BLAYNEY SHIRE COUNCIL

Community Strategic Plan

2025–2035

Ngurambang by Nyree Reynolds

Acknowledgement of Country

Here in Blayney Shire, we gather on Wiradjuri country on which members and elders of the local indigenous community and their forebearers have been custodians for many centuries and on which aboriginal people have performed age old ceremonies of celebration, initiation and renewal, we acknowledge their living culture and their unique role in the region.

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Contents

Message from the Mayor and Councillors

Council has developed the Blayney Shire Community Strategic Plan (CSP) 2025–2035 to represent the vision of our very diverse and vibrant community.

This plan has collected the feedback and comments from throughout our community and sets out your priorities and aspirations for the Shire for the next 10 years.

This CSP has been developed on the back of community consultation, including surveys (both physical and online) and face to face consultation with various sections of our community. It highlights the expectations, hopes and ambitions across our community, from teenagers through to our older residents.

It is your document that many of you have helped develop and will be used as a guide to current and future levels of services across the Shire as well as Councils future capital works programs.

The CSP highlights our community needs, both state and federal governments, and other organisations who service our community to help and provide for our community. Council will advocate on behalf of our community on these issues which aren't directly the responsibility of Blayney Shire Council.

Whether you are in Barry, Blayney, Carcoar, Mandurama, Lyndhurst, Millthorpe, Newbridge, Neville, on a rural property or a business owner, this plan is your plan and covers you.

Below the CSP, we have a suite of local plans which bring together the projects and objectives of their communities. These are a very valuable resource documents for Council to help progress the aspirations of each part of our community.

Councillors endorse the Blayney Shire Community Strategic Plan and will endeavour through the current term to achieve outcomes for our community which are highlighted in this plan.

01

Introduction

Introduction

The Community Strategic Plan (CSP) is a community document with priorities and aspirations for the future of the Shire for the next 10 years.

Developed from the community engagement results and a suite of Council plans and strategies, the community priorities and strategies are grouped under the themes of:

	Leadership	Prioritise transparency, financial sustainability and strong partnerships with and for our community
	Community	A connected, healthy and inclusive community
	Infrastructure	Infrastructure is resilient, fit for purpose and maintained to support our community
	Economy	A diverse, vibrant and sustainable economy
	Natural & Built Environment	Protecting our assets for future generations

The CSP addresses four key questions for the community:

Where are we now?

How will we measure success?

Where do we want to be in ten years' time?

How will we get there?

Quadruple Bottom Line

This plan is guided by the principles of the Quadruple Bottom Line and considers:

Social

Environmental

Civic Leadership

Economic

The Social Justice Principles

Council's decision making reflects the principles of social justice:

Equity

**Access**

Participation

Rights

IP&R Process

The following diagram shows the relationship between the State and Regional Plans, Community Strategic Plan (CSP), Council's Delivery Program (DP), Operational Plan (OP), 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.
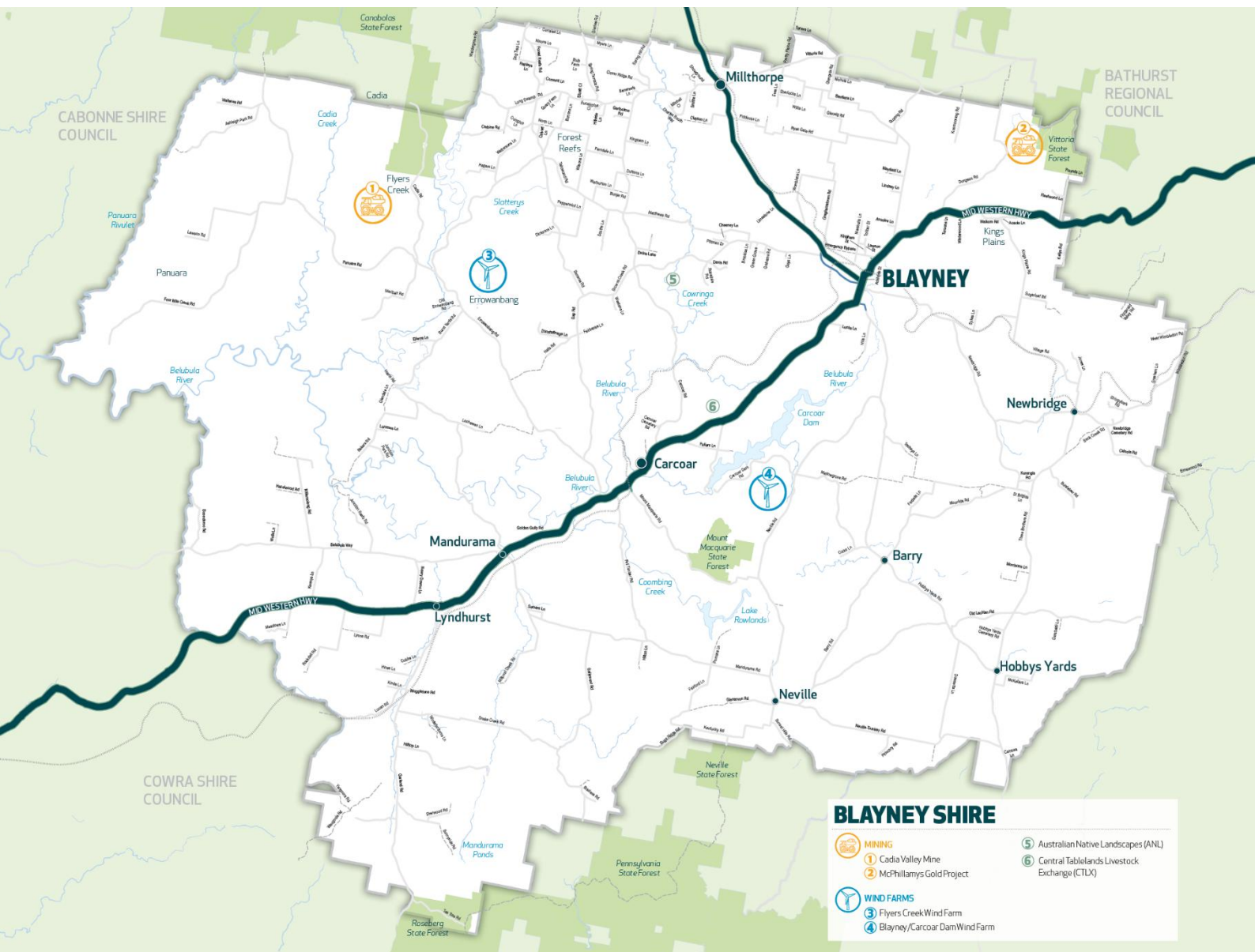
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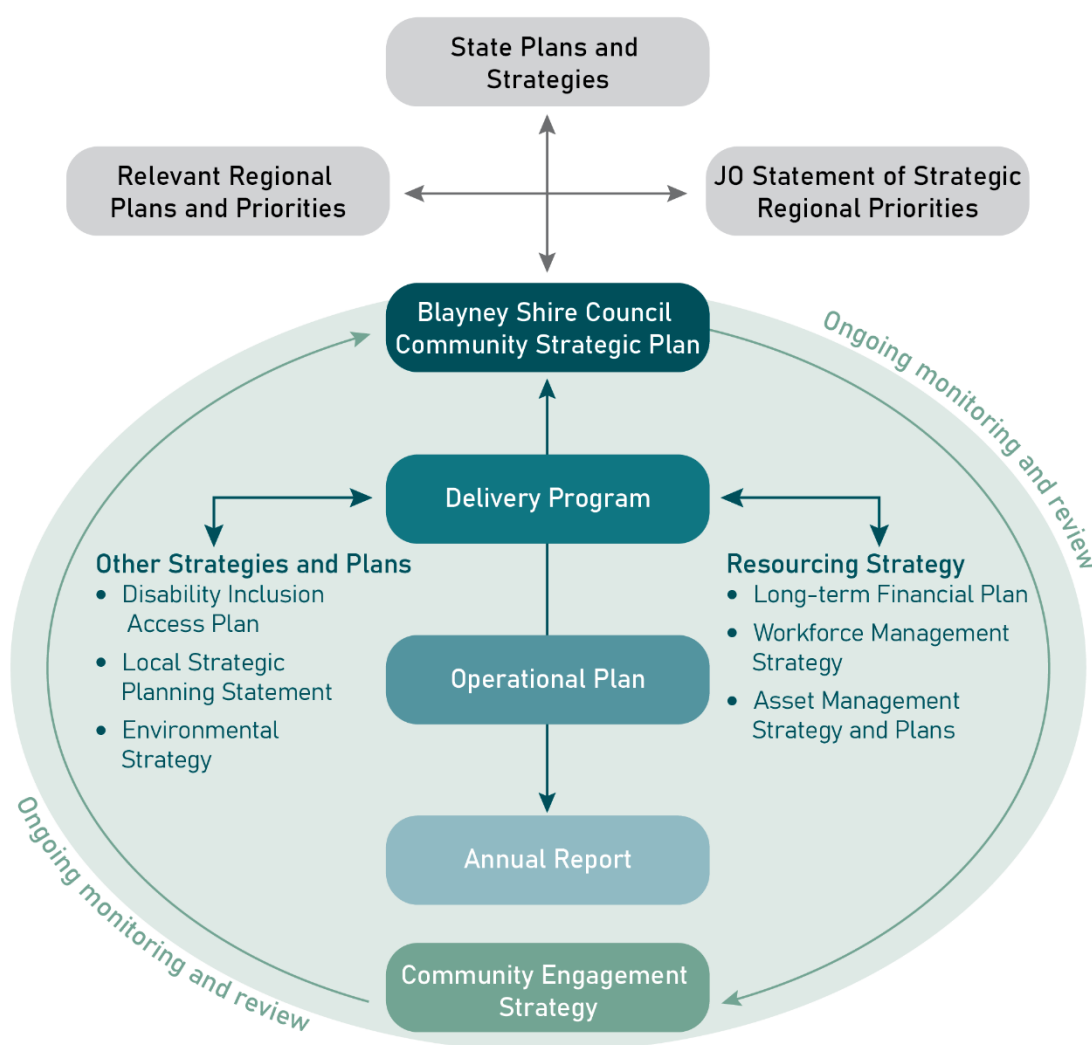
Context

Context

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.
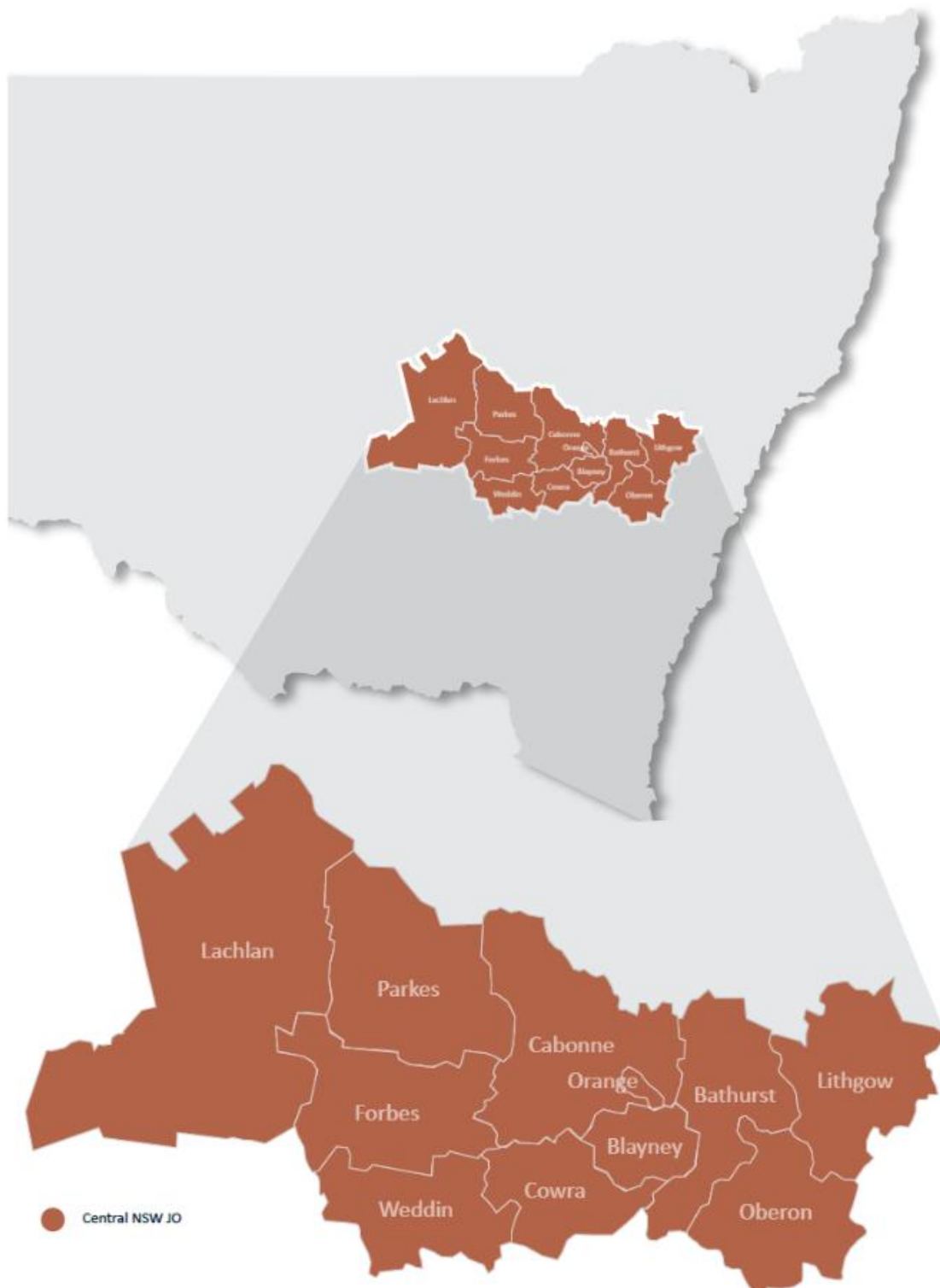
The principal town in the Shire is Blayney, situated some 37km southwest of Bathurst, 35km southeast of Orange and approximately 244km by road from Sydney.

The Shire is comprised of a number of villages and localities including Millthorpe; Carcoar; Mandurama; Lyndhurst; Neville; Newbridge; Hobbys Yards and Barry.

BLAYNEY SHIRE

MINING
1. Cadia Valley Mine
2. McPhillamys Gold Project

WIND FARMS
3. Flyers Creek Wind Farm
4. Blayney/Carcoar Dam Wind Farm

5. Australian Native Landscapes (ANL)
6. Central Tablelands Livestock Exchange (CTLX)

Blayney Shire is a member of the Central NSW Joint Organisation

Central NSW JO

Where are we now?

7,497
Estimated Residential Population *(ABS 2021)*

3,269
Number of people that work and live in the Region *(ABS 2021)*

1.9%
Unemployment rate *(ABS 2021)*

846
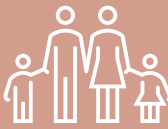Number of Businesses *(ABS 2020–2021)*

77.3%
of 15–19 year olds fully engaged in Education/Employment

20.4%
of population 65+ years *(ABS 2021)*

2,044
Number of families in Blayney *(ABS 2021)*

+48
NETT Business Growth (entries less exists) *(ABS 2020)*

23.1%
of population with a Disability *(ABS 2018)*

Greenhouse Gas (Co2) Emissions Tonnes **2,044** per annum: **42.95** per capita *Snapshot Climate 2019-2020)*

18.2%
Number of Residents who Volunteer with an Organisation or Group *(ABS 2021)*

5.8%
Population who are Aboriginal or Torres Strait Islander *(ABS 2021)*

03

Community
Engagement

Community Engagement

Council engaged with the community regarding the service levels expected of Council during the Special Rate Variation (SRV) process undertaken in 2023 and more recently community engagement undertaken in 2024 for the Community Strategic Plan (CSP).

Results from this engagement has shaped this document ensuring that the community priorities identified in the engagement are incorporated into the CSP.

During these community engagements, Council connected with 513 residents via survey, conducted face to face engagement at the 2024 Blayney Twilight Shopping and at Blayney High School, and a number of additional community engagement sessions with village associations and stakeholder groups.

From the engagement, the community said:

Blayney Shire is a great place to live because of the…

- Friendly people and supportive community

- Quiet, peaceful environment and green spaces

- Location and proximity to larger centres but has a small-town feel

Niina Talikka

It could be a better place to live with…

- Transport and road improvements

- Improved access to health care and medical services

- Improved public facilities and activities, for youth in particular

- Increased Policing presence

- Improvement of town and village appeal

- Support for local events and businesses

Bradley Bradley

Some of the challenges that our community face include…

- Access to Health Services

- Increases to the cost of living

- Crime

- Aging population

Strategic Risks and Challenges facing the Community

The following risks and challenges have been identified by the community:

- Access to services

- Ageing population and workforce

- Attraction and retention of workforce and skilled labour

- Business sustainability and resilience

- Community engagement

- Economic reliance of mining

- Economic diversification of the Shire

- Environmental sustainability

- Health care services and facilities

- Housing availability

- Increasing cost of living

- Maintenance and renewal of infrastructure

- Natural disaster planning, resilience and recovery

- Ongoing financial sustainability of Council

- Regional activation and growth

- School and education

- Volunteer reliance

Hamlet and Fields

04

Community Vision and Values

Community Vision and Values

VISION:
Blayney Shire is a thriving community where we all want to live, work, and play

Values

Transparency & Accountability
We act with integrity and openness, ensuring trust and confidence in Council's decisions and operations.

Community First
We listen, engage, and work alongside our residents to create a connected and empowered community.

Sustainability
We balance economic growth, environmental responsibility, and social wellbeing for future generations.

Innovation & Progress
We embrace opportunities, partnerships, and best practices to drive prosperity and resilience.

Inclusion
We strive for safe, fair and inclusive outcomes, ensuring that all members of our community have access to services, facilities, and opportunities.

Heritage & Environment
We cherish our rich history, cultural heritage, and natural environment, preserving them for the future

Community Priorities and Strategies

The CSP community priorities and strategies have been developed around five themes, addressing the needs of the community:

	Leadership	Prioritise transparency, financial sustainability and strong partnerships with and for our community
	Community	A connected, healthy and inclusive community
	Infrastructure	Infrastructure is resilient, fit for purpose and maintained to support our community
	Economy	A diverse, vibrant and sustainable economy
	Natural & Built Environment	Protecting our assets for future generations

Strategic Directions

Understanding the plan

Within each of the 5 strategic directions, the following is addressed:

Community Priority: These are the identified priorities within each of the 5 strategic themes. They answer the question, '*Where do we want to be in 10 years?*'

Strategies – How will we get there?: Strategies are the method or approach by which the community priorities of the CSP will be met. Their purpose is to answer the question, '*How will we get there?*'.

Measure: The measures are what we are aiming for as a community and when looking back how we measure the progress of the CSP. Their purpose is to answer the question, '*How will we know when we've arrived?*'

Source: These are the data sources which will be used to report on the measures and track progress to know when we have 'arrived'. These are reported on at the end of the Council Term in the State of the Shire Report.

Councils Role: This identified for each community priority which role/s Council will take being to provide, collaborate and/or advocate.

Partners: Are the key partners, stakeholders, agencies, and groups that will help achieve the community aspiration.

1. Leadership

Prioritise transparency, financial sustainability and strong partnerships with and for our community.

Community Priority	Strategies – How will we get there?
1.1. Transparent and accountable Council trusted by the community	a. Implement and promote best practice governance b. Monitor, evaluate and update Council's strategic planning documents and policies c. Provide access to Council information, services and facilities
1.2. Local priorities are championed through advocacy	a. Engage with governments, councils, agencies, associations and private companies for the betterment of the community
1.3. The community is informed and engaged	a. Ensure various communication methods are used to engage the community throughout the shire b. Inform and encourage community input into decision making
1.4. Finances are managed sustainably and responsibly	a. Council meets all statutory and regulatory compliance obligations b. Council operates in a financially sustainable manner and seeks to identify and implement ongoing efficiencies c. Creation of new and upgraded public assets is balanced with the needs of the greater community

Niina Taluka

What does success look like?	Sources
All Compliance and reporting activities are met	• NSW Office of Local Government requirements and six-monthly report to Council
Priorities identified by the community are identified and highlighted to the appropriate stakeholder	• Action and/or response received from stakeholder • Funding programs or services are implemented
The community feels engaged and informed	• Community sentiment through Community survey
Meet Local Government financial benchmark ratios	• NSW Office of Local Government requirements as reported in Council Annual Report (including audited financial statements)

2. Community

A connected, healthy, safe and inclusive community.

Community Priority	Strategies – How will we get there?
2.1. Community groups are capable, resilient and well–supported	a. Provide support and opportunities for town and village associations and community groups to actively represent their community or group b. Explore opportunities seeking to address the decline of volunteers
2.2. Social connection and learning opportunities are available for all	a. Encourage and facilitate youth participation, engagement and employment opportunities b. Provide library services, community spaces and facilities that create social connection opportunities c. Support and assist with the promotion of community events and activities
2.3. A safe and healthy community	a. Engage with and support agencies (including Emergency Services) to ensure adequate service levels throughout the shire b. Enhanced and improved health and medical services for the shire c. Encourage, educate and enforce responsible companion animal ownership
2.4. An inclusive and liveable community	a. Provide and promote access and inclusion for people with a disability b. All decisions are sensitive to the impact on vulnerable groups c. Public transport services are adequate for communities needs

Niina Talikka

What does success look like?	Sources
Proactive and prosperous town/village associations and volunteer groups	• Each town/village has active community group/s • Each town/village has an action plan • Support provided by Council through assistance programs to groups
Increase the number of persons who volunteer within the community	• ABS Census data
The community is actively involved in activities that create social connection	• Increase social connection participation (e.g. Youth Week, Library, Events, CentrePoint, Community Centre, Platform)
Reduction in criminal activity	• NSW Crime Data • Vandalism reported to Council
Improved Community Health	• NSW Health Data

3. Infrastructure

Resilient, fit for purpose and maintained infrastructure to support our community.

Community Priority	Strategies – How will we get there?
3.1. Resilient and well-maintained road and transportation infrastructure	a. Ensure transport infrastructure is safe and well maintained b. Advocate to the NSW Government for improved transportation networks c. Ensure renewal of existing and future infrastructure is sustainable, planned and based on ensuring inter-generational equity
3.2. Facilities and open spaces that promote and encourage a healthy lifestyle	a. Ensure public and sporting facilities are planned, maintained and fit for purpose b. Ensure pedestrian networks are planned, maintained and safe c. Provide a variety of recreational and sporting facilities which enable and encourage the community to pursue recreational activities d. Ensure renewal of existing and future infrastructure is planned and fit for purpose
3.3. Utility services meet the growing needs of the community	a. Stormwater drainage and sewer assets are maintained, resilient and planned to facilitate growth b. Ensure everyone within the community has access to an appropriate water supply c. Enhanced and improved utility and communication services throughout the shire

Niina Talikka

What does success look like?	Sources
An improved road transportation network	• Increased expenditure on transport infrastructure • Asset condition ratings • Community sentiment through Community survey
Reduced Infrastructure Backlog Ratio	• Annual Financial Statements
Community satisfaction regarding; open spaces, footpaths and sporting facilities.	• Community sentiment through Community survey • CentrePoint statistics • Sporting Facility Bookings statistics
Reduction in the number of medium and high-risk defects within the footpath network	• Council routine inspection data • Customer Request data
Community satisfaction regarding utility services	• Community sentiment through Community survey

4. Economy

A diverse, vibrant and sustainable economy.

Community Priority	Strategies – How will we get there?
4.1. Our economy is strong and diverse	a. Support existing and new business to encourage economic growth b. Support the agriculture sector to be productive and sustainable c. Seek to leverage economic growth opportunities from large scale developments
4.2. Large projects and developments are socially responsible balancing prosperity and sustainability	a. Engage and advocate in relation to social, corporate and environmental responsibilities for mining and renewable energy projects b. Advocate for the wider community benefit in relation to any change (new, expansion or closure) of mining and renewable energy projects
4.3. A growing tourism industry	a. Leverage the strengths of a regional tourism industry approach with our neighbouring councils b. Collaborate with key stakeholders representing the tourism industry c. Support and encourage events, businesses and experiences which add value to the local visitor economy
4.4. Sustainable growth of our community	a. Assess and process applications in a timely manner b. Council infrastructure is not negatively impacted in an unsustainable manner by proposed developments c. Land use strategies and plans are reviewed and updated

Hamlet and Fields

What does success look like?	Sources
A shire with more than 8,000 residents **An increase in Gross Regional Product** **Unemployment rate less than 3%**	• ABS Census data
Large projects and developments are socially responsible **New funding sources or programs to offset impacts from large projects and developments**	• Annual Environmental Management Report for large projects • Any new funding programs from NSW Government, Australian Government or private sector
Growth in the value of the visitor economy	• Visitor Economy Data • Number of ATDW listings
Statement of Expectations Order benchmarks for development assessment, planning proposals and strategic planning are met	• NSW Department of Planning Housing, and Infrastructure

5. Natural and Built Environment

Protecting our assets for future generations.

Community Priority	Strategies – How will we get there?
5.1. Natural ecosystems, including waterways, bushland, and wildlife, are preserved and enhanced	a. Natural environment is well managed and preserved for current and future generations b. Minimise the impact of weeds and pest animals in the shire
5.2. Heritage and cultural sites are valued and protected	a. Built heritage items and heritage conservation areas are preserved and maintained b. Work with cultural groups if any significant places of interest are identified
5.3. Sustainable waste management	a. Minimise the amount of landfill waste deposited to landfill b. Promote and create opportunities for waste diversion and reduction within kerbside collection services
5.4 Adaptation and mitigation of Climate Change impacts	a. Transition to a sustainable, secure and affordable energy future b. Minimise the impact of carbon emissions

Nina Talikka

What does success look like?	Sources
A pristine natural environment	• Community sentiment through Community survey
Blayney Shire has reduced weed infestation	• Report from Central Tablelands Weeds Authority • Council expenditure on weeds management
Heritage Items and Heritage Conservation Areas are maintained	• Number and value of Heritage Assistance Grants provided
Reduction in the amount of waste deposited to landfill	• Waste statistics (EPA Annual Return and/or NetWaste report)
Transition and embracement of renewable energy technologies	• Amount of non-renewable energy consumed by Council • Council Solar PV and battery storage statistics • Council Electric Vehicle Charging statistics

Links to Federal, State, Regional and Council Plans and Priorities

When developing this plan, consideration was given to The NSW Government Premier's Priorities for the State of NSW and the Central West and The Central West and Orana Regional Plan 2036.

Premier's Priorities

- A strong economy
- Highest quality education
- Well connected communities with
- Quality local environments
- Putting customers at the centre of everything we do
- Breaking the cycle of disadvantage

Central West and Orana Regional Plan

- The most diverse regional economy in NSW
- A stronger, healthier environment and diverse heritage
- Quality freight, transport and infrastructure networks
- Dynamic, vibrant and healthy communities

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

- Central West and Orana Regional Plan 2036 – Implementation Plan
- Regional Development Framework
- Central West NSW Destination Management Plan 2022 – 2030
- Orange, Blayney and Cabonne Regional Economic Development Strategy – 2023 Update
- Central New South Wales Joint Organisation (various plans and strategies)
- Central West Region – Regional Drought Resilience Plan (2024)
- Orange360 Strategic Plan 2024 – 2026
- Arts OutWest Strategic Plan 2025 – 2028

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

- Local Strategic Planning Statement (2020)
- Blayney Shire Settlement Strategy (2020)
- Community Participation Plan (2020)
- Renewable Energy Action Plan (2020)
- Millthorpe Village MasterPlan (2022)
- Blayney Mainstreet MasterPlan (2022)
- Blayney Shire Roads Strategy (2022)
- Financial Sustainability Review (2022)
- Blayney Shire Active Movement Strategy (2023)
- Orange Region Destination Management Plan (2022 – 2026)
- Disability Inclusion Action Plan (2022 – 2026)
- Orange Region Destination Management Plan 2022 – 2026
- Blayney Shire Community Strategic Plan (2022 – 2032)
- Blayney Shire Council – State of our Shire Report (2021 – 2024)
- Blayney Shire Council – Special Rate Variation (community engagement and application documentation 2024)
- Blayney Showground MasterPlan (2024)
- Crown Lands Plan of Management (2024)
- Strategic Plan for Sewerage Services (In progress)

Council's Role & Partners

	Community Priority	Councils Role			Partners and Stakeholders
		Provide	Collaborate	Advocate	
	1.1	✓			• Community Groups • Community Members • Australian Government • NSW Government • Central NSW Joint Organisation
	1.2	✓	✓	✓	
	1.3	✓	✓		
	1.4	✓			
	2.1	✓	✓	✓	• Community Members • Community Groups • NSW Government • Australian Government • Central West Libraries, Platform Arts Hub, Arts Out West • Belgravia Leisure, Schools and Training Providers • NSW Emergency Services, NSW Health, Health Care Providers • BSC Disability Inclusion Working Group, Service Providers, Community Stakeholders • RSPCA and Pet Owners
	2.2	✓	✓	✓	
	2.3	✓	✓	✓	
	2.4	✓	✓	✓	
	3.1	✓	✓	✓	• Community Groups • Community Members • NSW Government • Australian Government • Transport for NSW • Central NSW Joint Organisation • Agriculture, mining and renewable energy advocates and stakeholders • Transport Industry advocates and stakeholders • Sporting Associations & Groups, Belgravia Leisure • Utility Providers • Central Tablelands Water
	3.2	✓	✓		
	3.3	✓	✓	✓	

	Community Priority	Councils Role			Partners and Stakeholders
		Provide	Collaborate	Advocate	
	4.1	✓	✓	✓	• Community Groups • Community Members • Australian Government • NSW Government • Regional NSW • Newmont (Cadia Gold Mine) • Regis Resources (McPhillamys Gold Project) • Iberdrola (Flyers Creek Wind Farm) • Business Operators and local employers • NSW Mining and Energy Related Councils • Orange360, Destination NSW, Central NSW JO • Land and property developers
	4.2	✓	✓	✓	
	4.3	✓	✓	✓	
	4.4	✓	✓	✓	
	5.1	✓	✓	✓	• Community Groups • Community Members • NSW Government • Australian Government • Transport for NSW • Central NSW Joint Organisation • Orange Aboriginal Lands Council • NSW Office of Environment & Heritage • Central Tablelands Weeds Authority • Local Lands Service • NetWaste & Waste Contractors • Essential Energy and Electricity Providers
	5.2	✓	✓	✓	
	5.3	✓	✓		
	5.4	✓	✓	✓	

Blayney Shire Council

91 Adelaide Street,
BLAYNEY NSW 2799
Ph: (02) 6368 2104
www.blayney.nsw.gov.au

Roxanne Muzik-Smith