



**ATTACHMENTS TO REPORTS OF THE BLAYNEY SHIRE COUNCIL
MEETING
HELD ON TUESDAY 24 FEBRUARY 2026**

PART ONE

CORPORATE SERVICES REPORTS

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Quarterly Budget Review 2025-2026

**Period ending
31 December 2025**

Blayney Shire Council

Quarterly Budget Review Statement
for the period 01/10/25 to 31/12/25

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Blayney Shire Council

Quarterly Budget Review Statement
for the period 01/10/25 to 31/12/25

PART 1:
Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2021:

31 December 2025

It is my opinion that the Quarterly Budget Review Statement for Blayney Shire Council for the quarter ended 31/12/2025 indicates that Council's projected financial position at 31/12/25 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

However, looking forward it should be noted that there are a number of planned assumptions forecast in the Long Term Financial Plan that have the potential to impact Council's ongoing financial sustainability, particularly around increased mining rates. Whilst the steps listed below including implementation of the Special Variation in 2024/25 have gone a long way to improving Council's forecast position, should the planned assumptions not eventuate and without the presence of an alternate income source, Council would be required to undertake remedial action which could include additional special variations or a reduction in services.

There are also a number of unknown factors particularly around additional compliance and upgrade works at Council's waste facility and sewerage treatment plant which could not only impact Council's forecast expenditure but also future annual charges which would be required to sustain each of the respective business units. This work is in progress and more will be known in the coming months.

Action taken to address future financial sustainability includes:

- | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| a. In June 2022 Council engaged LG Solutions to undertake an independent strategic financial review of Council's financial position and sustainability which identified 45 recommendations. |
| b. Council formed a working group comprising Councillors and senior management to develop an action plan. Council was able to action 25 of the recommendations during preparation of the 2023/24 Operational Plan however this was not enough to address the ongoing projected deficits within the Long Term Financial Plan. |
| c. Following decision for Council to proceed with an SV, Council engaged Morrison Low, who specialise in providing financial modelling to local government, to undertake a further independent financial assessment and to assist Council with commencing the Special Rate Variation process. |
| d. Council's SV application was approved by IPART in May and the SV was endorsed by Council following adoption of the 2024/25 Operational Plan and 2024/25 - 2027/28 Delivery Plan. Council is also working on implementation of the recommendations from the independent financial assessment that were conditional on |
| e. In the Long Term Financial Plan assumptions were made on receipt of revenue streams from the McPhillamy's mine, as recommended for inclusion by IPART, and will need to be reassessed on an ongoing basis with annual reviews of the Long Term Financial Plan. |
| f. Council approved an internal allocation of funds with the purpose of future proofing financial sustainability |

Signed: Tiffany Irlam

date: 9/02/2026

Tiffany Irlam
Responsible Accounting Officer

Blayney Shire Council

Quarterly Budget Review Statement
for the period 01/10/25 to 31/12/25

Financial Overview

Budget review for the quarter ended 31 December 2025
(\$000's)

		<i>Prior Year Actuals 2024/25</i>	<i>Current Year Original Budget 2025/26</i>	<i>Revised budget</i>	<i>Other than by QBRS Dec Qtr</i>	<i>Approved Changes Review Q2</i>	<i>Projected year end result</i>	<i>Actual YTD figures</i>
Net Operating Result before grants and contributions provided for capital purposes	General Fund	(165)	(1,108)	(1,200)	-	(59)	(1,259)	6,081
	Sewer Fund	267	231	87	-	-	87	1,186
	Consolidated	102	(877)	(1,113)	-	(59)	(1,172)	7,267
Operating Result from continuing operations (with capital grants and contributions) excluding depreciation, amortisation and impairment of non financial assets	Consolidated	15,100	7,654	9,800	723	(22)	10,501	13,046
Borrowings	Total Borrowings	4,910	4,453	4,453	-	-	4,453	4,684
Liquidity	External Restrictions	14,619	11,991	11,686	-	-	11,686	14,414
	Internal Allocations	16,064	6,557	12,137	(317)	-	11,820	13,754
	Unallocated	2,359	4,582	4,582	-	-	-	6,465
	Total Cash and Cash Equivalents	33,042	23,130	28,405	(317)	-	23,506	34,633
Capital	Capital Funding	9,885	12,838	18,952	275	(22)	19,205	3,657
	Capital Expenditure	9,885	12,838	18,952	275	(22)	19,205	3,657
	Net Capital	-	-	-	-	-	-	-

	Opening Balance As at 1 July 2025 \$000's	Total Cash Contributions As at this Q \$000's	Total Interest Earned As at this Q \$000's	Total Expended As at this Q \$000's	Total internal Borrowings to/from As at this Q \$000's	Held as Restricted asset As at this Q \$000's	Cumulative Balance of Int Borrowings As at this Q \$000's
Total Developer Contributions*	3,956	246	88	-	-	(4,290)	-

*Details shown are year to date as at 31/12/2025. Further detail for developer contributions, including committed funds, can be found on page 22.

Blayney Shire Council

PART 2:

Income & expenses budget review statement

Quarterly Budget Review Statement

for the period 01/10/25 to 31/12/25

Budget review for the quarter ended 31 December 2025

Income & expenses - Council Consolidated

(\$000's)	Actual YTD 2024/25	Original budget 2025/26	Revised budget 2025/26	Other than by QBRs Dec Qtr	Variations for this Dec Qtr	Notes	Projected year end result	Actual YTD figures *	% Budget Remaining
Income									
Rates and annual charges	14,136	15,581	15,581	-	-		15,581	15,291	2%
User charges and fees	1,884	1,873	1,877	-	106	f,g	1,983	1,029	48%
Other revenues	316	242	242	-	39	c,g	281	185	34%
Grants and contributions - operating	4,926	5,356	5,834	-	(43)	d,g	5,791	1,517	74%
Grants and contributions - capital	5,872	540	2,922	723	37	a	3,682	2,005	46%
Interest and investment revenue	1,663	1,064	1,064	-	-		1,064	748	30%
Net gain from disposal of assets		68	84	-	-		84	76	10%
Share of interests in joint ventures	929	25	25	-	-		25	-	100%
Total income from continuing operations	29,726	24,749	27,629	723	139		28,491	20,851	27%
Expenses									
Employee benefits and on-costs	7,312	8,689	8,690	-	(13)	g	8,677	4,091	53%
Borrowing costs	163	157	157	-	-		157	61	61%
Materials and services	5,979	7,038	7,771	-	173	b,c,e,f,g	7,944	3,134	61%
Net loss from disposal of assets	157	-	-	-	-		-	-	0%
Other expenses	1,015	1,211	1,211	-	1	g	1,212	519	57%
Total expenses from continuing operations	14,626	17,095	17,829	-	161		17,990	7,805	57%
Net operating result from continuing operations	15,100	7,654	9,800	723	(22)		10,501	13,046	
Depreciation and amortisation	9,126	7,991	7,991	-	-		7,991	3,774	53%
Net operating result from all operations	5,974	(337)	1,809	723	(22)		2,510	9,272	
Net Operating Result before Capital Items	102	(877)	(1,113)	-	(59)		(1,172)	7,267	

* Rates and annual charges are levied in full in July with minor variations made throughout the year. There are other income and expenditure items that vary in timing when paid or received (e.g. weekly, monthly or annually).

Blayney Shire Council

PART 2a:

Income & expenses budget review statement

Quarterly Budget Review Statement

for the period 01/10/25 to 31/12/25

Budget review for the quarter ended 31 December 2025

Income & expenses - General Fund

(\$000's)	Actual YTD 2024/25	Original budget 2025/26	Revised budget 2025/26	Other than by QBRs Dec Qtr	Variations for this Dec Qtr	Notes	Projected year end result	Actual YTD figures*	% Budget Remaining
Income									
Rates and annual charges	12,426	13,813	13,813				13,813	13,836	0%
User charges and fees	1,628	1,589	1,593		106	f,g	1,699	673	60%
Other revenues	316	242	242		39	c,g	281	185	34%
Grants and contributions - operating	4,857	5,356	5,749		(43)	d,g	5,706	1,477	74%
Grants and contributions - capital	5,759	391	2,773	723	37	a	3,533	1,802	49%
Interest and investment revenue	1,272	745	745				745	520	30%
Net gain from disposal of assets	-	68	84				84	76	10%
Share of interests in joint ventures	929	25	25				25	-	100%
Total income from continuing operations	27,187	22,229	25,024	723	139		25,886	18,569	28%
Expenses									
Employee benefits and on-costs	6,985	8,359	8,354		(13)	g	8,341	3,899	53%
Borrowing costs	142	141	141				141	54	62%
Materials and services	4,979	6,057	6,567		173	b,c,e,f,g	6,740	2,829	58%
Net loss from disposal of assets	127	-	-				-	-	0%
Other expenses	1,012	1,209	1,209		1	g	1,210	518	57%
Total expenses from continuing operations	13,245	15,766	16,271	-	161		16,432	7,300	56%
Net operating result from continuing operations	13,942	6,463	8,753	723	(22)		9,454	11,269	
Depreciation and amortisation	8,348	7,180	7,180		-		7,180	3,386	53%
Net operating result from all operations	5,594	(717)	1,573	723	(22)		2,274	7,883	
Net Operating Result before Capital Items	(165)	(1,108)	(1,200)	-	(59)		(1,259)	6,081	

* Rates and annual charges are levied in full in July with minor variations made throughout the year. There are other income and expenditure items that vary in timing when paid or received (e.g. weekly, monthly or annually).

Blayney Shire Council

PART 2b:

Income & expenses budget review statement

Quarterly Budget Review Statement

for the period 01/10/25 to 31/12/25

Budget review for the quarter ended 31 December 2025

Income & expenses - Sewer Fund

(\$000's)	Actual YTD 2024/25	Original budget 2025/26	Revised budget 2025/26	Other than by QBRS Dec Qtr	Variations for this Dec Qtr	Notes	Projected year end result	Actual YTD figures*	% Budget Remaining
Income									
Rates and annual charges	1,710	1,768	1,768				1,768	1,455	18%
User charges and fees	256	284	284				284	356	-25%
Other revenues	-	-	-				-	-	0%
Grants and contributions - operating	69	-	85				85	40	53%
Grants and contributions - capital	113	149	149				149	203	-36%
Interest and investment revenue	391	319	319				319	228	29%
Net gain from disposal of assets	-	-	-				-	-	0%
Share of interests in joint ventures	-	-	-				-	-	0%
Total income from continuing operations	2,539	2,520	2,605	-	-		2,605	2,282	12%
Expenses									
Employee benefits and on-costs	327	330	336				336	192	43%
Borrowing costs	21	16	16				16	7	56%
Materials and services	1,000	981	1,204				1,204	305	75%
Net loss from disposal of assets	30	-	-				-	-	0%
Other expenses	3	2	2				2	1	50%
Total expenses from continuing operations	1,381	1,329	1,558	-	-		1,558	505	68%
Net operating result from continuing operations	1,158	1,191	1,047	-	-		1,047	1,777	
Depreciation and amortisation	778	811	811				811	388	52%
Net operating result from all operations	380	380	236	-	-		236	1,389	
Net Operating Result before Capital Items	267	231	87	-	-		87	1,186	

* Rates and annual charges are levied in full in July with minor variations made throughout the year. There are other income and expenditure items that vary in timing when paid or received (e.g. weekly, monthly or annually).

Blayney Shire Council

Quarterly Budget Review Statement

PART 4:

for the period 01/10/25 to 31/12/25

Income & expenses budget review statement

Budget review for the quarter ended 31 December 2025

Income & expenses - Council Consolidated

(\$000's)	Actual YTD 2024/25	Original budget 2025/26	Revised budget 2025/26	Other than by QBRS Dec Qtr	Variations for this Dec Qtr	Notes	Projected year end result	Actual YTD figures
Income								
Governance	16	90	90		32	c,g	122	6
Administration	426	488	488		4	g	492	289
Public order & safety	452	66	66		(44)	d,g	22	16
Health	18	12	12				12	3
Environment	2,269	2,460	2,257		5	g	2,262	1,973
Community services & education	3	3	3				3	-
Housing & community amenities	326	323	370		5	g	375	182
Sewer supplies	2,539	2,520	2,605				2,605	2,282
Recreation & culture	289	175	248	723	37	a	1,008	426
Manufacturing & construction	459	627	643				643	221
Transport & communication	7,837	2,361	5,223				5,223	2,176
Economic affairs	188	154	154		100	f	254	34
General purpose revenue	13,975	15,445	15,445				15,445	13,243
Share of Interest in Joint Ventures	929	25	25				25	-
Total income from continuing operations	29,726	24,749	27,629	723	139		28,491	20,851
Expenses								
Governance	652	687	687		32	c,g	719	344
Administration	4,467	5,748	5,810		(4)	g	5,806	3,115
Public order & safety	826	918	918		1	g	919	436
Health	20	20	20				20	10
Environment	2,511	3,017	3,040				3,040	1,209
Community services & education	20	14	25				25	14
Housing & community amenities	596	744	811		5	g	816	284
Sewer supplies	2,159	2,140	2,369				2,369	893
Recreation & culture	3,669	3,807	3,902		13	e,g	3,915	1,643
Manufacturing & construction	532	566	566				566	182
Transport & communication	7,828	6,962	7,202				7,202	3,254
Economic affairs	472	463	470		114	b,f	584	195
Total expenses from continuing operations (including depreciation and amortisation)	23,752	25,086	25,820	-	161		25,981	11,579
Net operating result from continuing operations	5,974	(337)	1,809	723	(22)		2,510	9,272
Net operating result before capital items	102	(877)	(1,113)	-	(59)		(1,172)	7,267

NO:

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 31/12/2025 and should be read in conjunction with the total QBRS report

Blayney Shire Council
PART 4a:

Quarterly Budget Review Statement
for the period 01/10/25 to 31/12/25

Operating Income & Expenses Budget Review Statement (By Function/Activity - Detailed)

Budget review for the quarter ended 31 December 2025

Operating Income & Expenses - Council Consolidated (Excludes Capital Grants and Contributions)

(\$000's)	Operating Income									Operating Expenditure								
	Actual YTD 2024/25	Original Budget 2025/26	Revised Budget 2025/26	Other than by QBR Dec Qtr	Variations for Dec Qtr	Notes	Projected Year End Result	Actual YTD figures	%	Actual YTD 2024/25	Original Budget 2025/26	Revised Budget 2025/26	Other than by QBR Dec Qtr	Variations for Dec Qtr	Notes	Projected Year End Result	Actual YTD figures	%
Governance																		
Council	16	90	90		32	c.g	122	6	95.1%	652	687	687		32	c.g	719	344	52.2%
Administration																		
Executive Services	10	7	7				7	6	14.3%	704	783	783				783	385	50.8%
Corporate Services	235	255	255		4	g	259	80	69.1%	2,376	2,107	2,120		(4)	g	2,116	1,499	29.2%
Engineering & Works	176	220	220				220	200	9.1%	1,006	2,434	2,464				2,464	1,064	56.8%
Environmental	5	6	6				6	3	50.0%	381	424	443				443	167	62.3%
	426	488	488		4		492	289	41.3%	4,467	5,748	5,810		(4)		5,806	3,115	46.3%
Public Order & Safety																		
Rural Fire Service	24	50	50		(45)	d	5	-	100.0%	635	716	716				716	347	51.5%
Animal Control	10	16	16		1	g	17	16	5.9%	132	144	144		1	g	145	60	58.6%
Emergency Services	-	-	-				-	-	0.0%	58	58	58				58	29	50.0%
Other Public Order & Safety	-	-	-				-	-	0.0%	1	-	-				-	-	0.0%
	34	66	66		(44)		22	16	27.3%	826	918	918		1		919	436	52.6%
Health																		
Administration/Food Control	18	12	12				12	3	75.0%	20	20	20				20	10	50.0%
	18	12	12				12	3	75.0%	20	20	20				20	10	50.0%
Environment																		
Noxious Plants	-	-	-				-	-	0.0%	174	174	174				174	90	48.3%
Domestic Waste Management	1,212	1,352	1,372				1,372	1,316	4.1%	1,029	1,595	1,615				1,615	517	68.0%
Other Waste Management	849	859	859				859	643	25.1%	803	726	726				726	356	51.0%
Street Cleaning	-	-	-				-	-	0.0%	168	212	212				212	108	49.1%
Other Environmental Protection	-	-	-				-	-	0.0%	-	-	-				-	-	0.0%
Urban Stormwater Drainage	62	-	27		5	g	32	14	56.3%	337	310	313		5	g	318	138	56.6%
	2,123	2,211	2,258		5		2,263	1,973	12.8%	2,511	3,017	3,040		5		3,045	1,209	60.3%
Community Services & Education																		
Community Services Administration	-	-	-				-	-	0.0%	9	-	11				11	5	54.5%
Child Care	-	-	-				-	-	0.0%	5	9	9				9	9	0.0%
Youth Services	3	3	3				3	-	100.0%	6	5	5				5	-	100.0%
	3	3	3				3	-	100.0%	20	14	25				25	14	44.0%
Housing & Community Amenities																		
Public Cemeteries	102	81	81		5	g	86	56	34.9%	67	102	102				102	36	64.7%
Public Conveniences	4	7	7				7	4	42.9%	155	179	199				199	66	66.8%
Street Lighting	23	23	23				23	-	100.0%	79	87	87				87	34	60.9%
Town Planning	143	212	259				259	122	52.9%	295	376	423				423	148	65.0%
	272	323	370		5		375	182	51.5%	596	744	811				811	284	65.0%

Blayney Shire Council

PART 4a:

Operating Income & Expenses Budget Review Statement (By Function/Activity - Detailed)

Quarterly Budget Review Statement

for the period 01/10/25 to 31/12/25

Budget review for the quarter ended 31 December 2025

Operating Income & Expenses - Council Consolidated (Excludes Capital Grants and Contributions)

(\$000's)	Operating Income								Operating Expenditure									
	Actual YTD 2024/25	Original Budget 2025/26	Revised Budget 2025/26	Other than by QBRs Dec Qtr	Variations for Dec Qtr	Notes	Projected Year End Result	Actual YTD figures	%	Actual YTD 2024/25	Original Budget 2025/26	Revised Budget 2025/26	Other than by QBRs Dec Qtr	Variations for Dec Qtr	Notes	Projected Year End Result	Actual YTD figures	%
Recreation & Culture																		
Public Libraries	84	85	83				83	83	0.0%	269	300	342		12	e	354	28	92.1%
Public Halls	21	22	22				22	16	27.3%	227	272	261				261	119	54.4%
Other Cultural Services	-	-	-				-	-	0.0%	7	6	6		1	f	7	7	0.0%
Centrepoint Sport & Leisure	-	-	-				-	-	0.0%	1,234	1,263	1,263				1,263	631	50.0%
Sporting Grounds	35	23	23				23	11	52.2%	490	519	519				519	235	54.7%
Parks & Gardens	-	-	4				4	2	50.0%	1,231	1,192	1,192				1,192	519	56.5%
Blayney Showground	34	25	89				89	22	75.3%	211	255	319				319	104	67.4%
	174	155	221				221	134	39.4%	3,669	3,807	3,902		13		3,915	1,643	58.0%
Mining Manufacturing & Construction																		
Building Control	196	278	294				294	133	54.8%	201	219	219				219	101	53.9%
Quarries & Pits	263	349	349				349	88	74.8%	331	347	347				347	81	76.7%
	459	627	643				643	221	65.6%	532	566	566				566	182	67.8%
Transport & Communication																		
Local Roads	2,206	1,739	1,739				1,739	311	82.1%	6,045	5,630	5,630				5,630	2,511	55.4%
Regional Roads	360	362	367				367	184	49.9%	163	125	130				130	77	40.8%
Local Bridges	-	-	-				-	-	0.0%	902	548	551				551	252	54.3%
Footpaths	-	-	-				-	-	0.0%	189	184	184				184	79	57.1%
Kerb and Gutter	-	-	-				-	-	0.0%	211	208	208				208	101	51.4%
Other Transport and Communication	245	139	371				371	171	53.9%	318	267	499				499	234	53.1%
	2,811	2,240	2,477				2,477	666	73.1%	7,828	6,962	7,202				7,202	3,254	54.8%
Economic Affairs																		
Tourism & Area Promotion	42	35	35				35	23	34.3%	283	327	329		14	b,g	343	165	51.9%
Industrial Development & Promotion	12	13	13				13	1	92.3%	101	40	45				45	4	91.1%
Real Estate	-	-	-				-	-	0.0%	9	11	11				11	6	45.5%
Other Business - Private Works	134	105	105				205	11	94.6%	79	85	85		100	f	185	20	89.2%
	188	153	153			100	253	35	86.2%	472	463	470		114		584	195	66.6%
General Purpose Revenue																		
General Purpose Revenues	14,904	15,470	15,470				15,470	13,242	14.4%	-	-	-				-	-	0.0%
Sewerage Services	2,426	2,371	2,456				2,456	2,079	15.4%	2,159	2,140	2,369				2,369	893	62.3%
Surplus/(Deficit) From Ordinary Activities Before Capital Grants & Contributions	23,854	24,209	24,707			102	24,809	18,846	24.0%	23,752	25,086	25,820		161		25,981	11,579	55.4%

NO:

Blayney Shire Council
PART 6:

Quarterly Budget Review Statement
for the period 01/10/25 to 31/12/25

Income & expenses budget review statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details	Income Variations \$000	Expenditure Variations \$000
a Capital contribution from Newbridge Progress Association to fund Newbridge Recreation Ground covered walkway.	37	
	37	-
b Increase budget from Building SV to address increased and unforeseen repairs and maintenance for the VIC and café.	-	16
	-	16
c Increase budget for proceeds and expenditure relating to Mining Impacted Communities Business Case split between 12 councils.	30	33
	30	33
d Reduce budget for RFS hazard reduction works funding to meet approved road funding allocation.	(45)	
	(45)	-
e Increase budget from Building SV fund to remove the old amenities block at the Blayney Library.	-	12
	-	12
f Increase budget for private works to serve an order for demolition of a dwelling.	100	100
	100	100
g Minor budget adjustments	17	
	17	-
	139	161
Net adjustment to operating result		(22)

Approved changes to revised budget since the last QBRS

Budget Variations approved other than by QBRS by resolution of Council

Date	Resolution	Item	Income \$000	Expenditure \$000
16/12/2025	2512/007	Budget approval for CentrePoint battery project funded from capital contributions and grants.	723	
			723	-
			-	-
			-	-
		TOTAL	723	-

Blayney Shire Council

PART 3:

Capital budget review statement

Quarterly Budget Review Statement

for the period 01/10/25 to 31/12/25

Budget review for the quarter ended 31 December 2025

Capital budget - Council Consolidated

(\$000's)	<i>Actual YTD 2024/25</i>	<i>Original budget 2025/26</i>	<i>Revised budget 2025/26</i>	<i>Other than by QBRs Dec Qtr</i>	<i>Variations for this Dec Qtr</i>	Notes	<i>Projected year end result</i>	<i>Actual YTD figures</i>
Capital expenditure								
New assets								
- Plant & equipment	1,503	4,062	5,327	(448)	-		4,879	554
- Land & buildings	-	20	37	723	-		760	4
- Sewer	80	15	99	-	-		99	28
- Roads, Bridges, Footpaths	895	121	314	-	7	3	321	20
- Other	180	657	733	-	6	3	739	153
Renewal assets (replacement)								
- Plant & equipment	-	-	-	-	-		-	-
- Land & buildings	113	648	628	-	(28)	2	600	35
- Sewer	573	781	914	-	-		914	198
- Roads, bridges, footpaths	6,508	6,045	10,345	-	(7)	1,3	10,338	2,402
- Other	33	32	98	-	-		98	37
Loan repayments (principal)	-	457	457	-	-		457	226
Total capital expenditure	9,885	12,838	18,952	275	(22)		19,205	3,657
Capital funding								
Rates & other untied funding	2,670	3,765	4,129	-	(28)	2	4,101	1,074
Capital grants & contributions	5,872	3,623	7,421	723	6	1,3	8,150	1,650
Reserves:								
External restrictions	283	1,304	1,764	-	-		1,764	322
Internal allocations	262	2,972	4,407	(317)	-		4,090	545
New loans	-	-	-	-	-		-	-
Receipts from sale of assets								
- Plant & equipment	798	1,174	1,231	(131)	-		1,100	67
- Land & buildings	-	-	-	-	-		-	-
Total capital funding	9,885	12,838	18,952	275	(22)		19,205	3,657
Net capital funding - surplus/(deficit)	-	-	-	-	-		-	-

NO:

This statement forms part of Council's Quarterly Budget Review Statement (QBRs) for the quarter ended 31/12/2025 and should be read in conjunction with the total QBRs report

Blayney Shire Council

Quarterly Budget Review Statement

for the period 01/10/25 to 31/12/25

PART 5:

Capital Budget Review Statement

Budget review for the quarter ended 31 December 2025

Capital Budget - Council Consolidated

(\$'000's)

LAND & BUILDINGS

	Project ID		Original Budget 2025/26	Revised Budget 2025/26	Other than by QBRS Dec Qtr	Variations for Dec Qtr	Notes	Projected Year End Result	Actual YTD figures	%
Building Renewal Work	11401630	R	333	313		(28)	2	285	33	88%
Building Renewal Work - Depot Cationic Tank	CX0213	R	200	200				200	-	100%
Renewable Energy - CentrePoint Battery	CX0203	N	20	33	723			756	-	100%
Blayney Community Centre - Carpark	CX0206	R	65	65				65	2	97%
Admin Building - Front Desk Security Screen	CX0210	N	-	4				4	4	0%
Animals Shelter Design & Investigation		R	50	50				50	-	100%
TOTAL LAND & BUILDINGS			668	665	723	(28)		1,360	39	97%

OTHER STRUCTURES

Public Cemeteries - Infrastructure Works	12202610	R	12	12				12	1	92%
Bore - Waste Facility	11902610	N	20	20				20	-	100%
Waste Facility - Leachate Collection Preliminary Costs Stage 2	CX0195	N	413	431				431	62	86%
Newbridge Rec Ground Covered Walkway	CX0170	N	-	33			6	39	35	10%
Blayney Rotary Lookout	CX0186	R	-	33				33	32	3%
Blayney Showground Amenities Upgrade	CX0205	R	-	8				8	4	50%
Heritage Park - Shade Sail Renewal Various	CX0209	N	25	50				50	42	16%
Heritage Park Basketball Ring Investigation		N	1	1				1	-	100%
Community Centre Fire Panel Replacement	CX0214	R	-	25				25	-	100%
Park Street London Plane Trees	VEP100	N	20	-				-	-	0%
Dakers Oval Cricket Pitch	CX0212	R	20	20				20	-	100%
Waste Facility - Environmental Improvement Works		N	20	20				20	-	100%
Village Enhancement Program		N	158	178				178	14	92%
TOTAL OTHER STRUCTURES			689	831	-	6		837	190	77%

NO:

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 31/12/2025 and should be read in conjunction with the total QBRS report

Blayney Shire Council

Quarterly Budget Review Statement

for the period 01/10/25 to 31/12/25

PART 5:

Capital Budget Review Statement

Budget review for the quarter ended 31 December 2025

Capital Budget - Council Consolidated

(\$000's)

INFRASTRUCTURE

Local Roads - Construction

DIWG April meeting - Mandurama carpark (Mandurama Hall)

Beaufort St Kerb & Gutter Renewal

DIWG April meeting accessible spaces line marking renewal

DIWG April meeting - Mandurama carpark (Rec Ground)

DIWG April meeting - Carcoar carpark

Spring Hill Road - Preliminary Design

DIWG April meeting - Lyndhurst carpark and bus stop area

R4R9 - Browns Creek Road

Forest Reefs Road - Carcoar Road to Eucalyptus Close

R4R9 - Richards Lane

Garland Road - Leabeater Street to Shire Boundary

Tallwood Road - Slatteries Creek to Dicksons Lane

Tallwood Road Pavement Renewal

Land acquisitions relating to historic road projects

Gravel Resheeting Program

Heavy Patching Program

Reseal Program

TOTAL LOCAL ROADS CONSTRUCTION

Regional Roads

R4R9 - Hobbys Yard Road

R4R9 - Hobbys Yard Road Ch8900-10700

R4R9 - Hobbys Yard Road Ch6900-7700

TOTAL REGIONAL ROADS

Project ID		Original Budget 2025/26	Revised Budget 2025/26	Other than by QBRs Dec Qtr	Variations for Dec Qtr	Notes	Projected Year End Result	Actual YTD figures	%
	N	3	3				3	-	0%
341469	R	-	16				16	-	100%
341968	R	16	16				16	-	100%
341969	N	20	20				20	-	100%
341970	N	23	23				23	-	100%
340360	N	-	60				60	18	70%
341971	N	49	49				49	-	100%
340247	R	-	157				157	2	99%
340392	R	781	361				361	-	100%
340257	R	-	2,588				2,588	205	92%
340391	R	761	761				761	51	93%
	R	761	761				761	-	100%
340390	R	812	812				812	27	97%
	N	-	133		7	3	140	1	99%
340075	R	668	668				668	328	51%
340064	R	768	768				768	60	92%
340063	R	728	728				728	143	80%
		5,390	7,924	-	7		7,931	835	89%
	R	377	963		(963)	1	-	-	0%
340283	R	-	3				3	3	0%
340281	R	-	44		963	1	1,007	692	31%
		377	1,010	-	-		1,010	695	31%

NO:

This statement forms part of Council's Quarterly Budget Review Statement (QBRs) for the quarter ended 31/12/2025 and should be read in conjunction with the total QBRs report

Blayney Shire Council

Quarterly Budget Review Statement

for the period 01/10/25 to 31/12/25

PART 5:

Capital Budget Review Statement

Budget review for the quarter ended 31 December 2025

Capital Budget - Council Consolidated

(\$'000's)

Bridges

Garland Road Culvert
 Newbridge Road Evans Plains Creek
 Leabeater St Grubbenbun Creek
 FRG Coombing Street Crossing
 Greghamstown Rd Culvert
 Brady Road Culvert Investigation
 Carcoar Dam Road Culvert
 AGRN1034 - Rodd Street Culvert
 FRG Newbridge Road Culvert

TOTAL BRIDGES

Footpaths

Investigation & Design - Pram Ramps - Queen/Stillingfleet St
 Design Works - Three Brothers Road to Accessible Amenities at
 Newbridge Recreation Ground
 Heritage Pavement for Millthorpe Village
 Footpath Renewals

TOTAL FOOTPATHS

Stormwater

Stormwater Drainage Renewals
 Hawke Street Drainage Improvements

TOTAL STORMWATER

TOTAL INFRASTRUCTURE

Project ID		Original Budget 2025/26	Revised Budget 2025/26	Other than by QBRS Dec Qtr	Variations for Dec Qtr	Notes	Projected Year End Result	Actual YTD figures	%
340924	R	-	31				31	31	0%
340884	R	-	6				6	-	0%
340889	R	-	12		(7)	3	5	5	0%
340879	R	-	44				44	27	39%
340927	R	-	40				40	17	58%
340925	R	-	34				34	3	91%
340926	R	-	50				50	-	100%
340288	R	-	408				408	335	18%
340245	R	-	276				276	203	26%
TOTAL BRIDGES		-	901	-	(7)		894	621	31%
Footpaths									
341374	N	6	6				6	1	83%
341361	N	20	20				20	-	100%
341362	R	-	221				221	17	92%
13412610	R	172	172				172	146	15%
TOTAL FOOTPATHS		198	419	-	-		419	164	61%
Stormwater									
190661	R	201	300				300	2	99%
190682	R	-	105				105	105	0%
TOTAL STORMWATER		201	405	-	-		405	107	74%
TOTAL INFRASTRUCTURE		6,166	10,659	-	-		10,659	2,422	77%

NO:

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 31/12/2025 and should be read in conjunction with the total QBRS report

Blayney Shire Council

PART 5:

Capital Budget Review Statement

Budget review for the quarter ended 31 December 2025

Capital Budget - Council Consolidated

(\$000's)

Quarterly Budget Review Statement

for the period 01/10/25 to 31/12/25

PLANT & EQUIPMENT

Light Vehicle*

Light Vehicle Replacement

TOTAL LIGHT VEHICLE*

Minor Plant*

Small Plant & Tools

LC007 - Kubota Flail mower

LC008 - Kubota Flail mower

P89 Trimax Mower - Winged

Road broom Sewell TB2000E

P72 - John Deere 5725 AWD bucket

Sewer Jetting Trailer

TOTAL MINOR PLANT*

Project ID	Original Budget 2025/26	Revised Budget 2025/26	Other than by QBRS Dec Qtr	Variations for Dec Qtr	Notes	Projected Year End Result	Actual YTD figures	%
N	871	983				983	224	77%
	871	983	-	-		983	224	77%
140506	35	35				35	-	100%
140506	24	24	1			25	-	100%
140506	24	24	1			25	-	100%
140506	30	30	5			35	-	100%
140506	67	67	(2)			65	-	100%
140506	165	165	(30)			135	-	100%
140506	153	153	(153)			-	-	0%
	498	498	(178)	-		320	-	100%

NO:

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 31/12/2025 and should be read in conjunction with the total QBRS report

Blayney Shire Council

Quarterly Budget Review Statement

for the period 01/10/25 to 31/12/25

PART 5:

Capital Budget Review Statement

Budget review for the quarter ended 31 December 2025

Capital Budget - Council Consolidated

(\$'000's)

Major Plant

	Project ID		Original Budget 2025/26	Revised Budget 2025/26	Other than by QBRs Dec Qtr	Variations for Dec Qtr	Notes	Projected Year End Result	Actual YTD figures	%
P601 - Hino 500 Series	140561	N	-	110				110	110	0%
P602 - Hino 500 Series	140561	N	-	187				187	-	100%
P603 - Hino 500 Series	140561	N	-	187				187	-	100%
PLC011 - Toro GM 3310 Front Deck Mower RD	140561	N	-	68				68	68	0%
PLC012 - Toro GM 3310 Front Deck Mower RD	140561	N	-	68				68	68	0%
PLC013 - Toro GM 3310 Front Deck Mower RD	140561	N	-	68				68	68	0%
P44 - Isuzu NPR55-155 Tabletop w/Crane	140561	N	110	110	50			160	-	100%
P43 - Isuzu NPR55-155 MWB Amenities Truck	140561	N	122	122	83			205	-	100%
P630 - Isuzu Watercart	140561	N	376	376	(26)			350	-	100%
HV003 - Mack Tipper	140561	N	408	408	(28)			380	-	100%
P660 - Dynapac CA3500	140561	N	-	35	165			200	-	100%
P661 - Dynapac CA3500	140561	N	-	157	43			200	-	100%
PSV001 - Isuzu Streetsweeper	140561	N	422	422	(422)			-	-	0%
PSV002 - Isuzu Patching Truck	140561	N	428	428	122			550	-	100%
Remaining 2024/25 Plant Replacements	140561	N	-	292	(192)			100	-	0%
952 - Grader Cat 12M	140561	N	657	657	(107)			550	-	100%
TR001 - Sloanebuilt Dog Trailer	140561	N	118	118	42			160	-	100%
TOTAL MAJOR PLANT			2,641	3,813	(270)	-		3,543	314	91%

Information Technology

Intramaps to Pozi Migration	CX0208	N	11	11				11	11	0%
AssetFinda Cloud Hosting Migration	CX0207	N	2	2				2	-	100%
Mobile Devices	CX0163	N	3	3		(1)	3	2	1	50%
Councillors- Ipad Replacement/Accessories	CX0179	N	2	2				2	-	100%
Mobile Phones	CX0164	N	5	5		1	3	6	4	33%
TOTAL INFORMATION TECHNOLOGY			23	23	-	-		23	16	30%

Other Plant & Equipment Purchases

Administration Office - Minor Asset Purchases	11400610	N	4	4				4	-	100%
Blayney Community Centre - Minor Assets	12803610	N	6	6				6	-	100%
Blayney Library - Minor Asset Purchases	12802610	N	19	-				-	-	0%
TOTAL OTHER PLANT & EQUIPMENT PURCHASES			29	10	-	-		10	-	100%

TOTAL PLANT & EQUIPMENT

			4,062	5,327	(448)	-		4,879	554	89%
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NO:

This statement forms part of Council's Quarterly Budget Review Statement (QBRs) for the quarter ended 31/12/2025 and should be read in conjunction with the total QBRs report

Blayney Shire Council
PART 7:

Quarterly Budget Review Statement
for the period 01/10/25 to 31/12/25

Capital budget review statement
Recommended changes to revised budget

Budget variations being recommended include the following material items:

Notes	Details	Variations to:
		Expenditure \$000
1	Consolidate Hobbys Road projects budget under one job number: - 340324 R4R9 Hobbys Yard Road - 340281 R4R9 Hobbys Yard Road	(963) 963 -
2	Allocate building SV budget to the following operational building expenses: - Unforeseen building maintenance requirements at the VIC and café - Demolition works for the old amenities block at the Blayney Library	(16) (12) (28)
3	Minor budget adjustments	6
TOTAL		6 (22)

Approved changes to revised budget since the last QBRS

Budget Variations approved other than by QBRS by resolution of Council

Date	Resolution	Item	Expenditure \$000
16/12/2025	2512/007	Budget approval for CentrePoint battery project funded from capital contributions and grants.	723
			723
16/12/2025	2512/019	Review of major plant renewals with budget adjustments for plant items specified below: - PSV001 - Isuzu Street Sweeper (Deferred) - \$115k sale proceeds - P169 - Sewer Jetting Trailer (Deferred) - \$16k sale proceeds - P40 - Isuzu NH Rigid Haul Truck (Deferred) - P660 - Dynapac CA3500 (Amend budget to \$200k) - P661 - Dynapac CA3500 (Amend budget to \$200k) - P44 - NPR55-155 Tabletop w/ Crane (Amend budget to \$160k) - P43 - NPR55-155 Amenities Truck (Amend budget to \$205k) - P52 - Grader Cat 12M (Amend budget to \$550k) - HV003 - Mack Tipper (Amend budget to \$380k) - TR001 - Sloanebuilt Dog Trailer (Amend budget to \$160k) - P630 - Isuzu Watercart (Amend budget to \$350k) - PSV002 - Isuzu Patching Truck (Amend budget to \$550k) - P72 - John Deere 5725 w/ Bucket (Amend budget to \$135k) - P89 - Trimax Mower - Winged (Amend budget to \$35k) - LC007 - Kubota Zero Turn Mower (Amend budget to \$25k) - LC008 - Kubota Zero Turn Mower (Amend budget to \$25k) - P173 - Sewell Road Broom TB200E (Amend budget to \$65k) - All remaining major plant procurement for 25/26	(422) (153) (292) 165 43 50 83 (107) (28) 42 (26) 122 (30) 5 1 1 (2) 100
			(448)
TOTAL			275

Blayney Shire Council

Quarterly Budget Review Statement

for the period 01/10/25 to 31/12/25

Cash & investments budget review statement

Budget review for the quarter ended 31 December 2025

PART 8:

Cash & investments - Council Consolidated

(\$000's)	Actual YTD 2024/25	Opening balance 1/07/2025	Revised budget 2025/26	Other than by QBRS Dec Qtr	Variations for Dec Qtr	Notes	Projected year end result	Actual YTD figures
Externally restricted ⁽¹⁾								
Developer Contributions - General	1,683	1,684	838				838	1,827
Developer Contributions - Sewer	2,058	2,272	2,272				2,272	2,463
Specific Purpose Unexpended Grants	1,503	2,621	1,549				1,549	2,186
Sewerage Services	6,625	6,795	6,433				6,433	6,627
Domestic Waste Management	658	553	285				285	553
Voluntary Planning Agreements	589	694	309				309	758
Total externally restricted	13,116	14,619	11,686	-	-		11,686	14,414
(1) Funds that must be spent for a specific purpose								
Internally allocated ⁽²⁾								
Plant and Vehicle Replacement	1,769	3,082	1,799	(317)			1,482	3,368
Employees Leave Entitlement	1,063	1,307	1,307				1,307	1,307
Asset Renewals - Buildings	-	533	524				524	533
Asset Renewals - Stormwater	-	99	-				-	99
CentrePoint	35	35	35				35	35
Emergency Works / Natural Disaster	70	70	70				70	70
Election Reserve	89	25	25				25	25
Environmental Projects – Belubula River	27	27	27				27	27
Future Financial Sustainability	-	4,063	4,063				4,063	4,063
I.T Reserve	394	394	394				394	394
Property Account	1,565	1,671	1,658				1,658	1,692
Property Account - Borrowings	733	586	586				586	513
Quarry	806	896	896				896	896
Village Enhancement Program	232	357	296				296	357
Security bonds, deposits & retentions	465	375	375				375	375
Financial Assistance Grant	3,145	1,953	-				-	-
Carryover Works	215	591	82				82	-
Total internally allocated	10,608	16,064	12,137	(317)	-		11,820	13,754
(2) Funds that Council has earmarked for a specific purpose								
Unrestricted (ie. available after the above Restrictions)				-	-		2,359	6,465
Total Cash & investments		33,042	26,182	(317)	-		25,865	34,633

Blayney Shire Council

Quarterly Budget Review Statement
for the period 01/10/25 to 31/12/25

PART 9:
Cash & investments budget review statement

Investments

Investments have been invested in accordance with Council's Investment Policy.

Cash

This Cash at Bank amount has been reconciled to Council's physical Bank Statements.
The date of completion of this bank reconciliation is 31/12/25

Reconciliation status

The YTD cash & investment figure reconciles to the actual balances held as follows:

	\$ 000's
Cash at bank (as per bank statements)	4,133
Investments on hand	30,500
less: unrepresented payments (Timing Difference)	
add: undeposited funds (Timing Difference)	1
less: identified deposits (not yet accounted in ledger) (Require Actioning)	
add: identified outflows (not yet accounted in ledger) (Require Actioning)	
less: unidentified deposits (not yet actioned) (Require Investigation)	
add: unidentified outflows (not yet actioned) (Require Investigation)	
Reconciled cash at bank & investments	34,634
Balance as per QBRS review statement:	34,633

Recommended changes to revised budget

Budget variations being recommended include the following material items:

Notes	Details	Variations \$000
i		-
ii		-
	TOTAL	-

Approved changes to revised budget since the last QBRS

Budget Variations approved other than by QBRS by resolution of Council

Date	Resolution	Item	Variations \$000
16/12/2025	2512/019	Review of major plant renewals with budget adjustments for plant items specified below:	
		- PSV001 - Isuzu Street Sweeper (Deferred)	(307)
		- P169 - Sewer Jetting Trailer (Deferred)	(137)
		- P40 - Isuzu NH Rigid Haul Truck (Deferred)	(292)
		- P660 - Dynapac CA3500 (Amend budget to \$200k)	165
		- P661 - Dynapac CA3500 (Amend budget to \$200k)	43
		- P44 - NPR55-155 Tabletop w/ Crane (Amend budget to \$160k)	50
		- P43 - NPR55-155 Amenities Truck (Amend budget to \$205k)	83
		- P52 - Grader Cat 12M (Amend budget to \$550k)	(107)
		- HV003 - Mack Tipper (Amend budget to \$380k)	(28)
		- TR001 - Sloanebuilt Dog Trailer (Amend budget to \$160k)	42
		- P630 - Isuzu Watercart (Amend budget to \$350k)	(26)
		- PSV002 - Isuzu Patching Truck (Amend budget to \$550k)	122
		- P72 - John Deere 5725 w/ Bucket (Amend budget to \$135k)	(30)
		- P89 - Trimax Mower - Winged (Amend budget to \$35k)	5
		- LC007 - Kubota Zero Turn Mower (Amend budget to \$25k)	1
		- LC008 - Kubota Zero Turn Mower (Amend budget to \$25k)	1
		- P173 - Sewell Road Broom TB200E (Amend budget to \$65k)	(2)
		- All remaining major plant procurement for 25/26	100
			(317)
		TOTAL	(317)

Blayney Shire Council

Quarterly Budget Review Statement
for the period 01/10/25 to 31/12/25

Developer Contribution Summary
(\$000's)

	Opening Balance 2025/26	Contributions Received			Total Actual Interest Q1 & Q2	Total Amounts Expended Q1 & Q2	Total Internal Borrowings (to)/From Q*	Notes	Held As Restricted Asset Q1 & Q2
		Total Cash Actual Q1 & Q2	Total Non-Cash Land Q1 & Q2	Total Non- Non-Cash Other Q1 & Q2					
Local Infrastructure Fund	1,684	106			37	-		1,827	
Total S7.11 Under Plans	1,684	106	-	-	37	-		1,827	
Future Sewerage Infrastructure	575	109			14	-		698	
S64 Contributions	1,697	31			37	-		1,765	
Total Developer Contributions	2,272	140	-	-	51	-		2,463	

Committed developer contributions from Council resolutions

Date	Resolution Item	Expenditure \$000
		-
		-
		-
		-
		-
	TOTAL	-
TOTAL DEVELOPER CONTRIBUTIONS HELD AS RESTRICTED LESS COMMITTED		4,290

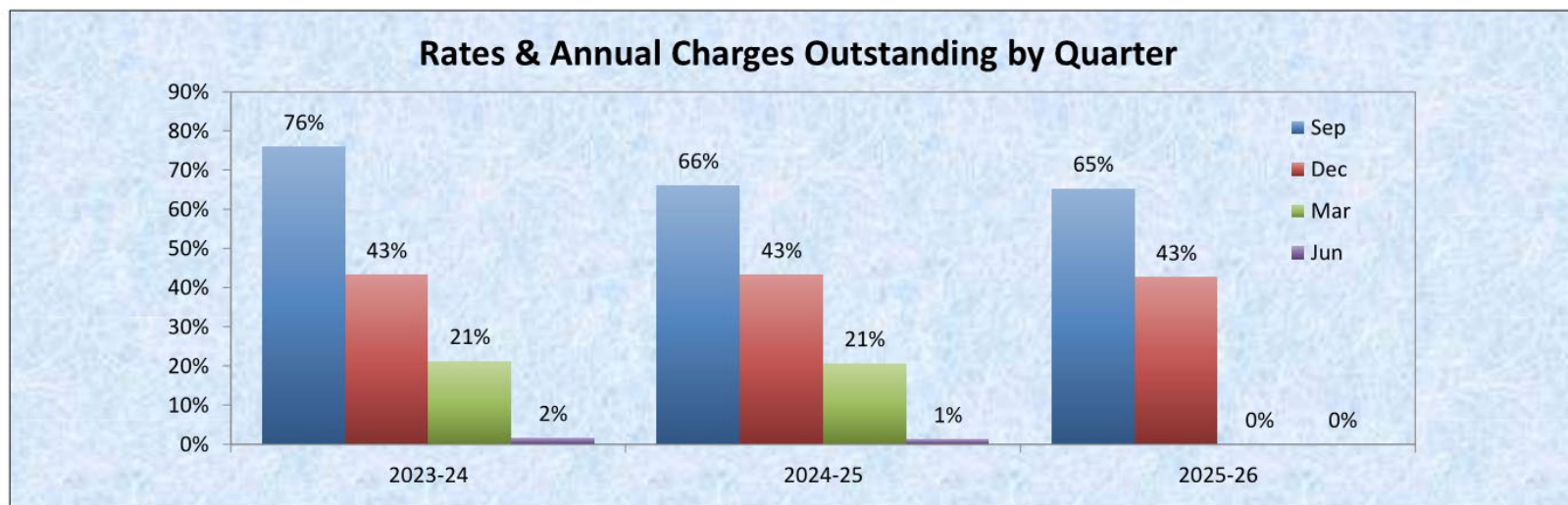
NO:

Blayney Shire Council

Quarterly Budget Review Statement
for the period 01/10/25 to 31/12/25

PART 10:
Key performance indicators budget review statement - Industry KPI's (OLG)

Budget review for the quarter ended 31 December 2025



Blayney Shire Council

PART 11a:

Contracts budget review statement

Quarterly Budget Review Statement

for the period 01/10/25 to 31/12/25

Budget review for the quarter ended 31 December 2025

Part A - Contracts listing - contracts entered into during the quarter > \$150,000

Contractor	Project ID	Contract detail & purpose	Contract Value GST Incl	Total Budget GST Excl**
HEIDELBERG MATERIALS AUSTRALIA PTY LTD	340281	T7/2023 Road materials - Hobbys Yard Rd (R4R9)	185,328	1,006,544

Notes:

1. Minimum reporting level is 1% of estimated income from continuing operations of Council or \$150,000 - whatever is the lesser.
2. Contracts listed are those entered into during the quarter being reported and exclude contractors on Council's Preferred Supplier list.
3. Contracts for employment are not required to be included.
4. Figures shown include GST.
5. Total budgets are not disclosed where the order is applied across multiple project numbers.

NO:

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 31/12/2025 and should be read in conjunction with the total QBRS report

Blayney Shire Council
PART 11b:
Contracts budget review statement

Quarterly Budget Review Statement
 for the period 01/10/25 to 31/12/25

Budget review for the quarter ended 31 December 2025

Part B - Contracts listing - contracts paid during the quarter > \$150,000

Contractor	Project ID	Contract detail & purpose	Contract Value GST Incl	Total Budget GST Excl**
HADLOW EARTHMOVING PTY LTD	11902030 & 11903040	T5/2018 Management of waste facility	184,014	773,596
HEIDELBERG MATERIALS AUSTRALIA PTY LTD	340281	T7/2023 Road materials - Hobbys Yard Rd (R4R9)	175,779	1,006,544
JR RICHARDS & SONS	11902020 & 11903030	Netwaste - Kerbside waste collection	173,401	677,710

Notes:

1. Minimum reporting level is 1% of estimated income from continuing operations of Council or \$150,000 - whatever is the lesser.
2. Contracts listed are those entered into during the quarter being reported and exclude contractors on Council's Preferred Supplier list.
3. Contracts for employment are not required to be included.
4. Figures shown include GST.
5. Total budgets are not disclosed where the order is applied across multiple project numbers.

Blayney Shire Council

Quarterly Budget Review Statement
for the period 01/10/25 to 31/12/25

PART 13:
Consultancy & legal expenses budget review statement

Consultancy & legal expenses overview

Expense	Revised Budget (actual dollars)	YTD expenditure (actual dollars)	Budgeted (Y/N)
Consultancies	954,239	133,236	Y
Legal Fees	102,958	20,853	Y

Definition of a consultant:

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

Comments

Expenditure included in the above YTD figure but not budgeted includes:

Details

Blayney Shire Council

Quarterly Budget Review Statement

for the period 01/10/25 to 31/12/25

PART 14:

Loans Summary

Budget review for the quarter ended 31 December 2025

LOAN DETAILS	Loan Term	Original Principal	Int %**	Opening Balance	Year to date			Closing Balance	Scheduled Completion date
					Interest	Principal	Repayments		
Millthorpe Sewer	20	900,000	8.05%	222,297	8,651	36,822	45,474	185,475	26-Feb-28
Residential Land Development*	10	1,320,000	2.09%	561,220	5,689	67,620	73,309	493,600	28-Jun-29
Bridge Replacement Program	20	3,000,000	3.97%	2,173,387	42,815	66,212	109,027	2,107,175	15-Feb-38
CentrePoint	20	2,000,000	2.36%	1,562,409	18,305	44,564	62,869	1,517,845	13-Feb-40
Cowriga Creek Bridge	20	500,000	2.36%	390,602	4,576	11,141	15,717	379,461	13-Feb-40
		7,720,000	3.60%	4,909,915	80,036	226,360	306,396	4,683,555	

* Residential Land Development loan is funded under the Low Cost Loans Initiative (LCLI) subsidising 50% of the interest payable

** Weighted average interest rate



Enforcement Policy

Policy	19Q
Officer Responsible	Director Planning & Environmental Services
Review Date	xx/xx/2026

Strategic Policy

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Policy

OBJECTIVES

The intent of this policy is to establish clear guidelines and protocols for council staff in the management of council's regulatory activities.

It provides workable guidelines on:

- responding to reports alleging unlawful activity
- assessing whether reports alleging unlawful activity require investigation
- deciding on whether enforcement action is warranted
- options for dealing with confirmed cases of unlawful activity
- taking legal action
- implementing shared enforcement responsibilities.

The policy also provides advice and guidance on:

- the role of the Principal Certifying Authority and
- the role of councillors in enforcement.

PREFACE

Blayney Shire Council is involved in a broad range of regulatory activities. In recognition of the increase in the regulatory role of all Councils, the NSW Ombudsman in December 2015 published "Enforcement Guidelines for Councils" including a Model Compliance and Enforcement Policy. That model Compliance and Enforcement Policy forms the basis of this Blayney Shire Council Policy.

The Enforcement Policy reflects the need for a transparent decision making process of Council authorised officers to be carried out in an efficient, fair and consistent manner having regard to all the circumstances.

Council's regulatory responsibilities are applicable to actual unlawful activity, as well as a failure to take action (in order to be compliant with certain legal requirements). For simplicity, this policy refers to both an act and/or an omission by an alleged offender as 'unlawful activity'. This policy distinguishes between a 'report alleging unlawful activity' and a 'complaint'.

For the purposes of this policy, a report alleging unlawful activity is where an individual expresses concern in relation to alleged unlawful activity, or they request service from council about such matters. Council considers that a response or resolution to a report alleging unlawful activity is explicitly or implicitly expected by the individual or may be legally required.

A complaint is where an individual expresses dissatisfaction about council services, staff or the handling of a complaint. Therefore, a complaint may arise where an individual claims that council staff have failed to take action in relation to a report alleging unlawful activity. A complaint will be recorded

separately and responded to in accordance with council's complaints management policy and procedures.

PURPOSE

The purpose of this policy is to provide structure for consistency and transparency in decision making, and to facilitate a proportional approach to compliance and enforcement. It is also intended to assist council staff to act promptly, effectively and consistently in response to allegations of unlawful activity.

This policy outlines matters to be considered at the various stages of the enforcement process from the receipt and investigation of reports alleging unlawful activity, through to what enforcement option council will choose and whether to commence criminal or civil proceedings.

In certain circumstances council will have shared enforcement responsibilities with other regulatory authorities. This policy sets out a collaborative and cooperative approach to such matters. Advice and guidance is also provided on the role of council in building and construction compliance matters where there is a private certifier, and the role of councillors in enforcement. Responsible council staff are not limited by this policy in their use of discretion and exercise of official functions. The full circumstances and facts of each case need to be considered and a decision made on the merits.

ENFORCEMENT PRINCIPLES

The following are the principles that underpin council actions relating to compliance and enforcement:

Principle: Accountable and transparent

Action:

- acting in the best interests of public health and safety and in the best interests of the environment
- ensuring accountability for decisions to take or not take action
- acting fairly and impartially and without bias or unlawful discrimination
- providing information about compliance and enforcement priorities and reasons for decisions to improve understanding and certainty and promote trust by the regulated community
- ensuring meaningful reasons for decisions are given to all relevant parties, particularly when there is a departure from this policy
- acting on any complaints or concerns about the conduct of compliance officers in accordance with council's complaints management policy and procedures advising people and organisations subject to enforcement action of any avenues available to seek an internal or external review of a decision.

Principle: Consistent

Action:

- ensuring all compliance and enforcement action is implemented consistently
- encouraging reports about possible unlawful activity by acting reasonably in response to the circumstances and facts of each matter.

Principle: Proportional

Action:

- ensuring the level of enforcement action is proportionate to the level of risk and seriousness of the breach
- making cost-effective decisions about enforcement action
- taking action to address harm and deter future unlawful activity.

Principle: Timely

Action:

- ensuring responses to reports alleging unlawful activity and decision making in relation to those is timely.

APPLICATION

-This policy applies to regulatory issues within council's area of responsibility including, but not limited to:

- development and building control
- pollution control
- environmental health
- public health and safety
- noxious weeds
- septic systems
- control over animals
- food safety
- fire safety
- tree preservation.

RESPONSIBILITY

All Council staff who deal with the proactive enforcement of relevant legislation in addition to written and verbal action requests or complaints alleging unlawful activity are responsible for implementing these policy guidelines. All notifications of alleged unlawful activity should be appropriately recorded by the Council Staff or Council.

Council staff will strive to:

- treat all relevant parties with courtesy and respect
- communicate with all relevant parties and provide feedback on the progress of an investigation and any reasons for delay without compromising the integrity of the investigation
- make full and proper records in relation to the assessment and investigation of reports alleging unlawful activity, including reasons for any decisions
- inform all relevant parties of reasons for decisions
- provide as much information as possible to all relevant parties about the outcomes of investigations to show that adequate and appropriate action was taken and/or is proposed to be taken in response to a report of alleged unlawful activity
- provide information to all relevant parties about any avenues to seek an internal or external review of a decision.

DEFINITIONS

The following are the definitions of key terms in this policy:

Complaint -

A complaint is an expression of dissatisfaction made about council services, staff or the handling of a complaint, where a response or resolution is explicitly or implicitly expected or legally required.

For the purposes of this policy, a complaint does not include:

- a report alleging unlawful activity (see definition below)
- a request for information about a council policy or procedure
- a request for an explanation of actions taken by council
- a request for internal review of a council decision.

Enforcement -

Actions taken in response to serious or deliberate contraventions of laws.

Regulation -

Using a variety of tools and strategies to influence and change behaviour to achieve the objectives of an Act, Regulation or other statutory instrument administered by council.

Report alleging unlawful activity -

An expression of concern or a request for service in relation to alleged unlawful activity, where a response or resolution is explicitly or implicitly expected or legally required.

Unlawful activity -

Any activity or work that has been or is being carried out contrary to the below and/or failure to take required action in order to be compliant with:

- terms or conditions of a development consent, approval, permit or licence

- an environmental planning instrument that regulates the activities or work that can be carried out on particular land
- a legislative provision regulating a particular activity or work
- a required development consent, approval, permission or licence.

INVESTIGATING ALLEGED UNLAWFUL ACTIVITIES

Not all reports alleging unlawful activity will warrant investigation. A preliminary assessment of all matters will be made to determine whether investigation or other action is required. Council will prioritise matters on the basis of risk to public safety, human health and environment.

Circumstances where no action will be taken:

Council will take no further action if, following a preliminary assessment, it is identified that:

- council does not have jurisdiction to investigate or is not the appropriate authority to take action on the issues raised. Where there is another appropriate authority or course of action, council may bring the matter to the attention of the authority or provide information and contact details to the individual. For example [NSW WorkCoverSafeWork NSW](#) for workplace safety matters, the NSW Environment Protection Authority for possible environmental offences and Community Justice Centres NSW for personal disputes
- the report relates substantially to a matter previously determined by council and no new or compelling information is presented which would cause council to change its earlier decision. In this case, staff will acknowledge the report and advise that no further action will be taken as no new information had been provided (other than where the person has previously been advised they would receive no further response)
- the allegations relate to a lawful activity (eg where there is an existing approval or the activity is permissible without council approval or consent being required)
- the report is not supported with evidence or appears to have no substance
- the relevant manager, director or the general manager determines that investigation or other action would have an unreasonable impact on resources and/or is unlikely to achieve an outcome sufficient to justify the expenditure of resources.
- The matter is determined to be a '[neighborneighbour](#) dispute' and is deemed to be a civil matter.
- The complaint is anonymous, and no urgent issues of public health or safety have been raised.

Relevant factors guiding decisions as to whether to take action:

- When deciding whether to investigate, council will consider a range of factors including whether:

- the activity is having a significant detrimental effect on the environment or it constitutes a risk to public safety
- the report is premature as it relates to some unfinished aspect of work that is still in progress
- the activity or work is permissible with or without permission
- all conditions of consent are being complied with
- much time has elapsed since the events the subject of the report took place
- another body is a more appropriate agency to investigate and deal with the matter
- it appears there is a pattern of conduct or evidence of a possible wide spread problem
- the person or organisation reported has been the subject of previous reports
- the report raises matters of special significance in terms of the council's existing priorities
- there are significant resource implications in relation to an investigation and any subsequent enforcement action
- it is in the public interest to investigate the report.

The above are factors for council to consider and weigh in making a determination. Council staff are not limited in their use of discretion by these considerations and may decide to investigate based on these and other factors.

RESPONDING TO COMPLAINTS

Every effort will be made to ensure that all Customer Service Requests or complaints about alleged unlawful activity are actioned within a reasonable timeframe.

Council will respond to every such report unless the person raising the matter has indicated they do not wish to receive a response about the council's handling of the matter, or the report is anonymous.

Generally speaking, council's objectives when dealing with reports alleging unlawful activity are to:

- maintain the collective good and welfare of the community
- prevent or minimise harm to health, welfare, safety, property or the environment
- consider the broader public interest having regard to council's priorities and any resource limitations
- consider the report fairly and impartially.

Not all reports will need to be investigated. A preliminary assessment of all matters will be made to determine the priority for a response, and whether investigation or other action is required.

An investigation of alleged unlawful activity may take a significant amount of time to complete, particularly where the issues are complex. If council decides to investigate, staff will give the person who reported the alleged unlawful activity timely feedback on the progress of the investigation, and any reasons for delay. This does not mean that the individual can expect to be given details about every aspect of the investigation or information that would compromise the integrity of the investigation.

Decisions about what action should be taken by council are made at the council's discretion. This means the objective is that reports alleging unlawful activity will be resolved to the satisfaction of council, not necessarily the person raising the matter. Council will generally try to resolve matters as quickly and informally as possible so as to avoid the need to take formal action.

Council staff will endeavour to manage the expectations of people who report alleged unlawful activity, and in particular explain that in the absence of sufficient evidence of unlawful activity, council may be unable to take further action.

They will also explain that council does not have unlimited resources and powers to deal with reports alleging unlawful activity. If council is unable to fully investigate or take action on a matter because it is restricted by any legal or resource limitations this will be explained to the individual.

CONFIDENTIALITY OF COMPLAINANTS

People who report allegations of unlawful activity should not expect that their identities will remain confidential from the subject of their report in all circumstances. Council may have to disclose information that identifies them in the following cases:

- the disclosure is necessary to investigate the matter
- their identity has already been disclosed to the subject of their report directly or in a publicly available document
- the individual was consulted following receipt of a Government Information (Public Access) Act 2009 application and did not object to the disclosure
- the individual consents in writing to their identity being disclosed
- the disclosure is required to comply with principles of procedural fairness
- the matter proceeds to court.

Council will take seriously any concerns an individual may have about their physical safety being endangered as a result of making a report. However, this may limit council's ability to investigate the matter.

OPTIONS FOR DEALING WITH CONFIRMED CASES OF UNLAWFUL ACTIVITIES

Council will try to use the quickest and most informal option to deal with unlawful activity wherever possible unless there is little likelihood of compliance with such options. Council staff will use discretion to determine the most appropriate response to confirmed cases of unlawful activity and may take more than one approach.

Any enforcement action taken by council will depend on the full circumstances and facts of each case, with any decision being made on the merits.

At all times, council's key concerns are:

- to prevent or minimise harm to health, welfare, safety, property or the environment
- to influence behaviour change for the common good and on behalf of the community.

The following enforcement options to be considered by council are ordered to reflect an escalation in response that is proportionate to the level of risk, the seriousness of the confirmed breach or the need for a deterrent:

Level of risk: very low

Enforcement options:

- take no action on the basis of a lack of evidence or some other appropriate reason
- provision of information/advice on how to be compliant

Level of risk: low

Enforcement options:

- negotiating with the person to obtain voluntary undertakings or an agreement to address the issues of concern
- issuing a warning or a formal caution

Level of risk: Medium

Enforcement options:

- issuing a letter requiring work to be done or activity to cease in lieu of more formal action
- issuing a notice of intention to serve an order or notice under relevant legislation, and then serving an order or notice if appropriate

Level of risk: High

Enforcement options:

- issuing a penalty notice
- carrying out the works specified in an order at the cost of the person served with the order

Level of risk: Very High

Enforcement options:

- seeking an injunction through the courts to prevent future or continuing unlawful activity
- commence legal proceedings for an offence against the relevant Act or Regulation.

The inclusion of Appendices A and B at the rear of the policy can be interpreted as a guide to indicate the relative level of seriousness of some offences and therefore, from a consistency viewpoint, to determine whether or not the Council may issue a warning prior to some level of formal action.

TAKING ENFORCEMENT ACTION

When deciding whether to take enforcement action in relation to a confirmed case of unlawful activity, council will consider the full circumstances and facts of the matter and the public interest. The following common considerations will assist council staff in determining the most appropriate response in the public interest:

Considerations about the alleged offence and impact:

- the nature, extent and severity of the unlawful activity, including whether the activity is continuing
- the harm or potential harm to the environment or public health, safety or amenity caused by the unlawful activity
- the seriousness of the breach, including whether the breach is merely technical, inconsequential or minor in nature
- the time period that has lapsed since the date of the unlawful activity.

Considerations about the alleged offender:

- any prior warnings, instructions, advice that was issued to the person or organisation reported or previous enforcement action taken against them
- whether the offence was committed with intent
- whether the person or organisation reported has been proactive in the resolution of the matter and assisted with any council requirements and instructions
- any mitigating or aggravating circumstances demonstrated by the alleged offender
- any particular circumstances of hardship affecting the person or organisation reported.

Considerations about the impact of any enforcement action:

- the need to deter any future unlawful activity
- whether an educative approach would be more appropriate than a coercive approach in resolving the matter
- the prospect of success if the proposed enforcement action was challenged in court
- the costs and benefits of taking formal enforcement action as opposed to taking informal or no action
- what action would be proportionate and reasonable in response to the unlawful activity
- whether council is prevented from taking action based on earlier advice given, ie whether an estoppel situation has been created.

Considerations about the potential for remedy:

- whether the breach can be easily remedied
- whether it is likely consent would have been given for the activity if it had been sought
- whether there is a draft planning instrument on exhibition that would make the unauthorised use legal.

TAKING LEGAL ACTION

The council and its delegated staff will be guided by legal advice in deciding whether to commence criminal or civil proceedings and will consider the following:

- whether there is sufficient evidence to establish a case to the required standard of proof
- whether there is a reasonable prospect of success before a court
- whether the public interest warrants legal action being pursued.
- Whether there is sufficient evidence to establish a case to the required standard of proof
- Council considers the decision to take legal action a serious matter, and as such will only initiate and continue proceedings once it has been established that there is admissible, substantial and reliable evidence to the required standard of proof.
- The basic requirement of any criminal prosecution is that the available evidence establishes a prima facie case. The prosecutor is required to prove the elements of the offence beyond reasonable doubt.
- In civil enforcement proceedings, council will require sufficient evidence to satisfy the court that an actual or threatened breach has occurred on the balance of probabilities.
- Whether there is a reasonable prospect of success before a court
- Given the expense of legal action council will not take legal action unless there is a reasonable prospect of success before a court. In making this assessment, council staff will consider the availability, competence and credibility of witnesses, the admissibility of the evidence, all possible defences, and any other factors which could affect the likelihood of a successful outcome.
- Whether the public interest requires legal action be pursued
- The principal consideration in deciding whether to commence legal proceedings is whether to do so is in the public interest. In making this determination, the same factors to be considered when taking enforcement action apply.

The following considerations relate more specifically to the decision to commence legal proceedings and will assist council and its delegated staff in making this determination:

- the availability of any alternatives to legal action
- whether an urgent resolution is required (court proceedings may take some time)
- the possible length and expense of court proceedings
- any possible counter-productive outcomes of prosecution

- what the effective sentencing options are available to the court in the event of conviction
- whether the proceedings or the consequences of any resulting conviction would be unduly harsh or oppressive.
- Time within which to commence proceedings
- Council staff must be aware of legislative time limits in which enforcement proceedings must be commenced. Sometimes legal action will be statute barred despite good evidence that unlawful activity has occurred.

The Council will ensure that the principles of natural justice are adhered to prior to a decision being made. The following principles will be addressed and implemented by the Council:

- Whoever is the subject of concern must know all the allegations in relation to their action;
- All parties to the complaint must have the right to be heard;
- All relevant submissions and evidence must be considered;
- Matters which are not relevant must not be taken into account;
- The person who makes the complaint must not determine the matter;
- The decision-maker must be fair and just.

SHARED ENFORCEMENT RESPONSIBILITIES

Some reports will raise matters involving shared regulatory responsibilities between council and other authorities including the Environment Protection Authority, the NSW Police Force, the Office of Liquor ~~& Gaming and Racing~~, NSW Fair Trading, NSW Food Authority and Crown Lands.

Council recognises that collaboration and cooperation between authorities to address issues of shared regulatory responsibility is the best approach. To this end, where there are shared legislative responsibilities, council staff will liaise with relevant authorities to establish:

- which authority will take the leading role on any joint investigation
- which activities each authority will carry out
- responsibilities for updating an individual where relevant
- protocols for exchanging confidential information between the relevant authorities.

Council will reasonably endeavour to respond to requests for information or assistance on joint regulatory matters in a timely manner.

ROLE OF COUNCIL WHERE THERE IS A PRIVATE CERTIFIER

Council retains its regulatory role and enforcement powers where a private certifier has been appointed the Principal Certifying Authority (PCA). However, if a private certifier is appointed the PCA, it is not council's responsibility to ensure building and construction compliance.

Private certifiers have limited enforcement powers as the PCA. They have the power to issue a notice of intention to issue an order to the owner or builder to comply with the conditions of consent or rectify any breaches. A copy of any notice of intention issued by a private certifier must be provided to council for assessment as to whether council will enforce the notice by issuing an order. Council and private certifiers will work together to resolve any issues when they arise to achieve compliance with the development consent or complying development certificate. Council staff will take steps to ensure individuals are clear about which agency performs which role.

ROLE OF COUNCILLORS IN ENFORCEMENT

Decision making relating to the investigation of reports alleging unlawful activity and taking enforcement action is the responsibility of appropriately authorised council staff or the council itself. Whilst individual councillors do not have the right to direct council staff in their day-to-day activities they can help individuals who raise concerns with them by satisfying themselves that council's policies are being carried out correctly. The General Manager may present certain decisions to be ratified by the elected council if this is necessary or desirable, and the councillors may also have the right to call for a report about particular issues to a council meeting.

DELEGATIONS FOR ENFORCEMENT ACTION

Council staff delegations for taking action under this policy are included in council's Delegation Register.

It should be noted that for all offences requiring the instigation of legal proceedings at the level of or above that of district court jurisdiction, the matter shall be reported to Council, for action.

All Land and Environment Court legal proceedings are required to be presented to Council for action.

APPENDIX A

The following offences may result in a prior warning (verbal or written) being given to the offender(s) before any enforcement action in the form of the service of an order or notice or penalty infringement notice or court action is undertaken.

Annual Fire Safety Statement- non submission by owner
Advertising signs without approval or unsightly
Air pollution – smoky chimney
Barking / Roaming dog, unregistered dog
Development / Activity without consent or not in accordance with a condition/s of consent
Minor development or old unauthorised development
Minor breach of consent condition/s
Erosion & sediment control matters (owner/builder – Sediments Fences and similar offences, minor environmental offences)
Fire hazard of a less serious nature.
Food safety/hygiene matters of a less serious nature
Obstruction of Public Place / Road – (minor matters)
Residential swimming pool issue not serious (e.g. resuscitation chart not provided)
Revocation of an approval (e.g. footpath dining).

Noise pollution
Air conditioner*
Intruder alarm*
Musical instrument and sound equipment*
Power tools*
Motor vehicle on residential premises*
Use of refrigeration equipment fitted to motor vehicle*
Non compliance with an Order/Notice/Direction- work partly done or other mitigating circumstances
[*——Mandatory warning required by legislation](#)

Note that the above list of offences is an indication only and any offences not listed will be considered on their individual merits.

APPENDIX B

The following offences may result in NO prior warning being given to the offender(s) before any enforcement action in the form of the service of an order or notice or penalty infringement notice or court action is undertaken

Dangerous Dog Order / Attacking Dog/ Restricted Dog
Dangerous building/ awning
Dangerous waterhole
Deposit litter from vehicle
Development not in accordance with consent / risk to health & safety/bush fire protection/ notice of Intention issued by PCA
Deposit litter / Dumped Rubbish
Development without consent – unsatisfactory explanation / no explanation repeat offender / prohibited development / risk to health & safety or environment
Dilapidated building
Environmental damage of a significant nature
Erosion & sediment control matters
Fire hazard threatening an asset
Food safety matters of a serious nature
Failure to pay Clean Up / Prevention Notice fee
Failure to comply with order / notice / cease use of premises / failure to comply with order regarding development consent / demolish remove unlawful building / threatening life / public safety / environment / amenity protection/ fence land / keeping of birds and animals/ remove object from public place/ contravene noise control notice/ noise pollution
Land clearing of a significant nature
Littering
Noise abatement direction
Noise pollution generally after prescribed mandatory warning
Not comply with condition of development consent/approval to operate
Nuisance Dog Order
Obstruction of road / public place involving safety
Obstruction / intimidation/ assault of a Council officer
Open burning without approval or not in accordance with an approval or cause excessive smoke
Pollute Waters
Parking offences
Pollution Incident – Failure to notify
Remove and /or damage tree/s
Swimming Pool fencing / gates / open
Street Trading without consent / approval

Note that the above list of offences is an indication only and any offences not listed will be considered on their individual merits.

End of Policy

	Date	Minute
Adopted:	16/11/2009	0911/006
Last Reviewed:	12/11/2012	1211/014
	16/07/2018	1807/008
	14/02/2023	2302/012
	19/04/2025	
Next Review:	xx/xx2026	
	19/02/2030	



Waste Collection Services

Policy	18C
Officer Responsible	Director Planning & Environmental Services
Last Review Date	xx/xx/2026

Strategic Policy

Objective

To provide guidelines for Council's provision of domestic and non-domestic waste collection services within the Blayney Shire Council.

1. INTRODUCTION

1.1 Legislation

Section 496(1) of the Local Government Act 1993 states "A council must make and levy an annual charge for the provision of domestic waste management services for each parcel of rateable land for which the service is available". Section 496(2) also states the circumstances where parcels exempt from rating may also be charged.

1.2 Purpose of the Policy

The purpose of this Policy is to clarify section 496 of the Local Government Act 1993 with reference to the Blayney Shire Council Local Government Area. The aim is to provide clear Policy and guidelines for the provision of waste collection services.

The issues which are to be addressed by this Policy include:

- Compulsory provision of services within a town or village, as is the current status;
- The provision of services between towns and villages to enable occupied rural properties to receive the service;
- Outline which properties must utilise the service;
- Availability of the service to properties willing to take bins to a designated location along the route; and
- That domestically produced waste and recycling is collected, where possible, by Council's contracted service provider, to ensure an environmental improvement in the disposal of domestic waste.

1.3 Land to which the Policy Applies

All land within the Blayney Shire Council local government area is deemed to be affected by this Policy however this policy will clarify where the services are available.

2.0 POLICY

2.1 Availability of Council's Waste Collection Service

- a) Council will charge for and make available the Waste Collection Service to all properties within a town, village, or locality as defined by Council's Local Environmental Plan (as amended) or as nominated when Council sought tender for the provision of these services;
- b) Where the service is provided to a residential property, the full charge is payable;
- c) Where the service is provided to a vacant parcel of land, the vacant land charge is payable;
- d) Where the service is available to a vacant parcel of land which has, for rating purposes, been amalgamated with an adjoining parcel for which a full service is being charged, the vacant land charge is not payable for each parcel of land for which the service is available;
- e) Where the service is available outside of a town or village, and is along a route as agreed with Council's contractor, all properties with an occupiable residence within 250m of the main property gate providing access to the serviced road and are serviced by the route, will be required to utilise the service for the disposal of their domestic waste;
- f) Where a property meets the criteria of point (e) above, but there is no occupiable residence, the vacant land charge will apply. The charge will be applied per rating assessment which is serviced by the route;

2.2 Provision of Bins

- Council's contractor, will provide a bin or bins (depending on the service type) per service as provided;
- If additional services are requested, bins for those services will be provided and additional service charges will be incurred per Council's current Operational Plan
- Where a bin has become broken, damaged, vandalised, or stolen, Council, once notified, will arrange for the contracted service provider to repair and / or replace the bin on the next service day.

3.0 REQUESTS FOR EXEMPTION

- Ratepayers on rural Waste Collection Services runs not currently in receipt of a Domestic Waste Service that have been identified to be included to receive a service may make application for exemption on medical grounds. Such applications will require the applicant to provide substantiation for their claim and provide evidence of how waste is being disposed. The General Manager may determine such requests under delegated authority. Where approval is granted the Annual Domestic Waste Management Availability charge shall still apply and the exemption will be reviewed at change of property ownership.

End of Policy

Adopted:	14/07/2008	08/191
Lasted Reviewed:	10/12/2012	1212/004
	18/02/2019	1902/017
	21/11/2022	2211/010
	xx/xx/2026	
Next Reviewed:	19/02/2030	



Media Policy

Policy	2B
Officer Responsible	General Manager
Last Review Date	XX/XX/2026

Strategic Policy

1. OVERVIEW

- 1.1 The Model Media Policy has been developed to provide a framework to assist councils when dealing with the media and to ensure that media engagement by councillors and staff is consistent, accurate and professional and enhances the council's reputation.
- 1.2 Effective media engagement can assist councils to keep their community informed, explain decisions and to promote community confidence in the council and its decisions.
- 1.3 The term "media" used in this policy means print, broadcast and online media used for communicating information to the public, including, but not limited to, newspapers, magazines, internet publishers, radio, and television broadcasters.

2. PRINCIPLES

- 2.1 We, the Councillors, staff, and other officials of Blayney Shire Council, are committed to upholding and promoting the following principles of media engagement:

Openness We will ensure that we promote an open exchange of information between our council and the media.

Consistency We will ensure consistency by all councillors and staff when communicating with the media.

Accuracy The information we share with the media will be a source of truth for our council and community and we will prioritise the need to correct inaccuracies when they occur.

Timeliness We will ensure that we respond to media enquiries in a timely manner.

3. ADMINISTRATIVE FRAMEWORK FOR ENGAGEMENT WITH MEDIA

Appointment and role of the Media Coordinator

- 3.1 The General Manager will authorise member/s of Council staff to be the Council's Media Coordinator. The Media Coordinator should be a suitably qualified member of staff.
- 3.2 The General Manager may appoint more than one Media Coordinator.
- 3.3 The Media Coordinator's role is to:
 - a) be the lead point of contact for all media enquiries, requests for interviews, requests to film or photograph Councillors and Council staff, facilities or events for news and current affairs purposes
 - b) be responsible for preparing all media statements prior to their release
 - c) liaise with relevant staff members or Councillors within the organisation where appropriate.
 - d) ensure that media statements are approved by the Mayor and/or General Manager and/or the General Manager's delegate prior to their release
 - e) maintain a record of all media enquiries and responses
 - f) ensure that media organisations and their representatives are treated professionally, equally and without bias
 - g) ensure that media enquiries are dealt with promptly
 - h) provide guidance to Councillors approached by the media for comment, and
 - i) publish media releases on the Council's website when relevant

4. WHO CAN ENGAGE WITH THE MEDIA

The General Manager

- 4.1 The General Manager is the official spokesperson for the Council on operational and administrative matters.
- 4.2 The General Manager may delegate to other Council staff to speak on their behalf where appropriate, (for example, where the delegated staff member has professional expertise regarding the subject matter, or the General Manager is unavailable).

The Mayor

- 4.3 The Mayor is the principal member and spokesperson of the governing body of the Council, including representing the views of the Council as to its local priorities (section 226(c) of the Local Government Act 1993).
- 4.4 If the Mayor is unavailable, the Deputy Mayor may act as the Council's spokesperson.
- 4.5 The Mayor may delegate their role as spokesperson to other Councillors where appropriate, (for example, where another Councillor is best placed to comment, because the issue is of particular interest to them, or it is within their particular area of expertise).

Councillors

- 4.6 As a member of the governing body and as a representative of the community, councillors are free to express their personal views to the media.
- 4.7 When engaging with the media Councillors:
 - a) must not speak for the Council unless authorised to do so
 - b) must clarify when speaking to the media that they are expressing their personal views as an individual Councillor and that they are not speaking for the Council (unless authorised to do so)
 - c) must uphold and accurately represent the policies and decisions of the Council
 - d) must not disclose Council information that has not been made public, unless authorised to do so, and
 - e) may seek information and guidance from the General Manager or General Manager's delegate where appropriate before providing comment to the media to ensure they have the most up-to-date and relevant information and have considered reputational or other risks.
- 4.8 In the interests of promoting a positive, safe and harmonious organisational culture, Councillors should endeavour to resolve personal differences privately and must not prosecute them publicly through the media
- 4.9 Where Councillors (including the Mayor) become aware of potential issues that could result in media interest, they should provide this information to the General Manager or the General Manager's delegate

Council Staff

- 4.10 Council staff must not speak to the media about matters relating to the Council unless authorised by the General Manager or the General Manager's delegate to do so.
- 4.11 If Council staff receive a media enquiry or they are invited to comment to the media on a matter relating to the Council, they must refer the enquiry to the General Manager or the General Manager's delegate.
- 4.12 Council staff are free to express their personal views to the media on matters that do not relate to the Council, but in doing so, must not make comments that reflect badly on the Council or that bring it into disrepute.
- 4.13 If authorised to speak to the media, Council staff:

- a) must uphold and accurately represent the policies and decisions of the Council
 - b) must not disclose Council information unless authorised to do so by the General Manager or the General Manager's delegate, and must seek information and guidance from the General Manager or the General Manager's delegate where appropriate before providing comment to the media to ensure they have the most up-to-date and relevant information and have considered reputational or other risks
- 4.14 Where Council staff become aware of potential issues that could result in media interest, they should provide this information to the General Manager or the General Manager's delegate.

Tone

- 4.15 All media engagement by Council officials must be conducted in a professional, timely and respectful manner.

Induction & Training

- 4.16 The Council must offer training to Council officials who engage or are authorised to engage with the media.
- 4.17 Media engagement training will be offered to Councillors as part of their induction or refresher training or as part of their ongoing professional development program.

Councillors' questions about media engagement

- 4.18 Councillors are advised to direct any questions about their obligations under this policy to the General Manager or the General Manager's delegate.

5. STANDARDS OF CONDUCT WHEN ENGAGING WITH THE MEDIA

- 5.1 Council officials must comply with the Council's Code of Conduct when engaging with the media in an official capacity or in connection with their role as a Council official.
- 5.2 Council officials must not share information or make comments to the media through either direct or indirect mechanisms that:
- a) are defamatory, offensive, humiliating, threatening, or intimidating to other Council officials or members of the public
 - b) contains profane language or is sexual in nature
 - c) constitutes harassment and/or bullying within the meaning of the *Model Code of Conduct for Local Councils in NSW*, or is unlawfully discriminatory
 - d) is contrary to their duties under the Work Health and Safety Act 2011 and their responsibilities under any policies or procedures adopted by the Council to ensure workplace health and safety
 - e) contains content about the Council, Council officials or members of the public that is misleading or deceptive
 - f) divulges confidential Council information
 - g) breaches the privacy of other Council officials or members of the public
 - h) contains allegations of suspected breaches of the Council's Code of Conduct or information about the consideration of a matter under the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*
 - i) could be perceived to be an official comment on behalf of the Council where they have not been authorised to make such comment
 - j) commits the Council to any action
 - k) violates an order made by a court
 - l) breaches copyright
 - m) advertises, endorses, or solicits commercial products or business.

6. USE OF MEDIA DURING EMERGENCIES

- 6.1 During emergencies, such as natural disasters or public health incidents, the General Manager will delegate a staff member who will be responsible for coordinating media releases and statements on behalf of the Council in consultation with the Mayor and General Manager.
- 6.2 Councillors, Council staff and other Council officials must not provide comment or information to the media that is inconsistent with official advice issued by the Council and any other agency coordinating the emergency response.

7. MEDIA ENGAGEMENT IN THE LEAD UP TO ELECTIONS

- 7.1 This policy does not prevent the Mayor or Councillors who are candidates at a Council or any other election from providing comment to the media in their capacity as candidates at the election.
- 7.2 Any media comment provided by the Mayor or Councillors who are candidates at a Council or another election must not be provided in an advertisement, newspaper column, or a radio or television broadcast paid for by the Council or produced by the Council or with Council resources.

8. RECORDS MANAGEMENT REQUIREMENTS

- 8.1 Media content created and received by Council officials (including Councillors) acting in their official capacity is a Council record and may be subject to information access applications made under the Government Information (Public Access) Act 2009. These records must also be managed in accordance with the requirements of the State Records Act 1998 and the Council's approved records management policies and practices.

9. DEFINITIONS

In this Media Policy, the following terms have the following meanings:

Council official	Councillors, members of staff and delegates of the council (including members of committees that are delegates of the council)
Media Coordinator	means a person appointed under clause 1.3 of this policy
Media	means print, broadcast and online media used for communicating information to the public, including, but not limited to, newspapers, magazines, internet publishers, radio, and television broadcasters
Personal information	means information or an opinion (including information or an opinion forming part of a database and whether or not recorded in a material form) about an individual whose identity is apparent or can reasonably be ascertained from the information or opinion
Social media	means online platforms and applications, such as but not limited to social networking sites, wikis, blogs, microblogs, video and audio sharing sites, and message boards, that allow people to easily publish, share and discuss content. Examples of social media platforms include, but are not limited to Facebook, Twitter, Snapchat, LinkedIn, Yammer, YouTube, Instagram, Flickr and Wikipedia

Related Polices

Policy 1B: Code of Conduct for Councillors

Policy 11B: Records Management

Legislative Context

Local Government Act 1993

Local Government (General) Regulation 2021

State Records Act 1998 No 17

End of Policy

	Date	Minute
Adopted:	12/08/1996	655
Last Reviewed:	16/11/2009	0911/007
	12/11/2012	1211/014
	16/04/2018	1804/010
	19/09/2023	2309/010
	XX/XX/2026	
Next Review:	20/02/2030	



Investment Policy

Policy	4B
Officer Responsible	Chief Financial Officer
Last Review Date	xx/xx/2026

Strategic Policy

1.1 Objectives

- (a) To undertake investment of surplus funds in a way that, firstly ensures the security of Council Funds and secondly maximises earnings from authorised investments.
- (b) To ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring significant costs due to the unanticipated sale of an investment.

1.2 Definitions

Authorised Deposit taking institutions - financial institutions in Australia supervised by the Australian Prudential Regulation Authority (APRA) and authorised under the Banking Act 1959 (Cth) to accept deposits from the public.

Ausbond Bank Bill Index - formerly the UBS Bank Bill Index. The UBS Australia index family was acquired by Bloomberg from Q3 2014, and while branding changed the benchmark construction is unaltered. It represents the performance of a notional rolling parcel of bills averaging 45 days and is the widely used benchmark for local councils and other institutional cash investors.

Bank Bill Swap Rate - a short-term interest rate used as a benchmark for the pricing of Australian dollar derivatives and securities, most notably floating rate bonds.

Bills of Exchange - A bill of exchange is an unconditional order in writing, addressed by one person to another, signed by the person giving it, requiring the person to whom it is addressed to pay on demand, or at a fixed or determinable future time, a sum certain in money to or to the order of a specified person, or to bearer.

Debentures - a type of debt instrument that is backed only by the general creditworthiness and reputation of the issuer rather than being secured by physical assets or collateral.

Ministerial Investment Order - schedule of authorised investments approved for access by NSW Councils pursuant to Local Government Act 1993 section 625 by the Order of the Minister and published in the Government Gazette.

Responsible Accounting Officer - a member of the staff of the council designated by the General Manager, or if no such member has been designated, the General Manager. (LGGR, clause 196)

TCorp – New South Wales Treasury Corporation including the TCorp Investment Management arm which manages the TCorpIM funds (formerly Hour-glass).

Term Deposits (Deposits) - Funds invested with a financial institution at a predetermined rate that applies for the duration of the deposit. The

principal is held on deposit for a fixed term with interest payable at set periods during the term and/or on maturity. Increasingly banking regulation requires term deposits to be issued on “unbreakable” terms or at a minimum funds cannot be withdrawn for a minimum period of 31 days.

1.3 Legislative Requirements

All investments are to be made in accordance with:

- (a) Local Government Act 1993;
- (b) Local Government Act 1993 – Order (of the Minister) dated 12 January 2011
- (c) Trustee Act 1925;
- (d) Local Government (General) Regulation ~~2005~~2021;
- (e) Local Government Code of Accounting Practice and Financial Reporting;
- (f) Australian Accounting Standards; and
- (g) Office of Local Government Circulars.

1.4 Delegation of Authority

Authorised Officer	Roles & Responsibilities
General Manager	Authority to invest surplus funds and authority to delegate this function in accordance with the Council's adopted Investment Policy.
Director Corporate Services	Per Delegation
Chief Financial Officer (Responsible Accounting Officer)	Per Delegation
Accountant	Per Delegation

All delegated officers shall confirm in writing that they have received a copy of Council's current investment policy and that they understand the contents and their obligations as a delegated officer.

1.5 Authorised Investments

Investments are limited to those allowed by the most current Ministerial Investment Order that has been issued by the NSW Minister for Local Government.

Council shall only invest money (on the basis that all investments must be denominated in Australian Dollars) in the following forms of investment:

- (a) any public funds or securities issued by or guaranteed by, the Commonwealth, any State of the Commonwealth or a Territory;
- (b) any debentures or securities issued by a council (within the meaning of the Local Government Act 1993 (NSW));

- (c) interest bearing deposits with, or any debentures or bonds issued by, an authorised deposit-taking institution (as defined in the Banking Act 1959 (Cwth)), but excluding subordinated debt obligations;
- (d) any bill of exchange which has a maturity date of not more than 200 days; and if purchased for value confers on the holder in due course a right of recourse against a bank which has been designated as an authorised deposit-taking institution by the Australian Prudential Regulation Authority;
- (e) a deposit with the New South Wales Treasury Corporation or investments in an TCorpIM Investment Fund of the New South Wales Treasury Corporation.

All investment instruments (excluding short term discount instruments) referred to above include principal and investment income (interest).

Council's preference will be not to invest in products subject to a fluctuating face value that upon redemption may result in the risk of loss of capital value of an investment.

1.6 Prudent Person Standard

The investments shall be managed with care, diligence and skill that a prudent person would exercise. As trustees of public monies, officers are to manage Council's investment portfolios to safeguard the portfolio in accordance with the spirit of this Investment Policy, and not for speculative purposes.

1.7 Ethics and Conflicts of Interest

Officers shall refrain from personal activities that would conflict with the proper execution and management of Council's investment portfolio. This policy requires officers to disclose any conflict of interest to the General Manager.

If engaged, independent advisors shall also be required to declare that they have no actual or perceived conflicts of interest.

1.8 Prohibited Investments

This Investment Policy prohibits any investment carried out for speculative purposes including:

- (a) Derivative based instruments;
- (b) Principal only investments or securities that provide potentially nil or negative cash flow;
- (c) Stand alone securities issued that have underlying futures, options, forward contracts and swaps of any kind; and
- (d) Any investment acquired using leveraging to fund the purchase (borrowing to invest);
- (e) Any ADI disclosed in the below table as declared to be prohibited by resolution of Council:

<u>Prohibited ADI</u>	<u>Minute No.</u>	<u>Council meeting date</u>
AMP Bank	NMCU/15419	15/03/2021

1.9 Risk Management Guidelines

Investments are to comply with the following criteria:

- (a) Preservation of Capital - all reasonable measures are to be taken to prevent losses in portfolio value (considering the time value of money);
- (b) Institutional Diversification:
 - i. Not less than three (3) quotations shall be obtained from authorised institutions when an investment is proposed.
 - ii. Direct investments shall not exceed counterparty limits with any one institution at any one time as detailed below.
 - iii. All term deposit investments are to be made with authorised deposit taking institutions authorised under the Banking Act, 1959 and with an investment grade credit rating, excepting ADI's located within the local government area.
 - iv. The maximum holding limit in each rating category and the target credit quality weighting for Council's total portfolio shall ~~be in accord~~ comply with the table below. (Holding limit assessments shall exclude "at call" account balances.):

Long Term Credit Rating (or Moody's, Fitch, S&P or Equivalent)	Total Portfolio Limits	Counterparty Limits
	Maximum	
TCorp IM Funds	100%	100%
AAA – A Category	100%	Lesser of \$8m or 40%
A – Category	40%	Lesser of \$3m or 20%
BBB+ Category**	25%	Lesser of \$1m or 10%
BBB Category**	5%	Lesser of \$500k or 5%
BBB – Category and below: Local ADI's - Reliance Bank*	10%	Lesser of \$1m or 10%
BBB – Category and below: Others	0%	-

*ADI's located within the Local Government Area

** BBB+ / BBB categories are not to exceed 25% collectively

- (c) Maturity Risk - the investment portfolio is to be invested within the following maturity constraints:

Long Term Credit Rating (or Moody's, Fitch, S&P or Equivalent)	Overall Portfolio Return to Maturity
	Maximum
TCorp IM Funds	Not applicable
AAA to BBB+ Category	3 Years
BBB Category	12 months

- (d) Market/Credit Risk - consideration shall be given to the risk that the fair value or the future cash flows of an investment will fluctuate due to changes in market prices, or the risk of failure to repay principal or pay interest on an investment;

(e) Liquidity Risk -

- i. Matching investments with cash flow requirements.
- ii. Ensure access is available within seven (7) days to at least ~~\$1,000,000~~ 1,500,000 or 10% of value of total investments, whichever is lesser. Such an assessment shall also include operational and "at call" account balances.

1.10 Performance Benchmarks

The performance of the investment portfolio shall be against the industry standard 11am Cash Rate for cash investments, BBSW 90 Day Swap Rate for direct investments and the Ausbond Composite 2 – 5 year index for investments exceeding 2 years.

1.11 Safe Custody

Safe custodial arrangements shall be as follows:

- (a) Council must retain beneficial ownership at all times;
- (b) Council must be in receipt of documentation existence of investment;
- (c) The custodian must be the custodian nominated by TCorp for investment in TCorpIM Funds, or Austraclear, or an investment grade institution so rated by Standard and Poor's or Fitch.

1.12 Reporting and Responsibilities of Council Officers

- (a) The Responsible Accounting Officer shall be responsible for reconciling the investment register on a monthly basis and ensuring sufficient records are maintained, including:
 - a. the source and amount of money invested;
 - b. particulars of the security or form of investment in which the money was invested;
 - c. the term of the investment, and
 - d. if appropriate, the rate of interest to be paid, and the amount of money earned, in respect of money invested.
- (b) A monthly report shall be provided to Council, detailing the investment portfolio in terms of performance, investment institution and amount of each investment.
- (c) The report should also detail each average return percentage against the performance benchmark rates.
- (d) For audit purposes, certificates must be obtained from financial institution confirming the amounts of investment held on the Council's behalf at 30th June each year.
- (e) The documentary evidence must provide Council legal title to the investment.

1.13 Investment Advisor

Should Council engage an investment advisor, the advisor must be approved by Council and licensed by the Australian Securities and Investment Commission. The advisor must be an independent person who has no actual or potential conflict of interest in relation to investment products being recommended and is free to choose the most appropriate product within the terms and conditions of the investment policy.

The independent advisor is required to provide written confirmation that they do not have any actual or potential conflicts of interest in relation to the investments they are recommending or reviewing, including that they are not receiving any commissions or other benefits in relation to the investments being recommended or reviewed.

1.14 Grandfathering provisions

This Policy shall only apply to investments made from the date of Council adoption onwards.

1.15 Review of Investment Policy

This policy shall be reviewed annually by the Chief Financial Officer and any amendments, if necessary, shall be reviewed against investment requirements in the conditions of borrowing of TCorp, if applicable, and approved by resolution of Council.

End of Policy

Adopted:	14/10/2003	123
Last Reviewed:	11/10/2005	280
	14/05/2007	07/094
	09/08/2010	1008/04
	14/03/2011	1103/010
	08/08/2011	1108/004
	14/11/2011	1111/011
	12/11/2012	1211/014
	10/11/2014	1411/007
	17/09/2018	1809/010
	21/10/2019	1910/007
	15/02/2021	2102/017
	21/03/2022	2203/008
	13/12/2023	2312/004
	xx/xx/2026	
Next Review:	20/02/2030	

1. Leadership			
<i>Prioritise transparency, financial sustainability and strong partnerships with and for our community.</i>			
1.1 Transparent and accountable Council trusted by the community			
Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Current Status
a. Implement and promote best practice governance	Councillor Upskilling: Support Councillors with training / skill / professional development opportunities	Councillor professional development identified and scheduled	Councillors have been provided with LGNSW PD Plan self-assessment to identify potential training needs. Training opportunities to Councillors are then offered once scheduled by providers.
	Audit, Risk and Improvement: 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	ARIC meetings held in August and November 2025. Minutes tabled to August 2025 and December 2025 Council meetings. Internal audits / reviews commenced in the reporting period: • Fraud Risk Health Assessment
	Enterprise Risk Management: 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	ERM plan reviewed December 2024. Risk Matrix reviewed and updated October 2025. Risk registers reviewed and updated as required.
	Disclosures of Interests: 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	Disclosures of Interest Returns completed and tabled at October 2025 Council meeting.
	Code of Conduct: Annually report on complaints under Council's Code of Conduct	Annual report to Council (before December)	Reported to October 2025 Council meeting.

b. Monitor, evaluate and update Council's strategic planning documents and policies	Integrated Planning and Reporting: Review Council's Integrated Plans in accordance with statutory requirements and timelines	IP&R Documents updated and adopted Regular reporting to Council	IP&R documents adopted in June 2025. Annual Report was reported to Council at the October 2025 Council meeting.
	Review Council Policies: 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	Status of Policy Review Program to be reported to ARIC in February 2025 and informed to Council thereafter. Policies reported to Council on an ongoing basis.
	Delegations and Authorisations: 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	Delegations Register adopted by Council at August Council meeting. Letters of delegation issued to staff following adoption and as staff are appointed.
c. Provide access to Council information, services and facilities	Information: 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	Agency information Guide adopted at July Council meeting and published on council website.
	Requests for information: Requests are responded to within statutory timeframe in accordance with Government Information (Public Access) Act	Statistics and response timeframes	Statistics during period were as follows: Formal Requests 0 Informal Requests (Other) 3 Informal Requests (DA) 28 All were responded to within statutory timeframes.

1.2. Local priorities are championed through advocacy			
Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Current Status
a. Engage with governments, councils, agencies, associations and private companies for the betterment of the community	Elected representative advocacy: Build strong relationships with state and federal members to represent the community	Number of occasions Council met with State and Federal representatives	During the period, Council met with: Hon Andrew Gee MP (Federal Member for Calare) Hon Murray Watt (Federal Minister for the Environment and Water) Senator Ross Cadell (Federal Senator for NSW) Hon Paul Toole MP (Bathurst MP), Hon Courtney Houssos (NSW Minister for Natural Resources) Hon Ryan Park (NSW Minister for Health) Hon Stephen Lawrence MLC (NSW MLC) Other Ministers and politicians through Central NSW JO.
	Agency and Association engagement: 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	Submission made on the EPA Draft Biosolids Order and Exemption 2025 Submission made on the NSW Central West and Orana Strategic Regional Integrated Transport Plan.
	Private sector engagement: 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	Council met with Newmont (Cadia), Regis Resources (McPhillamys), Iberdrola (Flyers Creek) on multiple occasions during the period.

1.3 The community is informed and engaged			
Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Current Status
a. Ensure various communication methods are used to engage the community throughout the shire	Communication: Communicate Council's activities through a range of media platforms	Number of promotion activities undertaken	Regular communications maintained through Council Website, Facebook, Instagram, E-Newsletter, Village Voice Fortnightly Feature, LinkedIn and Media Releases
	Website - 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	Website maintained and updated as required.
b. Inform and encourage community input into decision making	Meetings: 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	Council has held a number of meetings during the period, including: Council meetings: 6 FAP Committee: 1 DIWG: 1 Blayney Showground User Group: 1
	Engagement: Engage with the community on key strategies and documents	Number of engagements undertaken	Village meetings to be undertake in Q2 or Q3 of 2025/26.
	Engagement: Review the Blayney Shire Community Participation Plan	Review and update Community Participation Plan	DPHI has advised that individual Community Participation Plans will be replaced by a single Community Participation Plan that will apply to all planning authorities across the State. Therefore, this action is on hold.
	Public Forum: 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	New CoMP adopted at the December 2025 Council meeting after NSW OLG released and updated Code of Meeting Practice for all of NSW.

1.4 Finances are managed sustainably and responsibly			
Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Current Status
a. Council meets all statutory and regulatory compliance obligations	Financial reporting: 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	Financial Statements lodged with the OLG on 08/10/2025, within statutory timeframe QBRS reported to August and November Council meetings.
	Financial reporting: Prepare Council's Annual Financial Accounts in accordance with relevant Acts and Regulations	Unmodified audit report issued by 31 October	Unmodified audit report issued for 2024/25 year.
	Private works: 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	Income - \$12,992 Expenditure - \$22,722 Whilst the expenditure currently exceeds income, there are some in progress works which will be recovered upon completion.
	Legislative compliance: Legislative compliance obligations reviewed	Legislative compliance review status report tabled to Audit, Risk and Improvement Committee on a 6-monthly basis	Legislative compliance review status report tabled to November 2025 ARIC meeting.

b. Council operates in a financially sustainable manner and seeks to identify and implement ongoing efficiencies	Financial sustainability: 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	To be reviewed and updated in Q2 and Q3 of 2025/26.
	Financial sustainability: 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	As at 30.06.2025 the ratio was 7.82x which exceeds the benchmark of >1.5x. The ratio has been consistently improving over the last couple of years.
	Service improvements: 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	Improvements and efficiencies reported to each ARIC meeting. Sustainability Improvement Plan status report included in 2024/25 Annual Report. Review of Fleet Items completed during reporting period.
c. Creation of new and upgraded public assets is balanced with the needs of the greater community	New and Upgraded assets: 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	Assistance with 2 projects delivered during reporting period.
	Asset maintenance: Maintenance and renewal is undertaken in a financial sustainable manner	Asset backlog ratio, reported annually, trending downward	As at 30.06.2025 the ratio was 4.19% which exceeds the benchmark of < 2% however is trending downwards from 4.55% and 5.52% in 2023/24 and 2023/24 respectively.

2. Community			
<i>A connected, healthy, safe and inclusive community.</i>			
2.1 Community groups are capable, resilient and well-supported			
Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Current Status
a. Provide support and opportunities for town and village associations and community groups to actively represent their community or group	Town / Village plans: Each town / village identifies projects and opportunities needed by the community	Action Plan completed for each town and village	Projects identified through CSP process. Individual Village Action/Project Plans now being developed for finalisation in Q3 of 2025/26.
	Town and village associations: Assist associations to function so they can represent their community	Assistance provided through Community Financial Assistance Program Value and number of projects provided and delivered under the Village Enhancement Program	10 Applications approved totalling \$28,272 under Financial Assistance Round 1. An additional \$1,635 Council fee waivers approved under delegation.
	Community groups: Assist community groups to have the capacity to seek funding through other sources	Communicate funding opportunities to community groups	VEP funds (\$10k) allocated to improvements to Mandurama Hall. In the DP/OP Council has also approved: Projects from DIWG April meeting: \$111k Rotary Lookout project: \$15k Dakers Oval cricket pitch: \$20k Blayney Tennis Court Lights: \$19k Newbridge Pavilion minor works: \$1k Heritage Pk basketball investigation: \$1k Funding opportunities promoted through Community Newsletter, social media and website.

b. Explore opportunities seeking to address the decline of volunteers	Community directory: Develop and maintain a Community Directory including volunteering opportunities	Community directory developed and promoted	Community directory maintained
	Volunteer numbers: Partner with government agencies to conduct / promote programs to increase volunteer numbers	Events, programs and opportunities promoted	Volunteer recruitment day held for Visitor Information Centre with 6 new volunteers recruited.
	Recognition of volunteers: Work with Australia Day Committee to recognise the contribution volunteers make to the community	Australia Day Breakfast conducted and awardees recognised	Annual Australia Day Breakfast facilitated by Council and several awardees were recognised.
2.2 Social connection and learning opportunities are available for all			
Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Current Status
a. Encourage and facilitate youth participation, engagement and employment opportunities	Youth Week: Allocate funding through Youth Week Small Grants Program	Value and number of projects funded by the program	Youth Week grant funding yet to be announced. No action.
	Youth leadership and Education: Support youth programs for Blayney Shire residents	Value and number of projects funded by the program	Twilight Disco event facilitated and coordinated by interested youth from Blayney Shire.
	Youth Employment Opportunities: Identify youth employment opportunities within Council and the Blayney Shire	Number of cadets, trainees and apprentice positions provided within Council	Council interviewed and commenced the following positions, 100% funded under the Fresh Start Program, for employment of apprentices, trainees and Cadets: <ul style="list-style-type: none"> •Trainee HR Officer •Trainee Admin Officer •Apprentice Parks (2) •Apprentice Civil (2)

<p>b. Provide library services, community spaces and facilities that create social connection opportunities</p>	<p>Library: Maintain Library Services delivered through service level agreement with Central West Libraries</p>	<p>Library usage and circulation statistics reported to Council on six-monthly basis</p>	<p>Library Service delivered per SLA. Statistics for period: Members: 2,023 Loans: - In-person: 4,496 - E-loans: 11,172 Other: - PC Bookings: 271 - Wi-Fi: 531 - In-person visits: 3,385 - Programs: 63 - Attendees: 435</p>
	<p>Community Centre: Ensure the Blayney Shire Community Centre is presented and maintained to encourage community use and activities</p>	<p>Usage statistics reported to Council on six-monthly basis</p>	<p>Statistics for 2025/26 YTD: Conferences: 0 Meetings: - External: 76 - Internal: 61 - Other functions: 25 - Days unused: 64</p>
	<p>Community Halls: Support village and community halls to enable local activities and community events</p>	<p>Maintenance and enhancement activities undertaken to community spaces and facilities within the villages</p>	<p>Community Financial Assistance Program funding and VEP funding dedicated to improvements to Mandurama Hall. VEP funding dedicated to new heritage style seating in Millthorpe in collaboration with the Millthorpe Men's Shed.</p>

c. Support and assist with the promotion of community events and cultural activities	Community Events: Assist community groups to host and facilitate community events	Number of applications supported	1 event supported under the Tourism Development Program for \$2,000. An additional \$1,635 Council fee waivers approved under delegation.
	Communications: Promote community events and activities through Council channels	Number of events promoted	45 community events, activities and workshops promoted.
	Financial Assistance Program: Review and update the Community Financial Assistance Program Policy	Updated Financial Assistance Program Policy adopted by Council	Community Financial Assistance Program Policy adopted at August 2025 Council meeting.
	Arts: 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	Sidetrack Arts supported through Platform Arts Hub space through MOU. Annual reporting requirements met with full occupancy reported of workshop spaces. Newbridge Art Show supported with Council Acquisitive Prize awarded in October.

2.3 A safe and healthy community

Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Current Status
a. Engage with, and support agencies (including Emergency Services) to ensure adequate service levels and disaster resilience throughout the shire	Local Traffic Committee: Ongoing facilitation and involvement in the Local Traffic Committee (LTC)	Host, coordinate and provide technical support to the LTC	Local Traffic forum meetings occurring on a quarterly basis.
	Local Emergency Management Committee: 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	LEMC meetings coordinated as per meeting schedule. Local Emergency Management Plan endorsed by the committee and REMC Regular program of reviewing Consequence Management Guides at LEMC meetings.

	Rural Fire Service: Involvement and participation in the Canobolas Zone Bushfire Management and Liaison Committees	Number of meetings attended	Attendance by Staff and Councillors at the Canobolas Bushfire Liaison Committee Attendance by Staff and Councillors at the RFS Liaison Committee
b. Enhanced and improved health and medical services for the shire	Health and medical facilities: Advocate on behalf of the Blayney community for improved health services within the Blayney Shire and adjoining regional centres	Engagement with stakeholders as required	Mayor met with and spoke to NSW Health Minister Hon Ryan Park during his visit of Blayney Hospital redevelopment currently being undertaken.
	Health and medical professionals: 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	One application made and approved under the Attraction and retention of Medical Professionals Loan Policy.
	Inclusion: Support organisations who assist vulnerable members of our community	Assistance provided for accessing facilities and sourcing grant funding for essential services	No requests for support during the period.
c. Council meets legislative requirements to facilitate a healthy and safe community	Responsible pet ownership: Promote and educate our community on companion animal legislation requirements including an annual assistance program	Communication and Engagement statistics Annual program statistics	17 Animals microchipped 19 Animals desexed
	Ranger services: 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	26 dogs impounded 16 returned to owner 6 rehomed
	Food safety: 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	All annual food shop inspections completed prior to reporting period.

2.4 An inclusive and liveable community			
Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Current Status
a. Provide and promote access and inclusion for people with a disability	Disability Inclusion Action Plan: Review and update the Disability Inclusion Action Plan	Review and update Disability Inclusion Action Plan	Review commenced with survey undertaken during the period.
	Disability Inclusion Action Plan: Implement the Disability Inclusion Action Plan	Meetings of Disability Inclusion Working Group held and minutes reported to Council Six monthly and annual reporting	Meeting of Disability Inclusion Working Group held in August 2025 and minutes tabled to the September 2025 Council meeting.
	Access Incentive Fund: 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	No applications were received.
	Council Works: Disability Inclusion Working Group is consulted on relevant Council projects	Delivery Program and Operational Plan is referred annually to the DIWG	No specific projects proposed during the period that required consultation.
b. All decisions are sensitive to the impact on vulnerable groups	Vulnerable groups: Review the Pensioner and Hardship Policy	Policy reviewed and adopted	Pensioner and Hardship Policy adopted by Council at December meeting.
	Affordable housing: Advocate and identify opportunities for affordable housing developments	Engagement with state government and community housing providers e.g. Housing Plus	Staff met with NSW Public Works regarding housing opportunities during the period.
	Child Care: Advocate and support for childcare services	Contribution to Blayney Out of School Hours Care Service	Annual contribution remitted 24/07/2025
c. Public transport services are adequate for communities needs	Public Transport: 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	Liaison undertaken by the Mayor through the Central NSW JO Integrated Transport Group Meeting.
	Bus Stops: 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	One formal bus stop facilitated through Local Traffic Forum to TfNSW (Orange Road, Blayney). No informal bus stop requests during period.
	Newbridge Railway Station: Advocate for the reactivation of Newbridge Railway Station through upgrades and a stop on demand service	Reactivation of Newbridge Railway Station	No specific opportunities for engagement during the period.

3. Infrastructure

Resilient, fit for purpose and maintained infrastructure 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	Current Status
a. Ensure transport infrastructure is safe and well maintained	Road allocations: 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	Works completed on Hobbys Yards Road as per 2025/26 Operational Plan. Heavy Patching program includes Forest Reefs Road, currently out for tender.
	Bridges - Local Roads: Maintain local bridges	Maintenance and renewal works undertaken	Inspections undertaken in reporting period to inform maintenance and renewal works.
	Bridges - Regional: Maintain regional bridges	Maintenance and renewal works undertaken	Inspections undertaken in reporting period to inform maintenance and renewal works
b. Advocate to the NSW Government for improved transportation networks	Transport for NSW: 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	Submission made on the Central West and Orana Strategic Regional Integrated Transport Plan. Advocacy undertaken by the Mayor through the Central NSW JO Integrated Transport Group Meeting.
	Regional collaboration: Participate in committees, groups and events seeking improved Transportation networks for the betterment of the community	Actions undertaken during the period	Participation in CNSWJO Transport Technical Committee. Participation in Integrated Transport Committee and Group.

c. Ensure renewal of existing and future infrastructure is sustainable, planned and based on ensuring inter-generational equity	Project design: Infrastructure projects are designed and scoped in advance of project commencement	Designs finalised, projects scope and costing adopted ready for delivery	Design resources currently focused on detail designs for projects being delivered in 2025/26.
	Quarries: 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	Council met all regulatory obligations for quarries operated, within this period.
	Grant funding submissions: Identify opportunities and make application for state and federal government grants	Grant applications made and delivered for transport projects	Grant application made under Safer Local Roads and Infrastructure Program - Tranche 3. Grant application successful for repair and renewal of Carcoar Dam boat ramp.
	Asset management plans: Regularly review asset management plans and infrastructure related policies	Asset management plans and infrastructure policies reviewed	Infrastructure Policy review program undertaken within the quarter including new Vegetation Policy adopted by Council.

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

Strategy: How will we get there?		Performance Measure	Current Status
a. Ensure public spaces and facilities are planned, maintained and fit for purpose	Sporting grounds: Maintain Council sporting fields for all sporting associations		
	Blayney Showground: Maintain Blayney Showground for all users and engage users on projects prior to commencement	Maintenance undertaken Users engaged	Blayney Showground User Group committee meeting 10 November 2025. Maintenance undertaken as part of routine works.
	Street cleaning: Delivery of street cleaning services across the Blayney Shire	Street cleaning services undertaken	Street cleaning of urban areas, with Council's Street Sweeper forms part of routine works, occurring multiple times weekly.
	Public conveniences: Provide public amenities to facilitate community activity	Maintenance undertaken	Maintenance of public amenities occurs as part of routine works.
	Public conveniences: Perform a review of access to public amenities and facilities e.g. opening hours of toilets	Review undertaken and changes implemented	Yet to be commenced. Access updatable via smarhub system.
	Cemeteries: Cemeteries maintained to current high standard	Maintenance undertaken	Maintenance of cemeteries occurs as part of routine works.

b. Ensure pedestrian networks are planned, maintained and safe	Active movement strategy: Review and update Active Movement Strategy	Updated Active Movement Strategy adopted by Council	Active Movement Strategy map/s review commenced for Councillor engagement.
	Active movement capital works: Identify funding opportunities and seek to deliver Active Movement Strategy projects	Number of projects funding has been obtained for Number of projects delivered	Minimal grant opportunities available. No grant applications made during reporting period.
	Footpath renewal: 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	Defect inspections and repairs of pathways and roads have been prioritised in accordance with Council policies and Council direction. Footpath renewals for 25/26 substantially complete. Multi-year methodology of programming works based on risk/severity in accordance with Council policy has been adopted.
c. Provide a variety of recreational and sporting facilities which enable and encourage the community to pursue recreational activities	Sporting grounds: Maintain Council sporting fields for all sporting associations	Sporting grounds maintained to high standard	Maintenance of sporting fields occurs as part of routine works.
	Sporting grounds: Review opening hours and access to Council facilities (e.g. Tennis Courts, King George Oval)	Review undertaken and changes implemented	No progress during reporting period.
	Centrepoint Sport and Leisure Centre: Ensure CentrePoint is operated in a manner to maximise patronage and participation	Statistics reported by the contract Manager	Statistics provided by Belgravia on a monthly and quarterly basis. CentrePoint Belgravia were awarded the Belgravia Leisure 2025 Guest First Award.
	Parks, gardens and open space: Provide recreation opportunities through the provision of attractive parks, gardens and open space	Parks, gardens and open space maintenance undertaken	Maintenance of parks, gardens and open spaces occurs as part of routine works.

	Parks, gardens and open space: 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	Review of mowing areas commenced for Councillor engagement. Playground and park audit undertaken as part of Parks and Gardens revaluation for 2025/26 revaluation year. Results to be assessed and programmed.
d. Ensure renewal of existing and future infrastructure is planned and fit for purpose	Grant funding submissions: Identify opportunities and apply for grant funding	Grant applications lodged and received	Council was successful for: * NSW Boating Infrastructure Maintenance (BIM) Grants Program – Carcoar Dam Boat Ramp Repairs. * Powering our Future: Blayney Storage Project (CentrePoint). * Variation for scope increase and additional funds for Sewer Strategic Planning Project. Grants submitted applications and is awaiting an outcome for: * Safer Local Roads Infrastructure Program (SLRIP) - Martha St/Hobbys Yards Road, Blayney Rehabilitation. * Crown Reserves Improvement Fund – Blayney Showground Fencing Upgrade. * Council worked closely with Millthorpe Village Committee to assist in scoping and estimating grant they submitted for upgrade of lights at Redmond Oval.
	Project design: Infrastructure projects are designed and scoped in advance of project commencement	Designs finalised, projects scope and costing adopted ready for delivery	Detail design in progress for projects to be delivered in 2025/26
	Asset management plans: Review Asset management plans and infrastructure related policies	Asset management plans and infrastructure policies regularly reviewed	Asset Management Policy adopted at May 2025 Council meeting.

3.3 Utility services meet the growing needs of the community			
Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Current Status
a. Stormwater drainage and sewer assets are maintained, resilient and planned to facilitate growth	Sewerage services: Complete sewer strategic plan	Plan completed and Council endorsed	Ongoing works by Public Works to progress Sewer Strategic Plan.
	Stormwater: Stormwater assets, including kerb and gutter and culverts are maintained and renewed	Stormwater, culverts and kerb and gutter maintenance and renewals undertaken	Scoping, survey + design of major renewal projects continuously being performed to inform strategic programming of renewal works. Regular maintenance of infrastructure being performed during reporting period via customer requests and regular inspections.
	Stormwater drainage: Township of Blayney Flood study	Blayney Township Local Flood study completed and Council endorsed	Local Flood study in progress with Draft Report anticipated end of February.
	Sewerage services: Maintain Council's sewer infrastructure	Ensure adequate renewal provisions for existing infrastructure	Renewal projects forecast for delivery in alignment with budget provision.
b. The community has access to an appropriate water supply	Water services: Councillor representation as constituent member of Central Tablelands Water	Participation in meetings and other CTW activities	Delegates attended CTW meetings.
	Council bores: 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	Bores operated and reported in accordance with all statutory requirements.
	Recycled water: 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	Recycled Water Treatment Plant s.60 submitted to DCCEEW and is currently under assessment.
	Regional collaboration: Participate in CNSWJO committees, groups and events	Participate in CNSWJO Water Utilities Alliance	Council staff attended the Central NSW Water Utilities Alliance meeting.

c. Enhanced and improved utility and communication services throughout the shire	Street lighting: 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	Quarterly reporting by essential energy for public street lighting. No requests for new lights in reporting period.
	Internet and communications: 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	No grant opportunities were available during the period.
	Smart hub: 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	Expansion of smarhub was undertaken to include Carrington Park amenities Block.

4. Economy			
<i>A diverse, vibrant and sustainable economy.</i>			
4.1 Our economy is strong and diverse			
Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Current Status
a. Support existing and new business to encourage economic growth	Business engagement: Share relevant information with local businesses about grants, training, workshops and policy changes	Local businesses engaged with opportunities	Relevant information shared as necessary. Canva Workshop hosted in Blayney with over 60 attendees
	Blayney Twilight Shopping: Facilitate an annual Blayney Twilight Shopping event	Annual Twilight shopping event	Twilight Shopping event held on 28 November 2025.
	Industrial development: Facilitate the sale and development of industrial land	Available industrial land for sale promoted	Industrial land promoted on Council website. Council proceeding to design a subdivision on 7ha of Council owned industrial land.
b. Support the agriculture sector to be productive and sustainable	Advocacy: Advocate as required for the agricultural sector	Advocacy undertaken	Advocacy undertaken as required.
	Regional collaboration: 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	Deadline for program has been extended to 30 June 2026. PCG met in November 2025, where an update was provided by the 3 companies currently delivering on 3 actions in the plan.
c. Seek to leverage economic growth opportunities from large scale developments	Advocacy: Advocate as required for opportunities	Advocacy undertaken	No specific engagement during the period.
	Regional collaboration: 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	Not commenced as yet.
	State Significant Projects: When preparing submissions for State Significant Development proposals, consider additional opportunities that will develop additional economic opportunities	Number of opportunities identified	No opportunities and/or submissions during the period.

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	Current Status
a. Engage and advocate in relation to social, corporate and environmental responsibilities for mining and renewable energy projects b. Advocate for the wider community benefit in relation to any change (new, expansion or closure) of mining and renewable energy projects	Participation: 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	CCC meetings were attended by Council Delegates.
	Advocacy: Advocate by elected representatives as required for the betterment of the community	Advocacy undertaken	No specific advocacy required during the period.
	Engagement: Liaise and engage with NSW Government agencies as required for the betterment of the community	Number of engagements with relevant agencies	Engagement with DPPI during the period in relation to completion of Flyers Creek Wind Farm. Engagement with NSW EPA in relation to the Blayney Waste Facility and Blayney Sewerage Treatment Plant.
	Engagement: 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	Meetings were held with Newmont, Regis and Iberdrola during the period.
4.3 A growing tourism industry			
Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Current Status
a. Leverage the strengths of a regional tourism industry approach with our neighbouring councils	Regional tourism: Work with Orange360 to grow the visitor economy	Service Level Agreement KPIs	Multiple meetings, Councillor presentation and Councillor Information Evening during the period.
	Destination management: Implement the Orange Region Destination Management Plan in partnership with Orange and Cabonne Councils	Actions completed	Signage audit in progress. Marketing activities completed through Orange360. Regional events calendar created. Approved Food / Drink Stall list published encouraging regional vendors.
b. Collaborate with key stakeholders representing the tourism industry	Tourism partnerships: Work with Central NSW Joint Organisation Tourism Group and Destination NSW to enhance and better the visitor economy	Meetings attended	Ongoing engagement and support provided. Regional PR Activities completed through Central NSW JO.
	Visitor information volunteers: Provide support to the Blayney Visitor Information Centre	Opening hours of the Blayney VIC Number of volunteers involved with Blayney VIC	Volunteer recruitment day held for Visitor Information Centre with 6 new volunteers recruited.

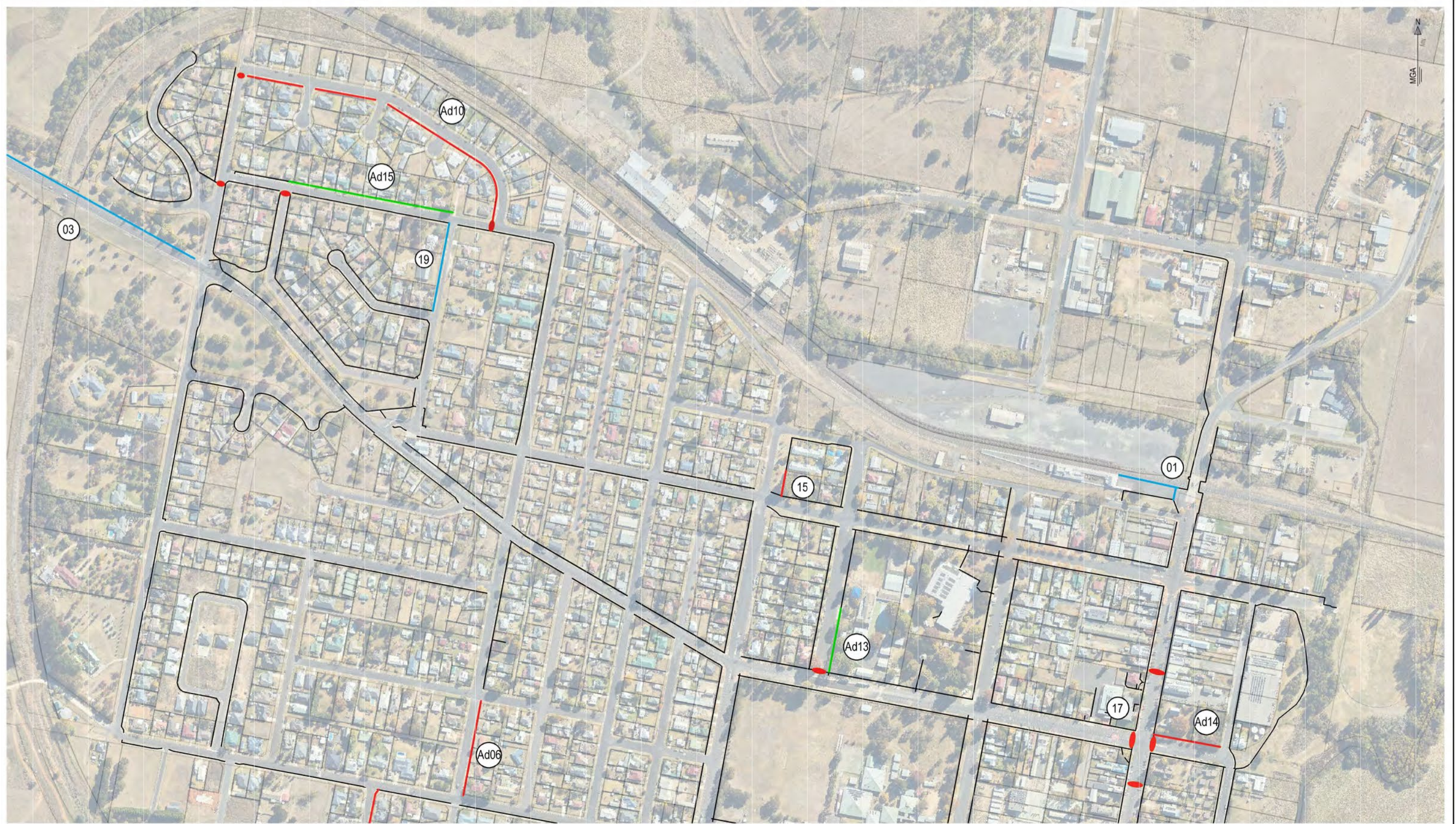
c. Support and encourage events, businesses and experiences which add value to the local visitor economy	Tourism Development Program: Review the Tourism Development Program	Review completed	Review completed.
	Support Program: Allocate annual funding through a program to support community based tourism events and activities	The value and number of events and activities supported	1 event supported in period for \$2,000.
	Sculptures by the Bush: Coordinate Sculptures by the Bush annually to encourage visitation and dispersal around the villages	Benefits of event are seen by local businesses across the Shire	Review completed with key participants prior to 2026 event.
	Marketing: Assist with the promotion of town/villages, events and Council assets (e.g. ATDW Listings, brochures, website listings)	Marketing projects completed	ATDW listings of Council assets and community events maintained. Orange360 marketing activities and promotional channels ongoing
	Business support: Provide support to the visitor economy industry through training and networking opportunities	Number of activities promoted and supported	4 workshops / webinars promoted to industry. Orange360 hosted 2 networking member forums, 1 satellite forum, and 1 event marketing workshop.
4.4. Sustainable growth of our community			
Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Current Status
a. Assess and process applications in a timely manner	Development assessment and certificates: Provide efficient and effective development assessment in a timely manner	Quarterly Development Assessment Report to Council	Quarterly report provided to October 2025. Development Assessment Report 2024/25 reported to September 2025 Council meeting.
	Development and property enquiries: Provide efficient and effective property information and pre lodgement information	Number of planning certificates issued Number of pre-lodgement planning enquiries responded to	165 Planning Certificate issued 196 Pre-lodgement enquiries
b. Council infrastructure is not negatively impacted in an unsustainable manner by proposed developments	Infrastructure impact: Each application is considered on its merits by Infrastructure Services	Impact on relevant Council infrastructure is considered and addressed in DA process	Each application is assessed on its merits.
	Infrastructure guidelines: Review and update Engineering Guidelines	Guidelines reviewed and updated	Yet to commence.
	Planning documents: Monitor, review and update planning instruments, plans, strategies and planning policies	Blayney Shire Development Control Plan 2017 reviewed and updated	Draft DCP put to November 2025 Council Meeting for exhibition.

<p>c. Land use strategies and plans are reviewed and updated</p>		Blayney Shire Local Strategic Planning Statement reviewed and updated	DPHI has advised the review of Local Strategic Planning Policies should be held at this stage. Therefore, this action is paused at this point in time.
		Blayney Shire Bushfire Mapping reviewed and updated	Mapping provided by RFS has been initially reviewed by a consultant
		Addendum review to Settlement Strategy for Millthorpe completed	Awaiting progression of Sewer Strategic Business Plan prior to progressing strategy.
		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	Deferred. Awaiting completion of the Town of Blayney Flood Study.

5. Natural and Built Environment			
<i>Protecting our assets for future generations.</i>			
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	Current Status
a. Natural environment, including the Belubula River, is well managed and preserved for current and future generations	On site sewerage management: Review and prepare a Strategy for on site sewerage management	Council determined position for a On Site Sewerage Management Strategy	Draft prepared, yet to report to Council.
	Compliance: Manage Blayney Waste Facility and Blayney Sewerage Treatment Plant in accordance with EPA Licences	Annual Licence returns	Annual licence return for STP completed and reported within stipulated timeframe. Annual licence return for BWF completed and reported within stipulated timeframe.
	Trees: 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	Development of tree planting plan in progress with the Carcoar Community. New Vegetation Policy adopted by Council.
b. Minimise the impact of weeds and pest animals in the shire	Weed management: Councillor representation as constituent member of Central Tablelands Weeds Authority	Participation in meetings and other CTWA activities	Delegates attended CTWA meetings.
	Weed management: Ensure budget allocations are adequate for noxious weed management	Spending on noxious weed management Compliance with legislative provisions	Services delivered through Upper Macquarie County Council (Central tablelands weeds authority)
	Pest management: Work with organisations (Local Land Service) to manage pests as identified and reported	Number of engagements	Ongoing.
5.2 Heritage and cultural sites are valued and protected			
Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Current Status
a. Built heritage items and heritage conservation areas are	Heritage Advisor Program: 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	37 guidance reports issued

preserved and maintained	Heritage Assistance Program: 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	Not commenced during the period.
b. Work with cultural groups if any significant places of interest are identified	Engagement: Engage with Aboriginal stakeholders as identified and as required	Number of engagements	OALC invited as participants in the LEMC.
5.3 Sustainable waste management			
Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Current Status
a. Minimise the amount of landfill waste deposited to landfill	Strategic Plan: Develop Strategic Plan for Blayney Waste Facility to guide future waste resource requirements	Completion of Strategic Plan for Blayney Solid Waste Facility	Consultants have been engaged.
	Commercial Waste: Reduce the volume of commercial waste deposited to Blayney Waste Facility	Reduction in the volume of commercial waste deposited to the Blayney Waste Facility	To be considered as part of the regional NetWaste collection tender.
	Bulky Waste Collection: Review the Bulky Waste Collection service	Review undertaken and report provided to Council for consideration	No bulky waste collections occurred during the period as this was completed in June 2025.
	Village Recycling Stations: Review the adequacy of the village recycling stations	Review undertaken and report provided to Council for consideration	Complete.
b. Promote and create opportunities for waste diversion and reduction within kerbside collection services	Kerbside Waste Collection: Consider opportunities as part of the NetWaste Regional Waste Collection contract	New collection contract to be implemented	Tender preparation with regional group of Netwaste councils progressed.
	Food Organics / Garden Organics: Oversee implementation of a Food Organics / Garden Organics (FOGO) Collection Service	Community consultation and engagement Introduction of a FOGO Service before 2028	Consultation commenced with community survey and drop in session.
	Regional collaboration and other opportunities: 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	Meetings attended and Garage Sale Trail occurred.

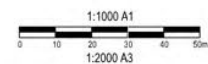
5.4 Adaptation and mitigation of Climate Change impacts			
Strategy: How will we get there?	Principal Activity: Operational Action	Performance Measure	Current Status
a. Transition to a sustainable, secure and affordable energy future	Regional collaboration: Work with CNSWJO Net Zero Group to identify opportunities to minimise carbon emissions	Participation in meetings attended, regional plans developed and number of opportunities identified	Meetings attended when available.
	Existing renewable energy: Maintain existing renewable energy products to maximise production	Statistics on renewable energy production	105.2 MWh produced from solar PV during the period, saving Council \$16,370
	New renewable energy: Identify opportunities to install and fund renewable energy technologies	Number of new renewable energy technologies identified Number of new renewable energy technologies installed	Powering our Future: Blayney Storage Project (CentrePoint) secured \$1m in funding.
b. Minimise the impact of carbon emissions	Regional collaboration: 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	Meetings attended when available.
	Fleet adaptation: Investigate opportunities to transition Council's fleet vehicles, where appropriate, to reduce Council's reliance on fossil fuel vehicles	Number of electric and low emission vehicles within Council's fleet	Transition to electric vehicles not preferred as yet by Council. Council purchasing low emission vehicles and actively looking to increase uptake of Hybrid vehicles where able.
	Electric vehicle adaptation: Identify opportunities to facilitate installation of public Electric Vehicle charging stations	Number of Electric Vehicle Charging Stations installed throughout the Blayney Shire	Ongoing. Community Centre carpark has been approved for funding of an EV charger., Council working with external EV charging provider.

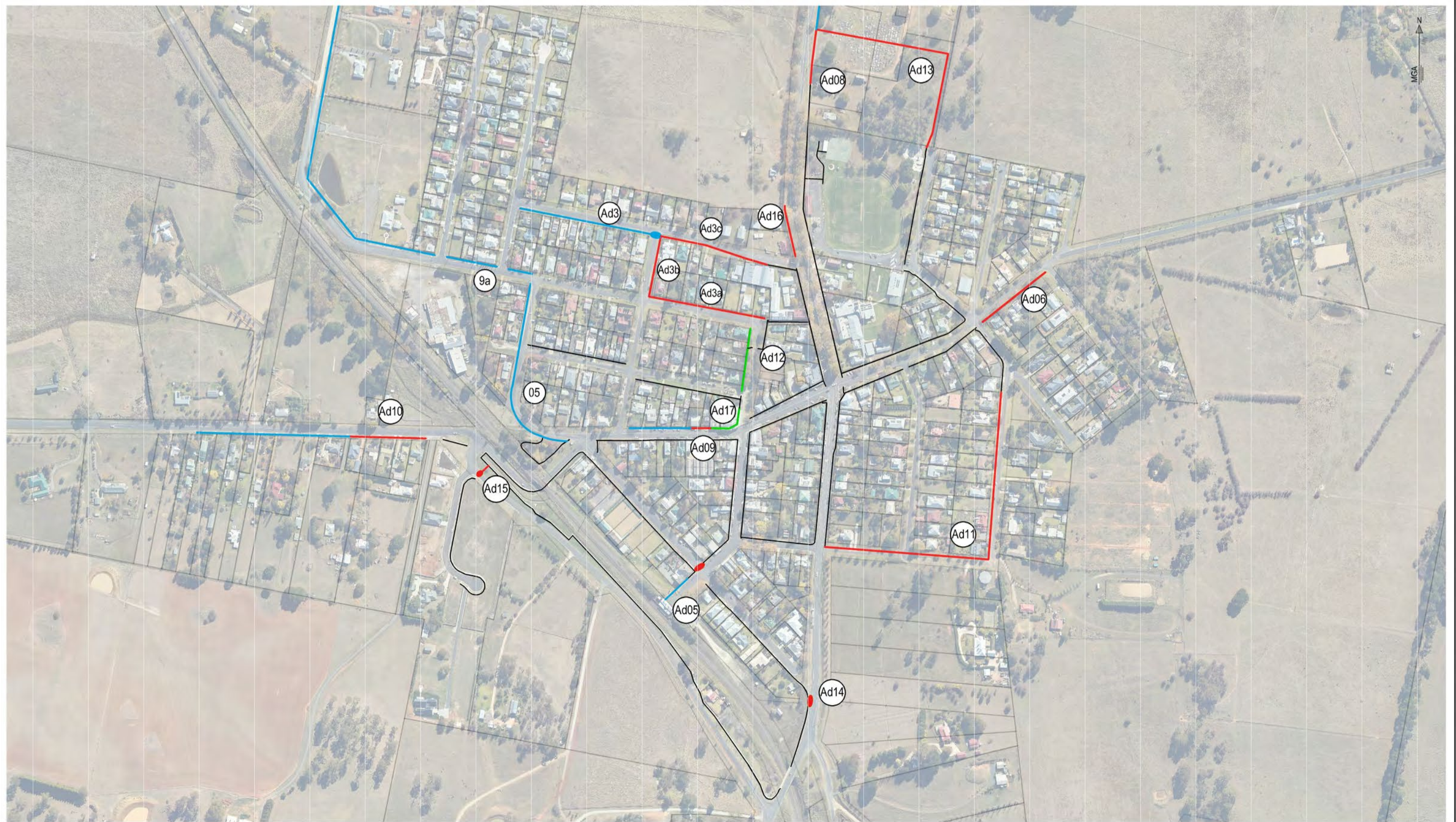


PLAN
NOT TO SCALE

- LEGEND:**
- EXISTING FOOTPATH
 - PROPOSED ADDITION
 - PROPOSED RENEWAL
 - PROPOSED NEW CROSSING / KERB RAMP
 - PROPOSED DELETED PROJECT

REV	DESCRIPTION	INITIALS	DATE	SURVEY JOB & NOTES	SCALES	ALL SCALE UNITS ARE METRES	ORIGINAL A1	APPROVED	DATE	PROJECT
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REV	DESCRIPTION	INITIALS	DATE	SURVEY JOB & NOTES	SCALES	ALL SCALE UNITS ARE METRES	ORIGINAL A1	APPROVED	DATE	PROJECT	ACTIVE MOVEMENT STRATEGY
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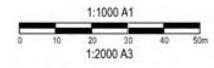




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REV	DESCRIPTION	INITIALS	DATE	SURVEY JOB & NOTES	SCALES	ALL SCALE UNITS ARE METRES	ORIGINAL A1	APPROVED	DATE	PROJECT
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-		-	-							SHEET TITLE
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OF 09



PLAN
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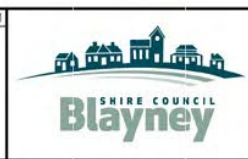
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PROJECT: ACTIVE MOVEMENT STRATEGY			
SHEET TITLE: MANDURAMA			
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PLAN
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PROJECT: ACTIVE MOVEMENT STRATEGY			
SHEET TITLE: LYNDURST			
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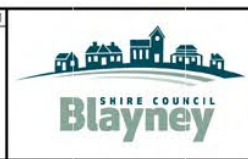
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REV	DESCRIPTION	INITIALS	DATE	SURVEY JOB & NOTES	SCALES	ORIGINAL A1	APPROVED	DATE	PROJECT
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