



BLAYNEY SHIRE COUNCIL

# 2026/27 – 2029/30 Delivery Program & 2026/27 Operational Plan





*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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## Message from the Mayor and Councillors

The Blayney Shire Council Delivery Program and Operational Plan is basically our shared game plan for what we'll be working on over the next year and the next four years. It's shaped by what you've told us matters most, and it guides how we turn your ideas into real projects and services across the Shire.

A lot of your feedback from the Community Strategic Plan flows straight into this document. That means the everyday things you see around town—like mowing sportsgrounds, showgrounds and parks, keeping Centrepont running, cleaning out table drains, resurfacing roads, and fixing footpaths—are all part of this plan. Thanks to the Special Rate Variation, we're also putting extra effort into improving service delivery and keeping you better informed when you contact us.

We're also continuing to invest in the Shire's long-term future. Over the next four years, our Capital Works Program will focus on upgrading roads, bridges and culverts, improving footpaths, and looking after the buildings and facilities that support community life.

One of our biggest priorities is building stronger, more resilient roads so they hold up better during the next wet period. We're also focusing on upgrading existing footpaths and developing more connecting footpaths routes as part of our Active Movement Strategy, making it easier and safer for everyone to get around our great Shire.

We are expecting a deficit in the coming financial year, partly due to: increasing inflation (diesel costs in particular), changing Waste Facility environmental compliance requirements from the NSW Environmental Protection Authority and ongoing uncertainty around the commencement of the McPhillamys Gold Project, which will all have a direct impact on revenue and/or expenditure for Council in the coming years. Despite these challenges we're committed to delivering as much as we can for our great community whilst retaining long term financial sustainability as our top priority.

The next pages walk you through what we're planning to deliver. We're looking forward to another productive year working alongside you to keep the Blayney Shire moving forward.



Back Row: Cr. Bruce Reynolds (Mayor), Cr. C Gosewisch

Middle Row: Cr. John Newstead, Cr. K Hutchings

Front Row: Cr. I Dorsett, Cr. S Johnston, Cr. R Scott (Deputy Mayor)

## Council's Guiding Principles

The Local Government Act requires Council to carry out its functions in a way to support local communities to be strong, healthy and prosperous.

The following general principles apply to the core functions of Council:

- Provide strong effective representation, leadership, planning and decision-making.
- Carry out functions that provide the best possible value for residents and ratepayers.
- Plan strategically, using the Integrated Planning and Reporting (IP&R) framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.
- Apply the IP&R framework in carrying out functions to achieve desired outcomes and continuous improvements.
- Work co-operatively with other councils and the State government to achieve desired outcomes for the local community.
- Manage lands and other assets so that current and future local community needs can be met in an affordable way.
- Work with others to secure appropriate services for local community needs.
- Act fairly, ethically and without bias in the interests of the local community.
- Be responsible employers and provide a consultative and supportive working environment for staff.

The following principles apply to decision-making by Council:

- Recognise diverse local community needs and interests.
- Consider social justice principles.
- Consider the long term and cumulative effects of actions on future generations.
- Consider the principles of ecologically sustainable development.
- Be transparent and decision-makers will be accountable for decisions.
- Promote community participation by actively engaging with the local community.

The following principles of sound financial management apply to Council:

- Spend in a responsible and sustainable manner, aligning general revenue and expenses.
- Invest in responsible and sustainable infrastructure for the benefit of the local community.
- Have effective financial and asset management, including sound policies and processes for the following:
  - performance management and reporting,
  - asset maintenance and enhancement,
  - funding decisions,
  - risk management practices.
- Have regard to achieving intergenerational equity, including ensuring policy decisions are made after considering their financial effects on future generations and that the current generation funds the cost of its services.

## Financial Sustainability Update

Over recent years Council has experienced costs increasing faster than revenue growth.

It was recognised that Council faced significant financial sustainability challenges in the General Fund, which it was not possible to 'do nothing'. Council has sought to implement a range of measures to address a poor financial outlook. This was critically important because the General Fund contains provision for all Council services, apart from sewerage, and the funding available supports the maintenance and renewal of critical assets such as roads, bridges, pathways, kerbs, stormwater drains and public buildings.

Following a financial sustainability review completed in 2023 and subsequent implementation of recommendations from this review, Council identified the need for a Special Variation (SV) to increase rates by 33.1% over 3 years (or 10% p.a.) commencing 1 July 2024, as one measure seeking to address growing forecast deficits in the Long Term Financial Plan (LTFP). The 2026/27 year will be year 3 and final increase to rates of the approved Special Variation.

The additional revenue from the special variation to rates will be used to:

- reduce the infrastructure renewal funding gap; and
- invest additional funds in operational service delivery.

It is important for Council and the community to understand that the Long Term Financial Plan relies on key assumptions in the Base Case scenario. If anticipated income—particularly from new mine rate revenue—does not materialise, and no additional or alternative income sources are identified, Council will need to implement further corrective measures. The risk remains prevalent with the uncertainty surrounding commencement of mine operations in the local government area.

In the short term, Council may be required to scale back the capital expenditure program to the level that maintains a positive unrestricted cash position, however this will likely not be sustainable over the longer term. Further remedial action would entail a review of Council services / service levels and exploring other revenue sources including the option of a further special variation to rate income.

Several additional factors, not anticipated in the Long Term Financial Plan adopted by Council in 2025, have emerged during the 2025/26 financial year and have affected Council's financial sustainability. These include increased compliance costs associated with waste landfill operations and a sudden, significant rise in fuel prices which not only directly impacts fuel prices for Council operations but also indirectly through third party suppliers of Council materials and services.

In response to the heightened compliance requirements for waste landfill, Council has reviewed its waste fees and charges framework and proposed increases to maintain cost neutrality in waste operations. While this objective has not been fully achieved in the proposed 2026/27 budget, performance will be closely monitored over coming years and further action taken as necessary to ensure waste services remain financially sustainable without impacting the General Fund and funding delivery of other Council services.

The unexpected surge in fuel prices has already led Council to scale back the use of high-consumption plant and equipment, limiting their operation to essential works only. This approach, however, is not viable in the long term and may adversely affect the maintenance of Council's asset base if continued. Beyond increasing the cost of maintenance and capital works, higher fuel prices may also drive up the cost of goods and services more broadly and impact cost of service delivery. While Council has attempted to account for elevated fuel costs in its financial projections for the coming year, the full extent of the impact across operations remains uncertain.

## Rationale

Financial sustainability for local government is critical as we are responsible for directly providing the community with a wide range of public services, community infrastructure and facilities.

This requires Council to hold and maintain a significant base of infrastructure assets. This necessitates not only substantial initial investments but also continued expenditure to operate, maintain and renew assets over the course of their useful lives.

There are many definitions of financial sustainability. NSW Treasury Corporation defines financial sustainability as:

*A local government will be financially sustainable over the long term when it is able to generate sufficient funds to provide the levels of service and infrastructure agreed with its community.*

The Local Government Act 1993 sets out the following principles of sound financial management at Chapter 3, s.8B:

- a) *Council spending should be responsible and sustainable, aligning general revenue and expenses.*
- b) *Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.*
- c) *Councils should have effective financial and asset management, including sound policies and processes for the following:*
  - (i) *performance management and reporting,*
  - (ii) *asset maintenance and enhancement,*
  - (iii) *funding decisions,*
  - (iv) *risk management practices.*
- d) *Councils should have regard to achieving intergenerational equity, including ensuring the following:*
  - (i) *policy decisions are made after considering their financial effects on future generations,*
  - (ii) *the current generation funds the cost of its services.*

All NSW councils are required under the Act to apply these principles in order to ultimately achieve a financially sustainable position.

Application of these principles means that:

- Council must maintain sufficient cash reserves;
- Council must have an appropriately funded capital works program;
- Council must maintain its asset base;
- Expenditure on assets should be driven by Asset Management Plans.

## Operational Budget Summary

The 2026/27 budget has been informed by the LTFP taking the following into account:

- The current financial outlook;
- The activities contained in the Delivery Program 2026-2030, which provides for the community aspirations for future growth of the Blayney Shire;
- Asset renewal funding requirements identified in the Ten Year Capital Works program.

Further details on the above areas including a summary of Net Cost of Services are contained in the 2026/27 – 2029/30 Delivery Program and 2026/27 Operational Plan Appendix in the Revenue Policy section and Council's Long Term Financial Plan. The 2026/27 budget includes a consolidated operating deficit of \$189, which is a significant improvement on the previous operating deficit for 2025/26 of \$877k

Council's 2026/27 budget includes the final year of an approved special variation of 10% and provides for a higher allowance of expenditure relating to Council's infrastructure assets in an attempt to reduce Council's backlog and ensure the assets remain in a satisfactory condition, which extends the life and timing of required renewals.

With the implementation of the approved special variation and other assumptions in the Long Term Financial Plan coming to fruition, a more financially sustainable outcome for Council over the life of the 2026/27 – 2035/36 Long Term Financial Plan (LTFP) should be achieved.

A summary of Council's Operating Result for 2026/27 is shown below:

Fund	Surplus / (Deficit) ('000)
General Fund	(\$505)
Sewer Fund	\$316
<b>TOTAL</b>	<b>(\$189)</b>

## Capital Budget Summary

Council is committed to investing in infrastructure that supports the needs of the community, both now and in the future, and drives further investment and population growth across our region. However, this commitment is balanced against the need to ensure that existing assets are maintained and that, as far as possible, asset renewal outcomes are optimised through the budget process.

A summary of the Capital Budget by fund is shown below:

Fund	Surplus / (Deficit) ('000)
General Fund	\$8,706
Sewer Fund	\$555
<b>TOTAL</b>	<b>\$9,261</b>

The 2026/27 Capital Budget includes infrastructure projects encompassing scheduled and ongoing asset renewal investment. With the finalisation of the majority of significant grant funded programs in 2025/26, most projects will predominantly be funded through Council's general revenue. This has resulted in a reduction of total capital expenditure programmed throughout the life of the DP/OP.

Grant funded projects are governed by the terms of the funding agreement including completion dates and have had to be prioritised for this reason. Council's Capital Expenditure Program within the Revenue Policy Section of this document identifies projects proposed with project funding disclosed under the heading 'Source'.

Further information on Council's Capital Budget forecasts can be found in the 2026/27– 2029/30 Delivery Program and 2026/27 Operational Plan Appendix in the Revenue Policy section.

# Council's Functions

## Blayney Shire Council



### Executive Services

- ▶ Councillors
- ▶ Human Resources
- ▶ Risk/WHS
- ▶ Project Management
- ▶ Community and Economic Development
- ▶ Civic Functions/Council Events
- ▶ Australia Day
- ▶ Community Engagement
- ▶ Tourism
- ▶ Media/PR and Communications



### Corporate Services

- ▶ Governance
- ▶ Customer Services
- ▶ Financial Services
- ▶ Records Management
- ▶ Information Technology
- ▶ Children's/Family Services
- ▶ Aged and Disability Services
- ▶ Community Centre
- ▶ Cultural Services



### Infrastructure Services

- ▶ Roads and Bridges
- ▶ Footpaths
- ▶ Asset Management
- ▶ Sporting Grounds
- ▶ Parks and Gardens
- ▶ Blayney Showground
- ▶ Wastewater
- ▶ Public Conveniences
- ▶ Street Cleaning
- ▶ Stormwater Drainage
- ▶ Fleet and Plant
- ▶ Emergency Services
- ▶ Quarries and Pits
- ▶ Private Works
- ▶ Building Maintenance
- ▶ Stores
- ▶ Works Depot



### Planning and Environmental Services

- ▶ Town Planning
- ▶ Building Control
- ▶ Environmental Health
- ▶ Waste Management
- ▶ Animal Control
- ▶ Public Cemeteries
- ▶ CentrePoint Sport and Leisure Centre
- ▶ Fire Protection
- ▶ Environmental Sustainability
- ▶ Education

### What is the Delivery Program?

The Delivery Program 2026/27-2029/30 is one layer of the Integrated Planning and Reporting framework that all NSW Councils must develop to meet the requirements of the Local Government Act. It outlines the work Council can do to achieve the Future Directions identified by the community in the Community Strategic Plan.

The three tiered planning process ensures that there are clear links between the long term goals of the community and the activities of Council. The Delivery Program is a vital tool for the ongoing planning of services and programs of the Blayney Shire community.

### What is the Operational Plan?

The 2026/27 Operational Plan completes the planning documents and details the activities to be undertaken and the financial requirements to deliver the commitments of the Community Strategic Plan and Delivery Program.

The diagram below demonstrates their linkages:



# BLAYNEY SHIRE COUNCIL

## Future Directions

Following the ordinary election of Councillors, Council is required to develop or review and endorse a Community Strategic Plan (CSP) then prepare and adopt a Resourcing Strategy, a 4 year Delivery Program (DP) and annual Operational Plan (OP) by 30 June the following year.

The CSP is a community document with priorities and aspirations for the future of the Shire covering a period of at least 10 years. The Resourcing Strategy is the means by which Council implements the strategies established in the CSP which Council is responsible for delivering. The Resourcing Strategy includes a 4 year Workforce Management Plan, a 10 year Asset Management Plan and 10 year Long Term Financial Plan. The CSP is developed by the community, endorsed by Council and must address civic leadership, social, environmental and economic issues.

A list of community projects, aspirations and objectives were grouped into an overarching strategy and listed in order of collective priority as determined by the community forums. The strategies are categorised under the themes of:

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



<b>Annual Budget</b>	<b>\$ 17.27m</b> Income	<b>\$ 3.79m</b> Expenses
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## 1. Leadership

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

1.1 Transparent and accountable Council trusted by the community								
Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Responsibility	PA Ref	26/27	27/28	28/29	29/30
<b>a. Implement and promote best practice governance</b>	<b>Councillor Upskilling:</b> Support Councillors with training / skill / professional development opportunities	Councillor professional development identified and scheduled	Executive Services	GOV1	✓	✓	✓	✓
	<b>Audit, Risk and Improvement:</b> Delivery of a robust governance, audit and risk framework	Quarterly meeting of ARIC committee Adoption of Four Year and Annual audit plans per statutory requirements  Audit, Risk and Improvement Committee minutes reported to Council	Corporate Services	ADM1	✓	✓	✓	✓
	<b>Enterprise Risk Management:</b> Implement and embed an Enterprise Risk Management system	Corporate Risk Register reviewed by Executive Leadership Team quarterly  Operational Risk Register reviewed by Senior Leadership Team quarterly	Executive Services	ADM1	✓	✓	✓	✓
	<b>Disclosures of Interests:</b> Councillor and Designated Persons disclosures of interest returns completed annually in accordance with the Local Government Act	Disclosures of Interest Returns completed and reported to Council by 31 October	Corporate Services	ADM2	✓	✓	✓	✓
	<b>Code of Conduct:</b> Annually report on complaints under Council's Code of Conduct	Annual report to Council (before December)	Corporate Services	ADM2	✓	✓	✓	✓

<b>b. Monitor, evaluate and update Council's strategic planning documents and policies</b>	<b>Integrated Planning and Reporting:</b> Review Council's Integrated Plans in accordance with statutory requirements and timelines	IP&R Documents updated and adopted Regular reporting to Council	Corporate Services	ADM1	✓	✓	✓	✓
	<b>Review Council Policies:</b> Review all policies during the term of the current Council	Council updated on progress on progress of Policy Review Program  Policies reviewed and adopted by Council	Corporate Services	ADM2	✓	✓	✓	✓
	<b>Delegations and Authorisations:</b> Review Delegations and Authorisations completed with new term of Council and issued upon recruitment of new staff	Delegations Register reviewed and authorisations assigned to staff	Corporate Services	ADM2	✓	✓	✓	✓
<b>c. Provide access to Council information, services and facilities</b>	<b>Information:</b> Community is informed of various types of information held by Council and how that information can be accessed	Review and adoption of Agency information Guide annually and publication on website	Corporate Services	ADM2	✓	✓	✓	✓
	<b>Requests for information:</b> Requests are responded to within statutory timeframe in accordance with Government Information (Public Access) Act	Statistics and response timeframes	Corporate Services	ADM2	✓	✓	✓	✓

## 1.2. Local priorities are championed through advocacy

Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Responsibility	PA Ref	26/27	27/28	28/29	29/30
<b>a. Engage with governments, councils, agencies, associations and private companies for the betterment of the community</b>	<b>Elected representative advocacy:</b> Build strong relationships with state and federal members to represent the community	Number of occasions Council met with State and Federal representatives	Executive Services	GOV1	✓	✓	✓	✓
	<b>Agency and Association engagement:</b> Build strong relationships with state and federal agencies for the betterment of the community	Membership, participation and engagement activities, including: CNSWJO, MERC, Country Mayors, LGNSW, ALGA, TfNSW, DPHI, EPA etc	Executive Services	ADM1	✓	✓	✓	✓
	<b>Private sector engagement:</b> Build strong relationships with the private sector for the betterment of the community	Number of engagements with key private sector stakeholders including: Newmont (Cadia), Regis Resources (McPhillamys), Iberdrola (Flyers Creek) etc	Executive Services	ADM1	✓	✓	✓	✓

## 1.3 The community is informed and engaged

Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Responsibility	PA Ref	26/27	27/28	28/29	29/30
<b>a. Ensure various communication methods are used to engage the community throughout the shire</b>	<b>Communication:</b> Communicate Council's activities through a range of media platforms	Number of promotion activities undertaken	Executive Services	ADM1	✓	✓	✓	✓
	<b>Website -</b> Maintain a user-friendly website with easily accessible information on council services, policies, events, news, meeting agendas, minutes, and other public records	Website reviewed and updated	Executive Services	ADM1	✓	✓	✓	✓
<b>b. Inform and encourage community input into decision making</b>	<b>Meetings:</b> Regular meetings of Council, committees and community groups comprising Councillor and community representatives	Number of: Council meetings, Financial Assistance Program Committee, Disability Inclusion Working Group, Blayney Showground User Group and community group meetings	Executive Services	ADM1	✓	✓	✓	✓
	<b>Engagement:</b> Engage with the community on key strategies and documents	Number of engagements undertaken	Executive Services	ADM1	✓	✓	✓	✓
	<b>Engagement:</b> Review the Blayney Shire Community Participation Plan	Review and update Community Participation Plan	Planning and Environmental Services	ADM1		✓		
	<b>Public Forum:</b> Provide opportunity for the public to address Council on relevant issues through the Public Forum Policy at Council Meetings	Business paper available to public 3 days prior to Council meeting and public advised of the availability of the public forum	Executive Services	ADM1	✓	✓	✓	✓

## 1.4 Finances are managed sustainably and responsibly

Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Responsibility	PA Ref	26/27	27/28	28/29	29/30
<b>a. Council meets all statutory and regulatory compliance obligations</b>	<b>Financial reporting:</b> Statutory financial returns, annual and quarterly financial reports are filed in accordance with legislative requirements	Audited financial statements and financial returns lodged within legislative timeframe  QBRS reported to Council quarterly within legislative timeframe	Corporate Services	ADM2	✓	✓	✓	✓
	<b>Financial reporting:</b> Prepare Council's Annual Financial Accounts in accordance with relevant Acts and Regulations	Unmodified audit report issued by 31 October	Corporate Services	ADM2	✓	✓	✓	✓
	<b>Private works:</b> Works conducted on private land are in accordance with Local Government Act and such works charged at appropriate commercial rates	Income from private works exceeds expenditure	Infrastructure Services	ECA4	✓	✓	✓	✓
	<b>Legislative compliance:</b> Legislative compliance obligations reviewed	Legislative compliance review status report tabled to Audit, Risk and Improvement Committee on a 6-monthly basis	Corporate Services	ADM1	✓	✓	✓	✓
<b>b. Council operates in a financially sustainable manner and seeks to identify and implement ongoing efficiencies</b>	<b>Financial sustainability:</b> Manage Council financial systems, processes and projects in a sustainable way that maximises value for money for Ratepayers	Longterm financial plan reviewed, updated and adopted	Corporate Services	ADM2	✓	✓	✓	✓
	<b>Financial sustainability:</b> Ensure Council has adequate cash flow to meet its needs	Unrestricted current ratio exceeds NSW local government industry key performance indicator (OLG) of 1.5X	Corporate Services	ADM2	✓	✓	✓	✓

<b>b. Council operates in a financially sustainable manner and seeks to identify and implement ongoing efficiencies</b>	<b>Service improvements:</b> Promote and facilitate excellent performance through the development of streamlined and improved systems, processes and frameworks	Report improvements and efficiencies to ARIC, Council and Annual Report  Undertake 2 service reviews per annum	Corporate Services / Other Depts.	ADM1	✓	✓	✓	✓
<b>c. Creation of new and upgraded public assets is balanced with the needs of the greater community</b>	<b>New and Upgraded assets:</b> Ongoing operational impacts from new and upgraded assets is considered prior to a project being committed to and/or supported	Number of projects considered under the Blayney Shire Community Initiated Infrastructure Policy	Infrastructure Services	ADM3	✓	✓	✓	✓
	<b>Asset maintenance:</b> Maintenance and renewal is undertaken in a financial sustainable manner	Asset backlog ratio, reported annually, trending downward	Corporate Services / Infrastructure Services	ADM3	✓	✓	✓	✓



<b>Annual Budget</b>	<b>\$ 571k</b> Income	<b>\$ 1.88m</b> Expenses
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## 2 – Community

A connected, healthy and inclusive community

### 2.1 Community groups are capable, resilient and well-supported

Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Responsibility	PA Ref.	26/27	27/28	28/29	29/30
a. Provide support and opportunities for town and village associations and community groups to actively represent their community or group	<b>Town / Village plans:</b> Each town / village identifies projects and opportunities needed by the community	Action Plan completed for each town and village	Executive Services	GOV1	✓			
	<b>Town and village associations:</b> Assist associations to function so they can represent their community	Assistance provided through Community Financial Assistance Program	Corporate Services	GOV1	✓	✓	✓	✓
	<b>Community groups:</b> Assist community groups to have the capacity to seek funding through other sources	Value and number of projects provided and delivered under the Village Enhancement Program  Communicate funding opportunities to community groups	Corporate Services	GOV1	✓	✓	✓	✓
b. Explore opportunities seeking to address the decline of volunteers	<b>Community directory:</b> Develop and maintain a Community Directory including volunteering opportunities	Community directory developed and promoted	Executive Services	GOV1	✓	✓	✓	✓
	<b>Volunteer numbers:</b> Partner with government agencies to conduct / promote programs to increase volunteer numbers	Events, programs and opportunities promoted	Executive Services	GOV1	✓	✓	✓	✓
	<b>Recognition of volunteers:</b> Work with Australia Day Committee to recognise the contribution volunteers make to the community	Australia Day Breakfast conducted and awardees recognised	Executive Services	GOV1	✓	✓	✓	✓

2.2 Social connection and learning opportunities are available for all								
Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Responsibility	PA Ref.	26/27	27/28	28/29	29/30
a. Encourage and facilitate youth participation, engagement and employment opportunities	<b>Youth Week:</b> Allocate funding through Youth Week Small Grants Program	Value and number of projects funded by the program	Corporate Services	CSE3	✓	✓	✓	✓
	<b>Youth leadership and Education:</b> Support youth programs for Blayney Shire residents	Value and number of projects funded by the program	Corporate Services	GOV1	✓	✓	✓	✓
	<b>Youth Employment Opportunities:</b> Identify youth employment opportunities within Council and the Blayney Shire	Number of cadets, trainees and apprentice positions provided within Council	Executive Services	ADM1	✓	✓	✓	✓
b. Provide library services, community spaces and facilities that create social connection opportunities	<b>Library:</b> Maintain Library Services delivered through service level agreement with Central West Libraries	Library usage and circulation statistics reported to Council on six-monthly basis	Corporate Services	REC1	✓	✓	✓	✓
	<b>Community Centre:</b> Ensure the Blayney Shire Community Centre is presented and maintained to encourage community use and activities	Usage statistics reported to Council on six-monthly basis	Corporate Services	REC2	✓	✓	✓	✓
	<b>Community Halls:</b> Support village and community halls to enable local activities and community events	Maintenance and enhancement activities undertaken to community spaces and facilities within the villages	Infrastructure Services	REC2	✓	✓	✓	✓
c. Support and assist with the promotion of community events and cultural activities	<b>Community Events:</b> Assist community groups to host and facilitate community events	Number of applications supported	Executive Services	GOV1	✓	✓	✓	✓
	<b>Communications:</b> Promote community events and activities through Council channels	Number of events promoted	Executive Services	ADM1	✓	✓	✓	✓

	<b>Financial Assistance Program:</b> Review and update the Community Financial Assistance Program Policy	Updated Financial Assistance Program Policy adopted by Council	Corporate Services	GOV1	✓			
	<b>Arts:</b> Support Platform Arts Hub and other providers to enable community activities and programs	Annual report on usage and outcome from arts groups and events reported to Council  Community activities supported	Executive Services	REC3	✓	✓	✓	✓

## 2.3 A safe and healthy community

Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Responsibility	PA Ref.	26/27	27/28	28/29	29/30
a. Engage with, and support agencies (including Emergency Services) to ensure adequate service levels and disaster resilience throughout the shire	<b>Local Traffic Committee:</b> Ongoing facilitation and involvement in the Local Traffic Committee (LTC)	Host, coordinate and provide technical support to the LTC	Infrastructure Services	ADM3	✓	✓	✓	✓
	<b>Local Emergency Management Committee:</b> Ongoing facilitation and involvement in the Local Emergency Management Committee (LEMC)	Host, coordinate and chair meetings of LEMC  Maintain the LEMC Emergency Management Plan and contact lists	Infrastructure Services	POS3	✓	✓	✓	✓
	<b>Rural Fire Service:</b> Involvement and participation in the Canobolas Zone Bushfire Management and Liaison Committees	Number of meetings attended	Infrastructure Services	POS1	✓	✓	✓	✓
b. Enhanced and improved health and medical services for the shire	<b>Health and medical facilities:</b> Advocate on behalf of the Blayney community for improved health services within the Blayney Shire and adjoining regional centres	Engagement with stakeholders as required	Executive Services	GOV1	✓	✓	✓	✓

	<b>Health and medical professionals:</b> Support the attraction and retention of medical practitioners and allied services within the Blayney Shire	Promotion of Attraction and Retention of Medical Professionals policy and assessment of applications received	Corporate Services	ADM2	✓	✓	✓	✓
	<b>Inclusion:</b> Support organisations who assist vulnerable members of our community	Assistance provided for accessing facilities and sourcing grant funding for essential services	Executive Services	ADM1	✓	✓	✓	✓
<b>c. Council meets legislative requirements to facilitate a healthy and safe community</b>	<b>Responsible pet ownership:</b> Promote and educate our community on companion animal legislation requirements including an annual assistance program	Communication and Engagement statistics  Annual program statistics	Planning and Environment Services	POS2	✓	✓	✓	✓
	<b>Ranger services:</b> Promote and enforce local laws and regulations, addressing issues like animal control, parking, litter, and environmental protection, to keep the shire safe, clean and well-managed.	Compliance statistics	Planning and Environmental Services	POS4	✓	✓	✓	✓
	<b>Food safety:</b> Maintain a food shop inspection program that is proactive and educational and also responds appropriately to breaches of health standards	All high-risk food premises in the shire inspected in accordance with regulatory requirements and necessary compliance action taken	Planning and Environmental Services	HEA1	✓	✓	✓	✓

## 2.4 An inclusive and liveable community

Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Responsibility	PA Ref.	26/27	27/28	28/29	29/30
<b>a. Provide and promote access and inclusion for people with a disability</b>	<b>Disability Inclusion Action Plan:</b> Review and update the Disability Inclusion Action Plan	Review and update Disability Inclusion Action Plan	Corporate Services	ADM 2	✓			
	<b>Disability Inclusion Action Plan:</b> Implement the Disability Inclusion Action Plan	Meetings of Disability Inclusion Working Group held and minutes reported to Council  Six monthly and annual reporting	Executive Services	ADM 1	✓	✓	✓	✓
	<b>Access Incentive Fund:</b> Provide an Access Incentive Fund to assist building owners with the cost of having an Access Consultant provide an initial report	No. of applications received	Planning and Environment	MMC 1	✓	✓	✓	✓
	<b>Council Works:</b> Disability Inclusion Working Group is consulted on relevant Council projects	Delivery Program and Operational Plan is referred annually to the DIWG	Corporate Services	TCO5	✓	✓	✓	✓
<b>b. All decisions are sensitive to the impact on vulnerable groups</b>	<b>Vulnerable groups:</b> Review the Pensioner and Hardship Policy	Policy reviewed and adopted	Corporate Services	ADM 2		✓		
	<b>Affordable housing:</b> Advocate and identify opportunities for affordable housing developments	Engagement with state government and community housing providers e.g. Housing Plus	Executive Services	ECA3	✓	✓	✓	✓
	<b>Child Care:</b> Advocate and support for childcare services	Contribution to Blayney Out of School Hours Care Service	Corporate Services	CSE2	✓	✓	✓	✓
<b>c. Public transport services are adequate for communities needs</b>	<b>Public Transport:</b> Liaise with Transport for NSW and other not for profit operators seeking to improve public transport connectivity as required	Service gaps identified and advocacy undertaken	Executive Services	ADM 1	✓	✓	✓	✓

<b>c. Public transport services are adequate for communities needs</b>	<b>Bus Stops:</b> Facilitate requests and engage with bus service providers on bus stop locations and associated infrastructure	Requests for formal bus stops facilitated through Local Traffic Committee and application to TfNSW  Requests for informal bus stops coordinated internally as per guidelines	Infrastructure Services	TC07	✓	✓	✓	✓
	<b>Newbridge Railway Station:</b> Advocate for the reactivation of Newbridge Railway Station through upgrades and a stop on demand service	Reactivation of Newbridge Railway Station	Executive Services	GOV 1	✓	✓	✓	✓

### Blayney OOSH Services

After School Care or Out of School Hours (OOSH) service is operated in the Blayney Shire at Blayney Public School and is delivered by Cabonne Shire Council.

It operates 5 days a week from 3.00pm to 5.30pm during school terms at Blayney Public School. Council makes an annual financial contribution to assist its retention and sustainability in the Blayney Shire. The service is largely funded by the Australian Department of Education, Skills and Employment via the Childcare Subsidy and administration charges from parents.

### Village Enhancement Program

The Village Enhancement Program budget is allocated to local community infrastructure improvement and renewal projects throughout the Shire. Council works with the Village Committees, Progress Associations and Hall Committees to determine those projects funded and completed, in consultation with Council's Asset Management Plans; strategies and respective Town/Village Community Plans.

The completion of individual Town and Village Community Plans, enables each Town and Village to determine a project list of community, tourism, heritage, cultural, public infrastructure, economic growth and environmental based projects.

Through the program Council currently supports both Blayney Town Association and Millthorpe Village Committee for the reimbursement of Association incorporation expenses, public liability insurance and administration costs.

## Blayney Library

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Council maintains the Blayney Library, located at 48 Adelaide Street, Blayney through its partnership with the Central West Libraries, that also delivers library services across Central West NSW in the Cowra, Cabonne, Forbes, Weddin and Orange local government areas.

Council receives an annual subsidy as part contribution for provision of library services from the State Library of NSW. The library service has grown to provide more than just books to borrow, with modern libraries becoming a vital community asset where all ages can research information, access online book, magazine and audio apps, on-demand streaming video platforms, the internet and obtain social interaction.

### Blayney Library carries a range of services for adults and children including:

- Fiction books
- Non-fiction books
- Audio books and magazines
- Online books and magazines
- On-demand streaming video platform
- Large print materials
- Newspapers
- Film collection
- Talking books and music CD's
- Local Studies and family history resources

A ready reference collection suited to homework and general needs is also available.

A number of activities and programs for all ages are conducted through the Central West Libraries service to help promote the library services. Membership of the Blayney Library provides access to all Central West Libraries branches and online services.

## Youth Development

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The Youth Development Program is responsible for encouraging, engaging and empowering youth across the shire, for the continued enhancement of long-term social, economic, and environmental conditions of their community. The Youth Development program focusses on developing and building upon a culture of a positive youth community.

### Council is able to raise community awareness of youth through local community youth-led action by:

- Engaging the youth in community decision making processes
- Advocating with and for young people relating to youth issues
- Identifying and addressing service gaps
- Creating connections between the youth of the Shire
- Working with young people at a community leadership level

A major focus each year is the facilitation of youth activities to celebrate Youth Week across the Shire, funding of which is provided jointly by the NSW Government and Council. The allocation for Youth Week is offset by a 50% subsidy each year and is dedicated to the Youth Week Grants program. This program enables community organisation across the local government area to seek grants for worthy projects that engage youth and provide young people with an opportunity to express their views and act on issues that impact on their lives.

### Animal Control

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Council operates an animal pound to service the Shire. The Animal Control function is coordinated by Council's Ranger who undertakes a wide range of duties including animal control, daily operation and maintenance of the pound and regulation of companion animals and off-leash areas. Off-leash areas in the Blayney LGA are located at Heritage Park, Blayney and in the village of Millthorpe on Glenorie Road.

### Contributions to Emergency Services

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Blayney Shire Council contributes to the NSW Fire and Rescue, Rural Fire Service (RFS) and the State Emergency Service (SES) for their role within the Local Government Area. This is as part of a partnership with various government agencies in relation to disaster planning and emergency response.

Council has a Local Emergency Management Committee that is currently chaired by Council's Director Infrastructure Services, who also provides executive support to the Committee as the Local Emergency Management Officer (LEMO). The role of the LEMO is to advise, support and assist the Local Emergency Operations Controller, to monitor, control and coordinate emergency response operations as necessary.

### Health & Food Control

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Council employs staff who specialise in environmental health activities to carry out a broad range of inspections from an educational and enforcement perspective. Council is part of the NSW Food Regulation Partnership with the NSW Food Authority. The Partnership defines the responsibilities of the New South Wales Food Authority and NSW Councils in relation to food safety issues.

Blayney Shire Council, as a Category B Council, is required to conduct inspections of retail food businesses to ensure compliance with the Food Act 2003 and Food Safety Standards 3.2.2 and 3.2.3



<b>Annual Budget</b>	<b>\$ 5.56m Income</b>	<b>\$ 16.99m Expenses</b>
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## 3 – Infrastructure

Infrastructure is resilient, fit for purpose and maintained to support our community

### 3.1 Resilient and well-maintained road and transportation infrastructure

Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Responsibility	PA Ref	26/27	27/28	28/29	29/30
<b>a. Ensure transport infrastructure is safe and well maintained</b>	<b>Road allocations:</b> Deliver road allocations projects in accordance with budgetary allocations and asset management plans	Heavy patching, culvert renewal, reseal and gravel sheeting programs delivered  Ensure adequate renewal of existing infrastructure	Infrastructure Services	TCO1	✓	✓	✓	✓
	<b>Bridges - Local Roads:</b> Maintain local bridges	Maintenance and renewal works undertaken	Infrastructure Services	TCO3	✓	✓	✓	✓
	<b>Bridges - Regional:</b> Maintain regional bridges	Maintenance and renewal works undertaken	Infrastructure Services	TCO4	✓	✓	✓	✓
<b>b. Advocate to the NSW Government for improved transportation networks</b>	<b>Transport for NSW:</b> Build strong relationships with Transport for NSW seeking improved Transportation networks for the betterment of the community	Number of meetings held and engagements with Transport for NSW	Infrastructure Services	TCO2	✓	✓	✓	✓
	<b>Regional collaboration:</b> Participate in committees, groups and events seeking improved Transportation networks for the betterment of the community	Actions undertaken during the period	Infrastructure Services	ADM3	✓	✓	✓	✓

<b>c. Ensure renewal of existing and future infrastructure is sustainable, planned and based on ensuring inter-generational equity</b>	<b>Project design:</b> Infrastructure projects are designed and scoped in advance of project commencement	Designs finalised, projects scope and costing adopted ready for delivery	Infrastructure Services	ADM3	✓	✓	✓	✓
	<b>Quarries:</b> Source roadmaking material in an environmentally sustainable and efficient manner through operation of Council quarries	Quarries operated in accordance with regulatory and legislative requirements with nil compliance breaches	Infrastructure Services	MMC2	✓	✓	✓	✓
	<b>Grant funding submissions:</b> Identify opportunities and make application for state and federal government grants	Grant applications made and delivered for transport projects	Infrastructure Services	ADM3	✓	✓	✓	✓
	<b>Asset management plans:</b> Regularly review asset management plans and infrastructure related policies	Asset management plans and infrastructure policies reviewed	Infrastructure Services	ADM3	✓	✓	✓	✓

### 3.2 Facilities and open spaces that promote and encourage a healthy lifestyle

Strategy: How will we get there?	Sporting grounds: Maintain Council sporting fields for all sporting associations	Performance Measure	Responsibility	PA Ref	26/27	27/28	28/29	29/30
<b>a. Ensure public spaces and facilities are planned, maintained and fit for purpose</b>	<b>Blayney Showground:</b> Maintain Blayney Showground for all users and engage users on projects prior to commencement	Maintenance undertaken Users engaged	Infrastructure Services	REC7	✓	✓	✓	✓
	<b>Street cleaning:</b> Delivery of street cleaning services across the Blayney Shire	Street cleaning services undertaken	Infrastructure Services	ENV4	✓	✓	✓	✓
	<b>Public conveniences:</b> Provide public amenities to facilitate community activity	Maintenance undertaken	Infrastructure Services	HCA2	✓	✓	✓	✓
	<b>Public conveniences:</b> Perform a review of access to public amenities and facilities e.g. opening hours of toilets	Review undertaken and changes implemented	Infrastructure Services	HCA2	✓			
	<b>Cemeteries:</b> Cemeteries maintained to current high standard	Maintenance undertaken	Infrastructure Services	HCA1	✓	✓	✓	✓

<b>b. Ensure pedestrian networks are planned, maintained and safe</b>	<b>Active movement strategy:</b> Review and update Active Movement Strategy	Updated Active Movement Strategy adopted by Council	Infrastructure Services	TCO5	✓			
	<b>Active movement capital works:</b> Identify funding opportunities and seek to deliver Active Movement Strategy projects	Number of projects funding has been obtained for Number of projects delivered	Infrastructure Services	TCO5		✓	✓	✓
	<b>Footpath renewal:</b> Prioritise Council expenditure on footpath renewal works	Footpath and pathway maintenance and renewal in accordance with Council's Pathway Hierarchy, Standard and Maintenance Policy 25H	Infrastructure Services	TCO5	✓	✓	✓	✓
<b>c. Provide a variety of recreational and sporting facilities which enable and encourage the community to pursue recreational activities</b>	<b>Sporting grounds:</b> Maintain Council sporting fields for all sporting associations	Sporting grounds maintained to high standard	Infrastructure Services	REC5	✓	✓	✓	✓
	<b>Sporting grounds:</b> Review opening hours and access to Council facilities (e.g. Tennis Courts, King George Oval)	Review undertaken and changes implemented	Infrastructure Services	REC5	✓			
	<b>Centrepoint Sport and Leisure Centre:</b> Ensure CentrePoint is operated in a manner to maximise patronage and participation	Statistics reported by the contract Manager	Planning and Environmental Services	REC4	✓	✓	✓	✓
	<b>Parks, gardens and open space:</b> Provide recreation opportunities through the provision of attractive parks, gardens and open space	Parks, gardens and open space maintenance undertaken	Infrastructure Services	REC6	✓	✓	✓	✓
	<b>Parks, gardens and open space:</b> Review the areas which are mowed and maintained by Council	Perform a review of areas which are mowed and maintained by Council Undertake a playground and park audit of safety, compliance and condition	Infrastructure Services	REC6	✓			

<b>d. Ensure renewal of existing and future infrastructure is planned and fit for purpose</b>	<b>Grant funding submissions:</b> Identify opportunities and apply for grant funding	Grant applications lodged and received	Infrastructure Services	ADM3	✓	✓	✓	✓
	<b>Project design:</b> Infrastructure projects are designed and scoped in advance of project commencement	Designs finalised, projects scope and costing adopted ready for delivery	Infrastructure Services	ADM3	✓	✓	✓	✓
	<b>Asset management plans:</b> Review Asset management plans and infrastructure related policies	Asset management plans and infrastructure policies regularly reviewed	Infrastructure Services	ADM3	✓	✓	✓	✓

### 3.3 Utility services meet the growing needs of the community

<b>Strategy: How will we get there?</b>	<b>Principal Activity: Operational Action</b>	<b>Performance Measure</b>	<b>Responsibility</b>	<b>PA Ref</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>29/30</b>
<b>a. Stormwater drainage and sewer assets are maintained, resilient and planned to facilitate growth</b>	<b>Sewerage services:</b> Complete sewer strategic plan	Plan completed and Council endorsed	Infrastructure Services	SSE1	✓			
	<b>Stormwater:</b> Stormwater assets, including kerb and gutter and culverts are maintained and renewed	Stormwater, culverts and kerb and gutter maintenance and renewals undertaken	Infrastructure Services	TCO6	✓	✓	✓	✓
	<b>Stormwater drainage:</b> Township of Blayney Flood study	Blayney Township Local Flood study completed and Council endorsed	Infrastructure Services	ENV6	✓			
	<b>Sewerage services:</b> Maintain Council's sewer infrastructure	Ensure adequate renewal provisions for existing infrastructure	Infrastructure Services	SSE1	✓	✓	✓	✓
<b>b. The community has access to an appropriate water supply</b>	<b>Water services:</b> Councillor representation as constituent member of Central Tablelands Water	Participation in meetings and other CTW activities	Executive Services	GOV1	✓	✓	✓	✓
	<b>Council bores:</b> Manage the water supply bores in rural locations to provide 'non-potable' water supply options within the Shire	Bores operated and reported in accordance with regulator and legislative requirements	Infrastructure Services	HCA2	✓	✓	✓	✓

<b>b. The community has access to an appropriate water supply</b>	<b>Recycled water:</b> Manage Recycled Water Treatment Plant in accordance with legislative requirements to reduce consumption and reliance on potable water supply	Treatment plant commissioned and operated in accordance with regulator and legislative requirements	Infrastructure Services	SSE1	✓	✓	✓	✓
	<b>Regional collaboration:</b> Participate in CNSWJO committees, groups and events	Participate in CNSWJO Water Utilities Alliance	Infrastructure Services	ADM3	✓	✓	✓	✓
<b>c. Enhanced and improved utility and communication services throughout the shire</b>	<b>Street lighting:</b> Review requests for lighting improvements throughout the shire	Engage with essential energy for maintenance of public lighting in the Blayney LGA. Evaluate requests for new public lighting	Infrastructure Services	HCA3	✓	✓	✓	✓
	<b>Internet and communications:</b> Advocate for improved connectivity and affordable access to internet and communications technology across the Shire	Number of applications to address mobile / communication black spots within the Shire	Executive Services	ADM1	✓	✓	✓	✓
	<b>Smart hub:</b> Investigate and support emerging communication technologies that support and enhance our community	Number of opportunities identified or implemented for the expansion of Council smart hub system	Infrastructure Services	ADM3	✓	✓	✓	✓

## Roads

Council has responsibility for 3 categories of roads:

- Regional Roads;
- Local Roads – Sealed; and
- Local Roads – Unsealed.

State Roads (highways) within the Blayney Shire LGA are the responsibility of Transport for NSW.

Roads within the shire maintained by Council are subject to road classification, renewal standards, and service levels. Council's Road Hierarchy, Renewal and Maintenance Policy (25G) sets the framework for undertaking maintenance and renewal in accordance with each road's class. Council's adopted policy utilises a 6-level road hierarchy wherein a road's class is based on:

- Regional Road Classification
- Function within the road network
- Typical traffic volumes
- Number of heavy vehicles
- School bus routes; and
- Level of connectivity it provides



## Local Roads – Sealed

Blayney Shire Council has full responsibility for maintenance of local roads with funding sourced from the Federal Financial Assistance Grant's (FAG's) Roads Component, Federal Roads to Recovery and Council Rates. In addition to these recurrent funding sources, Council also seeks and receives grant funding for specific projects from State and Federal Governments, and industry partners.

There is 345.3 km of sealed Local Roads in Blayney Shire, the major ones being Forest Reefs Road, Vittoria Road, Newbridge Road, Barry Road, Errowanbang Road, Cadia Road, Tallwood Road, and Browns Creek Road. In 2024/25 Council undertook a condition assessment of the entire local sealed road network. The assessment determined the condition of the underlying pavement and the road seal condition. The next condition assessment is scheduled for September 2029. The pavement conditions within Council's sealed road network assessed in late 2024 were as follows:

Rating	What does this mean	% of Road Network	Total km
1	<b>As New:</b> New or recently constructed pavement.	33.1	112.9
2	<b>Good:</b> Requires only minor maintenance (pothole patching) plus planned maintenance (drainage).	25.1	85.6
3	<b>Fair:</b> Requires ongoing significant maintenance (heavy patching / sealing)	23.6	80.6
4	<b>Poor:</b> Significant renewal (structural rehabilitation / extensive heavy patching) required and sealing.	15.9	54.2
5	<b>Very Poor:</b> Requires full rehabilitation / reconstruction drainage and seal).	2.32	7.9

The seal conditions within Council's network were assessed as follows:

Rating	What does this mean	% of Road Network	Total km
1	<b>As New:</b> New or recently placed seal.	53.84	185.9
2	<b>Good:</b> Requires only minor maintenance (pothole patching)	25.46	87.9
3	<b>Fair:</b> Requires ongoing significant maintenance (pothole patching) and resealing required in short term.	12.42	42.9
4	<b>Poor:</b> Significant renewal (new seal) required	5.21	18.0
5	<b>Very Poor:</b> requires full rehabilitation. Likely to require pavement rehabilitation also).	3.07	10.6

The condition assessment was undertaken as part of the 2024/25 Operational Plan, and on a five yearly cycle thereafter.

Between cycles, Council regularly undertakes inspections of the network to review priorities based upon the road segment condition for pavement and seal. This further enables Council to better target renewal/ rehabilitation works that may include:

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

The objective of Council's Operational Plan is to ensure that the condition of the overall network is rated as 3 or better.

In 2023/24, Council reviewed the Roads Strategy to improve its identification/prioritisation of capital renewal/rehabilitation works. The Roads Strategy assesses and rates roads according to the following factors:

- Road hierarchy
- Traffic volume; including Heavy Vehicle Usage
- Road width
- Whether it is a bus/school bus route
- Road crash data and risk profile
- Strategy Routes (i.e. Major freight routes, Major through roads, Tourist routes etc.)
- Speed environment, and
- Road condition, including maintenance costs

Planned maintenance is used to minimise any decline in the condition ratings across the network. Routine works include:

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

## Local Roads – Unsealed

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Council has full responsibility over Local Unsealed Roads, with funding sources including the Federal FAG's Roads Component, Federal Roads to Recovery funding and Council Rates. There is 341.6km of unsealed Local Roads in Blayney Shire the major ones being Neville-Trunkey Road, Old Lachlan Road, Beneree Road, Gap Road and Village Road.

The sealing of unsealed urban roads is not considered in the Roads Strategy, but on a case-by-case basis. With the exception of minor local streets, the sealing of roads generally leads to an increase in motorist speeds. As such, it often requires improvements in road qualities including alignment, roadside furniture/barriers, kerb and gutter, and further drainage. These improvements require a significant upfront cost in capital expenditure, and as such the sealing of roads is generally subject to funding from Federal and State Government grants.

Similar to the sealed network, Council regularly undertakes inspections to assess each roads ride quality, percentage of gravel remaining, and the cross-section profile of the road. These three factors are aggregated to determine the overall condition of the road. Given the sometimes rapidly changing condition of an unsealed road due to factors such as persistent heavy rain, works are determined on an ongoing basis utilising the best information available at that time. To minimise the cost of constantly moving equipment around the Shire, Council crews also conduct maintenance works in the nearby vicinity as a proactive 'stop gap' measure before they reach the intervention level. However, this does not necessarily mean that all roads in an area will receive maintenance at that time.

Council allocates funding on an annual basis for the maintenance grading of unsealed roads and gravel re-sheeting. This money is predominately utilised for the gravel re-sheeting works across the network and Council can deliver approximately 20 kilometres of full-width gravel re-sheeting of 100-150mm, and 400 kilometres of maintenance grading throughout the year. Council commits one full time Road Maintenance crew, which includes a grader, roller, water cart, and traffic control support as required.

Whilst there is no set frequency for grading, generally it would vary from once every 3-4 months for a major route, to potentially up to 3-4 years for some of the minor roads. Council's methodology for maintenance of unsealed roads is to intervene when a road reaches a particular condition level, depending on the classification. To facilitate this, Council undertakes routine inspections of its gravel road network, with inspection times varying from 2 to 6 months. This has been done in the 2025-2026 December to February period and will need to be done biannually at a minimum.

Specific complaints regarding road conditions prompts a reinspection and helps shape the renewal schedule and maintenance, so Council encourages property owners to report a hazard or deterioration of a gravel road. Road safety is a key priority of Council and staff continually conduct regular Maintenance works and look for innovative ways to improve the quality of our roads whilst striving to find efficiencies that add value for money to our rate dollar.

## Regional Roads

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Council is responsible for 47.65km of Regional Roads of which the maintenance and repair is funded predominantly by the NSW Government with contribution from Council. These roads are either arterial roads between regional centres or heavy freight routes. Council's Regional Roads are Hobbys Yards Road, Belubula Way, Marshalls Lane, and Gerty Street.

Funding received by the NSW Government supports Council undertaking pothole patching, slashing, sign and guidepost replacement and other maintenance activities.

Council seeks funding opportunities from State and Federal grant programs to undertake major rehabilitation works to Council's regional road network where eligible.

Council's Roads Strategy includes the appraisal of the Regional Roads network.

## State Roads

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Council does not maintain State Roads within the Blayney Shire Council area. Both the Mid-Western Highway (including Adelaide Street, Martha Street), and Orange Road (including Church Street, Millthorpe Road) are managed and maintained by Transport for NSW.

## Parks and Open Spaces

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Council manages a total of 15 Parks and 20 Open Spaces across the Shire. Open spaces provide generally undeveloped areas for recreation or wildlife habitat and may include environmental conservation or buffer zones not open to the public. They may include some basic improvements such as toilets or seating. Parks are a special subset of open spaces. They are formal outdoor recreation spaces designated for the community, often with public conveniences such as toilets, BBQs, tables and seating, playgrounds etc. Council prioritises the servicing of parks with cleaning of amenities, maintenance of play equipment, soft fall, tree pruning, weed management, irrigation maintenance, and mowing conducting according to programmed schedules. Seasonal variance in vegetation growth drives this program.

Council maintains of open spaces consists of mowing/slashing, tree pruning, and weed management. Council endeavours to keep these areas tidy, as they are often located towards the entrances of towns or villages. Due to the varying growth rates of a given season, and the ability to access these during wet periods, areas may go unmaintained for extended periods as Council prioritises other areas.

Environmental plantings and regeneration programs are an important component of many of the town and village parks, along creeks adjoining native vegetation areas and open reserves, cemeteries and other open space corridors.

Council expects individual property owners throughout the Shire to maintain the street verges adjoining their property. This contribution assists in managing works with our available resources. Depending on the availability of resources and existing works schedule, Council may undertake maintenance of some verges throughout the Shire on an ad-hoc basis, or verges which are directly related to a Council asset.

Trees are inspected and audited with pruning undertaken on an annual basis where required. New trees are regularly watered.

Council endeavours to maintain Parks and Open Spaces in a positive condition depending on the elements of each site. The condition shall allow for the ongoing community use of the parks and spaces as they were intended. The frequency of council attendance to maintain these areas are impacted by seasonal weather conditions, and the level of community usage. The typical frequency for servicing public toilets is daily Tuesday through Friday, with high usage sites also serviced Sundays and Mondays. Mowing of sites is generally weekly through summer and monthly through winter.

The following table lists the parks and open spaces provided and locations of public toilets.

### Town or Village

Location	Parks	Open Spaces	Public Toilets
<b>Blayney</b>	<ul style="list-style-type: none"> <li>▶ Heritage Park</li> <li>▶ Carrington Park</li> <li>▶ Innes Park</li> <li>▶ Billy Soo Park</li> <li>▶ Albert Cook Park</li> <li>▶ Goose Park</li> <li>▶ Church Hill Lookout</li> </ul>	<ul style="list-style-type: none"> <li>▶ Belubula River Walk</li> <li>▶ Belubula River Walk - Boardwalk</li> <li>▶ Frog Hollow</li> <li>▶ Palmer St</li> <li>▶ Torrens St</li> <li>▶ President's Walk</li> <li>▶ Mt Errol St</li> <li>▶ Lovejoy Ave</li> <li>▶ Amos Place Reserve</li> <li>▶ Gilchrist St</li> <li>▶ Raphael St</li> <li>▶ Beaufort St</li> <li>▶ Sturt St</li> <li>▶ Back of Johnstone Ave</li> </ul>	<ul style="list-style-type: none"> <li>▶ Heritage Park</li> <li>▶ Carrington Park</li> </ul>
<b>Millthorpe</b>	<ul style="list-style-type: none"> <li>▶ Dog Park</li> </ul>	<ul style="list-style-type: none"> <li>▶ Convent Lane</li> <li>▶ Mill Green</li> </ul>	
<b>Neville</b>	<ul style="list-style-type: none"> <li>▶ Memorial Park</li> </ul>		<ul style="list-style-type: none"> <li>▶ Memorial Park</li> </ul>
<b>Newbridge</b>	<ul style="list-style-type: none"> <li>▶ Showground</li> </ul>		<ul style="list-style-type: none"> <li>▶ Showground</li> </ul>
<b>Barry</b>	<ul style="list-style-type: none"> <li>▶ Community Hall</li> </ul>		<ul style="list-style-type: none"> <li>▶ Community Hall</li> </ul>
<b>Mandurama</b>	<ul style="list-style-type: none"> <li>▶ Recreation Ground</li> </ul>		<ul style="list-style-type: none"> <li>▶ Recreation Ground</li> </ul>
<b>Carcoar</b>	<ul style="list-style-type: none"> <li>▶ Kurt Fearnley Park</li> <li>▶ RFS Park</li> </ul>	<ul style="list-style-type: none"> <li>▶ South Bank</li> <li>▶ North Bank</li> <li>▶ Pound Flat</li> <li>▶ Carcoar Dam</li> </ul>	<ul style="list-style-type: none"> <li>▶ RFS Park</li> <li>▶ Carcoar Dam</li> </ul>
<b>Lyndhurst</b>	<ul style="list-style-type: none"> <li>▶ Capital Park</li> </ul>		<ul style="list-style-type: none"> <li>▶ Capital Park</li> </ul>

## Sports and Oval Facilities

Council maintains 9 recreational facilities that allow for the enjoyment of the community and sporting associations throughout the shire. Many sportsgrounds have diverse infrastructure including public playgrounds, and other facilities, whilst others are reserved for sporting functions. The level of service may vary depending on the season and number of sporting events held, however they are generally similar to the Park and Open Space schedules. In summer months, sporting fields have increased mowing requirements for example. Typical activities undertaken by council include mowing, cleaning and repair of toilets, changerooms and other structures, field marking, turf renovations, and irrigation maintenance. Council aims to ensure service delivery is coordinated with programmed events to provide timely service.

The following tables list the facilities at each sporting facility.

Facility	Classification	Annual Cost	Council Subsidy
<b>King George Oval</b>	<b>Regional</b>	<b>\$202k</b>	<b>95%</b>
<b>Features</b>			
<b>Sporting Infrastructure</b>			<b>Conveniences</b>
<ul style="list-style-type: none"> <li>• 2 Irrigated playing fields</li> <li>• 2 Long jump pits</li> <li>• 1 Athletics track</li> <li>• </li> </ul>	<ul style="list-style-type: none"> <li>• 2 Discus / shotput nets</li> <li>• 1 Turf wicket</li> <li>• </li> </ul>	<ul style="list-style-type: none"> <li>• Field lighting</li> <li>• 2 Grandstands</li> <li>• Accessible toilets</li> <li>• Canteen</li> </ul>	<ul style="list-style-type: none"> <li>• Changerooms</li> <li>• Scoreboard / scorer's box</li> <li>• On-site parking</li> <li>• Secure site</li> </ul>

Facility	Classification	Annual Cost	Council Subsidy
<b>Blayney Showground</b>	<b>Regional</b>	<b>\$272k</b>	<b>91%</b>
<b>Features</b>			
<b>Sporting Infrastructure</b>		<b>Conveniences</b>	
<ul style="list-style-type: none"> <li>• 1 Covered arena</li> <li>• 3 Outdoor arenas</li> <li>• 800m Track</li> </ul>	<ul style="list-style-type: none"> <li>• Showring</li> <li>• Dog yards</li> <li>• Cattle yards</li> </ul>	<ul style="list-style-type: none"> <li>• Lighting for covered arena</li> <li>• Canteen</li> <li>• Accessible toilets</li> <li>• Change rooms</li> <li>• Camping facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Pavilion with; commercial kitchen, bar, dining hall, covered outdoor area</li> <li>• On-site parking</li> <li>• Secure site</li> </ul>

Facility	Classification	Annual Cost	Council Subsidy
<b>Redmond Oval</b>	<b>District</b>	<b>\$122k</b>	<b>92%</b>
<b>Features</b>			
<b>Sporting Infrastructure</b>			<b>Conveniences</b>
<ul style="list-style-type: none"> <li>• 1 Irrigated field</li> <li>• 1 Synthetic wicket</li> </ul>	<ul style="list-style-type: none"> <li>• 2 Practice nets</li> <li>• 2 Tennis courts</li> </ul>	<ul style="list-style-type: none"> <li>• Field lighting</li> <li>• Canteen</li> <li>• Accessible public toilets</li> <li>• Change rooms</li> <li>• Skatepark</li> </ul>	<ul style="list-style-type: none"> <li>• BBQs</li> <li>• Playground</li> <li>• Exercise equipment</li> <li>• Rotunda</li> <li>• On-site parking</li> </ul>

Facility	Classification	Annual Cost	Council Subsidy
<b>Lyndhurst Recreation Ground</b>	<b>District</b>	<b>\$35k</b>	<b>97%</b>
<b>Features</b>			
<b>Sporting Infrastructure</b>		<b>Conveniences</b>	
<ul style="list-style-type: none"> <li>• 1 Playing field</li> <li>• 1 Synthetic wicket</li> </ul>	<ul style="list-style-type: none"> <li>• 2 Practice nets</li> <li>• 1 Multipurpose court</li> </ul>	<ul style="list-style-type: none"> <li>• Accessible public toilets</li> <li>• BBQ and shelters</li> <li>• Playground</li> </ul>	<ul style="list-style-type: none"> <li>• Primitive camping sites</li> <li>• Caravan dump point</li> <li>• On-site parking</li> </ul>

Facility	Classification	Annual Cost	Council Subsidy
<b>Blayney Tennis Courts</b>	<b>Local</b>	<b>\$10k</b>	<b>90%</b>
<b>Features</b>			
<b>Sporting Infrastructure</b>		<b>Conveniences</b>	
<ul style="list-style-type: none"> <li>• 8 Tennis courts</li> </ul>		<ul style="list-style-type: none"> <li>• Lighting for 4 courts</li> <li>• Canteen</li> <li>• Accessible toilets</li> </ul>	<ul style="list-style-type: none"> <li>• Clubhouse / hall</li> <li>• Secure site</li> </ul>

Facility	Classification	Annual Cost	Council Subsidy
Dakers Oval	Local	\$25k	100%
<b>Features</b>			
<b>Sporting Infrastructure</b>		<b>Conveniences</b>	
<ul style="list-style-type: none"> <li>1 Synthetic wicket</li> </ul>	<ul style="list-style-type: none"> <li>2 Practice nets</li> </ul>	<ul style="list-style-type: none"> <li>Accessible public toilets</li> </ul>	

Facility	Classification	Annual Cost	Council Subsidy
Blayney Netball Courts	Local	\$8k	88%
<b>Features</b>			
<b>Sporting Infrastructure</b>		<b>Conveniences</b>	
<ul style="list-style-type: none"> <li>6 Playing courts</li> </ul>		<ul style="list-style-type: none"> <li>Court lighting</li> <li>Canteen</li> </ul>	<ul style="list-style-type: none"> <li>Secure site</li> </ul>

Facility	Classification	Annual Cost	Council Subsidy
Napier Oval	Local	\$108k	98%
<b>Features</b>			
<b>Sporting Infrastructure</b>		<b>Conveniences</b>	
<ul style="list-style-type: none"> <li>2 Irrigated playing fields</li> </ul>	<ul style="list-style-type: none"> <li>1 Synthetic wicket</li> </ul>	<ul style="list-style-type: none"> <li>Canteen</li> </ul>	<ul style="list-style-type: none"> <li>Toilets</li> </ul>

Facility	Classification	Annual Cost	Council Subsidy
Carcoar Sportsground	Local	\$16k	97%
Features			
Sporting Infrastructure		Conveniences	
<ul style="list-style-type: none"> <li>1 Playing field</li> </ul>	<ul style="list-style-type: none"> <li>1 Multipurpose court</li> </ul>	<ul style="list-style-type: none"> <li>Playground</li> <li>Change rooms</li> <li>Accessible public toilets</li> </ul>	<ul style="list-style-type: none"> <li>Canteen</li> <li>On-site parking</li> </ul>

User Agreements are entered into with individual sporting clubs / associations for each facility identifying the period / time of use and fees paid in accordance with Council's fees and charges.

User fees are determined based upon Council's pricing principle for partial cost recovery of the annual operations cost for the individual facility whilst also seeking to ensure activities remain affordable for the community. Each facility is highly subsidised by Council with the Council subsidy disclosed in the table above for each facility.

## Footpaths

Council maintains a 43.9 km network of footpaths and shared paths. Minor maintenance repairs include; concrete grinding, minor replacements, and vegetation control. The objective of these maintenance activities is to remove trip and slip hazards, control vegetation encroachment, and minimise edge drops within a pathway segment.

The footpath network is inspected annually to identify maintenance issues and provide a condition rating for each segment of footpath. The CBD areas of Blayney and Millthorpe are assessed twice yearly. Maintenance issues are assessed and repaired on a risk management basis, in accordance with the Statewide Mutual Best Practice Manual; Footpaths (nature strips, medians and shared paths).

The Blayney Shire Active Movement Strategy (AMS) identifies future opportunities for pedestrian/cyclist movements, and maps the current footpaths, as well as the strategic gaps, in the shire's footpath network. The AMS is the primary strategic document adopted by Council that guides the construction of new footpaths, road crossings, pedestrian blisters, etc. Implementation of the projects in the AMS are often subject to grant funding from the State or Federal Governments, given their significant capital expenditure requirements.

## Asset Management

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The Assets section within Infrastructure Services is responsible for the development, implementation and maintenance of Council's Asset Management Policy, Strategy and individual Asset Management Plans for Infrastructure Assets, including Transportation (roads, bridges, culverts, footpaths, kerb and gutter, urban stormwater and roadside furniture, including signs and crash barriers), buildings and other structures, including pools, sewer for Blayney and Millthorpe, and parks and gardens assets.

The section plays a critical role in strategic planning for the delivery of services for the Blayney Community, by developing key strategies and delivery programs for roads, footpaths and the Blayney and Millthorpe main streets. Risk management and policy development are important aspects of the work undertaken to minimise Council's exposure to liability and includes development of condition and defect inspections for maintenance and renewal works.

Asset class revaluations, required under Australian Accounting Standards are also undertaken on a minimum 5 yearly basis.

## Cemeteries

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Council is responsible for the management of 7 cemeteries, with niche walls located for ashes in 6 sites. Council is also responsible for the maintenance, interments, record keeping and liaising with funeral directors in relation to these cemeteries.

Cemeteries are mown generally once a month, and subject to funerals as required with a more flexible approach provided to meet residents and family needs.

Cemeteries cared for and maintained by Council include Blayney, Millthorpe, Carcoar, Lyndhurst, Hobbys Yards, Neville and Newbridge.

## Street Lighting

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Council is responsible for the operational costs associated with street lighting within the Blayney Local Government Area. The asset and maintenance of the street lighting network are the responsibility of the electricity network provider, Essential Energy. The street lighting luminaires are LED and provide a more sustainable and greener solution to traditional luminaires.

<b>Annual Budget</b>	<b>\$ 237k</b> Income	<b>\$ 753k</b> Expenses
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## 4 – Economy

A diverse, vibrant and sustainable economy

4.1 Our economy is strong and diverse								
Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Responsibility	PA Ref	26/27	27/28	28/29	29/30
<b>a. Support existing and new business to encourage economic growth</b>	<b>Business engagement:</b> Share relevant information with local businesses about grants, training, workshops and policy changes	Local businesses engaged with opportunities	Executive Services	ECA1	✓	✓	✓	✓
	<b>Blayney Twilight Shopping:</b> Facilitate and annual Blayney Twilight Shopping event	Annual Twilight shopping event	Executive Services	ECA1	✓	✓	✓	✓
	<b>Industrial development:</b> Facilitate the sale and development of industrial land	Available industrial land for sale promoted	Corporate Services	ECA1	✓	✓	✓	✓
<b>b. Support the agriculture sector to be productive and sustainable</b>	<b>Advocacy:</b> Advocate as required for the agricultural sector	Advocacy undertaken	Executive Services	GOV1	✓	✓	✓	✓
	<b>Regional collaboration:</b> Work with Cabonne, Cowra, Orange City, Weddin and NSW Government on the 2024 Central West Regional Drought Resilience Plan	Number of implementation actions implemented and/or actioned	Executive Services	GOV1	✓	✓	✓	✓
<b>c. Seek to leverage economic growth opportunities from large scale developments</b>	<b>Advocacy:</b> Advocate as required for opportunities	Advocacy undertaken	Executive Services	ADM1	✓	✓	✓	✓

<b>c. Seek to leverage economic growth opportunities from large scale developments</b>	<b>Regional collaboration:</b> Work with Cabonne, Orange City, and NSW Government on the combined regional investment attraction analysis	Completion of the 2025 analysis Update the analysis as required	Executive Services	ADM1	✓			✓
	<b>State Significant Projects:</b> When preparing submissions for State Significant Development proposals, consider additional opportunities that will develop additional economic opportunities	Number of opportunities identified	Executive Services	ADM4	✓	✓	✓	✓

## 4.2 Large projects and developments are socially responsible balancing prosperity and sustainability

Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Responsibility	PA Ref	26/27	27/28	28/29	29/30
<b>a. Engage and advocate in relation to social, corporate and environmental responsibilities for mining and renewable energy projects</b>	<b>Participation:</b> Attend Community Consultative Committee (CCC) meetings	Attend Community Consultative Committee (CCC) meetings for Cadia Gold Mine, Flyers Creek Wind Farm and McPhillamy's Gold Project	Executive Services	GOV1	✓	✓	✓	✓
	<b>Advocacy:</b> Advocate by elected representatives as required for the betterment of the community	Advocacy undertaken	Executive Services	GOV1	✓	✓	✓	✓
<b>b. Advocate for the wider community benefit in relation to any change (new, expansion or closure) of mining and renewable energy projects</b>	<b>Engagement:</b> Liaise and engage with NSW Government agencies as required for the betterment of the community	Number of engagements with relevant agencies	Planning and Environmental Services	HCA4	✓	✓	✓	✓
	<b>Engagement:</b> Engage with key stakeholders including: Cadia Gold Mine, Flyers Creek Wind Farm, McPhillamys Gold Project for the betterment of the community	Number of engagements with relevant stakeholders	Executive Services	ADM1	✓	✓	✓	✓

### 4.3 A growing tourism industry

Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Responsibility	PA Ref	26/27	27/28	28/29	29/30
a. Leverage the strengths of a regional tourism industry approach with our neighbouring councils	<b>Regional tourism:</b> Work with Orange360 to grow the visitor economy	Service Level Agreement KPIs	Executive Services	ECA1	✓	✓	✓	✓
	<b>Destination management:</b> Implement the Orange Region Destination Management Plan in partnership with Orange and Cabonne Councils	Actions completed	Executive Services	ECA1	✓	✓	✓	✓
b. Collaborate with key stakeholders representing the tourism industry	<b>Tourism partnerships:</b> Work with Central NSW Joint Organisation Tourism Group and Destination NSW to enhance and better the visitor economy	Meetings attended	Executive Services	ECA1	✓	✓	✓	✓
	<b>Visitor information volunteers:</b> Provide support to the Blayney Visitor Information Centre	Opening hours of the Blayney VIC Number of volunteers involved with Blayney VIC	Executive Services	ECA1	✓	✓	✓	✓
c. Support and encourage events, businesses and experiences which add value to the local visitor economy	<b>Tourism Development Program:</b> Review the Tourism Development Program	Review completed	Executive Services	ECA1	✓			
	<b>Support Program:</b> Allocate annual funding through a program to support community based tourism events and activities	The value and number of events and activities supported	Executive Services	ECA1	✓	✓	✓	✓
	<b>Sculptures by the Bush:</b> Coordinate annually to encourage visitation and dispersal around the villages	Benefits of event are seen by local businesses across the Shire	Executive Services	ECA1	✓	✓	✓	✓
	<b>Marketing:</b> Assist with the promotion of town/villages, events and Council assets (e.g. ATDW Listings, brochures, website listings)	Marketing projects completed	Executive Services	ECA1	✓	✓	✓	✓
	<b>Business support:</b> Provide support to the visitor economy industry through training and networking opportunities	Number of activities promoted and supported	Executive Services	ECA1	✓	✓	✓	✓

4.4. Sustainable growth of our community								
Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Responsibility	PA Ref	26/27	27/28	28/29	29/30
a. Assess and process applications in a timely manner	<b>Development assessment and certificates:</b> Provide efficient and effective development assessment in a timely manner	Quarterly Development Assessment Report to Council	Planning and Environmental Services	HCA4	✓	✓	✓	✓
	<b>Development and property enquiries:</b> Provide efficient and effective property information and pre lodgement information	Number of planning certificates issued Number of pre-lodgement planning enquiries responded to	Planning and Environmental Services	HCA4	✓	✓	✓	✓
b. Council infrastructure is not negatively impacted in an unsustainable manner by proposed developments	<b>Infrastructure impact:</b> Each application is considered on its merits by Infrastructure Services	Impact on relevant Council infrastructure is considered and addressed in DA process	Planning and Environmental Services / Infrastructure Services	HCA4	✓	✓	✓	✓
	<b>Infrastructure guidelines:</b> Review and update Engineering Guidelines	Guidelines reviewed and updated	Infrastructure Services	HCA4		✓		
c. Land use strategies and plans are reviewed and updated	<b>Planning documents:</b> Monitor, review and update planning instruments, plans, strategies and planning policies	Blayney Shire Development Control Plan 2017 reviewed and updated	Planning and Environmental Services	HCA4	✓			
		Blayney Shire Local Strategic Planning Statement reviewed and updated	Planning and Environmental Services	HCA4				✓

<b>c. Land use strategies and plans are reviewed and updated</b>	Blayney Shire Bushfire Mapping reviewed and updated	Planning and Environmental Services	HCA4	✓			
	Addendum review to Settlement Strategy for Millthorpe completed	Planning and Environmental Services	HCA4			✓	
	Planning Proposal to amend the Blayney Local Environmental Plan 2012 is completed (for town of Blayney) following Township of Blayney Flood Study review and update	Planning and Environmental Services	HCA4		✓		

## Tourism

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Council endorsed the Orange Region Destination Management Plan 2022-2026 which aims to promote Blayney Shire as part of the Orange Region to grow the local and visitor economy.

Council funds a Tourism and Communications Manager who coordinates activities across Blayney Shire and develops proactive strategies to build the visitor economy in the region. The role has the responsibility of working with businesses, tourism operators, volunteers, Council committees and community groups to develop a program of activities to promote the region, increase visitation and drive economic growth.

Council plays an active role in driving visitor numbers through a multi-level collaborative strategy with key stakeholders. These stakeholders include local volunteers, individual tourism operators, community and village progress groups, Orange360, Central NSW Tourism, Destination Network Central West, Destination NSW and tourism industry associations.

Blayney Shire Council is committed to contribute to destination marketing organisation for the region through Orange360 which is a partnership with Blayney, Orange and Cabonne Councils with the primary Key Performance Indicator to drive the value of our visitor economy by increasing visitor numbers and visitor dispersal to the villages during their stay.

Blayney Shire Council has a Tourism Development Program which provides support to both not-for-profit entities and local businesses to host events or develop tourism products aimed to promote and grow the visitor economy in the Blayney Shire.

## Town Planning

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Council's Planning & Development team are responsible for leading, planning, delivering and managing development control in the Blayney Shire. The overarching legislation for planning in NSW is the Environmental Planning and Assessment Act.

In 2025, Council received, assessed and determined, 127 Applications with a combined total value of \$39.5m. During 2025, Council responded to 509 pre-planning enquiries and issued 285 Planning Certificates, 140 Drainage Diagrams and 38 Outstanding Notice certificates.

The Planning & Development team are also responsible for strategic planning, which includes preparation of key strategic planning documents including; Planning Proposals, Blayney, Cabonne & Orange Subregional Rural and Industrial Lands Strategy, Blayney Settlement Strategy, Local Strategic Planning Statement, Community Participation Plan and Development Control Plan.



Annual Budget	\$ 2.53m Income	\$ 2.93m Expenses
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## 5 – Natural & Built Environment

Protecting our assets for future generations

5.1 Natural ecosystems, including waterways, bushland, and wildlife, are preserved and enhanced								
Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Responsibility	PA Ref	26/27	27/28	28/29	29/30
a. Natural environment, including the Belubula River, is well managed and preserved for current and future generations	<b>On site sewerage management:</b> Review and prepare a Strategy for on site sewerage management	Council determined position for a On Site Sewerage Management Strategy	Planning and Environment	ADM4	✓	✓	✓	✓
	<b>Compliance:</b> Manage Blayney Waste Facility and Blayney Sewerage Treatment Plant in accordance with EPA Licences	Annual Licence returns	Planning and Environmental Services / Infrastructure Services	SSE1	✓	✓	✓	✓
	<b>Trees:</b> Work with community groups to develop tree planting strategic plans and maintenance programs in towns and villages across the shire	Number of plans developed, new trees planted or replaced	Planning and Environmental Services / Infrastructure Services	REC6	✓	✓	✓	✓
b. Minimise the impact of weeds and pest animals in the shire	<b>Weed management:</b> Councillor representation as constituent member of Central Tablelands Weeds Authority	Participation in meetings and other CTWA activities	Executive Services	GOV1	✓	✓	✓	✓
	<b>Weed management:</b> Ensure budget allocations are adequate for noxious weed management	Spending on noxious weed management  Compliance with legislative provisions	Infrastructure Services	ENV1	✓	✓	✓	✓
	<b>Pest management:</b> Work with organisations (Local Land Service) to manage pests as identified and reported	Number of engagements	Planning and Environmental Services	ENV1	✓	✓	✓	✓

## 5.2 Heritage and cultural sites are valued and protected

Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Responsibility	PA Ref	26/27	27/28	28/29	29/30
<b>a. Built heritage items and heritage conservation areas are preserved and maintained</b>	<b>Heritage Advisor Program:</b> Provide a Heritage Advisory Service for guidance on proposed works to heritage listed buildings and proposed developments within Heritage Conservation Areas	Number of proposed guidance reports issued	Planning and Environmental Services	HCA4	✓	✓	✓	✓
	<b>Heritage Assistance Program:</b> Provide a Heritage Assistance Program to assist and encourage owners of Heritage listed buildings with maintenance costs	Number of applications received and number of grants provided	Planning and Environmental Services	HCA4	✓	✓	✓	✓
<b>b. Work with cultural groups if any significant places of interest are identified</b>	<b>Engagement:</b> Engage with Aboriginal stakeholders as identified and as required	Number of engagements	ALL	HCA4	✓	✓	✓	✓

5.3 Sustainable waste management								
Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Responsibility	PA Ref	26/27	27/28	28/29	29/30
<b>a. Minimise the amount of landfill waste deposited to landfill</b>	<b>Strategic Plan:</b> Develop Strategic Plan for Blayney Waste Facility to guide future waste resource requirements	Completion of Strategic Plan for Blayney Solid Waste Facility	Planning and Environmental Services	ENV3	✓	✓		
	<b>Commercial Waste:</b> Reduce the volume of commercial waste deposited to Blayney Waste Facility	Reduction in the volume of commercial waste deposited to the Blayney Waste Facility	Planning and Environmental Services	ENV3	✓	✓	✓	✓
	<b>Bulky Waste Collection:</b> Review the Bulky Waste Collection service	Review undertaken and report provided to Council for consideration	Planning and Environmental Services	ENV2		✓		
	<b>Village Recycling Stations:</b> Review the adequacy of the village recycling stations	Review undertaken and report provided to Council for consideration	Planning and Environmental Services	ENV2		✓		
<b>b. Promote and create opportunities for waste diversion and reduction within kerbside collection services</b>	<b>Kerbside Waste Collection:</b> Consider opportunities as part of the NetWaste Regional Waste Collection contract	New collection contract to be implemented	Planning and Environmental Services	ENV2	✓	✓	✓	
	<b>Food Organics / Garden Organics:</b> Oversee implementation of a Food Organics / Garden Organics (FOGO) Collection Service	Community consultation and engagement  Introduction of a FOGO Service before 2028	Planning and Environmental Services	ENV2	✓	✓	✓	
	<b>Regional collaboration and other opportunities:</b> Work with NetWaste to identify and implement opportunities Participate in activities to promote reuse and reduce waste	Participation in NetWaste meetings and procurement activities  Participation in the annual Garage Sale Trail	Planning and Environmental Services	ENV2	✓	✓	✓	✓

5.4 Adaptation and mitigation of Climate Change impacts								
Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Responsibility	PA Ref	26/27	27/28	28/29	29/30
a. Transition to a sustainable, secure and affordable energy future	<b>Regional collaboration:</b> Work with CNSWJO Net Zero Group to identify opportunities to minimise carbon emissions	Participation in meetings attended, regional plans developed and number of opportunities identified	Executive Services	ADM1	✓	✓	✓	✓
	<b>Existing renewable energy:</b> Maintain existing renewable energy products to maximise production	Statistics on renewable energy production	Executive Services	ADM1	✓	✓	✓	✓
	<b>New renewable energy:</b> Identify opportunities to install and fund renewable energy technologies	Number of new renewable energy technologies identified Number of new renewable energy technologies installed	Executive Services	ADM1	✓	✓	✓	✓
b. Minimise the impact of carbon emissions	<b>Regional collaboration:</b> Work with CNSWJO Net Zero Group to identify opportunities to minimise carbon emissions	Participation in meetings attended, regional plans developed and number of opportunities identified and implemented	Executive Services	GOV1	✓	✓	✓	✓
	<b>Fleet adaptation:</b> Investigate opportunities to transition Councils fleet vehicles, where appropriate, to reduce Council's reliance on fossil fuel vehicles	Number of electric and low emission vehicles within Council's fleet	Infrastructure Services	ADM3	✓	✓	✓	✓
	<b>Electric vehicle adaptation:</b> Identify opportunities to facilitate installation of public Electric Vehicle charging stations	Number of Electric Vehicle Charging Stations installed throughout the Blayney Shire	Executive Services	GOV1	✓	✓	✓	✓

## Sewerage Services

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Blayney Shire Council has sewerage networks in both Blayney and Millthorpe, which currently service a population of approximately 5,000 people.

It is the Council's responsibility to ensure both human health and the environment are protected from pollution generated through our sewerage system. The NSW Environmental Protection Authority (EPA) require Council to have a licence to enable discharge of wastewater to the environment. The EPA Licence regulates the quality of any wastewater that is discharged. To achieve the required quality, all wastewater is treated at the Blayney Sewerage Treatment Plant (STP.)

The Blayney STP is located on the southeastern outskirts of Blayney on Hobbys Yards Road. The STP receives sewage from both Blayney and Millthorpe sewerage networks. Over the last year the STP treated an average of 1,687 kilolitres per day.

The original STP was constructed in the 1960's and included a biological filter (trickling filter) with a capacity of 2,100 equivalent persons (EP). The old system was replaced by an Intermittently Decanted Extended Aeration, activated sludge treatment plant in the late 1980's, with a capacity to extend to 7,000 EP. Further enhancements were completed in early 2000s when Millthorpe was connected to the sewer network.

Once treated the sewage is known as treated effluent, and subject to relevant approvals and treatment processes can be reused for a variety of purposes. Currently all effluent is discharged to the Belubula River, however council has recently gained DPIE approval to operate its recycled water treatment plant that further processes the treated effluent and provides recycled water for irrigation of Napier and King George Ovals.

Council is required to submit an annual report to EPA detailing the performance and compliance of the STP and sewer network, in accordance with its licence conditions. Changing environmental awareness can drive licence changes that require new processes to further improve the quality of treated effluent or process by-products. A fee is charged to property owners within the area serviced by the system, to enable Council to deliver this service to the community. Fees are identified in Council's Annual Fees & Charges.

In 2014, Council completed a Strategic Business Plan (SBP) for the sewerage services of the Shire. This plan helps to identify the level of service, management and financial planning to operate and maintain the sewerage network. The SBP identifies a 30 year Capital Works Program to renew ageing infrastructure. A new Strategic Business Plan is currently underway and programmed for completion in 2026/27, including asset lifespans, forecast demands and options for future growth within the shire.

## Priority Weeds

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Central Tablelands Weeds Authority are primarily responsible for weed control and management in the Blayney Shire. Central Tablelands Weeds Authority is a single purpose local government authority, established under s.387 of the Local Government Act 1993, as the control authority for biosecurity weed threats (formerly known as noxious weeds) that also encompass the areas of Bathurst Regional, Lithgow City and Oberon Councils.

The County Council covers a region of approximately 13,500 square kilometres with a population of over 77,000 people in a very diverse area which includes productive agricultural lands, forests and large areas of national park. Council has developed a three year plan to control roadside priority weeds. This involves the treatment of approximately one third of Council rural roadside each year so all rural roadsides are treated at least once every three years.

Blayney Council undertakes spraying of weeds, as needed, in our towns and villages, including in parks and ovals.

## Blayney Waste Facility

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There is one operational waste facility within the Shire, the Blayney Waste Facility, which is located at 4165 Mid-Western Highway, Blayney. The Blayney Waste Facility is open 7 days a week, excluding Christmas Day, New Year's Day, Good Friday and Easter Sunday. Fees and charges for both domestic and commercial waste collection, tipping fees and waste management levy are presented in the Fees and Charges sections later in this document. The operational management of Blayney Waste Facility is under contract to Hadlow Earthmoving until 30 June 2028.

In July 2018, a Waste Management Levy was introduced to all properties which more equitably shares the operational cost for Waste Management Services across the Blayney Shire to all ratepayers. The levy contributes towards costs of operating the Blayney Waste Facility, processing of materials, disposal of rubbish in public litter bins, Village recycling bins and the cost increase to process recyclable materials, being incurred not only at a local but global level.

The Waste Collection Service (WCS) comprises of a weekly waste collection service and a fortnightly recycling collection service to 3,199 premises (both domestic and commercial) throughout the Shire. An annual Bulky Waste collection is also provided to the properties that have the WCS. The WCS is provided to Blayney and all villages throughout the Shire and rural premises along the collection runs between each village and is currently contracted to JR Richards until March 2028. In conjunction with several other councils in the Netwaste group, Council is tendering for a new waste, recycling and Food Organics/Garden Organics collection service from 2028.

Council is a member of NetWaste, formed as a voluntary regional waste group in 1995 to provide a collaborative approach to waste and resource management. NetWaste comprises 25 member councils. NetWaste oversees various regional waste related contracts including; landfill monitoring, timber and green waste mulching, e-waste collection, chemical collection, recyclables collection and steel metal collection on an as needs and project basis.

Waste Services operates on a full cost recovery basis from user charges to fund all operating and capital expenditure, in addition to provision for future landfill remediation expenses.

Council must meet all environmental compliance standards and guidelines for all waste facilities and collection services which is licenced and regulated by the NSW Environmental Protection Authority (EPA). Council currently faces challenges managing issues at its landfill with costs associated with leachate management and investigating options for continuing operations at the facility in coming years now occurring.





**Community Financial  
Assistance Program –  
s.356 Donations**

## Community Financial Assistance Program – s.356 Donations

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Blayney Shire Council has developed the Community Financial Assistance Program to assist the not-for-profit groups that offer a significant contribution to the social, economic and/or environmental well-being of the community. Under s.356 of the Local Government Act, Council may, in accordance with a resolution of Council, contribute money or otherwise grant financial assistance to persons for the purpose of exercising its functions.

Financial assistance to community organisations is provided in 3 categories:

- a) **Recurrent Annual Donations:** These are donations made to community organisations on an annual basis to assist financially with specified outgoings (such as public liability insurance), the waiver of Council rates and charges, a school activity, or the holding of a regular community event or cultural activity.  
The amount of these donations for each organisation or event is approved by Council in its annual budget contained in the Operational Plan, as listed later. The General Manager may approve, slight variations to these donations, other donations to an organisation or event under delegated authority, provided the donation is consistent with the guidelines, within budget and reported to Council via the next available Financial Assistance Committee meeting.
- b) **One-off financial assistance:** This assistance is provided for projects involving the construction, maintenance or repair of community facilities, purchase of equipment, or organising and conducting of local events and functions. In each case having demonstrated broad community benefit and support. Under this category community organisations are eligible to receive Council funding via a competitive submission process. Applications are called in November and May via a public notice published in the local newspaper and on Council's website / social media channels.
- c) **Flagship Funding:** An amount of up to \$25,000 is set aside to provide financial assistance for a major project(s) to be undertaken by a community group(s). Partial matching funding (in cash or kind) is desirable for major project(s). This will usually entail capital works such as ground works, building construction, building repairs, refurbishment or renovation, and/or major equipment purchases. Funding for such a project is non-recurrent and is subject to the applicant entering into a management agreement for the facility with Blayney Shire Council or the Crown with Council's support. Applications are called in November and May via a public notice published in the local newspaper and on Council's website / social media channels.

Council has budgeted \$145,000 towards the Community Financial Assistance Program. An amount is allocated per the following table of financial assistance for 2026/27 while the balance is proposed for distribution in the Flagship funding round and in the 2 rounds to be offered in 2026/27.

## Community Financial Assistance Program – 2026/27

### Administration Assistance

Recipient	Type	Contributions
Barry Progress Association	ADM	700
Blayney Shire Arts & Craft Inc.	ADM	740
Blayney Shire Community Mens Shed (50% contribution)	ADM	400
Carcoar Community Association	ADM	680
Hobbys Yards Community Association	ADM	890
Lyndhurst Soldiers Memorial Hall	ADM	1,210
Millthorpe & District Historical Society	ADM	580
Millthorpe School of Arts	ADM	440
Newbridge Progress Association	ADM	890
		<b>6,530</b>

### Rates and Charges Contributions

Recipient	Type	Contributions
Anglican Church Blayney	S (50%) W	765
Anglican Church Millthorpe	S (50%) W	690
Carcoar Dam Sailing Club Incorporated	RW	955
Carcoar Historic Reserve Trust (Carcoar Courthouse)	RW	1,360
Carcoar Historical Society	RW	1,245
Carcoar P& H Society	W	120
Carcoar School of Arts	RW	1,110
Catholic Church Blayney	S (50%) W	765
Catholic Church Blayney (Old Church)	W	280
Hobbys Yards Hall	RW	1,070
Lyndhurst Soldiers Hall	RW	1,290
Mandurama CWA	RW	1,150
Mandurama Public Hall Reserve	W	335
Millthorpe & District Historical Society	RSW	5,805
Millthorpe CWA	RSW	2,540
Millthorpe School of Arts	RSW	3,045
Neville Hall Trust	W	280
Neville Presbyterian Church - Neville	W	120
Neville Showground Trust	W	120
Orange RSL (Blayney RSL Hall)	RSW	2,435
Presbyterian Church Blayney	S (50%) W	690
St Andrews Presbyterian Church - Mandurama	W	120
St David's Presbyterian Church - Moorilda	W	120
St Paul's Carcoar Community Facility	W	280
Stringybark Craft Cottage/ Gladstone Hall	RW	1,295
Tallwood Hall	RW	1,140
Uniting Church Blayney	S (50%) W	765
Uniting Church Millthorpe	S (50%) W	690
		<b>30,580</b>

## School Awards & Sporting Related Assistance

Recipient	Type	Contributions
Blayney High School	A	120
Blayney Public School	A	120
Carcoar Public School	A	120
Lyndhurst Public School	A	120
Millthorpe Primary School	A	120
Neville Public School	A	120
St Josephs Primary School Blayney	A	120
		<b>\$840</b>

## Community Events/Cultural Activities

Recipient	Type	Contributions
Bathurst District Sport and Recreation Council (Blayney Sports Awards)	O	1,000
Blayney A&P Association (Meeting venue hire)	E	671
Blayney A&P Association – Blayney Show (Waste Services)	E	510
Blayney Community Baptist Church - Carols at Carrington	E	1,000
Blayney Floral Art & Garden Club (Meeting venue hire)	E	183
Blayney Local and Family History Group (Meeting venue hire)	E	671
Blayney Shire Arts & Craft Inc. (Meeting venue hire)	E	671
Blayney Shire Community Mens Shed (Licence rental)	O	625
Blayney Town Association - Twilight Shopping (Council fees/ traffic mgmt)	E	2,000
Blayney Woolcraft and Hobby Group (Meeting venue hire)	E	1,220
Can Assist (Meeting venue hire)	E	671
Can Assist Fundraisers - 3 events (Community Centre hire)	E	1,053
Carcoar P&H Association - Carcoar Show (Mowing & Waste Services)	E	4,330
CWA Central West Group - Schools Public Speaking Competition	O	300
Inner Wheel Club of Blayney Inc. (Meeting venue hire)	E	671
Lifeline Central West	O	500
Lyndhurst S.M.H Village Committee - Lyndhurst Fair (Council fees)	E	573
Lyndhurst RSL - Anzac Day (Band)	E	700
Lyndhurst RSL – Anzac Day (Activities)	E	600
Lyndhurst RSL - Remembrance Day (Band)	E	200
Millthorpe Village Committee - MillFest (Council fees)	E	1,880
Millthorpe Village Committee - Millthorpe Fire Festival (Council fees)	E	1,080
Millthorpe Public School P&C - Millthorpe Markets (2 events - Council fees)	E	2,000
Neville Showground Trust – Horse Sports Event (Mowing services)	E	1,820
Neville Showground Trust – Neville Show (Mowing services)	E	1,870
Newbridge Progress Association - Winter Solstice (Portaloo hire / traffic mgmt)	E	2,100
Newbridge Progress Association - Winter Solstice (Waste Services)	E	350
Newbridge Progress Association – Spring into Art Acquisitive Prize	E	1,000
Orange RSL / Lyndhurst RSL – Anzac Day (Traffic management)	E	8,130
Probus Club of Blayney (Meeting venue hire)	E	671
SideTrack Arts - Textures of One Acquisitive Prize	E	1,000
		<b>40,050</b>

**TOTAL**

**\$78,000**

The below legend relates to the types of s.356 financial assistance proposed.

**Legend**

D = Waste Service Charges	S = Sewer Connection Charge
W = Waste Levy/Availability charge	S (50%) = 50% Sewer Connection Charges
R = Council Rates	ADM = Contribution towards Administration Costs
E = Events support	O = Other

Council also has the following programs that offers assistance in the form of grants:

- Tourism Events Development Fund \$10,000
- Youth Week Grants Program \$ 6,000
- Heritage Assistance Fund \$12,000

Previous projects and events funded by the Community Financial Assistance Program.



Blayney Twilight Shopping



Blayney Show



Carcoar Show



Newbridge Winter Solstice

## [Appendix: Revenue Policy & Fees and Charges](#)

**Blayney Shire Council**  
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