



**INDEX OF REPORTS OF THE BLAYNEY SHIRE COUNCIL MEETING
HELD ON MONDAY 14 AUGUST 2017**

EXECUTIVE SERVICES REPORTS

**05 Orange, Blayney and Cabonne Regional Economic Development
Strategy**

Appendix 1: Regional Development Framework 3

CORPORATE SERVICES REPORTS

17 End of Term Report 2012-2017

Appendix 1: End of Term Report 23



Making it Happen in the Regions:

Regional Development Framework



Contents

Minister's Foreword	3
1. Regional development is important to the NSW Government	4
<ul style="list-style-type: none"> • Regional development ensures NSW makes the most of its opportunities • What do we mean by regional development? • The NSW Government has a strong track record of delivery on regional development 	
2. The need for a Regional Development Framework: we can do more if we focus our efforts	6
<ul style="list-style-type: none"> • Aboriginal Economic Development 	
3. Regional Development Programs	7
<ul style="list-style-type: none"> • Program 1: providing quality services and infrastructure in regional NSW • Program 2: aligning effort to support growing regional centres • Program 3: identifying and activating economic potential 	
4. Putting the framework into practice	14
<ul style="list-style-type: none"> • Improved regional structures to facilitate regional development • Building the evidence-base for investment in regional development • Attracting investment and co-investment • Capability building 	



Image: Guided tour of Aboriginal art with Badger Bates, Mutawintji National Park, Outback NSW. Badger Bates is a Broken Hill artist, Aboriginal Elder and Senior Archeological Officer for the NPWS, Broken Hill. **Credit:** Destination NSW



Image: Paddocks in Boorowa **Credit:** Holly Bradford Capital Country Tourism. Destination NSW

Cover Image: View of Tamworth
Credit: Tamworth Regional Council

Foreword

The NSW Government has a strong record when it comes to delivering for regional NSW. In our first term of Government, we committed over \$13 billion to revitalising important infrastructure and improving service delivery in regional communities.

In our second term, we have continued this momentum, with a further \$6 billion committed through the long-term lease of 49 per cent of the State's electricity assets, including:

- **\$3.7b on regional roads;**
- **\$1b on water security;**
- **\$600m for schools and hospitals;**
- **\$400m for rail freight; and**
- **\$300m for regional tourism and the environment.**

This investment is a once-in-a-generation opportunity to fast track infrastructure projects that regional NSW needs and deserves. More importantly, this record investment is converting into business confidence, private sector investment and creating jobs that will unleash the economic potential of regional NSW - and the figures speak for themselves.

Business confidence in NSW is the highest it has been in five years. Regional NSW is leading the nation in jobs growth, with over 56,000 jobs created over the year to June 2016 - which is the highest regional jobs growth rate in Australia. The Regional Development Framework underpins the Government's priorities to grow business confidence, create jobs and encourage business investment to build a skilled workforce and secure a strong future for our regions.

The Framework is the first of its kind and provides an overall vision across Government for regional development in NSW, building on previous regional plans and will act as a point of reference for future work to deliver for regional NSW.

The Framework will help the Government identify impactful opportunities that can make a real difference to regional communities. An important part of the Framework is a commitment to build the evidence-base for future investments and, through a whole-of-government approach, ensure that these investments maximise the potential for growth and new jobs in each region.

Our efforts are explained as three programs of investment:

1. Providing quality services and infrastructure in regional NSW
2. Aligning effort to support growing regional centres
3. Identifying and activating economic potential

The NSW Government recognises the importance of ensuring all regional communities can access the essential services of a modern economy. We believe our geography brings enormous opportunity, and should not deter people from choosing where they live, work and play.

We have created the right economic conditions for growth with a clear rationale for investment. We will put the Framework into practice to support further growth through:

1. **Improved regional structures to facilitate regional development**
2. **Building the evidence-base for investment in regional development**
3. **Attracting investment and co-investment**
4. **Building regional workforce capability**

Although the NSW Government has achieved much in the last five years, there is more to do. We continue to work to ensure greater opportunity and prosperity for regional NSW.



The Hon. John Barilaro MP
Deputy Premier
Minister for Regional Development
Minister for Skills
Minister for Small Business

1. Regional development is important to the NSW Government

Regional development ensures NSW makes the most of its opportunities

Regional NSW is home to about 40% of the total NSW population, and produces about one third of total NSW gross state product. It is also home to resilient and adaptive communities and places of historical and cultural significance. With high levels of natural beauty and diverse lifestyles, regional locations are attractive places to live and work.

The NSW Government recognises the need to be more strategic and better coordinated if it is to make a difference, particularly in addressing some of the serious issues facing regional NSW such as pockets of youth unemployment, social disadvantage, changing economic opportunities and increased competition.

The NSW Government is determined to ensure that regional NSW continues to be a vibrant and growing part of our economy and that people are supported in their decision to live in the regions.

What do we mean by regional development?

The NSW Government is taking a holistic approach to regional development.

The Government's efforts are aimed at tangible improvements in economic and social outcomes, but also efforts towards protecting our unique environment and enhancing education, health and cultural outcomes.

This can be measured in a variety of ways by reference to economic factors such as jobs, wealth creation and living standards but also by relying on measures such as education levels, skills levels, standard of living and life expectancy.

Importantly, the NSW Government's approach to regional development is collaborative and based on the idea that regional development is a shared effort that combines the work of all tiers of government, as well as input from regional communities.

Regional development seeks to maximise the potential of regional areas. The NSW Government wants to build on our approach to the natural assets, local skills and expertise, and broader competitive advantages of the regions.

One of the strengths of regional NSW is its diversity. The NSW Government recognises that each region requires its own tailored set of strategies to address the specific priorities of each region. This is why we have created this Framework.



The NSW Government has a strong track record of delivery on regional development

The NSW Government is committed to supporting the development of strong, diverse and innovative regional communities across NSW and making those communities appealing places to live, work and invest. Since coming to Government, we have made a significant investment into regional NSW including:

\$13 billion investment

We have budgeted \$13 billion worth of investment in regional infrastructure projects including better roads, hospitals and schools. This is aided by dedicating 30% of the multi-billion dollar Restart NSW fund to regional infrastructure

\$92 million

Investing \$92 million via the Office of Regional Development to leverage \$4 billion worth of private sector investment and create over 12,500 new jobs

\$100 million

Investing in primary industries, including supporting over 1,000 research and development projects

\$40 million

Spending over \$40 million on regional training and skills, and significantly increasing skills and training opportunities in rural areas

\$26 million

Investing over \$26 million in the Regional Visitor Economy Fund and the Regional Flagship Events Program as well as a further \$11.5 million for arts and cultural activities in regional NSW

In addition, the NSW Government is making a once in a generation investment into regional NSW through Rebuilding NSW. This includes spending \$6 billion in regional NSW, including \$2 billion for regional freight corridors, \$400 million to fix country rail, \$1 billion for regional water security and \$300 million for regional tourism and the environment.

2. The need for a Regional Development Framework: we can do more if we focus our efforts

The NSW Government has a strong record in ensuring we have the right strategies for regional development. This has been shown from the work completed to date such as:

- The regional plans for development over the next 30 years;
- The State Infrastructure Strategy;
- The Long Term Transport Master Plan; and
- The Economic Development Strategy for Regional NSW.

While the Government is investing significant funds into regional NSW, there are uneven levels of growth across the regions. Some regions are growing strongly both in terms of population and economic opportunity.

Industry is thriving in some regional centres, leading to strong jobs growth, and a strong regional economy and future prosperity.

However, some of our regional communities face great challenges in terms of population decline, structural change, distance, and the impact this has on service delivery, infrastructure investment, and cultural and social development.

We should expect that people will follow opportunities and that areas will experience differential growth over time.

The Regional Development Framework provides a scaffold for better coordination, decision making and effort on the ground.

The Framework will be based around a model of investment in regional NSW that:

1. Provides quality services and infrastructure in regional NSW – ensuring a baseline set of services across regional NSW;
2. Aligns efforts to support growing regional centres, acknowledging the needs of areas with strong growth in population, jobs or both; and
3. Identifies and activates economic potential by looking across regional NSW for opportunities to change the economic outlook and activate local economies.

Aboriginal Economic Development

The Framework for Aboriginal economic prosperity is a key initiative of Opportunity, Choice, Healing, Responsibility, Empowerment (OCHRE), the NSW Government's plan for Aboriginal affairs. The Framework is being developed to coordinate the many activities across government, working with stakeholders effectively to achieve genuine improvements in Aboriginal economic development. The Framework aims to support Aboriginal people to realise their economic aspirations by developing sustainable employment and by building Aboriginal communities' economic and entrepreneurial capacity.

3. Regional Development Programs

Program 1: providing quality services and infrastructure in regional NSW

We want to ensure that the people of regional NSW have the best access to essential services and infrastructure in regional Australia.

All people in regional NSW should and will have access to essential services and infrastructure including hospitals, schools, roads, water, police and emergency services. This is our commitment to ensuring that no one in regional NSW should have to choose between where they live and work and having access to the most essential services.

While not all areas will have the same level of investment, we will make sure that all regions receive essential services to support their size and population, and that this is equivalent or superior to the best services and infrastructure investment in comparable regions throughout Australia.

This aligns strongly with commitments under the Premier's priorities including building infrastructure, improving service levels within hospitals, improving education results, and improving government services.

Existing commitments include over \$1.7 billion on rural and regional health infrastructure, the \$135 million Bridges for the Bush program, \$132 million spent on upgrades to fire, police and ambulance stations and \$70 million spent on upgrading educational facilities.

The NSW Government is continuing to improve access to essential services in regional NSW.

Of the \$6 billion regional infrastructure program under Rebuilding NSW, a significant proportion is being spent on infrastructure to support essential government services, including:

- **\$2 billion for the Regional Road Freight Corridor Program;**
- **\$1 billion for a Regional Growth Roads Program;**
- **\$1 billion on water security;**
- **\$600 million for schools and hospitals - including \$300 million to create a 10 year Regional Schools Renewal Program;**
- **\$500 million for the Fixing Country Roads Program;**
- **\$300m for regional tourism and environment;**
- **\$400 million for Fixing Country Rail; and**
- **\$200 million to accelerate the Bridges for the Bush program.**

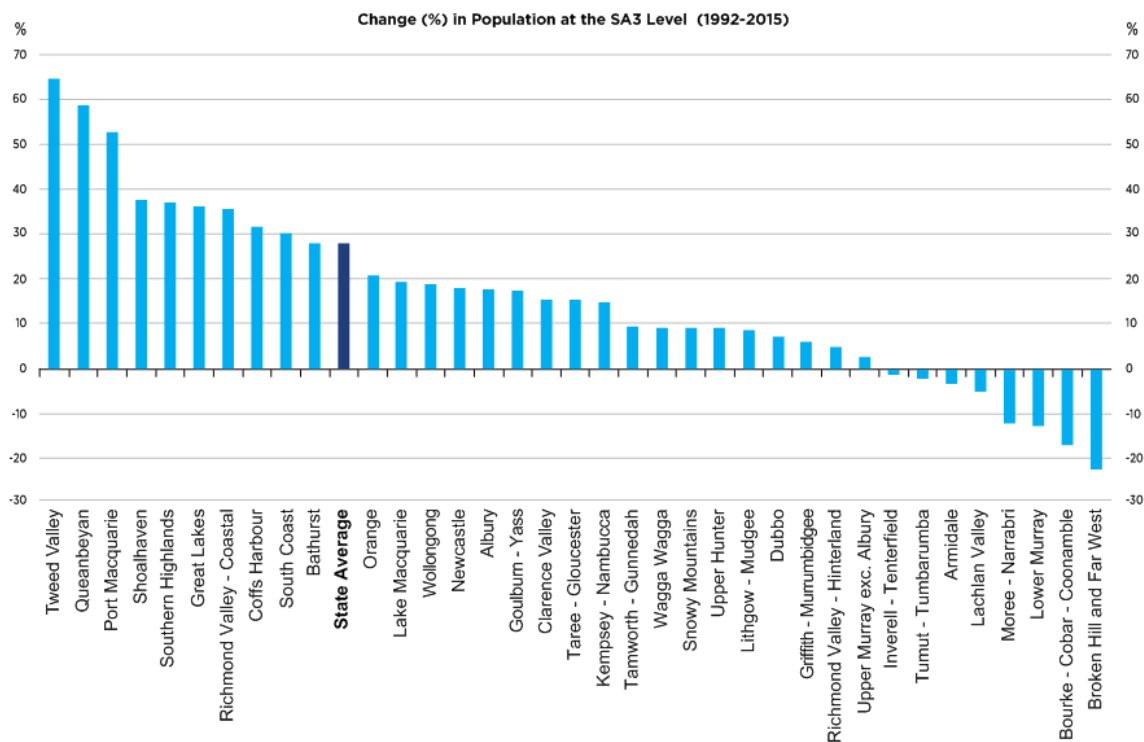
Program 2: aligning effort to support growing regional centres

There are some parts of the state that are experiencing strong growth. It is to be expected that government will invest in regional centres to ensure that services are commensurate with growing needs and that we capitalise on economic opportunities.

There are some regional centres that are experiencing strong growth. Growth in this sense has a broad definition. It refers to growth in population, productivity, economic output or jobs. In identifying growing regional centres, a combination of these factors will be considered.

For example, with respect to population, between 1992 and 2015, some parts of New South Wales experienced very high population growth. This included coastal areas such as the Tweed Valley and Port Macquarie, but also inland areas such as Queanbeyan. Figure 2 below shows population trends in regional centres.

Fig 1 population trends in regional centres



Source: ABS.StatBeta, Social Statistics, Demography, Estimated Resident Population (ERP) by Region, 1992 to 2015

Case Study

Regional Tourism Infrastructure Fund

Regional airports play a vital role in the long term viability and growth for communities and economies in regional NSW, and are an essential entry point to the region for tourism, health and emergency services.

The NSW Government has announced \$70 million for upgrades to 27 regional airports that will boost their capacity and safety and increase their ability to attract visitors to regional NSW. The projects include passenger terminal upgrades, improved lighting to support airport expansion, and expanding runways or aircraft parking to accommodate larger planes.

The 27 regional airport projects include: Albury, Armidale, Ballina Byron Gateway, Bourke, Coffs Harbour, Dubbo, Griffith, Lightning Ridge, Lismore, Lord Howe Island, Merimbula, Moree, Moruya, Mudgee, Narrandera, Newcastle, Orange, Port Macquarie, Snowy Mountains, Tamworth, Taree, and Wagga Wagga.

Image: Coffs Harbour Airport
Credit: Rob Cleary, Seen Australia



\$70M

for upgrades to **27** regional airports

Demographers are forecasting further growth for coastal regional centres, including the Tweed, Coffs Harbour, Port Macquarie, Newcastle/Lake Macquarie, Wyong, Gosford, Wollongong and the Shoalhaven. The growth of regional centres and their importance for the regions is a trend that is set to continue.

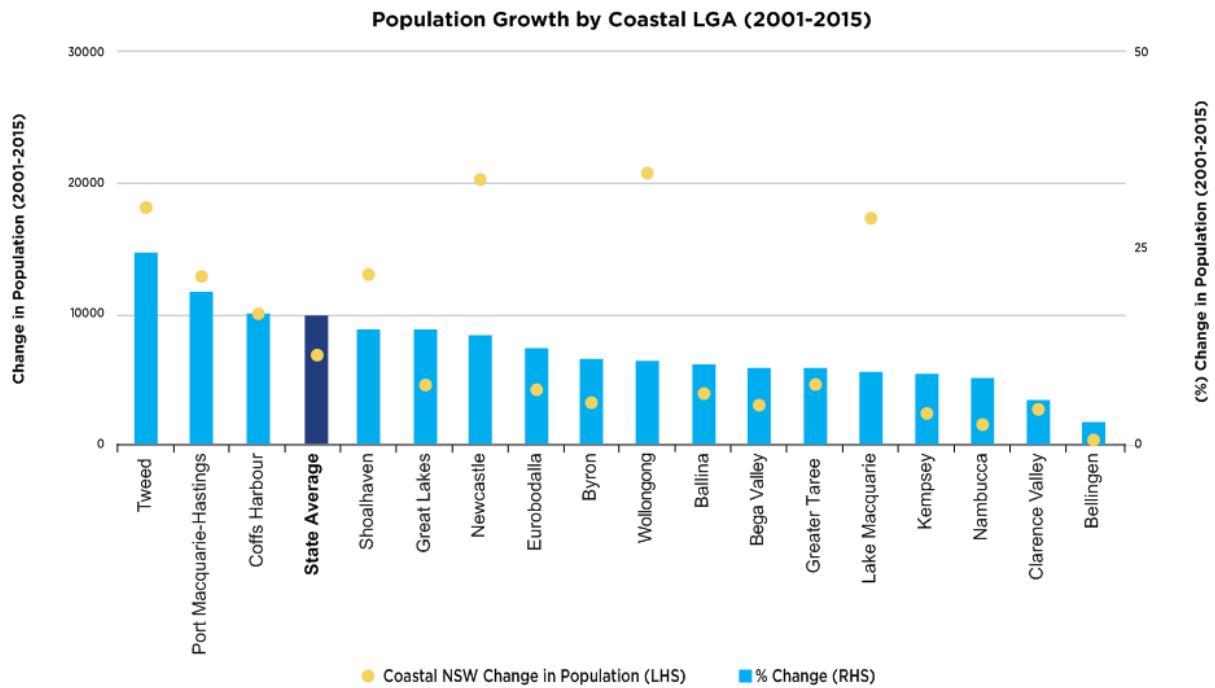
This will cement the importance of regional centres for the development of the surrounding regional areas. The strength and resilience of regional centres is a major contributor to the prosperity of our regions because they are hubs for economic activity, especially because in areas of strong population growth there is also likely to be some clustering of industry. An economic centre does not necessarily have to be a city of a particular size – centres will vary significantly from region to region, and some will be emerging.

A key characteristic of regional centres is they draw employees from, and provide services to, surrounding towns, and there are often important interconnections between regions.

By concentrating investment in growing regional centres, we can respond usefully to the needs of those regions as they arise and ensure that vital investments are made where most of the growth is occurring.

Program 2 will be strongly evidence based. As part of identifying the right regional centres to invest in, the Department of Industry is identifying the key economic drivers for economies in regional NSW.

Fig 2 shows population growth by coastal LGA



Source: ABS.StatBeta, Social Statistics, Demography, Estimated Resident Population (ERP) by Region, Age and Sex, 2001 to 2015.

Image: Artist's impression, Gosford Hospital Redevelopment



\$1bn
to support
**regional
health**

Examples of investment into health infrastructure in regional NSW growth centres include:

- **Gosford Hospital Redevelopment - \$348M**
- **Wagga Wagga Rural Referral Hospital Redevelopment - \$270.1M**
- **Tamworth Hospital Redevelopment Stage 2 - \$211M**
- **South East Regional Hospital Bega - \$187M**
- **Parkes and Forbes Hospitals - \$113.7M**
- **Orange Base Hospital - \$261M**
- **Wollongong Hospital Elective Surgery Unit - \$106.7M**
- **Port Macquarie Base Hospital Expansion - \$104M**

Case Study

Investments into health in regional growth centres

Through Rebuilding NSW the Government has reserved \$300 million to accelerate delivery of the Regional Multipurpose Health Facilities Program including a focus on accelerating health facilities in smaller country towns.

Program 3: Identifying and activating economic potential

Regardless of the size of the region or its pre-existing natural advantages, we will be looking at supporting all regional areas where we can identify projects or investments with potential to activate new opportunities.

Regional jobs growth in NSW remains strong.

56,500 jobs were created in regional NSW over the year to June 2016. This is 58 per cent of all jobs created in NSW, despite regional NSW only accounting for one third of the workforce.

While regional NSW is experiencing strong employment growth overall, some regions and regional centres are struggling economically and demographically. There are opportunities to enliven local economies through strategic investment. This can change the regional economic outlook for the local area or a broader region. In these areas, the NSW Government will look for opportunities where targeted investment can unleash the local economy to bring about major change. This program recognises that often the economic landscape in a region can improve rapidly when government and private sector actors collaborate to capitalise on particular opportunities.

All decisions will be made on the basis of evidence that specific investments are commercially viable and likely to have the desired effect. These decisions will also be guided by acknowledging the important role initial government investment can play in accelerating business development and job creation, especially in smaller regional communities.

Some regions have a strong need for projects that can switch on the local economy, while not necessarily being targeted towards a regional growth centre or aimed at a particular comparative advantage.

For example, in a region where a traditional industry may be declining in terms of output or employment, the Government may look to support emerging alternative industries, where there is strong evidence to suggest a self-sustaining boost to employment and economic prospects.

In other instances, a new enabling infrastructure project may have considerable benefits in terms of improved connectivity or connection to freight corridors or opening up areas to tourism.

It is likely that in the latter instance, evidence would be pre-existing in local areas and there would be opportunities for co-funding with regional stakeholders. State government agencies would need to analyse the commercial viability of the particular project proposed on a case-by-case basis. Strong partnerships involving local leaders, experienced investors and government support are expected to have the best prospect of success.

In instances where the evidence does not point to the likelihood of beneficial economic change or where there is clearly no commercial viability, investment by government would not be justified.

Image: Kotzur Silos

Case Study

Walla Walla Internet Connectivity

Through the Murray Darling Basin Regional Economic Diversification Fund bulk handling and silo manufacturer Kotzur Silos and St Paul's College in the small Riverina community of Walla Walla have been given financial support to deploy business grade, high speed fibre optic internet.

Slow internet speeds were an obstacle for both organisations. Kotzur is experiencing phenomenal growth in its bulk handling projects and this growth was being restricted by a slow and unreliable internet service which struggled to support even a simple Skype meeting.

St Paul's College, a co-educational day and boarding secondary school, occupying a niche with the provision of equine and agricultural studies, was prevented from using the internet for what many schools take for granted in digital content delivery.

The best news is that this funding for upgraded internet will enable all businesses in Walla Walla to access data and Voice Over Internet Protocol capabilities like Skype at up to 200 megabytes per second.



Businesses in Walla Walla to access data and VOIP at

up to 200 megabits per second.

4. Putting the framework into practice

So far, the Framework has set out why the NSW Government is focused on regional development and the programs to implement regional development. This part of the Framework contains the mechanisms through which the Government will implement its regional development agenda, building on existing work to enable a more coordinated and focused effort in future.

Improved regional governance structures to facilitate regional development

KEY ACTIONS

1. The NSW Government will refresh its current regional governance structures, to ensure they are efficient, coordinated and easy for industry, community and other stakeholders to navigate with a minimum of duplication.
2. The NSW Government will seek to establish common regional boundaries for NSW.

To deliver this Framework, we need new ways of working to ensure all levels of government are acting in concert with strong levels of input from regional stakeholders. We want to ensure these arrangements are efficient, coordinated and easy for industry, community and other stakeholders to navigate with a minimum of duplication.

The new governance framework will help support:

- Clear accountability to lead and innovate in the delivery of the Regional Development Framework and Premier's and State priorities;
- Improving service delivery;
- Increasing external transparency and accountability for regional outcomes;
- Appropriate place-based policy decisions;
- Stronger coordination among government agencies engaged in regional issues;
- The capacity of the NSW Government to deal effectively with regional issues and maximise opportunities in the regions; and

- Balancing focused outcomes for regional communities against economic, environmental, and social measures.

A refreshed Regional Leadership Group in each region (chaired by NSW Department of Premier and Cabinet) will include the right people from each agency involved in on-the-ground regional delivery as well as representatives from Joint Organisations and/or Regional Organisations of Councils, and the relevant Regional Parliamentary Secretary. The Regional Leadership Group will become the core decision making group for each region.

It will:

- Agree on the priorities for each region;
- Co-design and lead priorities that are cross-government and/or involve multiple agencies or where there is no clear lead agency;
- Resolve barriers and take advantage of emerging opportunities for regional outcomes;
- Establish relevant sub-committees and taskforces to address regional priorities.

In each region, there will also need to be appropriate mechanisms for consulting with Commonwealth and local government representatives and key regional stakeholders. This will ideally allow the regions to leverage existing and emerging opportunities and provide key advice on emerging issues. In addition to this, the Parliamentary Secretary for each region will lead an annual summit to engage with regional leaders and Members of Parliament on the progress and direction of regional opportunities. Joint Organisations of Councils will also make it easier for the NSW Government to work in partnership with local government to drive regional development and priorities.

Coordination at the State level as well as in the regions

At a statewide level, the NSW Government will need to ensure that all agencies that are strongly involved in regional development are communicating and developing policy in concert and in a coordinated fashion. This will involve a regular meeting of a state-wide Deputy Secretaries Committee which mirrors

coordination efforts in the regions, as well as ensuring that there is an overall focus within the NSW Government on the regions.

The Regional Coordination Branch within the Department of Premier and Cabinet will have monthly meetings with the Deputy Premier and the Minister for Regional Development to apprise them of various regional issues arising from the work of the Regional Leadership Group.

Boundaries

The Regional Development Framework will be supported by common regional boundaries for NSW agencies. These common boundaries will help address barriers in integrated and multi-agency planning; prioritising policy; programs and service delivery; targeting services in partnership with other agencies and local government; improving decision-making on the critical needs of each region; consistent, whole of region and whole of government reporting and accountability.



Building the evidence-base for investment in regional development

KEY ACTIONS

1. The Department of Industry will identify the key economic drivers for regions (through the Regional Enablers Project).
2. The Department of Industry will identify economic opportunities and infrastructure priorities.
3. The Department of Industry will research and develop a method of enhancing its cost benefit analysis to take into consideration non-market benefits as a way of improving justification for regional projects and investments.

The Government is strongly committed to making investment decisions based on sound economic evidence, as demonstrated in the Long Term Transport Master Plan and Rebuilding NSW – The State Infrastructure Strategy.

To continue to build the evidence base that informs government decision making, the NSW Department of Industry will be leading three important evidence gathering and analysis projects.

The Regional Enablers Project

The Regional Enablers Project seeks to identify the key economic drivers for regions so that investments can be targeted to those sectors. This project has already been piloted in three regions and is being rolled out across the State.

The Regional Economic Opportunities and Infrastructure Priorities Project

The Regional Economic Opportunities and Infrastructure Prioritisation Project will

involve a comprehensive literature review of proposals from all levels of government and non-government organisations, and targeted stakeholder engagement to identify the key economic opportunities and barriers in regional NSW. The project will apply modelling to prioritise projects so that information can inform the work of Infrastructure NSW.

Enhancing Cost Benefit Analysis

The Department of Industry is looking at ways of enhancing its cost benefit analysis to ensure that estimates are accurate, reliable and based on comprehensive information. This will involve taking into consideration non-market benefits and commercial assessments of flow on prospects. In using this methodology, it is expected that resources will be more efficiently allocated to activities with the best long term benefits for regional communities and the State.



Image: Costa's tomato plant

Case Study

Guyra Tomatoes

Guyra and surrounding communities have more job prospects on their doorstep as one of the largest tomato greenhouse facilities in the Southern Hemisphere has expanded and created more than 170 new jobs. Two new hi-tech five hectare glasshouses will augment Costa's current 20 hectare facilities already in operation at Guyra.

The State Government has funded the roadworks and the construction of the new entrance from the New England Highway to the location of the new glasshouses, providing easier and safer access to Costa Group's two new hi-tech five hectare glasshouses, located adjacent to the New England Highway, north of Guyra.

Costa is a major Australian grower, packer and marketer of fresh produce and supplies to Australian supermarkets and wholesale markets, as well as exporting to Asia, North America and Europe. Costa Group's operations at Guyra now employ over 500 people and produce around 14.5 million kilograms of tomatoes each year.

Costa employ over
500 people
 and produce around
14.5 million
 kilograms
 of tomatoes each year.



Image: Aerial view of Moree Solar Farm Credit: Moree Solar Farm Pty Ltd



Attracting investment and co-investment

KEY ACTIONS

1. **The Department of Industry will work with local bodies to develop and publish Regional Prospectuses.**
2. **The Department of Industry will work with the Department of Premier and Cabinet to ensure that international investment attraction efforts include region-specific actions.**

Under Programs 2 and 3, the NSW Government will look for key opportunities for investment and co-investment with the private sector and will attract that investment into regional NSW.

The Department of Industry is currently leading work to develop a Prospectus that will attract investment to NSW, particularly our regions and key industry sectors.

These prospectuses will provide potential investors with the 'how', 'who' and 'what' to be able to invest with confidence, including information on:

- the underlying economic strengths of each region;
- the best economic opportunities now and into the future; and
- possible locations for investment or co-investment with government.

The prospectuses will be live and dynamic web-based documents able to be updated as new information comes to light, to ensure that potential investors have the most current information on opportunities in NSW.

This work will align with whole of government international investment attraction efforts to ensure that the regions have a strong presence overseas.

Capability Building

KEY ACTIONS

1. The Department of Industry will undertake the Infrastructure Skills Legacy Program.

The NSW Government is building capability in the workforce through developing the skills of workers for the jobs of tomorrow. At the moment, we have a once in a generation opportunity to do so.

The NSW infrastructure program offers the opportunity to improve productivity through infrastructure investment in transport, utilities, health and education. The Department of Industry's Skills Legacy initiative will increase the skills base in order to meet the needs of the growing economy, make NSW a leader in the global marketplace and an attractive place to do business.

The Department of Industry is working with the construction industry to help build their future skills base by engaging their workers in skills development programs.

The Infrastructure Skills Legacy Program will target expanding the talent pool of skilled workers for the building and construction sector through developing the skills of workers; increasing the pool of women participating in civil infrastructure and general construction; as well as increasing the participation rate of Aboriginal and Torres Strait Islander peoples. The benefits of a strong talent pool will flow onto future infrastructure projects as well as to other industry sectors including the commercial and residential sectors.

**The NSW Government
is investing over
\$68 billion on major
infrastructure programs.**





Image: Mudgee streetscape at sunset Credit: Amber Hooper, Destination NSW



Department
of Industry



Blayney Shire Council
2012 / 2017
End of Term Report

Table of Contents

What is the End of Term Report?	3
Councillors 2012-2017	5
Snap Shot of Blayney Shire	7
Grow the wealth of the Shire	9
Future Direction 1: Grow the wealth of the Shire	9
Achievements	10
Future Direction 2: A centre for sports and culture	11
Achievements	12
Preserve and enhance our heritage and rural landscapes.....	13
Future Direction 3: Preserve and enhance our heritage and rural landscapes	13
Achievements	14
Develop and maintain Shire infrastructure.....	15
Future Direction 4: Develop and maintain Shire infrastructure	15
Achievements	16
Develop strong and connected communities.....	18
Future Direction 5: Develop strong and connected communities	18
Achievements	19
Leadership.....	20
Future Direction 6: Leadership.....	20
Achievements	21
State of Environment.....	22

What is the End of Term Report?

Background

The Local Government Amendment (Planning and Reporting) Act 2009 was assented to on 1 October 2009. This legislation introduced an Integrated Planning and Reporting framework for local government in NSW. The specific aims of that framework are to:

- Improve integration of various statutory planning
- and reporting processes undertaken by councils
- Strengthen Council's strategic focus
- Streamline reporting processes
- Ensure legislation supports a strategic and integrated approach to planning and reporting by local councils.

Blayney Shire Council embraced the new framework and after much community consultation during 2011, the Blayney Shire Community Strategic Plan 2025 (CSP), the foundation of this framework, was prepared and adopted by the community and Council on 12 March 2012. 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 new 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 five year term of Council and will be included in Council's Annual Report for 2016/17.

The following vision and values are the basis of Blayney Shire Council's strategic direction:

Blayney 2025: *All the pieces together*

The Community Strategic Plan

Our preferred future
(What we want Blayney Shire to be in 2025)

Our Shire of welcoming communities

The many communities of the Shire's town, villages and settlements are supportive and welcoming to those who live here and also those who visit.

Beautiful and productive landscapes

The landscape in which we live is both beautiful and productive.

Rural and mining heritage

Our heritage of rural living amidst agricultural and mining production has taught us much about the nature of these activities and how they can exist in harmony.

Showing the world how agriculture, mining and industry can work together for the greatest good

We are eager to share these lessons and learnings with other communities around the world.

A place to live your dreams

In Blayney Shire there is both space and time to make and live your dreams!

Values

These are the values that will guide our future choices and the way we work together as a community.

With a generosity of spirit we will:
Be inclusive and united
Act honestly and respect each other
Have a "can do" attitude
Think outside the square and
Back ourselves

Councillors 2012-2017



Cr Scott Ferguson (Mayor) has served on Blayney Shire Council since 1999 as a Councillor, interim Mayor in 2008 and elected as Mayor 2012 for the current term. Cr Ferguson and his family have made Blayney their home. As a successful local business, Ferguson Plumbing is owned and operated by Scott and his wife Michelle – a good example for aspiring business owners of what can be achieved with hard work and dedication.

Cr Ferguson is a current member of the Blayney Rotary Club and Director of Skillset Apprenticeship and Training Organisation. His passion for community development and economic growth has been evident throughout the years as the towns and villages continue to thrive. His strategic leadership skills have inspired the Council body and as a result, Blayney Shire Council is united and very positive.



Cr Allan Ewin (Deputy Mayor) has served two terms from 2008 on Blayney Shire Council - the first term as a Councillor and currently serving in his second term as Deputy Mayor. The Ewin family have lived in the Blayney Shire for over six generations as graziers.

Cr Ewin is an active member of the Cultural Centre Working Group and Towns and Villages Council Committee as Chairman where his passion for business development and tourism has been a valuable asset to both committees. Cr Ewin is well-known community ambassador, as a long-term member within Blayney Rotary Club, A & P Association and the Blayney Health Council. He is currently the Council delegate of the Bushfire Management and Liaison committee.



Cr Geoff Braddon OAM As a lifetime resident of Carcoar, Geoff Braddon was one of first elected members of the newly constituted Blayney Shire Council in 1978. Cr Geoff Braddon has continued as a Councillor throughout the years, only taking one term off during his service. He has also served as Deputy Mayor from 1984-87 and for a short period in 2001. As at 2016, he has served a total of 32 years in local government. In recognition of service to the Australia Army Reserve as CQM Sgt, Alpha Company, Royal NSW Regiment, Cr Geoff Braddon was awarded with an Order of Australia Medal on 10 June 1991. As a current member and past long serving Lyndhurst RSL Secretary, Cr Braddon is a respected community leader.

Geoff has dedicated his life to serving the community for Blayney Shire Council and associated organisations and forums, having served on more than 25 Council Committees as Chair or Council representative. Geoff established the Carmanhurst Military Museum in Carcoar and was Trustee of the Carcoar School of Arts from 1969 – 2016. He continues to be a Council delegate and the current Chair for Upper Macquarie County Council. He is also a Council delegate and past Chair of Central Tablelands Water. He is the current Chair of the Council Cemeteries Committee with a passion for history and ANZAC cultural heritage.



Cr David Kingham has served on Blayney Shire Council as a Councillor for two terms from 1987-1991 and 2012 to the present day. During this time, Cr Kingham has been an active member of Council with a keen interest in sports and recreation, parks and community infrastructure. Cr Kingham and his family are graziers in the local Blayney area, making it their home for many years.

Cr Kingham is a Council delegate of the Upper Macquarie County Council and is Chair of the Blayney Sports Council. He is currently the honourable Secretary of the NSW Farmers Association, Blayney Branch.



Cr Shane Oates has served on Blayney Shire Council since 2012. Mr Oates currently works in Bathurst as a statutory assistant at the state government run Lands and Property Information offices. He has also worked in the public service for the past nine years with agencies such as the Department of Community Services and Ageing, Homecare and Disability.



Cr Kevin Radburn has served on Blayney Shire Council for two consecutive terms, one as Deputy Mayor from 2008-2012 and currently as Councillor from 2012. Before taking on his role as a Councillor, Cr Radburn was an employee at Blayney Shire Council Treatment Works.

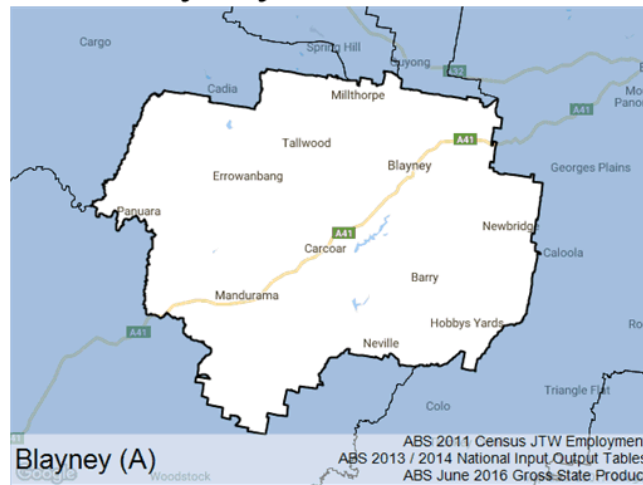
The Radburn family own and operate one of the region's most unique accommodation businesses called Neville Siding in the picturesque village of Neville, which features refurbished train carriages from yesteryear. As the current Chair of the Flood Plan Risk Management committee, Chair of the Traffic Committee and Treasurer of the Lee Hostel Board in Blayney, Cr Radburn is a valuable community leader.



Cr David Somerville, David and his wife, Karen, live on Newbridge Road. They run the function centre known as Athol Gardens, as well as an Angus cattle breeding business on the property. David and Karen have 4 daughters: Mia lives and works in Blayney, Hannah lives in Melbourne; Veronica was recently married in Millthorpe and now lives in Berry and Ella lives in Sydney.

David has been a resident in the district since 1972. He has commuted to Sydney for his practice as a corporate and finance lawyer, but now works almost exclusively from Athol.

Snap Shot of Blayney Shire



Blayney Shire is comprised of the principal town of Blayney, as well as a number of villages including Millthorpe; Carcoar; Mandurama; Lyndhurst; Neville; Newbridge; Hobbys Yards and Barry. The Shire is located in the Central Tablelands of New South Wales, approximately three hours by road from the centre of Sydney. It is the centre of a district, which stretches east to Bathurst, southwest to Cowra and north to Orange.

Our town, villages and settlements are spread throughout a beautiful landscape of undulating hills and tablelands. Blayney Shire communities enjoy a pace of living that is relaxing, genuine and in tune with the changes of a temperate climate with four distinct seasons. The spirit of community is strong. The Shire has quality schools, and facilities support participation in sports, recreation and healthy lifestyles.

Land Area (ha): 152,488.271
 Census Population Density (persons / ha): 0.046
 Gross Regional Product (\$M): \$483.596
 Per Hectare Gross Regional Product (\$'000): \$3.171
 Per Capita Gross Regional Product (\$'000): \$69.233
 Per Worker Gross Regional Product (\$'000): \$200.579

Total Output in 2016 for the Blayney LGA is estimated at \$1,218.562 million.
 The major contributors to output are:

Industry Sector	\$M	%
Mining	\$402.870	33.1%
Manufacturing	\$289.594	23.8%
Agriculture, Forestry & Fishing	\$98.305	8.1%
Other	\$427.793	35.1%

Employment

The major contributors to employment are:

Industry Sector	Jobs	%
Mining	442	18.3%
Agriculture, Forestry & Fishing	352	14.6%
Manufacturing	303	12.6%
Other	1,314	54.5%

Data sourced from:

ABS 2011 Census JTW Employment
ABS 2013 / 2014 National Input Output Tables
ABS June 2016 Gross State Product

Within Blayney Shire there are:

- 1 Hospital
- 7 Primary Schools, 1 High School
- 1 Pre-School, 2 Child Care Centres
- 1 Mens Shed

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)	\$1092	\$1227
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	\$1430/m	\$1500/m
Dwelling – Internet connection	N/A	75.3%
Average motor vehicles per dwelling	2	2.1

Source: 2011 and 2016 Census

Grow the wealth of the Shire

Future Direction 1: Grow the wealth of the Shire

Employment is needed to keep people in and attract people to the Shire. There are opportunities for growth in niche agriculture, mining and tourism. Retailing needs greater levels of local support to remain viable and grow. There is also a need for the water, energy and transport sectors to be sustainable and provide a platform for future growth.

Growth, however, needs to respect the environment and rural landscapes. Mining brings economic benefits but also pressures on accommodation, wages and shift work constraints on community living. There is the potential for the community and mining industry to work together for mutual benefit. The world needs to know about the benefits of living and working in Blayney Shire through the development of a well recognised brand and communication activities.

	Strategic outcome	Council Role	Who should collaborate
CSP 1.1	A viable agricultural sector with niche opportunities and products coupled with lifestyle.	Provider (planning and promotion) Facilitator	<ul style="list-style-type: none"> Communities Industry bodies State and Australian Governments Educational institutions
CSP 1.2	A thriving mining industry that supports and works well with the community.	Provider Facilitator	<ul style="list-style-type: none"> Mining industry Industry bodies Community Educational institutions State and Australian Governments
CSP 1.3	A well established, connected and prosperous tourism industry.	Provider Facilitator	<ul style="list-style-type: none"> Local tourism businesses State and Australian Governments Other LGA's Industry bodies Community groups Business sector Mine
CSP 1.4	Internationally recognised brand for Blayney Shire.	Provider Facilitator Advocate	<ul style="list-style-type: none"> State and Australian Governments Other LGA's Industry bodies, Community groups Business sector, Mine
CSP 1.5	Sustainable water, energy and transport sectors to support future growth.	Provider Facilitator Advocate	<ul style="list-style-type: none"> State and Australian Governments Central Tablelands Water Industry bodies
CSP 1.6	A vibrant local retail and business sector.	Facilitator Advocate	<ul style="list-style-type: none"> Shire Businesses Community State and Australian Governments

Achievements

- Council completed the Blayney 2020 MasterPlan which was nominated for a NSW 2016 Planning Institute of Australia Award for Excellence
- The \$35m Orange to Carcoar regional pipeline project commenced.
- In 2017 Council renovated the Visitor Information Centre to include a commercial café
- During the period 4 modifications were approved by the NSW Department of Planning for Newcrest's Cadia East Gold/Copper Mine. Cadia East underground mine was opened by the NSW Premier, the Hon. Mike Baird in May 2014
- \$200M Flyers Creek Wind Farm 100MW (42 turbines) was approved by the NSW Department of Planning on 14 March 2014.
- MOU signed with State Government following Council advocating the upgrade of the Blayney – Demondrille Railway to support transport of bulk materials.
- Participation in CNSW tourism campaigns including "Discovery Trail", "While You're Here", Advertising and promotions for 'Blayney & Villages'.
- Funding of \$85k for Blayney 2020 MasterPlan from Department of Planning in 2013/14.
- Regular updates issued to communication distribution list established and tourism directory expanded in order to improve communication of events/programs.
- New brand for Blayney Shire developed and town entry signs installed.
- 'How To Do Business' Council workshop.
- Rural Lands and Large Lot Residential Planning Proposal commenced.
- Planning proposals amending Heritage items and transfer of E3 to RU1 completed.
- Community noticeboards for Mandurama, Newbridge, Neville and Lyndhurst developed and installed.
- New Tourism billboards "Welcome to Wiradjuri Country" and promotion launched.
- Business seminars series for local business development and networking with local expert speakers.
- Distribution of "What's On" events listing bi-monthly on Council's website and hard copies distributed through village and region.
- Launch of Blayney Bike month campaign around B2B and Newcrest Orange Cycle Challenge including Blayney Hay Bale Art Challenge.

A centre for sports and culture

Future Direction 2: A centre for sports and culture

Participation in sports and cultural activities and events has and will continue to bring the community together. A coordinated program of events also has the potential to attract visitors and help to grow and sustain local businesses.

Events can be subject to funding pressures, red tape, regulation and rising insurance costs.

A cooperative community approach to events can help overcome these issues. The aim is for Blayney Shire to become known as a centre where sports, arts and entertainment are central to an enviable lifestyle and great visitor experience.

	Strategic outcome	Council Role	Who should collaborate
CSP 2.1	Cultural and sporting events are coordinated and resourced.	Facilitator Advocate	<ul style="list-style-type: none"> • Event organisers • Sponsors • Newcrest Mining Operations • Schools • Sport and recreation • Village Associations
CSP 2.2	Strong participation in sporting events and competitions.	Facilitator	<ul style="list-style-type: none"> • Schools • State and Australian Governments • Business sector • Sponsors • Families • Village Associations
CSP 2.3	Blayney Shire - a centre for arts, performance and entertainment.	Facilitator	<ul style="list-style-type: none"> • Newcrest Mining Operations • Sponsors • State Government • Schools • Village Associations

Achievements

A Cultural Centre Working Group was established involving the Blayney Town Association, Arts Council, Family History Group, Blayney Library and local artists with the objective of investigating and developing the project.

Outcomes: Improvements to Centrepont Sport & Leisure Centre – Climate control, water temperature and expanded gym area.

- 15 Youth Week Events over term.
- Continued support for Blayney Junior Sports Award program, run in conjunction with private sector, supporting state and national representation level.
- Community Financial Assistance Program expanded to financially support participation by talented sportspersons at regional, state and national levels.
- Continued support of Blayney Shire Music Scholarship program, with regional partners Mitchell Conservatorium and Orange Regional Conservatorium. 16 scholarships were awarded to musicians in the Blayney Shire.
- Funding obtained for Napier Oval toilet block, King George Oval and Blayney Showground building improvements.
- Council support towards art exhibitions held at Blayney Shire Community Centre.
- Installation of new electronic scoreboard at King George Oval.
- Upgrade to King George Oval grandstands, including the installation of 620 individual plastic seats, and construction of new field side seating.
- Individual Community Plans were facilitated and developed following community workshops for Carcoar, Mandurama, Lyndhurst, Neville, Newbridge and Blayney. Millthorpe Village Community Plan was reviewed and updated.
- Variety Liberty Swing installed in Heritage Park .
- Visitor Information Centre toilets upgraded to ensure disabled access compliance.
- Redmond Oval canteen construction and playing surface upgraded, irrigation installed and carpark built.
- Renewal of the ring fence, new lining in ceiling of the pavilion, erection of additional cattle pavilion and kitchen refurbishment completed at Blayney Showground.
- Installation of a new irrigation system in soccer fields and world class equestrian arenas at Blayney Showground.
- Newbridge Recreational Ground Tennis Court renewal completed.
- Blayney Tennis Courts resurfaced.
- Financial support for acquisitive prize of Textures of One Art Exhibition.
- Annual Community Financial Assistance Program donated \$100,000 per annum that supported local community groups, organisations for infrastructure projects and community events.

Preserve and enhance our heritage and rural landscapes

Future Direction 3: Preserve and enhance our heritage and rural landscapes

Although the rural landscapes are beautiful, the environmental facts are that less than 10% of native vegetation remains in the Shire and there are issues with erosion and salinity. Action must be taken to encourage sustainable land use practices particularly if population increases. The biodiversity of our water ways is also important and there are rich and productive soil types that need to be mapped and protected.

Our heritage stories need to be interpreted and made accessible. We have a built heritage that gives character to our villages. This can be enhanced and supported through sympathetic urban design and landscaping

	Strategic outcome	Council Role	Who should collaborate
CSP 3.1	Retention of native vegetation with linking corridors.	Provider Facilitator	<ul style="list-style-type: none"> • Community Groups • Village Associations • State and Australian Governments • Private enterprise • Mine • Farmers • Schools • Catchment Management Authorities
CSP 3.2	Biodiversity of waterways.	Facilitate	<ul style="list-style-type: none"> • Catchment Management Authorities • Water users • Land holders • Land Care • State and Australian Governments
CSP 3.3	Heritage sites in the natural and built environment are identified and understood.	Provider Facilitator	<ul style="list-style-type: none"> • Community groups • State Government • Historical Society
CSP 3.4	Sustainable land use practices across the Shire.	Provider (planning LEP)	<ul style="list-style-type: none"> • Community

Achievements

- K2W native rehabilitation project at Neville Landfill.
- Revive! Belubula River native and riparian rehabilitation project at Carcoar, in conjunction with Carcoar Urban Landcare Group.
- Schedule 5 – Environmental Heritage of the Blayney Local Environmental Plan 2012 was updated in 2016.
- 6 Planning Proposals have been completed during the period to amend and update the Blayney Local Environmental Plan 2012 during the period. A further 2 have commenced but yet to be completed.
- In 2016 Council completed an Employment Lands Study.
- Council provided grants totaling \$38,000 to owners of heritage items under its Local Heritage Assistance Fund.
- Submission made to Department of Planning and Environment on the Central West Regional Plan.
- Revive Belubula instream works project in conjunction with Carcoar Urban Landcare Group.
- Integrated Water Cycle Management Plan approved by NSW Office of Water.
- Biodiversity education programs through community news and newsletters, community tree planting days.
- Neville cemetery project completed, delivery improved landcare outcomes rehabilitation with grant funding.
- Green Army grant funding (2 rounds) secured for community rehabilitation works.
- Tree planting project undertaken in Barry as part of Village Enhancement Plan.
- Tree planting undertaken on Lucks Lane and Burnt Yards Road to encourage native vegetation growth.
- Roadside Vegetation Management Plan Study and prioritisation report completed helping inform Road side maintenance practices and areas of high conservation value.

Develop and maintain Shire infrastructure

Future Direction 4: Develop and maintain Shire infrastructure

Social and physical infrastructure is the skeleton that supports a community. Transport, rail and roads connect the Shire to the region and help people and goods move in to, out of and around.

Information and communication technologies are the new highways to the world and it is important that there is coverage across the Shire so everyone can be connected.

Water and sewer infrastructure are essential for public health and economic growth through property development.

Social infrastructure includes schools, government and emergency services, medical facilities, aged care and housing. This infrastructure needs to be funded, maintained and developed to ensure it meets the needs of the community.

	Strategic outcome	Council Role	Who should collaborate
CSP 4.1	Adequate provision of transport, roads, rail, information and communication technologies and community social assets.	Provider Facilitator Advocate	<ul style="list-style-type: none"> State and Australian Governments Industry Community members
CSP 4.2	Every village has access to water and sewerage services.	Provider Facilitator Advocate	<ul style="list-style-type: none"> State and Australian Governments Central Tablelands Water Village Associations
CSP 4.3	Improved access to community and public transport between villages and centres.	Facilitator Advocate	<ul style="list-style-type: none"> State Government Transport operators Industry
CSP 4.4	Integrated medical and aged care facilities across the Shire	Provider Facilitator Advocate	<ul style="list-style-type: none"> State and Australian Governments Facility operators
CSP 4.5	Preservation and continued development of rail infrastructure.	Advocate	<ul style="list-style-type: none"> State and Australian Governments Industry
CSP 4.6	Sustainable waste management	Provider Facilitator Advocate	<ul style="list-style-type: none"> State and Australian Governments Facility operators

Achievements

- In 2015 an independent strategic study confirmed Blayney Waste Management Facility has capacity for another 40+ years.
- In 2016 JR Richards commenced a new 10 year Domestic Waste Collection Contract for weekly general waste and fortnightly recycling services.
- In 2016 the Neville Landfill ceased as an operational landfill and was formally closed to the satisfaction of the NSW EPA.
- Councillor roads tour completed to review and understand conditions and set works priorities and principles for Asset Management review.
- Integrated Water Cycle Management Plan approved by NSW Office of Water.
- Water bore licences renewal and ongoing inspection regime to ensure compliance with licence conditions.
- Sewer main relining program implemented and appropriately funded.
- Smoke testing/CCTV inspection program implemented and appropriately funded.
- Calcium Nitrate dosing plant installed at Millthorpe sewer pump station.
- Inlet channel bypass at Blayney Sewer Treatment Plant completed.
- Completion of heavy patching works associated with flood damage program in 2013/14.
- Rehabilitation of Naylor Street bridge completed.
- Blayney Shire Community Centre Carpark upgrade including reseal and linemarking.
- Adoption of Cemeteries Management Plan assisting Council to maintain cemeteries in the Blayney Shire the highest possible standard, within budget limitations, and to ensure that the cemeteries are peaceful and comforting for bereaved relatives and friends, and as a sign of respect for the deceased.
- Replacement of bridges on Newbridge and Garland Roads.
- Shared path accessible / pram ramps installed in Binstead Street.
- Successful Blackspot Funding projects completed on Forest Reefs Road, Belubula Way, Burnt Yards Road, and Newbridge Road.
- Licence review completed with NSW EPA for Sewer Treatment Plant.
- Community energy Efficiency Program funding obtained as part of regional submission by CENTROC for energy efficiency projects at Sewer Treatment Plant, Blayney Shire Council office and Centrepoint. \$330,000 funding secured.
- Completing safety improvement and rehabilitation works on Errowanbang and Forest Rees Roads funded with the assistance of Federal Blackspot programs and Special Rate Variation from Cadia.
- Construction of Forest Reefs Road (Cowriga Creek) Bridge.
- Completion of Carcoar Dam Road bridge replacement with twin cell culvert.
- Completion of Park St Millthorpe and MR245 rehabilitation projects.
- Strategic Business Plan for sewer services adopted in 2014/15.
- Transport for NSW funding \$20,000 applied to Community Bus Project facilitated by Blayney Rotary.
- Completion of Fixing Country Roads – Round 1 Project on Errowanbang Road completed.

- Stage 1 of Fixing Country Roads – Round 2 project on Browns Creek Road completed.
- Replacement of Old Lachlan Road bridge with wet crossing.
- Replacement of Snake Creek Road bridge with wet crossing
- Replacement of Fell Timber Road bridge
- Asphaltting of Adelaide Street between Church Street and Stillingfleet Street in conjunction with Roads and Maritime Services
- Replacement of street bins with larger, lower operating cost bins
- Resealing program implemented and appropriately funded
- Road widening works and rehabilitation completed on Hobbys Yards Road, Burnt Yards Road, Carcoar Road, Errowanbang Road, Forest Reefs Road, Moorilda Road, Guyong Road, Newbridge Road, Barry Road, and Mandurama Road
-
- Completion of Active Transport program funded works along Carcoar and Martha Streets.
- Advocacy for improved rail infrastructure via CENTROC, Central West Strategic Regional Roads Group in conjunction with Village committees and progress associations.

Develop strong and connected communities

Future Direction 5: Develop strong and connected communities

The geographic spread and distances between our town, villages and settlements can cause a lack of cohesion on occasions. There is a need to integrate, improve communication and linkages between our communities so that they can share, support and learn from one another. This will also help build their capacity to be self reliant. Both transport and modern technology can help with this.

Strong communities are healthy and fit communities and this is especially important as the population ages. Access to medical facilities when needed is important particularly in emergencies. Balanced communities retain both younger and older members and this helps maintain viable population levels. Both age groups need the facilities and opportunities to participate and contribute to community life.

Strategic outcome	Council Role	Who should collaborate
CSP 5.1	A diverse and sustainable population in our communities and villages.	Provider (land use planning) Facilitator Advocate Village Associations Progress Associations State and Australian Governments Industry Landowners Developers
CSP 5.2	Fit and healthy community members.	Provider Facilitator Advocate Schools Local produce providers Sport and recreation groups Community groups Australian Government
CSP 5.3	Full and equitable access and strong usage of Information and communication technologies across the Shire.	Provider Facilitator Advocate State and Australian Governments NBN Co Telco's
CSP 5.4	Capable, self sufficient communities engaged in decision making about issues that affect them.	Facilitator Residents Schools Community groups Service clubs Village Associations Progress Associations

Achievements

- Community Insurance contributions program assisting village committees, progress associations and hall committees implemented through Community Financial Assistance Program. \$416,000 in financial assistance paid over term.
- New residents information package developed and promoted through Visitor Information Centre and Council website.
- Village Enhancement Plans developed.
- Blayney Shire Active Movement Strategy developed in consultation with Roads and Maritime Services and community.
- Engagement strategies developed to help inform community including electronic and social media updates, community newsletters, press releases, regular General Manager column in newspaper, radio segments and media advertising.
- Sporting field management plans developed and project prioritisation list developed through engagement of Blayney Shire Sports Council and other key stakeholders.
- Database of community organisations developed and maintained on website.
- Consultation program conducted with community around Fit For The Future process and Merger preference with meetings, events and activities held across Shire.
- Village and townships engaged and Community Plans developed and adopted for Blayney, Millthorpe, Lyndhurst, Mandurama, Neville, Carcoar and Newbridge.
- Delivery of National Broadband Network to Blayney commenced by NBNCo.
- Funding approved to improve Mobile Blackspots under the Australian Government Mobile Blackspot program.

Leadership

Future Direction 6: Leadership

To achieve our preferred future we will all need to work together. Working together will be easily achieved if we have strong relationships and networks. Present relationships and networks will benefit from a planned approach to community engagement and involvement in decisions and activities that are important to people.

Building the capacity of existing and emerging community leaders throughout the Shire will strengthen networks, build trust and result in more successful outcomes.

Elected representatives need to work as a team and the Council organization needs to be well run and resourced to do the work it has to do to help achieve the preferred future. Governance needs to be open with every interaction an opportunity to build trust, confidence and credibility.

Strategic outcome		Council Role	Who should collaborate
CSP 6.1	Good governance across our communities	Provider	<ul style="list-style-type: none"> • Department Local Government • Community groups and committees • State and Australian Governments
CSP 6.2	Meaningful communication between the Shires communities and Council.	Provider Facilitator	<ul style="list-style-type: none"> • Department Local Government • Community groups and committees • Australian and NSW Governments
CSP 6.3	A well-run Council organisation.	Provider	<ul style="list-style-type: none"> • Department Local Government • State and Australian Governments • ALGA • LGSA
CSP 6.4	A safe community	Provider Facilitator Advocate	<ul style="list-style-type: none"> • Emergency services • Roads & Maritime Services • State and Australian Governments • Australian Local Government Association • Local Government & Shires Associations of NSW

Achievements

- Capacity building workshops on good governance, grant funding and social media for community groups conducted.
- Council satisfied NSW Government 'Fit for the Future' benchmarks for Financial Sustainability, Effective Infrastructure and Services and Efficiency. Council did not satisfy the Scale and Capacity benchmark as the local government area population is below the 10,000 threshold. As a consequence Council was deemed 'Not Fit' under the criteria.
- Financial Sustainability Assessment by NSW TCorp undertaken in June 2015. Financial Sustainability Rating: Moderate; Outlook: Positive.
- Risk Management Plan developed for Council to assist with capture and ongoing review of levy risks.

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 with Central Tablelands Local Land Services to produce a Regional SoE Reports as part of Council reporting requirements.

Recent changes to NSW legislation mean that Councils are no longer required to produce SoE Reports each year, but only once every four years, in the year of the Council election (which will next be in 2017). However, the participating Councils have decided to continue reporting on an annual basis so that they can provide a detailed Regional SoE report in 2017 that covers trends in the intervening years.

This is a brief snapshot of data for the Blayney Local Government Area in 2014-15 across a range of environmental indicators as shown in the tables below. The tables provide an understanding of trends by comparing this year's data with an average of previous years. The Council snapshot report should be read in conjunction with the 2014-15 Regional SoE snapshot report.

2014-15 Highlights

The area covered by mining and exploration titles declined significantly from last year.

The number of native species restocked into local waterways declined from last year.

The annual consumption of water declined slightly from last year.

There was a large increase in the hours spent by environmental volunteers working on public open space.

The amount of material recycled by local communities rose significantly from last year.

Land

Issue	Indicator	2011-12	2012-13	2013-14	2014-15
Contamination	Contaminated land sites - Contaminated Land Register	0	0	0	0
	Contaminated land sites - potentially contaminated sites	14	15	24	24
	Contaminated sites rehabilitated	0	0	0	0
Erosion	Erosion affected land rehabilitated (ha)	0	0	0	0
Land use planning and management	Number of development consents and building approvals	151	161	130	100
	Landuse conflict complaints	0	0	0	0
	Loss of primary agricultural land through rezoning (ha)		0	0	0
Minerals & Petroleum	Number of mining and exploration titles	-	36	45	46
	Area covered by mining and petroleum exploration titles (ha)		127,000	131,000	119,000

Towards Sustainability

Issue	Indicator	2011-12	2012-13	2013-14	2014-15
Waste Generation	Total waste entombed at primary landfill (tonnes)	5,120	4,503	4,500	4,002
	Total waste entombed at other landfills (exc recyclables) (tonnes)	80	0	200	0
	Average total waste generated per person (tonnes)	0.72	0.62	0.64	0.54
	Average cost of waste service per residential household	\$280	\$300	\$310	\$310
Hazardous/ Liquid Waste	Farm chemical drums collected through DrumMuster	0	0	0	0
	Household Hazardous Wastes collected (kg)	429	1,065	1,203	921
Reduce	Garden organics collected (diverted from landfill) (tonnes)	473	587	1,026	140
	E-Waste collected (diverted from landfill) (tonnes)	3	2	20	0
Recycle	Amount of material recycled (tonnes)	552	1,133	370	1,239
	Amount of material recycled per person (kg)	77	156	50	167
Littering and illegal	Number of illegal waste disposal complaints to Council	0	0	0	0
Engineering, Infrastructure and Civil	New road construction (km)	0	8	0	0
	Road upgrades (km)	28	6	19	29
Risk Management	Increase in area covered by flood management plans/ flood mapping (km ²)		0	0	1
	Hazard reduction burns			0	0
Climate Change Mitigation	Office paper used by Council (reams)			730	648
	Council sustainability initiatives			1	1
	Council mitigation initiatives			1	1
Council Greenhouse Gas Emissions	Annual electricity consumption for Council controlled facilities (MWh)	682	692	599	599
	Annual natural gas consumption for Council controlled facilities (Gj)			408	40
	Annual bottled gas consumption for Council controlled facilities (L)			40	3
	Total fuel consumption (KL)			272	305
	Council total operational greenhouse gas emissions (tCO ² -e/year)		3,480	4,917	4,672
Community Greenhouse Gas Emissions	Small scale renewable energy uptake (kW)	124	217	365	241
	Number of solar water heaters and heat pumps installed	12	10	9	9

Water and Waterways

Issue	Indicator	2011-12	2012-13	2013-14	2014-15
Riparian	Riparian vegetation recovery actions	0	0	2	3
	Riparian vegetation recovery area (ha)	0	0	1	10
Industrial/ Agricultural Pollution	Load Based Licencing volume (kg)			0	0
	Exceedances of license discharge consent recorded			0	0
	Erosion & Sediment Control complaints received by Council	2	8	0	0
Stormwater Pollution	Number of gross pollutant traps installed	2	2	2	2
	Total catchment area of GPTs (ha)	253	253	253	253
	Water pollution complaints			0	0
Dam Levels	Dam levels	89.1%	83.2%	47.1%	22.1%
Water extraction	Number of Water Supply Work Approvals from surface water sources			61	62
	Volume of surface water permissible for extraction under licences (GL)			102	108
	Number of Water Supply Work Approvals from groundwater resources	1,688	735	688	702
	Volume of groundwater permissible for extraction under licences (GL)		3	0.9	2
Council water consumption	Area of irrigated council managed parks, sportsgrounds, public open space) (ha)	24	24	24	24
	Water used by council for irrigation (including treated and untreated) (ML)	4	4	4	5
Town water consumption	Annual metered supply (ML)			536	532
	Annual consumption (Total from WTP) (ML)			536	532
	Level of water restrictions implemented			0.0	0.0
	Number of water conservation programs			0.0	0.0
Town Water Quality	Number of instances drinking water guidelines not met			0	0
	Number of drinking water complaints	6	0	9	40

People and Communities

Issue	Indicator	2011-12	2012-13	2013-14	2014-15
Active community involvement	Environmental volunteers working on public open space (hrs)	0	0	0	2,880
	Number of environmental community engagement programs		0	0	1
	Number of growers markets/local food retailers specialising in local food operating within LGA		2	2	14
Indigenous Heritage	Number of Indigenous sites on AHIMS register			37	39
	Inclusion in DCPs & rural strategies	0.0	0.0	0.0	0.0
	Extent of liaison with Indigenous communities (self-assessed from 0 = none to 3 = High)	1.0	1.0	0.0	0.0
	Development on listed Indigenous sites	0	0	0	0
	Actions to protect Indigenous heritage (including management plans)			0	0
Non-Indigenous Heritage	NSW Heritage Inventory items	13	14	14	13
	Locally listed heritage items	355	322	350	350
	Actions to protect non-Indigenous heritage (including management plans)	1	1	1	2
	Heritage buildings on statutory heritage lists demolished/ degraded in past year	0	0	0	1
	Heritage buildings on statutory heritage lists renovated/improved in past year	11	15	19	12

Biodiversity

Issue	Indicator	2011-12	2012-13	2013-14	2014-15
Habitat Loss	Total area protected under voluntary conservation agreements and property agreements (ha)	126	126	126	126
Threatened Species	Total area protected in Wildlife Refuges (ha)	12,608	12,608	12,608	0
	Habitat areas revegetated			0	20
	Roadside vegetation management plan	1	1	1	1
	Threatened species actions implemented (e.g. PAS, recovery plans)	0	0	0	2
	Fish restocking activities: native species	17,000	10,000	15,000	11,000
Noxious weeds and feral animals	Invasive species (listed noxious or WONS) under active management	0	0	0	8
	Number of declared noxious weeds	107	107	66	125
	Fish restocking activities: non-native species	62,000	62,000	54,000	64,000

CASE STUDY: Ogilvy Street Project (Blayney LGA)

The Belubula River is an important and popular watercourse for recreation in the Blayney Shire. The river starts in the high country between Bathurst and Orange and runs past the eastern side of Blayney through Carcoar Dam - a prevalent water sport and recreation spot in the region – and then into the Lachlan River.

In May 2014, Blayney Shire Council, through collaboration with the Central Tablelands Local Land Services, completed the Ogilvy Street Wetlands project to filter urban run-off water prior to entering the Belubula River. Aged and damaged section of kerb was removed to create a natural filter in the form of a riparian garden.

The project mainly used repurposed materials to minimise the environmental impact and costs. Plants were transplanted from another wetland within Blayney, logs were reclaimed as part of the replacement of the bridge at the end of Ogilvy Street, and the rocks provided from overburden at Council's quarry.

"Urbanisation has resulted in large impervious areas which dramatically increase the run off quantity, and frequency, following rain events. These increases are detrimental to stream health, and in recent years it has become desirable to undertake works such as the installation of these wetlands to capture runoff and allow it to absorb into the ground, rather than run off to the streams," said Council's Operations Manager, Mr Nathan Skelly

"In addition to the reduction in stormwater velocity, the plantings in wetlands also assist with the removal of contaminants that tend to be carried by stormwater that would traditionally end up in streams."

The project continues to provide additional benefits both for the environment and community being closely linked with other rehabilitation projects on the Belubula River including the Heritage Park Wetlands and the proposed Pound Flat rehabilitation in Carcoar.

The streetscape and entrance to Dakers Oval recreational ground has been improved and the project provides continuing environmental education opportunities for local schools. Future walkways are also planned to make the area more inviting and encourage community use of the space.

