorities that are not the responsibility of local government and so Council's role will be to advocate and collaborate. However we all have a responsibility and role to play in achieving our community aspirations and Council will continue to support those community members who want to contribute to our future together.



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What is the Community Strategic Plan

The Community Strategic Plan (CSP) is a community document with priorities and aspirations for the future of the Shire for the next 10 years. Following the extensive community consultation with local residents undertaken in 2017, at various stages with our review of the Village Plans in 2021, recent Millthorpe and Blayney Mainstreet Masterplans in 2022; and the 319 respondents to our Council Services survey in 2021, a review of the Blayney Shire CSP 2018 has been completed.

The vision established for Blayney acknowledges our communities; of the town, villages and settlements as supportive and welcoming to those who live here and also those who visit. With beautiful and productive landscape, a showcase of how agriculture, mining and industry can work together for the greatest good. An area where there is both space and time to make and live your dreams!

Sourced from local level Town and Village Community Plans, Council's Local Strategic Planning Statement, Settlement Strategy, Sports and Recreation Masterplan, Active Movement Strategy and many other strategic planning documents of the Blayney Shire the collective aspirations and objectives are grouped into a number of overarching strategies categorised under the themes of:

1. Maintain and Improve Public Infrastructure and Services
2. Build the Capacity and Capability of Local Governance and Finance
3. Diversify and Grow the Blayney Shire Local and Visitor Economy
4. Enhance facilities and networks that support Health and Wellbeing of the Community, Sport, Heritage and Cultural interests
5. Protect Our Natural Environment

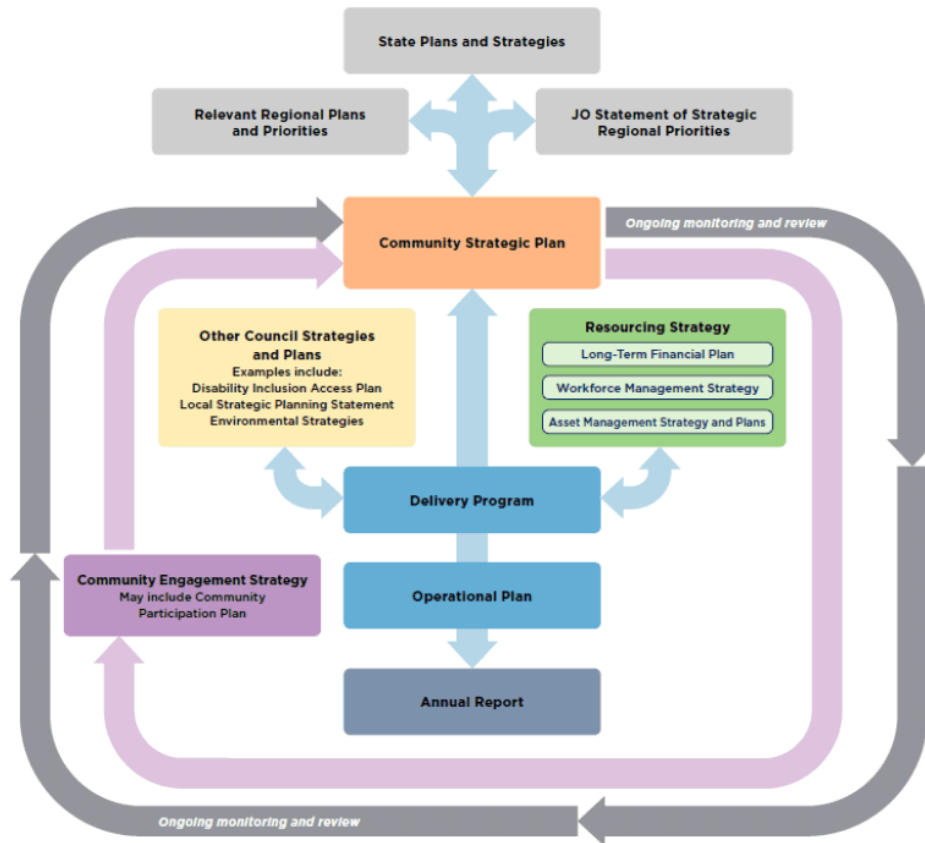
The CSP essentially addresses four key questions for the community:

- Where are we now?
- Where do we want to be in ten years' time?
- How will we get there?
- How will we measure success?



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The following diagram shows the relationship between the State and Regional Plans, CSP, Council's Delivery Program, Annual Operational Plan, Resourcing Strategy and other Council Strategies and Plans.



The CSP, belongs to the community and is endorsed by Council to address civic leadership, social, environmental and economic issues.

It is important to note that while Council is the custodian of the CSP, it may not be responsible for the delivery of all of the activities the Plan identifies. To this end, the CSP identifies what role Council plays and how other partners such as State agencies, non-government organisations, business partners and community groups may be included.

Projects which Council has a role in delivering are found in the Delivery Program with specific timeframes, and responsibilities which are actioned by specific projects and delivered services/programs/activities in the Operational Plan. At the end of each Council term a report is prepared by Council to the community which examines what progress has been made towards the achievement of outcomes identified in the CSP.

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Our Vision for Blayney Shire

A busy, vibrant, and thriving rural shire – a friendly and open place where people choose to live with a strong sense of community spirit and cohesiveness.

With positive population growth, employment opportunities, increased diversity of industry and economic growth, Blayney Shire's township, villages and settlements will be dynamic and prosperous.

Our families and homes will continue to be safe within our caring and welcoming communities.

Through inclusive design all residents will all have access to, and be able to enjoy the outdoors and facilities, improving our health and lifestyle whilst participating in a range of sporting and recreational activities.

Growth will be achieved in a planned and sustainable manner with industry, coexisting with our productive farming land, and open space; protecting and restoring the natural environment and restoring our built and heritage as a feature.

As a picturesque, centrally located shire in the beautiful central west of NSW, we will be a significant contributor to the regional visitor economy; with a creative and artistic culture, food and wine and historic villages.

Blayney Shire will be engaged, proactive and acknowledged for undertaking major projects and delivering valuable services, collaborating at a regional, state and national level.



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Values

The people who live in Blayney Shire are friendly, hardworking, loyal, and very community focused.

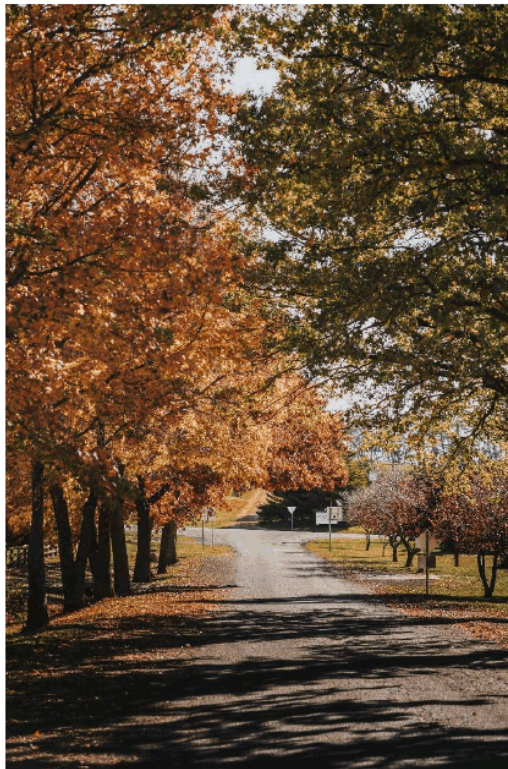
With a generosity of spirit and willingness to welcome visitors and new residents, the community will unite and rally together to assist those in need.

We support diversity of interests, backgrounds and access to public amenities and services for all residents on an equitable and shared basis.

We are resourceful; our innovative thinking and competitive spirit supported by the contribution of volunteers working together collaboratively and sharing resources, has produced great outcomes.

We back ourselves and look forward positively and strategically with a can do attitude. We ask questions and expect transparency, balance, equity and accountability of our local, state and federal governments.

Most importantly we value honesty and respect for each other, our natural and built heritage and our valuable resources as we strive to achieve our future directions for our local villages and town within the shire and the whole region.



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Where is Blayney Shire

Blayney Shire Council has an area of 1,524 km² and is located in the Central Tablelands of New South Wales, approximately three hours by road from the centre of Sydney. The principal town in the Shire is Blayney, situated some 37km southwest of Bathurst, 35km southeast of Orange and approximately 244km by road from Sydney.

It is the centre of a district, which stretches east to Bathurst, southwest to Cowra and north to Orange. Blayney Shire is comprised of a number of villages and localities including Millthorpe; Carcoar; Mandurama; Lyndhurst; Neville; Newbridge; Hobbys Yards and Barry.



Figure 1: Map of Blayney Shire Local Government Area Boundaries

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Blayney Shire Council is a member of the Central NSW Regional Organisation of Councils (Centroc) soon to be the Central NSW Joint Organisation.

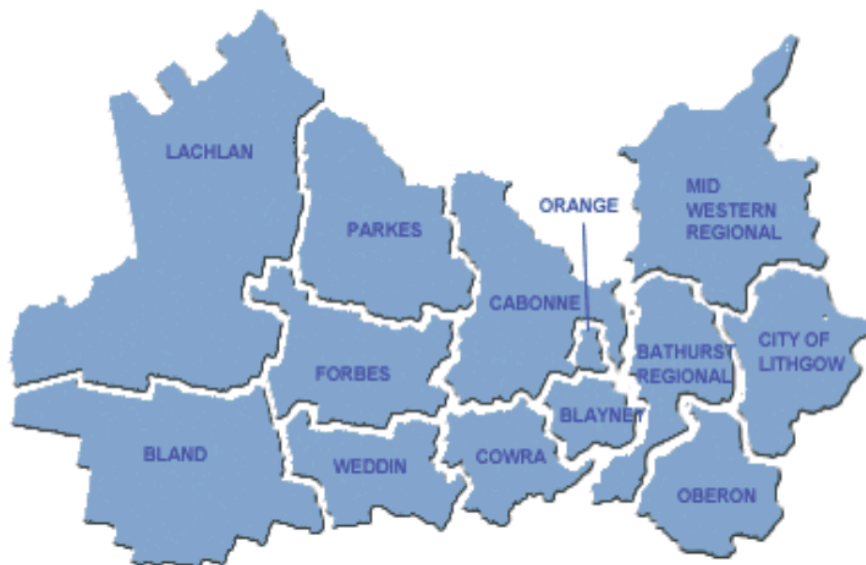


Figure 2: Location of Blayney Shire in the NSW Central West



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Population and Demographics

The Australian Bureau of Statistics (ABS) estimated population of Blayney Shire in 2021 is 7,408. This represents an increase of 149 people (2.5%) from the 2016 total of 7,259 people. Young people under the age of 19 represent 27.2% of the population, with those aged from 20-34 years 14.2% which reflects young people moving away for training, travel, employment and university opportunities. Those working, having families group aged from 35-64 years represent 39.8% of the Shire population and 18.9% represent people aged from 65-99 years. The population is forecast to increase to 8,000 by 2036, however housing developments in the past 18 months would suggest this may be conservative.

A very low unemployment rate (2.75%) is reflected by the strong mining industry, diverse manufacturing businesses which operate in Blayney Shire and the close proximity and easy access to Orange, Bathurst and the large employers in the region. 27.4% of the population are employed full time and 14.5% of the population are engaged in the workforce on a part time basis.

Given we are a rural shire many people work in primary production (Agriculture, Forestry and Fishing) at 5.6%, with similar numbers engaged in the Health Services sector 5.6%. Retail trade (3.7%), education and training (3.5%), and Construction (2.9%) is closely followed by Public Administration and Safety (2.8%) and Mining (2.7%) and Manufacturing (2.5%).

Conversely, the total employment estimate for Blayney is 2,991 jobs and the Shire is a net importer of its labour force with the big three; Mining, Agriculture and Manufacturing accounting for nearly half of the jobs in the Shire.

Industry Sector	Jobs	%
Mining	727	24.3%
Agriculture, Forestry & Fishing	392	13.1%
Manufacturing	368	12.3%

(Remplan: 2022)

Output data which represents the gross revenue or total sales generated by businesses in each of the industry sectors in a defined region is presented. The total output estimate for Blayney is \$2,121.262 million of which Mining and Manufacturing comprises just over 70%.

Industry Sector	\$M	%
Mining	\$1,095.337	51.6%
Manufacturing	\$407,973	19.2%
Agriculture, Forestry & Fishing	\$133.730	6.3%
Construction	\$484.222	22.8%

(Remplan: 2022)

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SWOT Analysis

To understand the key issues, opportunities and challenges for the community now and in the future, community members who participated in workshops recorded the Strengths, Weaknesses, Opportunities and Threats to their town, village and the Blayney Shire. Residents were asked about the positive aspects, the big issues facing each village and the town, what is not working properly and where are our challenges. Then, what can we turn around, what is the hidden treasure or what is passing us by that we need to keep or attract. And finally, what is the biggest risk that would have an adverse effect on the Shire, or what external decision is out of our control.

As each Strength can be taken advantage of and promoted to achieve our Vision, so too can the challenges associated with a Weakness be addressed, Opportunities developed into reality and risks that come with any Threat planned for and mitigated. These were collated and sorted into a series of statements which have been the source for the Future Directions Strategic Objectives for this Community Strategic Plan.

We wish to build on and take advantage of our Strengths

- Blayney is an agricultural shire with strong mining heritage. Our town, villages and settlements are spread throughout a beautiful landscape of undulating hills across the tablelands. Blayney Shire communities enjoy a pace of life that is relaxing, genuine and in tune with the changes of a temperate climate, with four distinct seasons.
- This is an attractive rural area located a short drive from the larger regional cities of Orange and Bathurst, with significant industries providing a wide range of employment, educational, professional and business opportunities.
- There has been significant investment made into the refurbishment and improvement of sporting and recreational infrastructure with modern facilities that enables hosting of regional and state based competitions.
- There are a wide range of sporting and recreational activities in the Shire
- With access to excellent schools within the Shire, families have a selection of options in Blayney or the larger educational centres of Orange and Bathurst.
- Our medical and aged care services are well established, with Blayney as a model Health One Multipurpose Facility including a Palliative Care Unit.
- Our working heritage villages of Millthorpe and Carcoar, feature mid19th Century colonial architecture visible in the preserved streetscapes.
- It is an integrated community supported by emergency services including Fire and Rescue, State Emergency Services, Rural Fire Service, Ambulance and Police.

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- There is the availability of fully serviced industrial land, accessible to rail transport on the Main Western Railway line, with utilities (electricity and natural gas) and highway infrastructure.
- The demand for residential and new housing is providing opportunities for Blayney and the villages.
- The region has a reputation and is highly regarded for its high productivity and safe agricultural production.
- The proximity to Carcoar and Wyangala Dams, Junction Reefs Reserve and natural river settings along the Belubula River and its tributaries provide tranquil, peaceful fishing spots in a rural location amongst picturesque hills.
- The locals have a can do attitude and will rally for anyone in need, or support a project that the community values as a high priority. The people are welcoming, inclusive, friendly and very proud of their town and villages. Our village communities are loyal, passionate and have a strong sense of community.
- Our signature annual events, whilst impacted by the COVID pandemic offer an attractive and unique experience for visitors and residents alike. Major events such as F.O.O.D Week and Orange Wine Festivals feature Blayney Shire businesses.
- Our regional approach to tourism in partnership with Orange and Cabonne Councils in establishing Orange360 has led to successful coordinated destination marketing.
- A band of proactive volunteers keep the Town and Village Associations, Committees, Visitor Information Centre, Reserve Trusts and service organisations going, and advocate for their community; fundraising and coordinating local events and activities.
- Our local hotels, community halls, School of Arts are our meeting places for social interaction, events, good food and good times, and draw visitors from far and wide.
- The Main Western Railway line runs through the Shire, with an operational station at Blayney and Millthorpe providing daily XPT and NSW Trains services. The former stations at Carcoar and Newbridge whilst not operational are both intact.
- Blayney Railway Station has the infrastructure needed should the Blayney - Demondrille Railway line be reinstated, a project with regional benefit.
- We benefit from our close proximity to Orange airport with regular daily flights to Sydney, and daily flights to Melbourne and Brisbane. Our accessibility via sealed roads to Canberra and Sydney has established a tourist route.

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- We enjoy a typical tablelands climate, fresh unpolluted air and 4 distinct seasons in a beautiful landscape of rivers and rolling hills, surrounded by a productive agricultural industry.

We need to address our Weaknesses

- There are many opportunities for economic growth in building on agriculture, transport, tourism, industry and mining activities. Mining, whilst benefiting the local economy adds pressures for housing, employment and agriculture.
- The main street of Blayney needs to be enhanced visually to make it more attractive.
- Heavy vehicles in the streets of our busier centres of Millthorpe and Blayney are not conducive to the village and shopping precincts.
- We need to engage with new residents moving to the Shire, encouraging volunteering and working together, as many people are unaware of what is happening and how they may contribute.
- The ecology and potential of the Belubula River and its tributaries is impacted by invasive weed species and soil erosion during storm events.
- Our Hospital has reached capacity and requires investment to deliver the Clinical Services Plan.
- Some of the shire roads, pathways, kerb and guttering infrastructure remains in a poor state or below standard and there are villages still with dirt roads.
- Many local sealed and gravel roads that link Bathurst and Orange to CTLX and Blayney are being used by heavy vehicles and they are not coping with the additional traffic.
- Mobile Phone and NBN access remains patchy and restrictive in some parts of the Shire, limiting events and detracting from business and residential growth in our villages.
- Residential growth in Carcoar, Mandurama and Lyndhurst is restricted by the availability of house blocks that meet the minimum capacity to have onsite sewerage treatment systems.
- A number of vacant untidy blocks, absentee residents and limited capacity for growth in residential and rural residential house blocks is preventing families from relocating and investing.
- Access to community and public transport is somewhat limited and irregular.

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We want to ensure that we create Opportunities and make them a reality

- Tourism marketing campaigns must capitalise on the cool climate, changing seasons, gardens and fresh produce. Our assets for an increasing tourism market include the natural and built heritage, the surrounding scenery, forests, water ways and events.
- We can build on signature events in the region such as the Millthorpe Garden Ramble, Millfest, Millthorpe Markets, F.O.O.D. Week and Orange Wine Festival, and offer new events to attract visitors and promote the Shire.
- There is an existing visiting friends and relatives market that we can capture and add value.
- Retailing needs to complement larger neighbouring centres and also focus on differentiation. Many of our heritage and other buildings along with our town and villages would benefit from beautification and improved accessibility.
- Like many rural areas we need to provide the opportunities and facilities for our younger and older community members to be engaged in community life.
- By building on the strong sense of community and volunteer participation we could utilise the skills within and work together to improve facilities.
- Our events and social activities calendar could be expanded with sports tourism opportunities.
- Junction Reefs Reserve is home to the first hydroelectric system built in Australia and the camping grounds attract visitors to the region. The surrounding agricultural areas with annual seasonal displays, including Canola crops, is appealing to photographers.
- The Heritage Railway Stations in Blayney, Carcoar, Millthorpe and Newbridge could become a major drawcard for tourists.
- Our First Nations history, small bush walking trails throughout the Shire offer abundant natural biodiversity, fantastic bird viewing and koala habitats in some locations.
- We need to promote the Shire as a great place to work or raise a family with good schools and easy access to universities and job opportunities.
- We can all encourage and support local businesses to work together to capitalise on the visitor economy and collaborate with regional neighbours, Regional Tourism and Economic Development organisations
- Planning instruments enable our villages to grow sustainably and equitable manner and provide confidence to families moving here, to build a house.

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- Construction of a heavy vehicle alternative route to the north of Blayney to link Orange Road to the Mid-Western Highway will remove noisy large transport from the residential area, and main street, in addition to increasing the attractiveness of the Industrial Estate.
- Blayney has industrial land available for development of new or expanding manufacturing enterprises as identified in the Cabonne, Orange and Blayney Industrial Lands Strategy.
- Council as a lead agency can facilitate partnering with other levels of government and business to complete major infrastructure projects that will add employment and economic growth to the Shire.
- The Blayney – Demondrille Railway line, if opened would provide for significant economic development and tourist growth for the region.
- The proposed expansion of Cadia Mining operations and proposed Regis Resources McPhillamy's gold mine under assessment; need to ensure there are long term benefits for Blayney Shire communities.

We must tackle the Threats together and as a united community

- COVID-19 restrictions have added significant cost burdens on local business, added demands on our health, transport, education and welfare support services; and increased the costs of building and construction with long delivery delays experienced across the region.
- The impact of mining whilst a significant economic driver has created an expectation of high wages for other businesses and trades which compete for professional and skilled resources.
- Mining has the potential for adverse impacts on our agricultural production and environment if air and water quality contamination issues are not adequately monitored or addressed.
- The ageing of our village populations and lack of young families is threatening the sustainability of the local primary schools.
- The Clinical Services Plan and proposed redevelopment of the Blayney Hospital needs NSW Government funding commitment.
- Community transport, disability and social support services are hard to find and access, with a lack of awareness of agencies and networks.
- Road safety is a concern with heavy vehicles and forest logging trucks impacting on the condition of local roads. The speed of passing traffic, driving through villages, and at some busy intersections is creating unsafe pedestrian and traffic management outcomes.

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- The former abattoir site in Blayney is a prominent environmental liability, requiring significant investment to rehabilitate for a future purpose.
- The lack of adequate pest, weed and visitor management of Forestry, Railway corridor and Crown Reserves in the Shire is evident. More properties with absentee owners, when not maintained become a haven for noxious weeds, pests and pose a fire risk.

Future Directions

The CSP must be based on the social justice principles of access, equity, participation and rights and address the quadruple bottom line (social, environmental, economic and civic leadership) issues. This approach ensures that the CSP might take a holistic view, rather than favouring one particular aspect.

The Blayney CSP and the Town and Village Community Plans were reviewed and a set of Strategic Objectives developed so that the social, environmental, economic and civic leadership issues are considered and are adequately addressed via the Future Directions headings of;

1. Maintain and Improve Public Infrastructure and Services
2. Build the Capacity and Capability of Local Governance and Finance
3. Diversify and Grow the Blayney Shire Local and Visitor Economy
4. Enhance facilities and networks that support Health and Wellbeing of the Community, Sport, Heritage and Cultural interests
5. Protect Our Natural Environment

The whole of government and therefore Council's social justice strategy is based on the following interrelated principles:

Equity

- there should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances

Access

- all people should have fair access to services, resources and opportunities to improve their quality of life

Participation

- everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives

Rights

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

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Future Direction 1: Maintain and Improve Public Infrastructure and Services

Public infrastructure and services are the bones that support a community. Road and transport networks remain critical for market access of agricultural produce, industry, mining and tourism and we rely on improving road safety on our road network. Our rail and road networks connect the Shire to the region, providing efficient and cost effective access for goods and produce to markets, city centres and sea ports.

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. An essential prerequisite for operating a business in our towns, villages, farms and rural areas is access to fast broadband and good mobile phone coverage.

Our footpath network provides the means for residents to access shopping centres, education, health services, sports and recreation facilities, parks and recreation areas.

Water and sewer infrastructure are essential for public health whilst adding value to residential and economic growth through property development. Sustainable water and sewer can provide a platform for future growth.

Essential services such as electricity, medical and health services, aged care, emergency services, police, education and childcare remain important and valued attributes. These state and federal government agencies need to invest in this infrastructure to ensure the current and future needs of the community are met.

Strong communities are healthy and fit communities and this is especially important as the population ages. Blayney Hospital has a Clinical Services Plan which requires NSW Government commitment and investment to future proof an accessible health service.

Families are attracted to the Shire for the diversity of education provided in the region, and children who live in Blayney Shire have access to excellent quality education from Preschool, throughout Primary and Secondary school, with a world class Regional University at our doorstep.

How will we measure our success?

Measure	Source
Delivery of roads, bridges and maintenance construction works	Shire Roads Strategic Plan, Operational Plan
Community satisfaction of road maintenance and road safety	Council Services Survey
New Hospital constructed in Blayney	NSW Health Clinical Services Plan

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Strategic Objectives	Strategies – What can we do?	Council's Role	Partners
<p>1.1 Plan and develop integrated transport networks, providing choices that enable people and freight to move and travel, in a safe, accessible and efficient manner</p>	<p>1.1.1 Sealed roads and unsealed roads, bridges and culverts will be maintained in accordance with agreed service levels 1.1.2 Deliver the Shire Roads Strategic Plan 1.1.3 Lobby and advocate for the re-opening of the Blayney-Demondrille Railway Line 1.1.4 Plan for future transport and road infrastructure to service future needs</p>	<p>Provide Collaborate Advocate</p>	<p>NSW Govt Commonwealth Govt Local Business and Industry CNSW JO</p>
<p>1.2 The Blayney health service; medical centres, aged care providers, primary and ancillary support and emergency service agencies provided in the Shire meet the future needs of the community</p>	<p>1.2.1 Advocate to both NSW and Federal Government Ministers of Health, to ensure that Aged Care Services are maintained in Carcoar (Uralba) and Blayney (Lee Hostel), and the Blayney Health Services Clinical Services Plan is delivered 1.2.2 Provide support for emergency management in Blayney Shire in accordance with State Emergency and Rescue Management (SERM) Act</p>	<p>Collaborate Advocate</p>	<p>NSW Govt Commonwealth Govt Health Council Lee Hostel Uralba</p>
<p>1.3 The community is provided with access to quality lifelong education and training</p>	<p>1.3.1 Advocate on behalf of the community to Government to support accessible quality local education 1.3.2 Work with registered training organisations, key business and employment service agencies to support traineeships, trade apprenticeships and skills development</p>	<p>Collaborate Advocate</p>	<p>NSW Govt Commonwealth Govt Dept Education Skillset BizHQ</p>
<p>1.4 Residents and business have access to reliable electricity supply, information and communication technologies across the Shire</p>	<p>1.4.1 Lobby the Federal Government for improved internet and mobile phone access to all our villages to facilitate growth 1.4.2 Investigate and support emerging communication technologies that support our community</p>	<p>Advocate</p>	<p>NSW Govt Commonwealth Govt</p>

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Future Direction 2: Build the Capacity and Capability of Local Governance and Finance

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 residents.

The focus will be on building the capacity of local leaders, engaging with and supporting the Town Association and Village Committees to achieve their objectives and goals within their local Community Plans. Building the capacity of existing and emerging community leaders throughout the Shire will strengthen networks, build trust and result in more successful outcomes.

Empowered and passionate volunteer networks achieve great outcomes and together Blayney Shire is renowned for collaborating and establishing partnerships with Local, Regional (BCO Alliance), State and Federal Government departments, private enterprises, and non-government entities to facilitate major infrastructure works and deliver improved and cost effective, efficient services.

Planning and local policy should ensure that the built environment is sympathetic to the four seasons, the rivers and tributaries, and the aesthetic beauty of our surrounds to attract more residents and visitors. Conserving and enhancing both our past and present built and natural heritage is important to all of us as growth needs to respect the environment and rural landscape.

Community groups collaborating with each other will create positive networks to build resilience and support individual projects, activities and neighbourhoods. Open communication with partners about town and village activities and issues will facilitate informed decision making.

Developing local strategies that demonstrates the inclusive welcome we present to newcomers is important for each of our communities. This engagement will advance and advocate for improved local amenities, infrastructure, business and sustainable growth.

How will we measure our success?

Measure	Source
Council is in a sound financial position, and is an employer of choice	Annual Financial Statements, Council Workforce Management Plan, Local Community Participation Plan, BCO Alliance Strategic Plan
Local Town and Village social community infrastructure projects are delivered, the community has confidence in Council	Town and Village Community Plans, Local Community Participation Plan, Council Services Survey, Financial Assistance Program

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Strategic Objectives	Strategies – What can we do?	Council's Role	Partners
2.1 Council is recognised as a valuable partner with government and private business stakeholders	2.1.1 Meaningful two-way communication and engagement between NSW and Federal Governments, regional organisations, business, industry, stakeholders and communities of interest 2.1.2 Provide for the efficient and effective administration of Council 2.1.3 Implement Workforce Management Plan strategies and actions	Provide Collaborate	NSW Govt Commonwealth Govt Local Business Industry BCO Alliance
2.2 Responsible management practices, delivery of services and renewal of assets across the Blayney Shire	2.2.1 Continue to support local community infrastructure projects via the Financial Assistance Program and Village Enhancement Plan allocations 2.2.2 Review and report on Council's performance against the Long Term Financial Plan and ensure Office of Local Government Financial Performance Ratios are met 2.2.3 Effective management of land under Council control	Provide Collaborate	NSW Govt Commonwealth Govt Community Groups BCO Alliance
2.3 Town Associations, Village Committees and local organisations are capable, resilient, and involved in decision making about issues that impact their own community	2.3.1 Facilitate constructive and timely communication between Council and the Town & Village Committees /Progress Associations 2.3.2 Support the development and implementation of improvement projects for the local Halls, School of Arts and other community facilities 2.3.3 Work proactively with community groups to support local events	Provide Collaborate Advocate	NSW Govt Commonwealth Govt Community Groups Orange360
2.4 The community and ratepayers have confidence in and are engaged with Blayney Shire Council	2.4.1 Councillors to exhibit leadership on Council, delivering on the Local Community Participation Plan and Community Engagement Strategy 2.4.2 Customer services and information are delivered effectively and efficiently 2.4.3 Encourage sound governance practice and build the capacity and capability of local leaders within community organisations	Provide Collaborate Advocate	NSW Govt Commonwealth Govt Community Groups

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Future Direction 3: Diversify and Grow the Blayney Shire Local and Visitor Economy

Blayney Shire is very reliant on mining for local employment, business and Council operations. We have demonstrated how industry, agricultural and mining projection may exist in harmony working together and collaborating for regional economic growth of the region.

Mining brings economic benefits but also pressures on accommodation, wages and shift work constraints on community living. The mutual benefits of the community, Council and industry working together are far reaching.

The surrounding agricultural land is highly productive and safe, supporting farming families, lifestyles, jobs, rural industries and value adding to markets.

All of us have a vested interest in supporting local businesses, retail, food and services that cater for the needs of both residents and our visitors.

Our agricultural and visitor economy is our growth industry; with built and natural heritage, annual regional and community events, wine and food, accommodation and many natural and heritage attractions providing the major drawcards to the region.

The recently completed mainstreet masterplans for Blayney and Millthorpe provide future projects that will complement and enhance these shopping precincts, restoring heritage, improving pedestrian safety and adding value to the tourism business in each centre.

How will we measure our success?

Measure	Source
Planning instruments support agriculture, industry and housing growth	Regional Economic Development Strategy, Blayney Shire Settlement Strategy, Blayney LEP and Development Control Plans
Increased tourism spend and successful sustainable local community events	Orange Region Destination Management Plan, Orange 360, delivery of Tourism Development Fund
Mainstreets of Blayney and Millthorpe are enhanced	Blayney and Millthorpe Mainstreet Masterplans
Positive population and employment growth, opportunities for new business development	ABS Census Statistics, BizHQ and Skillset, REMPLAN, RDA Central West

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Strategic Objectives	Strategies – What can we do?	Council's Role	Partners
3.1 Our local planning instruments supports a viable and productive agricultural sector	3.1.1 Support the growth of the Shire in order to preserve productive agricultural land and integrate sustainable industries into the future 3.1.2 Maintain the availability and quality of water for use in rural areas	Provide Collaborate Advocate	NSW Govt Commonwealth Govt Local Business and Industry
3.2 A responsible and prosperous mining industry that is engaged with the community, working towards the improvement of the Shire	3.2.1 Engage and advocate on behalf of the community on the corporate and environmental responsibilities of the mining sector	Collaborate Advocate	NSW Govt Newcrest Regis Resources Orange360
3.3 Growing and connected tourism networks that add value to the vision and appeal of our heritage villages and tourism product within the Shire	3.3.1 Implement the Orange Region Destination Management Plan 3.3.2 Work with, and support Orange360 and Central NSW Tourism 3.3.3 Provide support to local businesses and event organisers 3.3.4 Continue to support the Tourism Development Fund	Provide Collaborate Advocate	Orange360 CNSW JO Destination NSW Community Groups
3.4 An attractive shire for employment opportunities with industrial, business, tourism and planned housing residential growth	3.4.1 Implement Blayney and Millthorpe Mainstreet Masterplans 3.4.2 Facilitate the development of new residential housing availability in Blayney and Villages 3.4.3 Seek opportunities to build a vibrant local retail and business sector 3.4.4 Regularly review and update, planning instruments, strategies and policies 3.4.5 Work with stakeholders and partners to develop affordable housing opportunities	Provide Collaborate Advocate	NSW Govt TfNSW BizHQ Skillset Village Committees Developers Orange360 RDA Central West

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Future Direction 4: Enhance recreational facilities and networks that support health and wellbeing of the community, sport, heritage and cultural interests

Whilst respecting and preserving our history we will demonstrate innovation in enhancing our built assets so that the facilities are modern and accessible. This will provide opportunities for all ages to be active, healthy and participate in a large range of social, competitive sporting and passive recreational pursuits.

The people who call Blayney Shire home living in our town, villages and rural surrounds are an especially welcoming, inclusive and supportive community. We will continue to support and create a sense of place by being inclusive, friendly and family orientated.

We have a vibrant and thriving arts and cultural scene supporting and engaging local artists. Participation in sports and cultural activities and events has and will continue to bring the community together.

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.

Community events can be subject to funding pressures, volunteer burn out, regulation and rising insurance costs so a cooperative community approach to events can help overcome these issues.

How will we measure our success?

Measure	Source
Facilities are enhanced and developed to improve use and grow individual sports	Blayney Shire Sports and Recreation Masterplan, Blayney Showground Strategic Plan
Inclusive and accessible public facilities and events	Disability Inclusion Action Plan, Active Movement Strategy
Heritage and conservation of built environment increased	Council Heritage Services, Cemetery Management Plan
Cultural interests attract regional events, use of Blayney Shire Community Centre increasing	Arts Outwest, Orange Regional Conservatorium, Council Services Survey

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Strategic Objectives	Strategies – What can we do?	Council's Role	Partners
4.1 We are an inclusive, diverse and welcoming community	4.1.1 Engage with young people to facilitate and progress activities within the Shire 4.1.2 Deliver the Active Movement Strategy priorities to provide safe and accessible connecting pathway networks 4.1.3 Implement the Disability Inclusion Action Plan	Provide Collaborate Advocate	NSW Govt Commonwealth Govt Community Groups YMCA Blayney Shire Interagency
4.2 There is capacity and facilities to host regional and state sporting events and competition that will increase participation in sport	4.2.1 Cultural and sporting events are supported by Council, volunteers and state sporting bodies so that they are coordinated and well resourced 4.2.2 Implement Blayney Shire Sports and Recreation Masterplan to enhance and improve sporting facilities	Provide Collaborate Advocate	NSW Govt Commonwealth Govt User Groups Community Groups YMCA
4.3 Heritage and First Nations significant sites in the natural and built environment are protected	4.3.1 Identify items of natural and built heritage in Blayney Shire 4.3.2 Heritage Advisory services continue to be provided to owners of heritage items ensuring heritage is preserved whilst allowing development to occur 4.3.3 Ensure the Shire's 8 heritage listed cemeteries are maintained and protected 4.3.4 Prepare a Cemeteries Management Plan	Provide Collaborate Advocate	NSW Govt OLALC Community Groups
4.4 The shire is a centre for cultural interest, arts, performance and entertainment	4.4.1 Utilise Council website and communication channels for promotion of major sporting and cultural events 4.4.2 Encourage the use of the Blayney Shire Community Centre as a facility for arts and culture 4.4.3 Provide effective and consumer friendly library services in the Blayney Shire 4.4.4 Maintain partnerships with Arts Out West and Regional Arts Organisations	Provide Collaborate Advocate	NSW Govt Arts Outwest CNSW Libraries Family History Group

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Future Direction 5: Protect our Natural Environment

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. The biodiversity and health of our river and water ways is also important and there are rich and productive soil types that need to be mapped and protected.

The natural environment and open space is highly valuable for agriculture and retention of native flora and fauna habitat within the landscape and our river systems.

There are significant noxious weeds which have infested the central tablelands and are spreading across the shire on plant, equipment and by natural means.

Feral animals and unrestrained domestic cats are contributing to the decline of our native wildlife species, with education and support by specialist land and primary production services.

Droughts, fires, floods and the extreme weather conditions experienced as a result of climate change has the potential to change the landscape, threaten native old woodlands and habitat; which are often not replanted and then impacted by species which are not endemic to the region.

The Belubula River is a very important river system, the community and agriculture rely on it being healthy, clean, free from contamination and maintaining a viable fish habitat.

The decision by the Federal Government to achieve net zero carbon emissions targets by 2050 has shifted the responsibility of local government, business and the community to contribute by taking its own action and investing in renewable energy sources.

How will we measure our success?

Measure	Source
Blayney Shire Sewerage Treatment Plant meeting the needs of the community and Recycled Water Treatment Plant reducing potable water use	Sewerage Strategic Business Plan, Recycled Water Treatment Plant Operations
Native tree corridors are protected, and tree planting program increased, sustainable land management practices improved and maintained	Roadside Vegetation Management Plan, LLS and UMCC, NSW Dept Primary Industries, Landcare
Contribution to net carbon reduction targets delivered	Blayney Shire Renewable Energy Action Plan
Waste to landfill reduced	Waste Management Facility

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Strategic Objectives	Strategies	Council's Role	Partners
5.1 Retain and enhance open spaces; with a focus on regeneration of native vegetation	5.1.1 Ongoing liaison, support and participation with Local Land Services, Landcare and as a constituent Council Upper Macquarie County Council 5.1.2 Maintain and strengthen partnerships with organisations responsible for natural resource management and feral pest control 5.1.3 Enhance the communities understanding of biodiversity issues and work towards positive behavioural change 5.1.4 Review the Roadside Vegetation Management Plan to ensure high environmental value vegetation is protected, road safety outcomes maintained and any clearing is undertaken following agreed principles and guidelines	Provide Collaborate Advocate	NSW Govt Commonwealth Govt UMCC LLS Landcare
5.2 The Belubula River, waterways and tributaries that flow into our regional water catchments and water supply sources are clean, healthy and biodiverse	5.2.1 Prepare a shire wide onsite sewerage waste-water strategy 5.2.2 Clean up waterways throughout the Shire including removal of willow trees, other noxious species, creating wildlife habitat 5.2.3 Stormwater Management Plans are prepared for Blayney, Millthorpe and Carcoar and projects scoped for funding 5.2.4 Ensure provision of Sewerage Treatment and Recycled Water Treatment Plant is adequate for the growth of the Shire and promotes Residential Development	Provide Collaborate Advocate	NSW Govt Commonwealth Govt CTW
5.3 We are on the path to achieving net zero emissions and adapting to climate change risks and opportunities	5.3.1 Facilitate new energy sources, sustainable development and farming practices within the Shire 5.3.2 Implement the Blayney Shire Renewable Energy Action Plan 5.3.3 Continue to investigate and challenge emerging renewable energy sources 5.3.4 Support Council's native tree planting program and community engagement	Provide Collaborate Advocate	NSW Govt Commonwealth Govt Landcare LLS
5.4 Recycling and innovative diversion of waste will reduce the volume deposited in Council's Landfill	5.4.1 Ensure Waste Management Services are delivered in a financially sustainable manner 5.4.2 Develop and promote programs with NetWaste that increase recycling and reuse 5.4.3 Review services and introduction of a Green Bin in Waste Collection Services 5.4.4 Investigate establishment of 'return and earn' opportunities within the Shire	Provide Collaborate Advocate	NSW Govt Commonwealth Govt Netwaste

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Links to Federal, NSW, Regional and Local Plans

The Blayney Shire Future Directions are reflected within the NSW Premier's Priorities (2022) of a strong economy, highest quality education, well connected communities with quality local environments, putting customer at the centre of everything we do and breaking the cycle of disadvantage. Regional NSW has been identified as the most diverse regional economy of Australia with thriving natural agricultural and mining industries and strong manufacturing, energy, tourism and service sectors. Blayney Shire is well placed to make the most of NSW Government Programs which support rural and regional NSW to improve access to services, rebuild and renew transport, sporting and community infrastructure and align support to growing regional centres.

The Orange, Blayney and Cabonne Regional Economic Development Strategy (REDS) 2018-2022, is the result of a collaboration between the Orange, Blayney and Cabonne Councils and the NSW Government's Centre for Economic and Regional Development (CERD). The collective vision for the REDS is for the region to 'be a larger and more diverse regional economy with a vibrant network of towns and villages which leverage opportunities from being at the heart of NSW in order to grow wealth and prosperity.' This strategy aims to leverage the regions land capability, nature and mineral resources, Central NSW location, access to Sydney, Brisbane and Melbourne, agricultural, healthcare and education infrastructure, lifestyle advantages, Aboriginal heritage, historic heritage and villages, and strong local institutions.

The work of Orange360 in supporting and enabling the tourism sector to reflect the destination's values and growing 1.8 million annual visitors to our region to ensure we strategically grow, is a feature of the local visitor economy in the Blayney Shire. The Regional, Central NSW and Destination Country and Outback Destination Management Plans identify a range of opportunities that enhance the regional offer which is aligned with the Blayney Shire CSP. Key themes include; celebrating culture on Country and acknowledging the rich Indigenous and Villages History in the Shire, local produce, food and wine; nature based tourism and garden tours, four seasons, community and sports events tourism.

The Blayney Multipurpose Health Service Clinical Services Plan (2018-2023) guides the development of services over the next five years. The overarching goal is to ensure that people living in the Blayney catchment area, have equitable access to high quality services and best practice care, regardless of where they enter the health system.

Service development initiatives to address these issues have been identified and a major redevelopment of Blayney MPS is proposed to meet current and projected demand for services.

Blayney Shire is located in the Central West NSW Planning region and contributed to the Central West and Orana Regional Plan 2041 which is the 20-year blueprint for the future of the region. The vision being 'A healthy, connected and resilient region, with a prosperous economy'. Alongside some location specific objectives, the following objectives include:

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- A sustainable and resilient place
- People, housing and communities
- Prosperity, productivity and innovation

Blayney Shire Council is a member of Central NSW Joint Organisation, the voluntary regional collaboration of councils in Central NSW. CNSW JO advocate for and improve operational efficiencies of its member councils; Bathurst, Blayney, Cabonne, Cowra, Forbes, Lachlan, Oberon, Orange, Parkes, Weddin and Central Tablelands Water. Current advocacy priorities in Transport and Infrastructure supports the re-opening of the Blayney – Demondrille Railway Line. CNSW JO's objectives and strategies are aligned with that of Blayney Shire Council in supporting Water Infrastructure, Health Services, Telecommunications, Regional Economic Development and Planning.

The Federal Government's Regional Development Australia Central West NSW Regional Planning Framework (2017-2020) was developed for, and in conjunction with, NSW Central West community groups, not-for-profit's, businesses and all three levels of Government to outline the priorities for sustainable economic development across the region. Each of the objectives; Regional Competitiveness, Human Capital, Sustainable Communities, Connectivity and Partnerships support the Future Directions and Strategic Objectives identified in the Blayney Shire Community Strategic Plan.



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Community Engagement Strategy

Council recognises the importance of working together for the benefit of the community and local businesses. Council continues to support the individual Village Community Plans have been developed for Millthorpe, Carcoar, Mandurama, Lyndhurst, Neville, Newbridge, Blayney and Barry/Hobbys Yards. These local level community plans are the primary source of local priorities and projects into the Blayney Shire CSP.

The implementation of the IP&R framework, the development of our individual Town and Village Community Plans that form the basis for the Blayney Shire Community Strategic Plan has seen a real shift in how we engage and consult with the community. Council is very informed and aware of each Town and Village aspirations, project priorities, concerns, gaps and opportunities.

In 2020 and 2021, COVID-19 Public Health Orders forced significant changes to how Council engages and communicates with the community, with many meetings and community engagement on significant matters facilitated online. Despite this, there has been no Council service missed and no village or group have reported that they felt left out.

Other relevant strategic documents that have contributed to the Blayney Shire Community Strategic Plan are the;

- Blayney Mainstreet Masterplan (2016)
- Blayney and Millthorpe Mainstreet Masterplans (2022)
- Blayney Shire Active Movement Strategy (2022)
- Blayney 2020 Masterplan (2017)
- Employment Lands Strategy (2017)
- Blayney Shire Destination Management Plan (2017-2021) the Blayney Shire Sport and Recreation Master Plan (2017)
- Blayney Showground Strategic Plan (2021) and
- Disability Inclusion Action Plan (2018)
- Cemetery Management Plan (2020)
- Blayney Shire Sports and Recreation Masterplan (2016)
- Blayney Open Space Beaufort Street and Belubula River Walk (2020)
- CentrePoint Masterplan (2018)
- Blayney Showground Equestrian Users Strategic Plan (2021)
- BCO Industrial Lands Strategy (2019)
- Local Strategic Planning Statement (2020)
- Blayney Shire Settlement Strategy (2020)

In reviewing the Community Strategic Plan, Council has ensured;

- that a broad range of community members have had input into developing the Community Strategic Plan;
- consultation with those groups whose voice is often not heard in community discussions;
- testing the objectives of the Community Strategic Plan against the principles by checking whether the objectives are fair, if they exclude anyone from

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participating in the community's future and if anyone would be disadvantaged by the decisions;

- that the Community Strategic Plan is adequately informed by sound social research and needs analysis; and
- that the Community Strategic Plan provides opportunities for community members to become involved in its delivery and assessment of its effect.

Commencing late 2021 the formal review of Blayney Shire Community Strategic Plan progressed and Council invited community members and business to check in to review the Blayney Shire Community Strategic Plan and have a say about the services Council provided and what was important in a Council Services Survey, which attracted 319 respondents.

Another survey to review the strategic directions and priorities of the Community Strategic Plan was released in March 2022 and another 282 residents gave us feedback about their priorities for the CSP. Suggestions and comments have all been included into the CSP, with projects considered for implementation in the Delivery Program.

