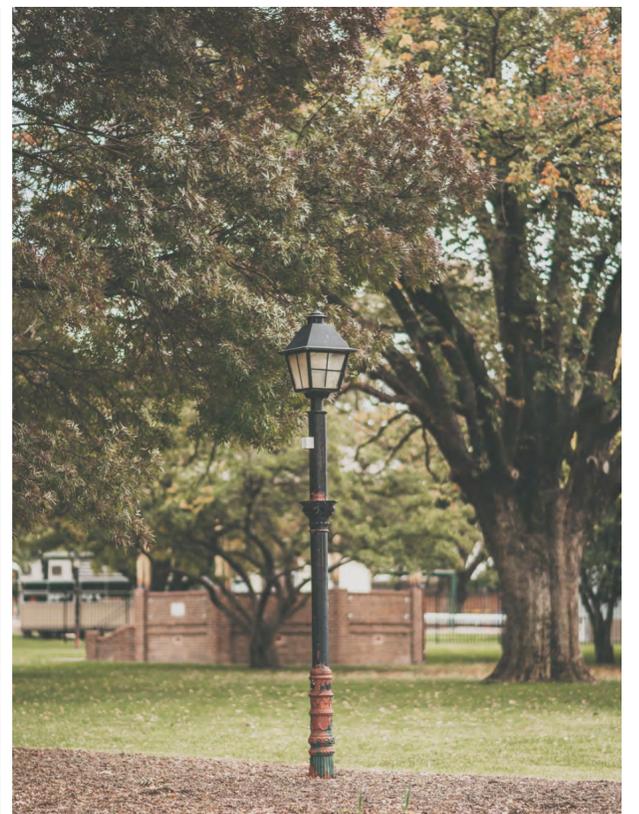


BLAYNEY SHIRE COUNCIL REPORT TO THE COMMUNITY

End of Term Report

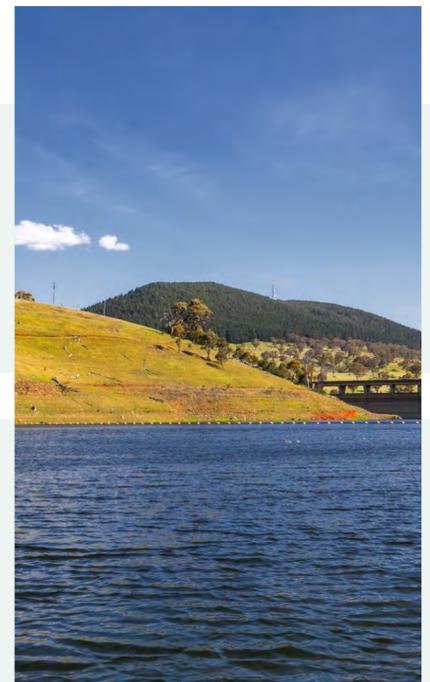
2017-2021





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**HERE IN BLAYNEY SHIRE, WE
GATHER ON WIRADJURI
COUNTRY ON WHICH MEMBERS
AND ELDERS OF THE LOCAL
INDIGENOUS COMMUNITY AND
THEIR FOREBEARERS HAVE
BEEN CUSTODIANS FOR MANY
CENTURIES AND ON WHICH
ABORIGINAL PEOPLE HAVE
PERFORMED AGE OLD
CEREMONIES OF CELEBRATION,
INITIATION AND RENEWAL, WE
ACKNOWLEDGE THEIR LIVING
CULTURE AND THEIR UNIQUE
ROLE IN THE REGION.**

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Adopted 15 November 2021



WHAT IS THE END OF TERM REPORT

Background

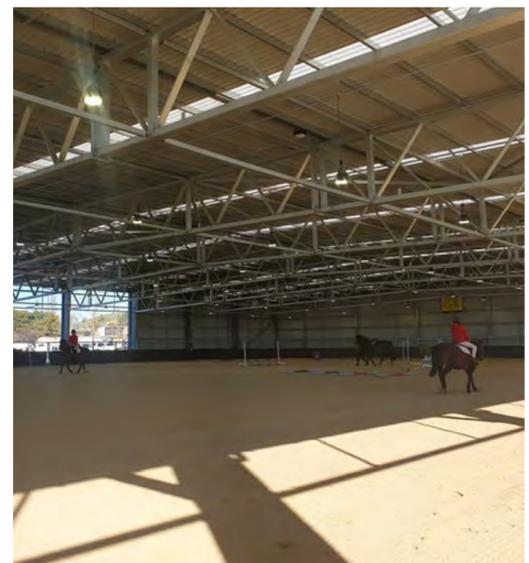
The End Of Term Report is an overview on Council's and the community's progress in implementing the Community Strategic Plan (CSP) during the term. As a community it is important for us to have a document that defines how we want to grow into the future. The CSP is part of the Integrated Planning and Reporting (IP&R) framework that Council uses for strategic and operational planning.

The CSP is used to provide an understanding of community priorities and guides service delivery over the term of Council. The Blayney Shire Community Strategic Plan (2018 - 2028), the foundation of this framework, was prepared and adopted by the community and Council on 31 May 2018. The specific details of projects and programs that support the community's strategic objectives reflected in the CSP are spelt out in Council's Delivery Program (4 years) and Operational Plan (1 year). These documents are readily available to the community on Council's website or by contacting Council. Supporting documents, via a Resourcing Strategy, that are integral to the Integrated Planning and Reporting framework and guide future planning processes include a Long Term Financial Plan (10 years), an Asset Management Plan (10 years) and a Workforce Management Plan (4 years).

The Report

The End of Term Report is a reporting requirement under the IP&R framework. It serves as the outgoing Council's report to its community, reporting on Council's progress in implementing the Community Strategic Plan during its term, focusing on the initiatives Council has direct influence over. It will also assist in informing the new Council when it reviews the Community Strategic Plan within nine months of its election.

This End of Term Report covers the highlights and achievements over the four year term of Council and will be included in Council's Annual Report for 2020/21.





OUR VISION

A busy, vibrant and thriving rural shire – a friendly and open place where people choose to live with a strong sense of community spirit and cohesiveness. With positive population growth, employment opportunities, increased diversity of industry and economic growth, Blayney Shire’s township, villages and settlements will be dynamic and prosperous, welcoming those who live here and also those who visit. Our families and homes will continue to be safe within our caring and inclusive communities. Irrespective of ability we will all enjoy the outdoors and facilities, improving our health and lifestyle whilst participating in a range of sporting and recreational activities. Growth will be achieved in a sustainable manner with industry, coexisting with the productive farming land, open space, protecting the environment and restoring as a feature our built and natural heritage. As the quintessential rural shire with Indigenous and European settlers influencing our architecture, agricultural and mining heritage we will celebrate our history, culture and rural lifestyle in style. As a picturesque, conveniently located area of the beautiful central west of NSW we are a significant contributor to the visitor economy of the region; with a creative and artistic culture, food and wine, historic villages and four seasons. Blayney Shire will be engaged, proactive and acknowledged for undertaking major projects and delivering valuable services, collaborating at a regional, state and national level.



OUR VALUES

The people who live in Blayney Shire are friendly, hardworking, loyal and very community focused. With a generosity of spirit and willingness to welcome visitors and new residents, the residents, business and industry will unite and rally together to assist families in need. We support diversity of interests, backgrounds and access to public amenities and services for all residents on an equitable and shared basis. We are resourceful; our innovative thinking and competitive spirit supported by the contribution of volunteers working together collaboratively and sharing resources has produced great outcomes. We back ourselves and look forward positively and strategically with a can do attitude. We ask questions and expect transparency, balance, equity and accountability of our local, state and federal governments. Most importantly we value honesty and respect for each other, our natural and built heritage and our valuable resources as we strive to achieve our future directions for our local villages and town within the shire and the whole region. We will make informed decisions by consulting and engaging with stakeholders and consider the environment, social and economic impacts. Any future development will be built for the long term and intergenerational benefit.

OUR ELECTED MEMBERS



Cr Scott Ferguson
Mayor



Cr Allan Ewin
Deputy Mayor Sept. 2019-2021



Cr John Newstead



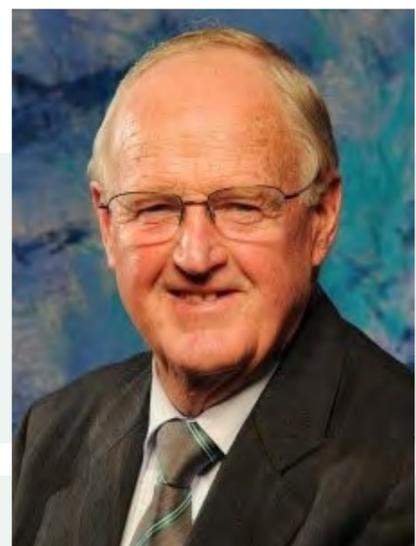
Cr David Somerville



Cr Scott Denton



Cr Bruce Reynolds



Cr David Kingham
Deputy Mayor Sept. 2017-2019



SNAPSHOT OF BLAYNEY SHIRE

Blayney Shire Council encompasses the townships of Blayney, Carcoar (the third oldest inland settlement in New South Wales), the national trust designated village of Millthorpe and the smaller villages and localities of Lyndhurst, Mandurama, Garland, Kings Plains, Burnt Yards, Browns Creek, Caloola, Forest Reefs, Errowanbang, Hobbys Yards, Moorilda, Panuara, Tallwood, Barry, Neville and Newbridge.

The main town in the Shire is Blayney, situated some 37km west of Bathurst, around 34.1km south of Orange and approximately a 3 hour drive to the outer suburbs of Sydney.

The Shire of Blayney encompasses approximately 1,524.7 square kilometres of well-watered, gently undulating to hilly country on the Central Tablelands.

Much of the land is elevated, at over 900 metres above sea level, with the climate being partially suitable for cool climate crops and trees.

Blayney Shire is predominately rural in nature, fostering primary industries such as dairying, beef, lamb, wool, viticulture, orchards, potatoes, canola and other grains. Mining is also a key industry and the area is also home to other industrial activities such as manufacturing, transportation and food processing. Blayney supports 2,991 jobs and has an annual economic output of \$1.884 billion.

Total Output in 2020 for the Blayney LGA is estimated at \$1.896 billion.

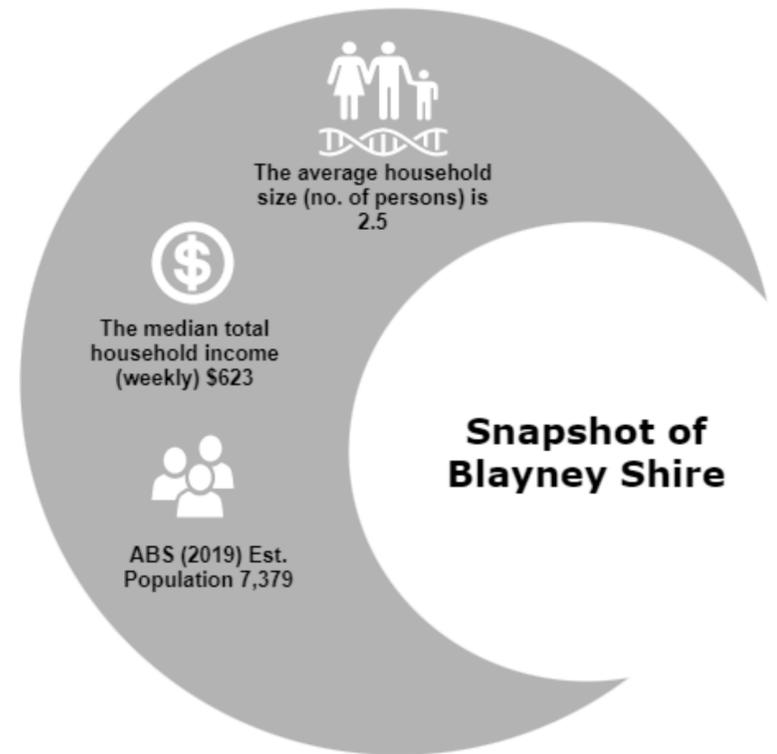
The major contributors to output are:

Industry Sector	Jobs (2016)	Jobs (2020)	%
Mining	442	727	24.31%
Agriculture, Forestry & Fishing	352	392	13.11%
Manufacturing	303	368	12.30%

Employment

The major contributors to employment are:

Industry Sector	\$M (2016)	\$M (2020)	%
Mining	\$402.870	\$914.102	48.21%
Manufacturing	\$289.594	\$389.538	20.55%
Agriculture, Forestry & Fishing	\$98.305	\$118.180	6.23%



- 7 Primary Schools
- 1 High School
- 3 Child Care Centres
- 1 Pre School
- 1 Mens Shed
- 1 Hospital

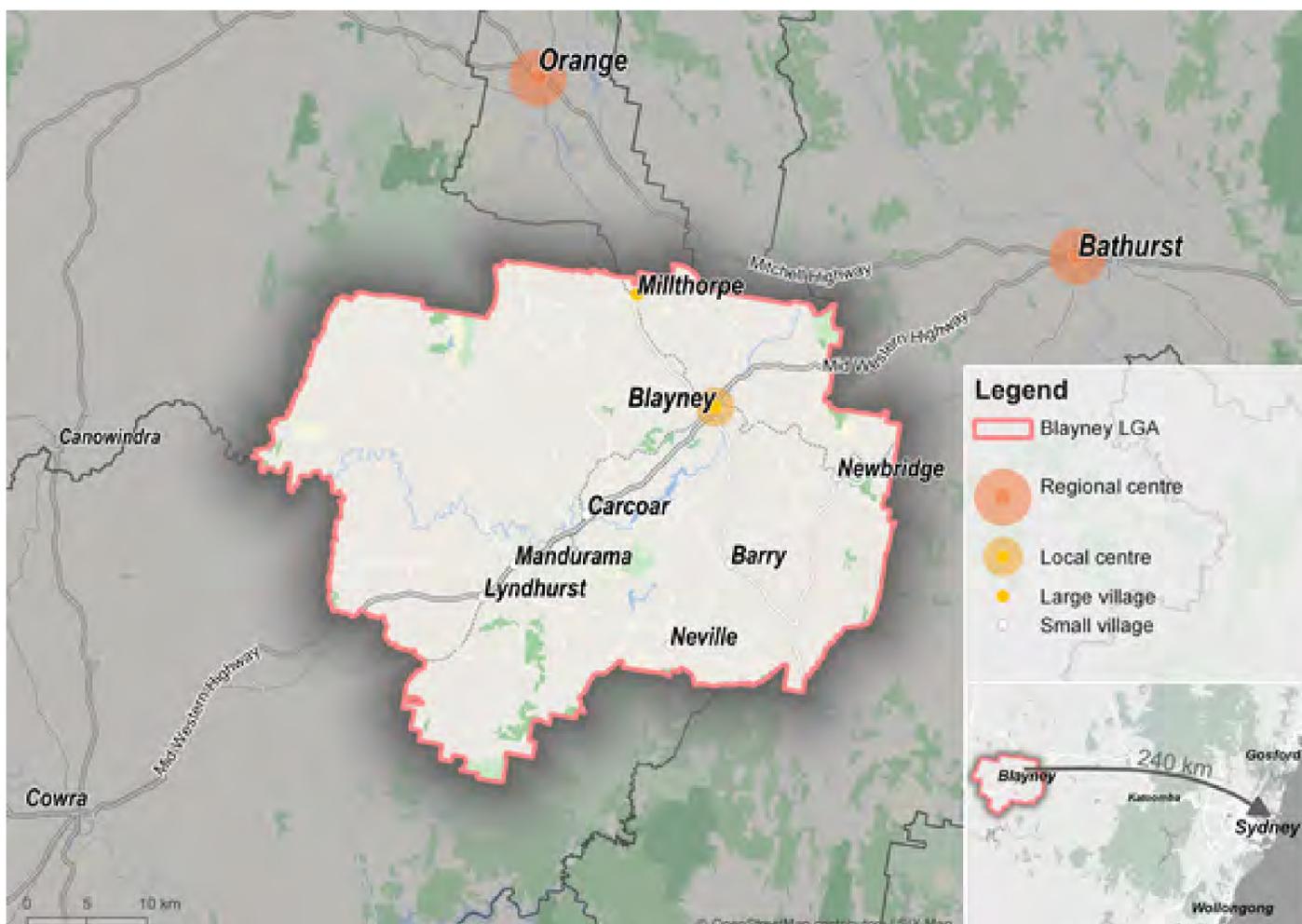


ABS STATISTICS - BLAYNEY (LGA)

ABS Statistics – Blayney (LGA)

	2011	2016
People Total	6,985	7,257
People - Male	49.9%	49.8%
People - Female	50.1%	50.2%
People – Median Age	40	42
People – Aboriginal or Torres Strait Islander	205	266
Country of Birth (Australia)	88.3%	85.8%
Language spoken at home (English)	93.7%	91.5%
Median Weekly Income (Household)	\$1,092	\$1,227
Unpaid Work – Voluntary through organisation or group	22.9%	24.2%
Families – With children	43.3%	41.6%
Families – Without children	40.2%	41.8%
Families – One parent	15.2%	15.4%
Dwellings – Occupied private	87.5%	88.3%
Dwellings – Unoccupied private	12.5%	11.7%
Dwelling – Separate house	94.7%	94.8%
Dwelling – Median rent	\$165/wk	\$220/wk
Dwelling – Median mortgage repayments	\$1,430/m	\$1,500/m
Dwelling – Internet connection	N/A	75.3%
Average motor vehicles per dwelling	2	2.1

Source: 2011 and 2016 Census



2017-2021 SNAPSHOT

GRANT SUCCESS

Over the Council term Council was in receipt of in excess of \$35m. The top 5 were:

- Resources for Regions - \$8,229,970
- Fixing Local Roads - \$3,785,185
- Stronger Country Communities - \$2,987,454
- Building Better Regions - \$2,650,000
- Drought Communities Program - \$2,000,000



FOOD INSPECTIONS

During 2018-2021 Council conducted:

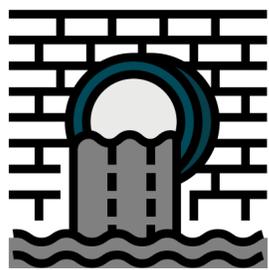
- 151 temporary food shop inspections.
- 189 permanent food shop inspections.
- 40 mobile food premises inspections.

RECREATIONAL FACILITIES



Council manages a total of 15 parks, 16 open spaces and 1 sport & leisure centre in Blayney Shire.

An amount of \$8.5m was expended on new and renewal of recreational assets across the Blayney Shire.



SEWERAGE SERVICES

The Blayney Sewerage Treatment Plant (STP) treated an average of 2,154kl of waste per day.

ANIMAL CONTROL

During the term a total of 144 dogs were impounded and of these there were:

- 22 Dog attacks
- 17 surrendered
- 79 returned to owners
- 38 euthanised
- 12 rescued
- 15 rehomed



FINANCIAL ASSISTANCE PROGRAM



During the Council term an amount of \$373,445, of an available \$400,000, was awarded across the Blayney Shire community from the Community Financial Assistance Program.



PLANNING CERTIFICATES

During the term Council processed:

- 1,913 Planning Certificates
- 332 Drainage Diagrams
- 175 Outstanding Notices



ROAD WORK

During the Council term an amount of \$21.5m was expended on new and renewal of road assets.

LOCAL & REGIONAL ROAD NETWORK

The length of the sealed Local and Regional Road network in Blayney Shire is 381kms.

ROAD MAINTENANCE

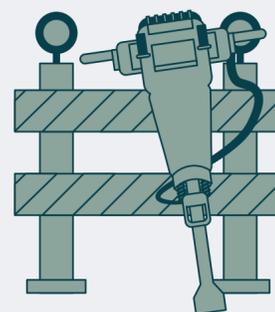
Council maintained

- 337km of local sealed roads
- 44.2 km of Regional Roads



SEALING WORK

Council expended \$1.034m on road reseals over the Council term.



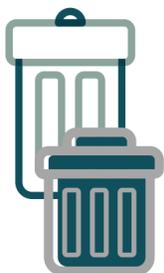
FOOTPATHS

- Maintained 36km of footpaths and shared paths
- Spent \$1m on network renewals and new footpaths across the shire over the term.

WASTE COLLECTION

Statistics on waste volumes over the term:

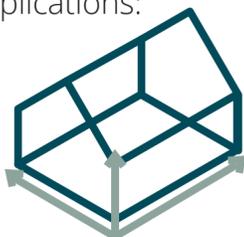
18,472.95 tonnes of General Waste - Municipal and Commercial
412.82 tonnes of Recyclables
1,269.15 tonnes of Green Waste



DA APPLICATIONS

During the term Council processed the following amount of Development Applications:

- DA: 553
- CC: 333
- S68: 229
- CDC: 29
- Subdivision: 35



Total of value of development approved in the shire:

\$84,756,372



CAPITAL PROJECTS

Capital projects delivered during the term included:-

- Southern Cadia Access - \$10,465,449
- Errowanbang Road Dirt Hole Creek Bridge \$667,644
- Newbridge Road Evans Plains Creek Bridge \$584,713
- Browns Creek Road - \$3,892,158
- Browns Creek Road Bridge - \$2,325,519
- Forest Reefs Road - \$1,134,259
- Mandurama Road - \$783,849
- Central West Livestock & Equestrian Centre - \$2,143,392
- CentrePoint Building & Pool upgrade - \$4,870,143
- Blayney Library Refurbishment - \$152,593
- Blayney Netball Court Resurfacing - \$299,603
- Dakers Oval Improvements - \$225,901
- Blayney Showground Internal Access Road - \$131,374
- Recycled Water Treatment Plant - \$448,605
- Newbridge Road - \$554,816
- Four Mile Creek Road - \$381,749
- Carcoar St Blayney - \$2,068,400
- Hobbys Yards Road - \$574,040

BRIDGES & CULVERTS

Council maintained:

- 77 Bridges
- 432 Major Culverts (>450mm)
- 991 Minor Culverts (<450mm)





FUTURE DIRECTION 1: MAINTAIN AND IMPROVE PUBLIC INFRASTRUCTURE AND SERVICES



Future Direction 1: Maintain and Improve Public Infrastructure and Services

Strategic Objectives		What we achieved
1.1	All levels of government need to work together to plan for ongoing works and capital projects that will improve the Blayney Shire road network and other assets	Collaboration with both Federal and State government programs have delivered a range of roads and bridge replacement projects across the Blayney Shire.
1.2	A Business Case should be developed to provide access to sewerage services for Carcoar, Mandurama and Lyndhurst	Council undertook planning towards ensuring the future growth of sewer infrastructure with adoption of Sewer Developer Servicing Plan. Sewerage services for Carcoar, Mandurama and Lyndhurst business case deferred pending finalisation of Sewerage Business Plan.
1.3	The Blayney Shire Active Movement Strategy will continue to be implemented to extend and renew the footpath and shared path networks in each town and village within the shire	The Blayney Active Movement Strategy has been reviewed each year and new pathways have been delivered in all villages across the Blayney Shire. A total investment of \$1.5m has provided for 5.7km of new footpath and shared path network.
1.4	Improved access to community transport and public transport between villages and major centres	Council engagement with transport providers is ongoing, and successfully advocated on behalf of the community to retain staffing levels at Blayney Railway Station. Council advocated for the return of passenger rail services to Millthorpe.
1.5	The Blayney Multipurpose Health Service; hospital, emergency, aged care, primary and ancillary support services provided in the Shire must meet the future needs of the community to improve health outcomes	Council has a delegate on the Blayney Health Council and has supported submissions for capital upgrade of the Blayney Hospital. Council hosts an annual Health Expo and facilitates engagement with service providers through regular meetings of Interagency held at the Community Centre.
1.6	The community supports and values the local village and town primary schools so that they remain active and operational education facilities	This is ongoing participation in communication with NSW Education regarding local educational facilities; including contribution and engagement on Millthorpe Primary School expansion project.
1.7	Investment by the NSW Government to re-open the Blayney – Demondrille Railway Line will provide significant regional benefits, cost effective port and market access for many regional industries	Council with Central NSW Joint Organisation and stakeholders has lobbied the NSW Government for investment to reactivate the railway line. There is now a NSW Government initiated Business case in progress.
1.8	Full and equitable access and strong usage of information and communication technologies across the Shire.	Council has lobbied on behalf of the community for improved technology and communication infrastructure resulting in the installation of small cell antennae at, Carcoar, Newbridge and Barry. Advocacy was provided for the upgrade undertaken at Panuara in partnership with Cadia.
1.9	Investment by the NSW Government to re-open both Millthorpe and Newbridge Railway Stations for On Request Services	Stop on Request Service was reinstated for Millthorpe in early 2018. Advocacy continues for maintenance program to be delivered at Newbridge Train Station.

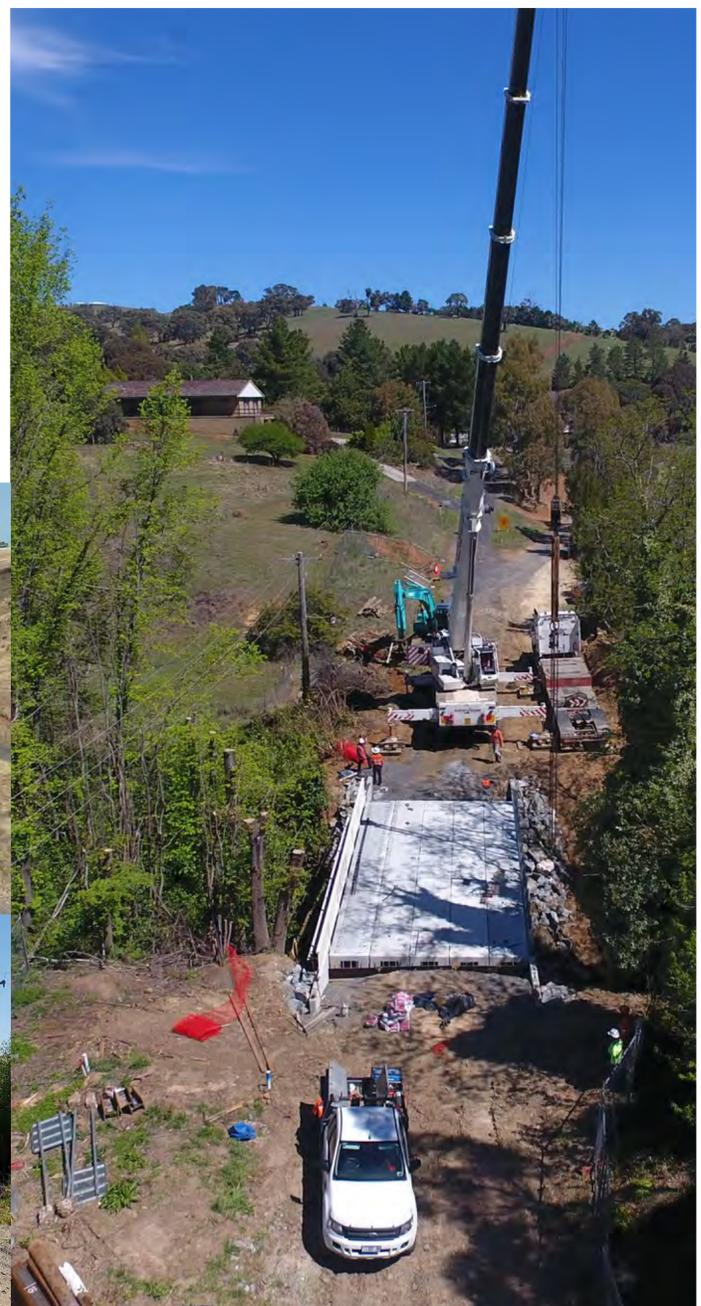
BRIDGE REPLACEMENT PROGRAM

In 2015 Council developed a program to replace ageing timber bridge structures across the Shire road network. As funding was identified and a program developed, Council initially undertook to replace 6 bridges, which were progressively replaced.

During the last 4 years Council has committed a total of \$5.5 million to complete the 6 bridge replacement program and replace additional bridge and culvert structures across the Shire road network, including:-

- Carcoar Road over Cowriga Creek
- Errowanbang Road over Dirt Hole Creeek
- Dowsetts Lane over Coombing Creek
- Newbridge Road over Evans Plains Creek
- Gallymont Road over Fell Timber Creek
- Coombing Street over School Creek
- Browns Creek Road (2 bridges)
- Winterbottoms Lane over Snake Creek
- Hines Lane over Grubbenbun Creek
- Kinds Lane over Grubbenbun Creek
- Pitlochry Road
- Wombiana Lane (rehabilitation)

The replacement of these structures has ensured agricultural business has greater certainty in its ability to move livestock or product to/from market, structures are flood resilient and motorists provided with safe crossing points.



SOUTHERN CADIA ACCESS ROUTE

As part of the Voluntary Planning Agreement and Special Rate Variation with Newcrest Mining for the Cadia East expansion, Council developed a long term strategy to improve and maintain transport infrastructure across the Cadia district, over a 10+ year horizon.

Council developed a Business Case and obtained NSW Government funding (total \$5.15 million) to accelerate work to provide strategic road improvements that supported agricultural holdings, pine plantations and the future development of the Flyers Creek Wind Farm.

During the last 4 years, Council has committed a total of \$8.7 million to this project, finalising construction in February 2019.

The project included the upgrade of Errowanbang, Panuara and Cadia Roads from the Mid-Western Highway to Woodville Road, the construction of a new bridge over Dirt Hole Creek, construction of major culvert replacements, and involved significant land acquisitions, and bulk earthworks to improve the horizontal and vertical alignment of the road. Other items included widening and sealing of sealed and unsealed roads to a 9m pavement width, enabling freight and motorists a safe and trafficable route through the district.



ACTIVE MOVEMENT STRATEGY

Council adopted the Active Movement Strategy in 2016, to inform and support the delivery of priority pathways to encourage physical activity and connectivity throughout the Shire. The program is reviewed annually and requests from the public are assessed and prioritised, based on a number of factors, including completing links to the existing pathway network and services for schools, day care and aged facilities. The program also includes a maintenance and renewal budget allocation, which has resulted in Council investing over \$260k in the repair, or replacement of poorly performing sections of existing footpaths.

Over the last four years Council has provided an additional 5.67 kilometres of footpaths and shared paths in Blayney and the Villages, at a cost over \$1.5m. The Strategy has been instrumental in Council being successful in seeking NSW Government funding for large projects, such as the Belubula River Walk and the Lyndhurst shared path, linking the Village across the Grubbenbun Creek. It has also seen the completion of a number of 'missing links' in the existing pathway network and the provision of all new pathways in every Village in the Shire.





FUTURE DIRECTION 2: BUILD THE CAPACITY AND CAPABILITY OF LOCAL GOVERNANCE AND FINANCE



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

Strategic Objectives		What we achieved
2.1	Build on the strength of the individual Town Association and Village Committees so that they are capable, self-sufficient communities involved in decision making about issues that affect their own community	Council engages with Town and Villages committees through regular meetings and communication; via development of projects in Town and Village Plans, endorsed in 2018. Access to Council funding programs, including Council grant allocations, Village Enhancement Program and Community Financial Assistance program has helped to deliver projects. Development Coordinators for specific areas have facilitated access to grant funding by local volunteer committees.
2.2	Whether you choose to live in the town of Blayney or any of our villages, there is both space and time to build the home of your dreams	The Blayney Settlement Strategy was reviewed and updated, adopted by Council in early 2021 Council facilitated strategy to address shortage of land for new housing, including Streatfeild Close a 14-lot subdivision project completed by Council, demonstrated price point for sustainable land development in Blayney. As a result of this project, 60 new housing blocks in progress or being developed at the end of the Council term. Proposal to modify minimum lot sizes to facilitate growth in our villages has been explored and Council has partnered with Housing Plus to develop an affordable housing project in Blayney.
2.3	Our local planning instruments support the agricultural, industry, business/tourism and residential growth demands in a sustainable manner	A new comprehensive Development Control Plan for the Shire was adopted following extensive engagement with stakeholders. Blayney, Cabonne and Orange Sub Regional Rural and Industrial Strategy reviewed, and public exhibition completed. Local Strategic Planning Statement and Community Participation Plan implemented. 5 Planning Proposals commenced.
2.4	Maintain meaningful two way communication and engagement between State and Federal Governments, our Town Association and Village Committees, Business, Industry, Stakeholders, Council and communities of interest	Committees of Council meet on a regular basis. Councillors and staff meet with community and village representatives. Council has actively engaged with Federal and State Members, participated in various organisations advocating for Council including via LGNSW, Mining Related Councils, Country Mayors Association, Central West Joint Organisation and Town and Village Committees.
2.5	A well-run Council organisation that is flexible enough to take advantage of capital grant opportunities to undertake major projects whilst delivering effective Council services in a sustainable manner.	Council has met all legislative financial, administrative and regulatory obligations, risk and asset management strategies implemented and workforce management plan actions achieved. Roles amended to expand project management resources requirements. Organisational Review undertaken in 2021 to ensure Council has capacity to meet service levels and deliver projects into the future.
2.6	A diverse population with the rights to live safely and securely in our communities and villages with opportunity to develop positive neighbourhood relationships	Council has actively engaged with emergency services through the Local Emergency Management Committee. Support for SES and RFS provided when requested and funding of the Central Tablelands Road Safety Program continues with delivery of approved Road Safety Action Plan by Acting Road Safety Officer. Community education programs and improved road safety delivered based upon issues identified through Local Traffic Committee.

HOUSING PLUS

In November 2020, Council formalised a partnership with Housing Plus to deliver an Affordable and Community Housing Project in Frape Street Blayney and have sold 2 blocks of land for a total price of \$290,000. This project aligns with the Blayney Shire Community Strategic Plan objectives of supporting a diverse population with the rights to live safely and securely in our communities and villages with opportunity to develop positive neighbourhood relationships. Council recognises that the growth in mining whilst delivering economic benefit to the shire has placed significant pressure on accommodation and residential availability impacting rental and housing affordability.

The NSW Government aims to ensure that all people in NSW, including older people, people with disabilities and those on low incomes have access to affordable and well-designed housing. Housing Plus are a not for profit organisation, based in Orange with a 30 year history of providing community housing, tenancy and property management services in the Central West and Western regions of NSW. Housing Plus will be constructing 6 units, comprising of 2 to 3 bedrooms in each unit.



BLAYNEY SHIRE DEVELOPMENT CONTROL PLAN 2018

This Development Control Plan supplements the Blayney Local Environmental Plan 2012 (BLEP2012) by providing more detailed controls relating to specific types of development. The controls included in the DCP should be taken into account during the design phase of development and will be taken into consideration by Council as part of the assessment of Development Applications.

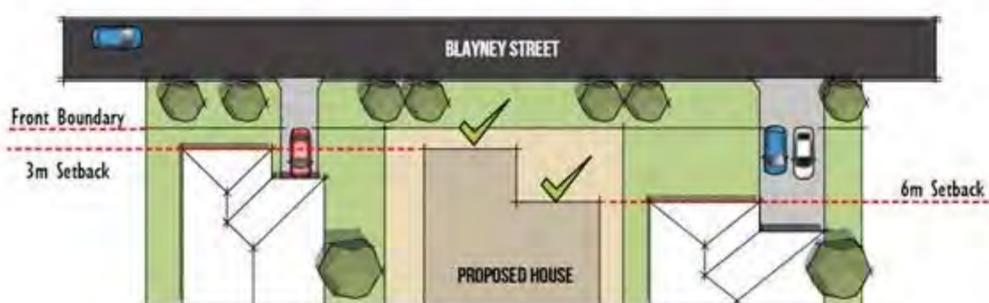
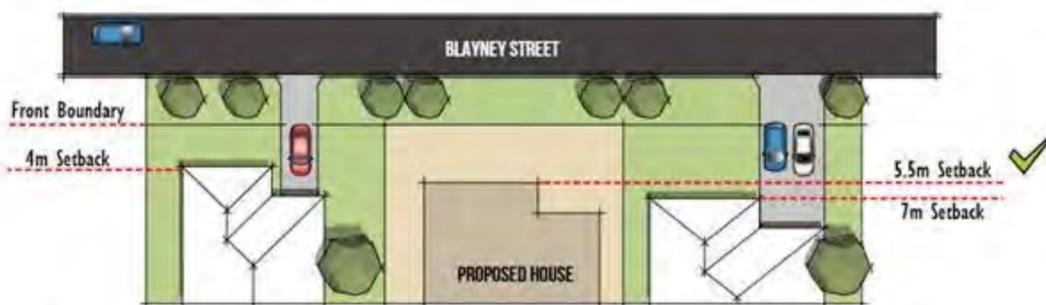
All controls are designed to aid the decision-making process and improve planning outcomes for the Blayney community. Together, BLEP2012 and this DCP form the land use planning framework for the Blayney LGA.

The key issues addressed by the DCP include residential development; commercial, community and industrial development, other unspecified land uses, subdivision, environmental management and hazards and heritage conservation.

For any development proposal you may need to address more than one Part of this DCP depending on what development is proposed and the types of ancillary (or supporting) development, the site opportunities and constraints, and different notification and advertising requirements.

The development controls contained within this DCP are structured to ensure that zone objectives of BLEP2012 are achieved and the desired land use and/or built outcomes on a site are consistent with the corresponding objectives of the DCP.

Suitable Vegetative Fencing



BLAYNEY SHIRE SETTLEMENT STRATEGY 2020

The purpose of the Blayney Shire Settlement Strategy (the 'Strategy') is to identify sufficient land to meet the short and medium term housing needs generated by the changing demographic profile and population growth of the Blayney Shire, particularly within Blayney and Millthorpe. The Strategy also looks at the opportunities available in the villages other than Blayney and Millthorpe, including Carcoar, Mandurama, Lyndhurst, Neville, Newbridge and Barry.

The Strategy provides a framework for housing delivery which primarily will be implemented through changes to the Blayney Local Environmental Plan 2012 (BLEP 2012) and the Blayney Development Control Plan 2018 (Blayney DCP 2018). However, the Strategy will not control the housing market and Council will need to continue to work with local developers and land owners to ensure that a supply of land is available for residential development.

The Blayney Shire Council needs to plan for housing to support population growth and change within the Blayney Shire, including the potential demand for housing associated with major construction projects and spill over growth from the nearby regional centres of Orange and Bathurst. Demographic analysis indicates that while there has been modest growth in the Blayney Shire over the last 10 years (approximately 665 people), there has been significant inward migration into the Shire from a wide variety of locations. This, combined with escalating average rents, a downward trend in rental vacancy rates and an upward trend in sale prices of dwellings, indicates there is latent, or unmet, demand for new housing in the Shire.



BLAYNEY TOWN STRUCTURE PLAN

Provide opportunities for in-fill development by enabling subdivision of dual occupancy. Zone land to encourage further subdivision and improve efficiency of existing infrastructure.



LOCAL STRATEGIC PLANNING STATEMENT

The Blayney Shire Local Strategic Planning Statement sets out a 20-year vision for land use planning in the Blayney Local Government Area (LGA), outlining how growth and change will be managed to maintain the environmental qualities and local character that shapes Blayney Shire.

In June 2020, Council endorsed the Blayney Shire Local Strategic Planning Statement (LSPS) which identifies 6 Planning Priorities to achieve Council's vision for Blayney Shire, along with actions and the means for monitoring and reporting. The 6 Planning Priorities are;

1. Leverage the central and strategic location of the Blayney Shire to encourage growth and economic opportunities.
2. Support sustainable growth in the mining and agribusiness sectors within the Blayney Shire.
3. Support sustainable growth in the transport and logistics sectors within Blayney Shire.
4. Provide diverse housing choices and opportunities to meet the changing demographics and population needs.
5. Promote and support growth in the renewable energy industry sector.
6. Protect and conserve the natural environment and heritage qualities while adapting to the impacts of hazards and climate change.

This Statement builds on the community's aspirations expressed in the Blayney Shire Community Strategic Plan 2018 – 2028 and is consistent with the NSW Government's Central West and Orana Regional Plan 2036.

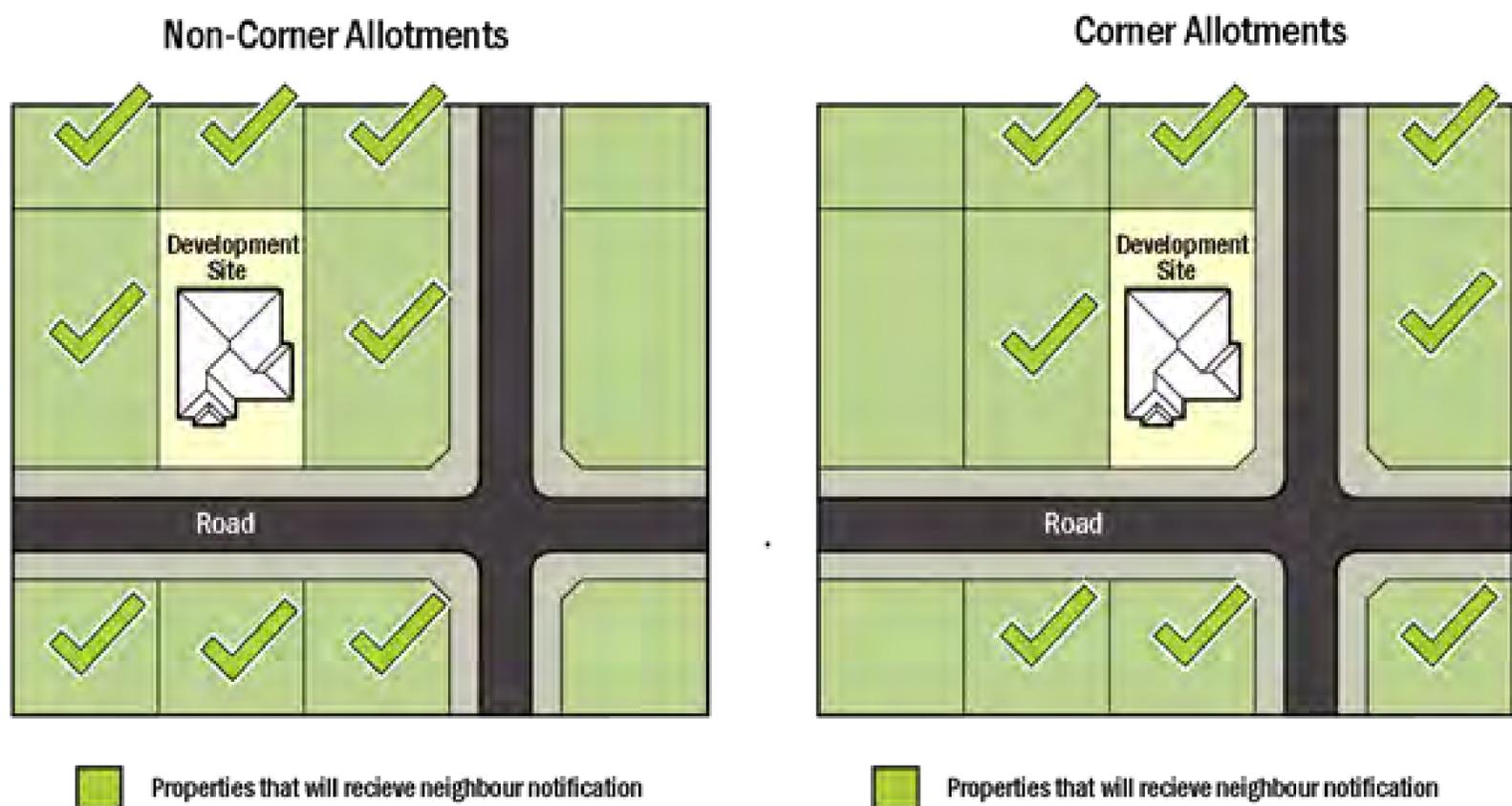


BLAYNEY SHIRE COMMUNITY PARTICIPATION PLAN

The NSW Government required all Councils to prepare a Community Participation Plan (CPP), to set out how and when we engage with our community on the planning functions Council performs under the Environmental Planning & Assessment Act 1979 (EP&A Act), which includes legislative reforms, plan making and making decisions on proposed development.

In February 2020, Council endorsed the Blayney Shire Community Participation Plan (CPP) as a single document that sets out all of Council's community participation requirements under NSW planning legislation, including minimum public exhibition timeframes.

The CPP applies to planning proposals, contributions plan, draft development control plans, planning agreements, environmental impact assessments and development applications. The CPP only deals with planning matters under the Act and the CPP contains Council's existing community participation procedures as set out in the Act and the Development Control Plan.



STREATFEILD CLOSE DEVELOPMENT

The issue of limited residential land was highlighted in the Blayney Shire Community Strategic Plan which included a number of actions pertaining to facilitating the development of new residential housing blocks and availability in Blayney. Council have now reviewed the Blayney Settlement Strategy and developed available land to stimulate the release of housing blocks in Blayney to meet demand and facilitate investment growth.

Council resourced and managed all aspects of the 14 Lot Subdivision development at Streatfeild Close which realised a modest total net profit of \$85k. Council received a 50% interest subsidy under the NSW Government Low Cost Loans Initiative (LCLI) program for a \$1.32m loan to fund the project.

Council engaged local Real Estate Agents on an Open Listing basis and determined a price for each lot based on a minimum \$/m2 reserve. Council sold all blocks by September 2020, and by the end of September 2021, 13 houses were under construction of which 5 have been issued final Occupation Certificates.

The Development Application fees received for 13 lots have all been paid, and total \$52k, with additional rates and charges revenue of \$26k per annum. Since the completion of Streatfeild Close, Council has approved 7 new residential subdivisions and private developers have commenced works on 3 previously approved subdivisions totalling 73 new residential blocks within Blayney alone.



CENTREPOINT SPORT & LEISURE OPERATIONAL REVIEW

Council in addition to committing the investment for the aquatic upgrade project, also requested an operational review of all services and operations at CentrePoint be undertaken and completed whilst the aquatic area was closed for 12 months, to complete the aquatic upgrade.

Council was concerned with declining membership numbers and financial impost of CentrePoint on Council operations as a whole and sought an outcome that would maximise utilisation of the facility. The review whilst the facility was closed provided an opportunity to identify efficiencies and consider means of increasing membership, users and revenue.

The operational review acknowledged whilst many Council's own and operate swimming pools (particularly outdoor ones for 6 months of the year), it was rare for a small rural Council like Blayney Shire to own and operate an entire indoor; aquatic Centre, sporting facilities and gym facilities in one complex which is open all year round.

The operational review concluded if Council retained the management, CentrePoint will not maximize or reach its full potential for patrons, the community or Council. Council resolved at the 22 June 2020 meeting to appoint YMCA with a licence to provide the operational management of CentrePoint Blayney in 2020/21 with an option also for 2021/22.

YMCA have created a culture and platform of industry specialist guidance and direction to existing local staff which is benefiting the health and wellbeing of Blayney Shire residents, particularly post COVID restrictions. Engagement of YMCA to provide operational management has introduced aquatic and leisure centre expertise which has resulted in an increase in patronage and significantly improved financial performance of CentrePoint.

Engagement of YMCA to manage the facility post aquatic upgrade, for Blayney Shire has set a new level of public / private collaboration. Whilst the aquatic upgrades have provided the necessary bones in terms of infrastructure, it was Council's engagement of YMCA to manage the facility, that has resulted in a professional working culture, and led an exceptional regional reputation of the Centre having; amazing facilities, quality instructors and programs and unmatched customer service which is also directly responsible for the unprecedented Learn to Swim and Squad participation statistics.

Learn to Swim enrolments doubled from a budgeted 332 children to 696 children currently participating in the Learn to Swim and Squad programs. Total Swimming Pool visitation has grown from 5,156 in September 2020 to 6,774 in February 2021.





FUTURE DIRECTION 3: PROMOTE BLAYNEY SHIRE TO GROW THE LOCAL AND VISITOR ECONOMY



Future Direction 3: Promote Blayney Shire to grow the Local and Visitor Economy

Strategic Objectives		What we achieved
3.1	A viable and productive, sustainable agricultural sector with opportunities for niche production and access to markets	<p>Council maintains representation on the Central West Food and Fibre Strategy Stakeholder panel.</p> <p>Upgrades undertaken to village bores funded by the Drought Communities Program has refurbished local community water supplies.</p> <p>Council continues to support NSW Agriculture and Local Land Services delivery of agricultural, biosecurity and land management objectives. participates in Central NSW Joint Organisation Water Utilities Alliance.</p>
3.2	A responsible and thriving mining industry that is engaged and works towards the betterment of the Shire with the community and Council as leading corporate citizens	<p>Council is an active and financial member of Mining and Energy Related Councils. Council maintains communication with both Cadia and Regis Resources, to ensure the community is updated on local matters.</p> <p>McPhillamys Gold Project Voluntary Planning Agreement was negotiated and approved in early 2021. The Blayney Shire Financial Assistance Program, funded by the Cadia Voluntary Planning Agreement has funded community groups, schools, churches and sportspeople in the amount of \$373,445 over the Council term.</p> <p>Developed an Accommodation Coordination Program with Orange360 and Newcrest to facilitate accommodation bookings.</p> <p>Council has supported the Belubula Headwaters Protection Group with meeting space and continued engagement with Council.</p>
3.3	A well established, connected and prosperous tourism industry supported by local communities	<p>Council is a member of the Orange360 Board, represented by a Councillor delegate. Tourism Development Fund provides event and marketing support (during COVID) to community groups and tourism businesses. Orange360 provides opportunities for additional marketing and business support. Council hosted Small Business Month events and completed a new Destination Management Plan in 2019. Council also supported the reopening of Junction Reefs Reserve.</p> <p>Junction Reefs reopening was facilitated through grant funding and professional support.</p>
3.4	An internationally recognised brand for the Orange Region that adds value to the vision and appeal of our heritage villages and tourism product within the Shire	<p>Council is a member council of Orange360, and renewed commitment extended until 2022. NSW Drought Stimulus funding was allocated to support Orange360 marketing campaigns.</p> <p>Orange360 has run several major marketing campaigns promotion the region, one of which won Gold at the NSW Tourism Awards.</p> <p>Additional Drought Stimulus Funding was allocated to some of the campaigns.</p>
3.5	Sustainable water, renewable energy options and transport sectors support future growth of business, industry and residents	<p>Council's Renewable Energy Action Plan (REAP) was reviewed and projects delivered, including streetlight. LED replacement solar installations on Council facilities and Energy efficient lighting installed at Depot resulting in savings of around \$9k p.a.</p> <p>Investigation has commenced for a Council owned 5MW solar farm with development of a Business Case in the latter part of 2021.</p>

3.6	A vibrant local retail and business sector that employs local people supported by Council and the community	Council remains a member of BizHQ, supporting business events conducted in the Shire and online. State and Federal Government's Drought and COVID stimulus funding was distributed throughout the Shire supporting businesses, local manufacturing and trades.
3.7	A range of quality and affordable childcare and family support services will be available and supported	A new private Childcare Centre opened in Blayney in 2019. Council continues to support Family Daycare in conjunction with Cabonne Council.
3.8	Implementation of the Regional Economic Development Strategies identified for Blayney Shire	Progressed the strategic planning for a heavy vehicle transport route North of Blayney, which to date has not received funding. Council was engaged in the major upgrade at Nestle Purina.

ORANGE360

Orange360 is the tourism brand identity and destination marketing organisation for the Orange region developed in 2018. It encompasses Orange City, Blayney and Cabonne Shire Councils, and supported by industry membership from local operators in the winery, food and produce, hospitality, accommodation, retail, arts and cultural sectors. Orange360 works closely with all 3 local government stakeholders, industry and community to ensure the growth of our visitor economy and in fact the strategic economic growth of our region.

In 2019/20 Orange360 put together a Road to Recovery project with \$50,000 from Blayney Shire Council encompassing three main campaigns including the Cool Summer Campaign, the Venture Out to Nestle in Campaign and partnering with Destination NSW for the #LoveNSW Campaign.

Orange360's work in destination marketing was shown by the Orange region becoming one of the most popular destinations in NSW post lockdown in 2020. An estimated 177,000 visitors stayed approximately 475,000 nights during the September 2020 quarter, making it the 4th highest of any quarter (QTR) on record, and an astonishing 111% higher than 2019. By way of contrast, the average QTR vs QTR change for Regional NSW 2019 - 2020 was -24% (visitors) and -20% (nights) meaning the Orange region has well and truly bucked the COVID-19 trend.



PLATFORM ARTS HUB

In 2015, Blayney Shire Council established the Cultural Centre Working Group, to progress the community vision of a Cultural Centre; that combined Visitor Information, Café, Family History, Art Exhibition and Library space. In 2018, following an approach by Sydney Trains and subsequent interest by the Blayney Town Association (Textures of One) and Family History Group, renovation works commenced and were completed in 2019 at the Blayney Train Station.

Sydney Trains and Blayney Shire Council formalised a 5 year Community Use Licence Agreement, with a sub licence to the Blayney Town Association in 2021.

In addition to day to day operational expenses, the sub-committee of the Blayney Town Association, 'Platform Arts Hub' have fitted out the art gallery and community space with funding received from Council and other grants. To address the issue of financial sustainability, business failure and governance; Council has provided \$20k per annum for 5 years for this project.

Since opening in April 2021, Platform have commenced their '52 Weeks of Creativity Program' (funded by FRRR), which is a calendar of events with art exhibitions, workshops, networking functions, school holiday programs, live music and artisan markets ensuring cultural activities in every week for 52 weeks (pending COVID).



COMMUNITY FINANCIAL ASSISTANCE PROGRAM

The Blayney Shire Council Community Financial Assistance Program assists not-for-profit groups that offer a significant contribution to the social, economic and/or environmental wellbeing of the community. It also assists schools, sporting groups and sportspersons with financial assistance pursuant to the relevant financial assistance categories.

Subject to funding availability, a higher level of financial assistance is also available for special projects. These usually entail capital works such as ground works, building construction, and/or major equipment purchase. Funding for special projects is non-recurrent and is subject to the applicant entering into a management agreement for the facility with Blayney Shire Council or the Crown with Council's support.

During the Council term an amount of \$373,445, of an available \$400,000, was awarded across the Blayney Shire community from the Community Financial Assistance Program.

Of the total distribution the following category amounts were made to community groups as financial assistance:

- rates and annual charges \$68,272
- insurance \$32,190

Applications for funding were also invited from the community on a six-monthly basis and the Community Financial Assistance Committee, comprised largely of community representatives, would assess applications on merit and make recommendations to Council on funding. Over the term an amount of \$188,089 was awarded through this process.

The balance of funding was distributed to recurrent recipients through allocations in Council's Operational Plan. This included financial assistance towards annual events and activities in the Blayney Shire. During the term, distribution of these allocations were impacted by event cancellations due to Covid-19 restrictions.

All unspent funds from the Community Financial Assistance Program are retained for re-distribution.

Central West Sailability - Carcoar Dam Facilities Upgrade



Blayney Golf Club Front Deck Construction





**FUTURE DIRECTION 4: ENHANCE FACILITIES
AND NETWORKS THAT SUPPORTS
COMMUNITY, SPORT, HERITAGE AND
CULTURE**



Future Direction 4: Enhance facilities and networks that supports Community, Sport, Heritage and Culture

Strategic Objectives		What we achieved
4.1	Cultural and sporting events are supported by Council, volunteers and state sporting bodies so that they are coordinated and well resourced	Blayney Shire Sport and Recreation Masterplan has been the key strategy to progress many local sporting infrastructure improvement projects. Council continues to support sporting groups using Council facilities. Funding continued for 2BS Sports award and sporting related financial assistance through Community Financial Assistance Program.
4.2	There is capacity to host within the Shire regional and state sporting events and competitions that will attract strong participation.	Construction and successful operation of the Central West Livestock and Equestrian Centre, and improvements made at the Blayney Showground, in partnership with NSW and Federal Governments. \$8.5m investment to improve sporting assets over Council term across the shire has delivered a range of new and safer community recreational facilities. Funding was approved for the Kicking Goals for Girls Project at King George Oval, to construct new female change rooms has commenced.
4.3	Blayney Shire is a centre for cultural interest, heritage and history, arts, performance and entertainment.	Sydney Trains project delivered at Blayney Railway Station to restore and provide community access to the former waiting rooms. A Community Access Project was delivered at the Blayney Railway Station and Council has facilitated the lease of this space to support the Arts Cultural Hub opened April 2021. Council has supported local groups to host Food and Wine Festival events, Millthorpe Fire Festival, Music events within the Shire. Council continues to support Textures of One and contributions to volunteer group and provides funding for scholarships to Mitchell and Orange Conservatorium.
4.4	Implementation of the Blayney Shire Sports and Recreation Masterplan priorities and strategies will realise opportunities for improved healthy lifestyle for our community	The Blayney CentrePoint Swimming Pool Refurbishment project was completed in 2020. And in 2021, Stage 2, being the CentrePoint energy efficiency and stormwater harvesting project has commenced. Construction of Dakers Oval fencing, cricket nets and amenities block has been completed. Carcoar Sport and Recreation ground amenities and playground upgrade and Lyndhurst Cricket Nets, Cricket Pitch and new Cricket Pitch projects completed.
4.5	The Blayney Health Service Integrated Care Program will provide innovative methods to connect health care providers, ancillary and community services for those in need and deliver better preventative health outcomes	Healthy Lifestyle Program is delivered at Community Centre. Council has hosted Health and Wellbeing days and facilitates the annual Blayney Interagency Health Expos.

CENTRAL WEST EQUESTRIAN AND LIVESTOCK CENTRE

The collaboration of the Showground User Groups and Council has led to an investment of \$3.2m over the past 4 years into the facility that was supported by both Federal, NSW Government, user group fundraising and Blayney Shire Council. Projects include; the refurbishment of the Showground Pavilion, new catering Kitchen, painting of the Dining Room, construction 2 outdoor Dressage Arenas, concourse area and seating upgrades.

In 2020, the multipurpose covered arena facility; the Central West Equestrian and Livestock Centre (CWELC) was completed, an all-weather access road was constructed and a new perimeter fence and entrance gate built. The focus on these improvements has been to improve accessibility and provide a facility that will attract equestrian and livestock activities.

The capacity to host large regional events in addition to supporting the User Groups normal training and club days is now proven, with these events bringing visitors to the Blayney area, contributing to the local economy. The facility improvements have increased the interest in equestrian sports, attracted high calibre coaching clinics, regional events, sponsorship, spectators and competitors visiting the town.

Since the opening of the CWLEC the User Groups and Council continue to meet quarterly and continue planning for Showground upgrades, with the main priority project being the replacement of the existing harness racing stalls with a stables complex that will house 40 horses overnight or 80 Harness Racing Tie Up Stalls.



PLAYGROUND SAFETY UPGRADE PROGRAM

In 2017 Council commissioned an audit of all the Shire playgrounds. Council has a total of 13 play sites that contain playground equipment throughout their LGA.

The report enabled Council to develop a grant application to address issues identified in the audit and to upgrade many older components across the playground network.

During the last 4 years Council invested \$353k to this project, including the delivery of exercise equipment in various locations. The program has resulted in the renewal and upgrade of playground equipment at:-

- Redmond Oval, Millthorpe
- Newbridge Sportsground, Carrington and Heritage Parks, Blayney
- Carcoar Recreation Ground
- Capital Park, Lyndhurst

The program also enabled the installation of shade sail structures at Carrington Park, Carcoar Sportsground, Newbridge Sportsground, and at Lyndhurst's Capital Park, and Sportsground.



Carrington Park



Heritage Park



Redmond Oval Park



Redmond Oval Park



2020 CENTREPOINT SPORT & LEISURE CENTRE STAGE 1 (MAJOR AQUATIC UPGRADES)

In 2020 Blayney Shire Council completed a \$4.8 million aquatic upgrade of the Blayney CentrePoint Sport and Leisure Centre (CentrePoint). The purpose of the aquatic upgrade was to renew and upgrade the swimming pools constructed in 1966; and the associated plant infrastructure and amenities of the Leisure Centre. With the completion of the renewal of this important community asset and subsequent implementation of recommendations from an Operational Review, has meant Blayney Shire now boasts one of the most modern and accessible aquatic facilities in regional NSW. The facility is fast becoming a destination, attracting patrons from Blayney, its villages and the wider region.

A singular capital project rarely aligns with every strategic plan, however this project uniquely aligned with all 5 key themes of Blayney Shire Community Strategic Plan 2018-2028. The significant commitment for a small rural Council was also significant given this 1 project alone equated to 32% of Councils' total 2019/20 Capital Works Budget and 17% of its entire 2019/20 Budget.

Key features of the project included; renovation of toilets and change rooms, new pre/post shower area and raising the water level of all 3 pools to concourse level. Accessibility was significantly improved through the installation of a new pool pod to the 25m pool, construction of a compliant access ramp to the middle pool and new unisex accessible toilet facilities which are also family change rooms.

Behind the scenes, the upgrade included a complete upgrade of the plant room and all pipework, installation of a new, modern water disinfection/filtration plant and the ability to separate the temperature control for each of the 3 individual pools. This means lap swimmers can now swim at the recommended 26° and the middle pool can enjoy water exercise and hydrotherapy up to a maximum 32°. The warmer water in the middle pool now comfortably caters for water aerobics and Learn to Swim classes; helping to prevent chattering teeth from the cold during lessons. The new toddler pool incorporating an aqua slide tower which assists and encourages younger children to experience water in a safe, interactive and fun environment.

By the project design focusing on Disability Inclusion and Accessibility, it has facilitated a social shift for inclusion. By including several accessible bathrooms (significantly above the minimum required) a new social acceptance of disability inclusion has been set within the community. Mainly the community (in particular children) now see that all persons (able bodied, families and those with a disability) all use the same bathroom facilities.

The upgrade project has ensured that the community is provided with a centre that will facilitate healthy lifestyles, but in particular the ability to ensure everyone (particularly children) have the opportunity to learn to swim.





FUTURE DIRECTION 5: PROTECT OUR NATURAL ENVIRONMENT



Future Direction 5: Protect Our Natural Environment

Strategic Objectives		What we achieved
5.1	Retention and regeneration of native vegetation corridors and removal of invasive weed and pest species throughout the Shire	Ongoing riparian corridor improvements alongside Belubula River in Blayney and Carcoar, removing noxious weeds, willows and replanting of native tree species has improved river health. Council participates in the annual restocking of native fish by NSW Fisheries and local Fishing Club.
5.2	Biodiversity and cleaning up of the Belubula River waterways and its tributaries.	Belubula River Walk project from Dakers Oval, stage 1 and 2 have been completed. Stage 3 has been approved for funding and Stage 4 remains pending a current grant application. The removal of willows and other noxious weeds continues in various locations within the Shire. Sewer Treatment Plant Wetlands refurbished and reactivated in late 2019 and Council's Recycled Water Treatment Plant Project is at commissioning phase. Water from the the Recycled Water Treatment Plant will provide irrigation water for King George and Napier Ovals, and available for roads and infrastructure construction.
5.3	Heritage and Indigenous significant sites in the natural and built environment are identified and protected	Cemeteries Management Plan prepared, and Council has determined to protect native vegetation in cemeteries. Council has committed with the Orange Local Aboriginal Lands Council to undertake cultural burnings in Council Cemeteries. Planting of trees at various sites along the Belubula River has resulted in over 1,000 native trees being planted by Council alone. Heritage sites are identified and protected in the Blayney LEP 2012 and NSW AHIMS database.
5.4	Sustainable land use practices across the Shire are improved and tree planting projects are supported	Annual tree giveaway in conjunction with Local Government Week and Planet Ark National Tree Planting Day. Council monitors and completes Review of Environmental Factors for any roads and infrastructure projects.
5.5	Rural Fire Services, Weeds and Local Land Services protect and manage environmentally significant areas to maintain biodiversity of native vegetation	Delegate Councillors contribute to Upper Macquarie County Council and NSW Rural Fire Service (Canobolas Zone) meetings and engage with Local Land Services.
5.6	Crown Lands are better managed to control weeds, pest species and bushfire	Plans of Management have been drafted and remain pending with NSW Minister for approval to be exhibited. Regular engagement with Crown Land Officers regarding local reserves and crown land matters remains constructive. Council was engaged in initial Crown Land Negotiations program that progressed to the point of initial assessment. Program placed on hold in November 2019 pending a review of program. Review now finalised and Council is awaiting commencement.
5.7	Sustainable waste management and recycling or reuse of waste will extend the life of Council's landfill and provide opportunities for industry to reduce costs	Council completed the new tender process for Contract Management Services for the Blayney Waste Facility in 2018. Council is a member of NetWaste with several regional contracts in place to ensure maximum landfill diversion. Review of fees and charges ensures sorting of waste is incentivized by no charge. Recycle, Swap, Go program implemented. Waste management facility audit conducted and recommendations implemented.

ENVIRONMENTAL WORK - RIPARIAN REHABILITATION

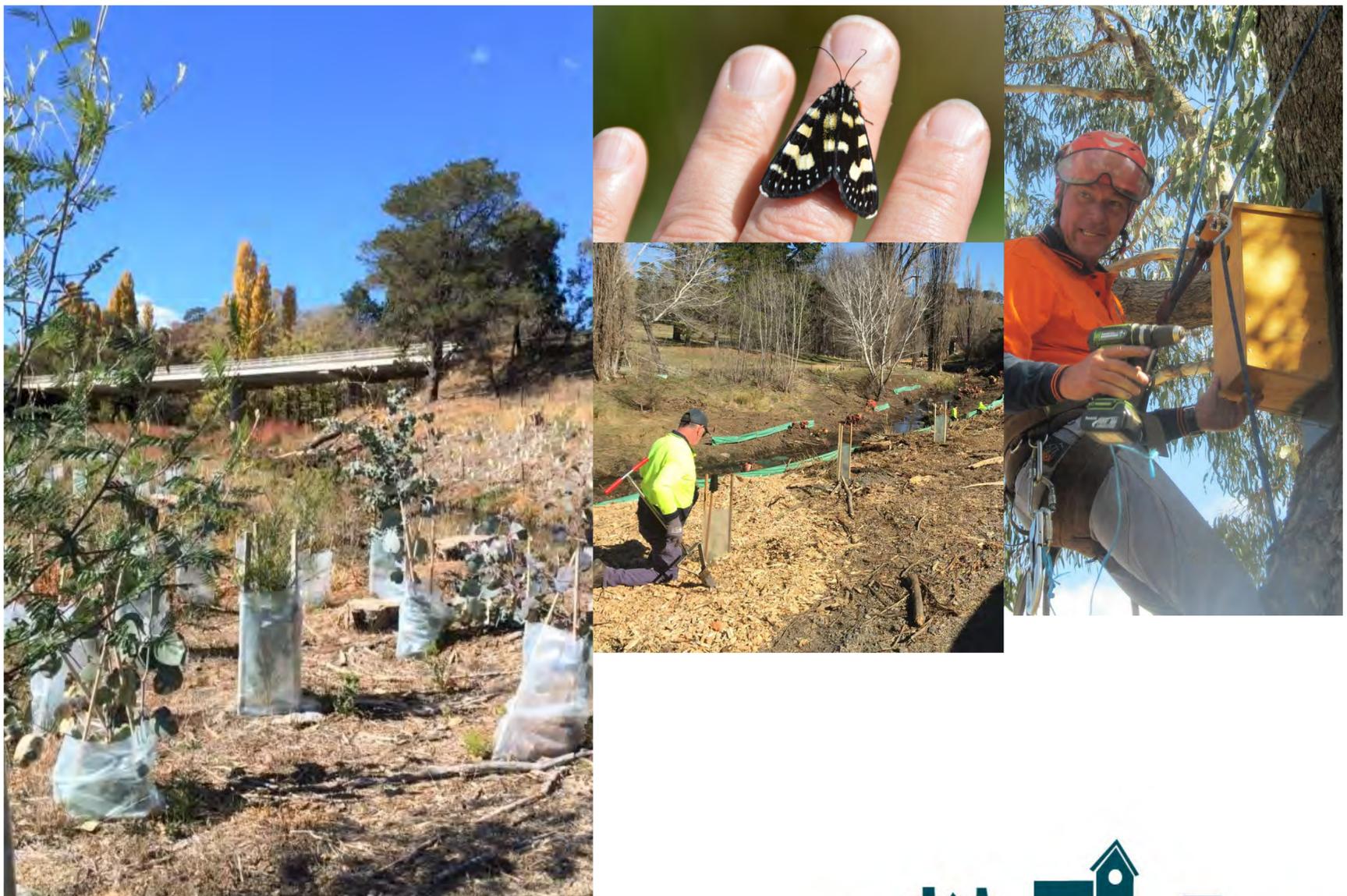
In 2015 Council established a plan to rehabilitate degraded sections of the Belubula River through Carcoar, in the area locally known as Pound Flat. The work was an extension upon the work progressively undertaken on the banks of the Belubula River through Blayney.

During the last 4 years, Council has continued this important work in the following areas:-
Pound Flat, Carcoar
Abattoir Creek, Blayney
Belubula River, Blayney

Council has invested \$157k into the removal of willow and other noxious weeds from these locations, replacing it with native trees, grasses and shrubs that offer bank stabilisation, provide attractive habitat to birds and other native fauna, and will offer protection from the wind and sun as plantings mature.

These projects provided Council the opportunity to engage local schools and the local urban land care group in planting works, and offer practical environmental education workshops. Students have also built nesting boxes that were placed in trees and now attract small native fauna like Squirrel Gliders to nest in the area.

These projects will continue to be maintained and expanded upon, and are in locations that will benefit from projects within the Active Movement Strategy enabling people the opportunity to access the sites in a safe accessible way.



BELUBULA RIVER WALK

Recognised in the Active Movement Strategy, and the Blayney 2020 Mainstreet Master Plan, this key connectivity project will ultimately provide safe off road walking and cycling access between the Heritage Park and Dakers Oval recreational spaces.

Running primarily alongside the Belubula River, Council has invested \$269k in the last 4 years, delivering 2 of the proposed 4 stages, providing a 2.5m wide concrete pathway from Ogilvy Street, near Dakers Oval and the Bernardis Supermarket to Martin Street and the school bus stop near the Blayney Court House.

The new pathway has opened up a previously under utilised and unmaintained public space enabling users a safe flat accessible path for walking and cycling and for those less mobile to enjoy the ongoing native rehabilitation area alongside the river.

Other works have included the installation of fitness equipment and seating to enable people places to stop and enjoy the river and local vistas.

Council has developed concept plans to deliver Stages 3 and 4, engaging with the community through an online survey followed by a community BBQ to present and refine what the community would like to see in this space.

As funding is made available the project will continue to be extended through to Heritage Park.



BLAYNEY RECYCLED WATER TREATMENT PLANT AND OVAL IRRIGATION

Council have historically supplied treated wastewater from the Blayney Sewage Treatment Plant (STP) to Cadia Valley Operations.

In December 2019, Cadia Valley determined it no longer required treated wastewater from Council, and the treated water has since been discharged to the environment in accordance with the Environment Protection Licence. In April 2020 Council commenced the development of a wastewater recycling program at the (STP).

As a result of the impacts of the recent drought, Council committed to water recycling, to reduce environmental discharges of wastewater and to reduce its demand on valuable drinking water. Work has commenced on construction of the Blayney Recycled Water Treatment Plant recycling wastewater at the STP and Council proposes to utilise this resource for the irrigation of playing fields, initially at King George Oval and Napier Oval. and for road and construction usage.

Council currently irrigates King George Oval with potable water which comes at a significant cost financially and socially, particularly during drought and water restrictions. Whilst Napier Park is not currently irrigated.

King George and Napier Ovals have been connected to the recycled water network and are awaiting section 60 approvals before Council can commence the use of treated water.

Funding was from Council's budget \$535k.



Truck filling point



Pump sheds and treated water tank



HOW HAVE WE PERFORMED FINANCIALLY OVER THE TERM?

In each of the four years of Council's term, a consolidated surplus budget was adopted. This was achieved in only two of the four years with significant asset write offs and increased depreciation costs following revaluation of the transportation asset class contributing to deficits in the remaining years. Over the term Council also sought to invest heavily in asset and infrastructure renewals and upgrades that in part impacted upon Council's financial performance. Council's cash position remained over the term remained and is reflected in the financial indicators reported.

The following is a brief description on how Council has finished its term in relation to its reported financial indicators.

► **Operating performance ratio**

The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by the Office of Local Government (OLG) is greater than zero per cent.

Council's operating performance ratio has been impacted by Council's extensive capital works program which has seen significant investment in both asset renewals and construction of new assets. Increased whole of life costs, together with completion of the Transportation asset class revaluation in 2019-20 has seen a significant increase in Council's operating expenditure including depreciation.

► **Own source operating revenue ratio**

The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by the former OLG is greater than 60 per cent.

The relatively high level of grants and contributions received by Council over the term has seen this ratio continue to remain below the benchmark set by the OLG. Council's own source operating revenue has remained consistent in terms of dollar value.

► **Unrestricted Current Ratio**

The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by the former OLG is greater than 1.5 times.

Council's ratio has continued to remain well above the OLG benchmark

► **Debt service cover ratio**

The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by the former OLG is greater than two times.

Over the term Council has drawn on new borrowings that has seen the ratio decline however remain above the benchmark.

► **Rates and annual charges outstanding percentage**

The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by the former OLG is less than 10 per cent for regional and rural councils.

Council has continued to effectively manage its recovery over the term, maintaining a ratio which is well below the benchmark for rural councils.

► **Cash expense cover ratio**

The liquidity ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by the former OLG is greater than three months.

Council's strong liquidity is reflected by this measure over the Council term. Council continues to maintain sufficient cash restrictions to fund ongoing expenses.



FINANCIAL INDICATORS: 2018-2021

\$ '000	Amounts 2021	Indicator 2021	2020	Indicators 2019	2018	Benchmark
1. Operating performance ratio						
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	(698)	(3.74)%	(4.96)%	(0.91)%	0.74%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	18,648					
2. Own source operating revenue ratio						
Total continuing operating revenue excluding all grants and contributions ¹	13,421	57.54%	56.42%	51.24%	58.54%	> 60.00%
Total continuing operating revenue	23,325					
3. Unrestricted current ratio						
Current assets less all external restrictions	9,597	3.86x	4.71x	3.94x	5.83x	> 1.50x
Current liabilities less specific purpose liabilities	2,489					
4. Debt service cover ratio						
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	6,299	7.26x	5.31x	13.13x	14.33x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	868					
5. Rates and annual charges outstanding percentage						
Rates and annual charges outstanding	172	1.46%	2.84%	2.27%	2.07%	< 10.00%
Rates and annual charges collectable	11,753					
6. Cash expense cover ratio						
Current year's cash and cash equivalents plus all term deposits	20,665	17.23	12.72	13.09	14.26	> 3.00
Monthly payments from cash flow of operating and financing activities	1,199	mths	mths	mths	mths	mths

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method



State of Environment

A State of the Environment (SoE) Report is an important management tool which aims to provide the community and Local Council with information on the condition of the environment in the local area to assist in decision-making.

Since 2007, the Councils of the Greater Central West Region of NSW (see map) have joined to produce Regional SoE Reports as part of Council reporting requirements.

NSW legislation means that Councils are not required to produce SoE reports each year, but in the year of the Council election. However, the participating Councils have decided to continue reporting on an annual basis so that they can provide a detailed SoE report that covers trends in the intervening years.

The 2020 Council elections were postponed until 2021 due to the COVID-19 pandemic. Being the year of the Council election, this SoE report responds to the requirement in the Local Government Act 1993 that Councils measure and report on the progress of the environmental objectives or strategies in their Community Strategic Plan (CSP).

This report lists Council's environmental strategies, identifies appropriate indicators to measure them and briefly reports on trends in these indicators since the last Council election (2016). It also discusses any major environmental impacts on the environmental strategies between 2016 and 2021.

Land

Issue	Indicator	2016-17	2017-18	2018-19	2019-20	2020-21
Contamination	Contaminated land sites - Contaminated Land Register (number)	0	0	0	0	0
	Contaminated land sites - potentially contaminated sites (number)	123	123	123	123	123
	Contaminated sites rehabilitated (number)	0	0	0	0	0
Erosion	Erosion affected land rehabilitated (ha)	0	0	0	0	0
Land use planning and management	Number of development consents and building approvals	110	121	136	115	135
	Landuse conflict complaints (number)	10	2	0	0	0
	Loss of primary agricultural land through rezoning (ha)	0	0	0	0	0
Minerals & Petroleum	Number of mining and exploration titles				96	45
	Area covered by mining and exploration titles (ha)	133,000	135,000	136,000	141,000	140,000



Towards Sustainability

Issue	Indicator	2016-17	2017-18	2018-19	2019-20	2020-21
Waste Generation	Total waste entombed at primary landfill (tonnes)	5,830	4,690	4,620	5,192	5,514
	Total waste entombed at other landfills (exc recyclables) (tonnes)	0	0	0	0	0
	Average total waste generated per person (tonnes)	0.79	0.63	0.63	0.70	0.75
	Average cost of waste service per residential household	\$400	\$412	\$404	\$380	\$340
Hazardous/Liquid Waste	DrumMuster collections (number of drums)	0	0	0	0	0
	Household Hazardous Wastes collected (kg)	3442	2,593	3,233	3,308	0
Reduce	Organics collected (diverted from landfill) (tonnes)	98	344	224	351	299
	E-Waste collected (diverted from landfill) (tonnes)	10	7	20	8	9
Recycle	Volume of material recycled (tonnes)	720	959	935	570	1,026
	Volume of material recycled per person (kg)	98	129	127	77	139
Littering and illegal dumping	Number of illegal waste disposal complaints to Council	6	5	4	5	5
Engineering, Infrastructure and Civil Works	New road construction (km)	1	0	0	0.2	0
	Road upgrades (km)	41	36	36	26	33
Risk Management	Flood management plans/ flood mapping - increase in area covered (ha)		0	0	0	0
	Hazard reduction burns (number)	2	2	0	0	0
Climate Change Mitigation	Office paper used by Council (A4 & A3 reams)	522	439	464	490	527
	Council sustainability initiatives (number)	0	0	0	0	1
	Council mitigation initiatives (number)	0	0	0	0	1
Council Greenhouse Gas Emissions	Annual electricity consumption for Council controlled facilities (MWh)	770	702	982	807	1,390
	Annual natural gas consumption for Council controlled facilities (Gj)	1,293	22	40	2,078	2,250
	Annual bottled gas consumption for Council controlled facilities (L)	0	7,653	8,206	8,210	7,713
	Total fuel consumption (KL)	401	460	685	410	345
	Proportion of Council's electrical energy demand met from council-owned renewable energy infrastructure	0.0%	0.0%	5.0%	5.0%	8.0%
	Council total operational greenhouse gas emissions (tCO ₂ -e/year)	5,123	5,232	5,804	6,003	6,273
Community Greenhouse Gas Emissions	Small scale renewable energy uptake (kW installed)	230	438	723	704	1,021
	Number of solar water heaters and heat pumps installed	4	6	8	4	2



Water and Waterways

Issue	Indicator	2016-17	2017-18	2018-19	2019-20	2020-21
Surface & Ground Water Quality	<i>E.coli</i> remote from wastewater treatment plants (per 100ml)	194	0	440	112	47
Riparian	Riparian vegetation recovery actions (number)	3	3	3	3	1
	Riparian vegetation recovery area (ha)	10	15	5	5	6
Industrial / Agricultural Pollution	Load Based Licencing Volume	78	0	46	7,631	5,232
	Exceedances of license discharge consent recorded (number)	2	0	0	0	0
	Erosion & Sediment Control complaints received by Council (number)	0	0	0	1	2
Stormwater Pollution	Number of gross pollutant traps installed	2	2	2	2	2
	Total catchment area of GPTs (ha)	253	253	253	253	253
	Water pollution complaints (number)	0	0	0	0	0
Town Water Quality	Number of instances drinking water guidelines not met	0	0	0	0	0
	Number of drinking water complaints	5	17	12	22	28
Dam Levels	Average dam levels	84.0%	76.0%	39.0%	16.0%	29.0%
Water extraction	Number of Water Supply Work Approvals from surface water sources	50			60	61
	Volume of surface water permissible for extraction under licences (GL)	114			105	111
	Actual volume extracted through surface water licences (GL)					75
	Number of Water Supply Work Approvals from groundwater resources	737			832	836
	Volume of groundwater permissible for extraction under licences (GL)	2.8			2.8	1.6
	Actual volume extracted through groundwater licences (GL)				0.8	0.09
Council water consumption	Area of irrigated Council managed parks, sportsgrounds, public open space (ha)	24	24	24	24	27
	Water used by council for irrigation (including treated and untreated) (ML)	23	27	40	36	35
Town water consumption	Annual metered supply (ML)		740	691	661	540
	Annual consumption (Total from WTP) (ML)	625	740	691	661	540
	Average annual household mains potable water usage (kL)	170.2	156.1	170.5	165.5	143.0
	Average level of water restrictions implemented	0.0	0.0	2.0	5.0	4.0
	Water conservation programs (number)	0	0	0	0	0



People and Communities

Issue	Indicator	2016-17	2017-18	2018-19	2019-20	2020-21
Active community involvement	Environmental volunteers working on public open space (Hours)	450	115	154	100	20
	Number of environmental community engagement programs	3	3	3	3	0
	Number of growers' markets/local food retailers specialising in local food	14	14	14	5	1
Indigenous Heritage	Number of Indigenous sites on AHIMS register	41	76	77	79	85
	Inclusion in DCPs & rural strategies (number)	0	1	1	1	1
	Extent of liaison with Indigenous communities (self-assessed from 0 = none to 3 = High)	0.0	0.0	0.0	2.0	0.0
	Development approvals on listed Indigenous sites (number)	0	0	0	0	0
	Number of Indigenous heritage management actions/responses	0	0	0	2	0
Non-Indigenous Heritage	NSW Heritage Items (number)	15	15	15	15	13
	Locally listed heritage items (number)	342	345	345	345	345
	Actions to protect non-Indigenous heritage (including management plans) (number)	2	6	12	10	10
	Heritage buildings on statutory heritage lists demolished/degraded in past year (number)	0	0	0	0	0
	Heritage buildings on statutory heritage lists renovated/improved in past year (number)	8	6	1	1	1



Biodiversity

Issue	Indicator	2016-17	2017-18	2018-19	2019-20	2020-21
ClearHabitat Loss	Total area in the National Parks Estate (ha)	0	0	0	0	0
	Total area of State Forests (ha)	1,796	1,796	1,796	1,796	1,796
	Total area protected in Wildlife Refuges (ha)				14,533	12,546
	Area protected in conservation reserves & under voluntary conservation agreements (ha)	126	472	126	296	254
	Extent of Traveling Stock Reserves in LGA (ha)			237	245	180
	Proportion of Council reserves that is bushland/remnant vegetation	0%	0%	0%	0%	0%
	Habitat areas revegetated (ha)	20	10	1	1	1
	Clearing complaints (number)		0	1	1	1
	Roadside vegetation management plan (Yes/No)	Yes	Yes	Yes	Yes	Yes
	Roadside vegetation rehabilitated (ha)	8	12	0	0	0
Threatened Species	State Threatened species (number)				63	63
	Threatened species actions implemented (e.g. PAS, recovery plans) (number)	0	3	3	3	1
	Fish restocking activities: native species (number)	10,000	15,000	16,000	0	18,000
Priority weeds and feral animals	Fish restocking activities: non-native species (number)	66,100	36,000	65,000	56,000	56,100
	Number of declared priority weeds	95	95	96	98	104
	Invasive species (listed priority or WONS) under active management	8	8	8	8	8

CASE STUDY: BELUBULA RIVER WALK

One of the most important and impressive Active Movement Strategy projects has been the Belubula River Walk in Blayney. This project along the banks of the Belubula River from Dakers Oval to the Island at Glasson Bridges Newbridge Road is part of a larger beautification, native fish habitat and riverbank restoration project that will establish a Belubula River Heritage Walk.

This shared pathway provides an important link to the local shopping centre in Blayney from neighbouring residential areas and, in future, to the main recreational playground and skatepark. By the end of June 2021, Council completed two of the four stages with funding applications pending for Stages Three and Four. The first stage is a shared path constructed from Ogilvy Street (Dakers Oval) to Martin Street.

Stage Two, known as the Belubula River Noxious Weeds Project, received \$50,000 of funding through the NSW Government Drought Stimulus Program. Stage Two consisted of major environmental works on the Newbridge Island, removing noxious weeds and willow species from the Belubula River. Willow trees and blackberries were removed and chipped.

The removal of the willows revealed native fish in deep water holes and has allowed for locally native species to be planted and improved solar access to the river which has been densely shaded by the willows. Taller native species have been planted on the eastern bank and the western bank has been planted with smaller rushes and grasses and scattered trees.

The removal of the noxious weeds and willows from the river not only provided environmental benefits but also cleaned up the river to showcase the picturesque Belubula River. This will encourage the community to access the river and will allow fishing in town for the first time in many years.





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