



**ATTACHMENTS TO REPORTS OF THE BLAYNEY SHIRE COUNCIL MEETING
HELD ON MONDAY 22 JUNE 2020**

03	Blayney Train Station Platform Art Cultural Hub Project	
	Attachment 1: Platform Strategic Business Plan.....	1
10	Adoption of 2020/21 - 2023/24 Delivery Program and 2020/21 Operational Plan	
	Attachment 8: 2020/21 - 2023/24 Delivery Program and 2020/21 Operational Plan	73
16	Blayney Shire Local Strategic Planning Statement	
	Attachment 3: Local Strategic Planning Statement	173

Blayney Town Association Incorporated
Trading as: Platform
Blayney Railway Station
BLAYNEY NSW 2799
ABN: 13 733 772 431

PLATFORM

A Strategic Business Plan for the repurposing of Blayney Railway Station into a creative and cultural community space called PLATFORM

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Contents

Executive Summary..... 4

The Business 5

Business details..... 5

Registration details 5

Business premises 5

Organisation chart..... 6

Management Committee..... 7

Key personnel..... 7

Products/services..... 8

Insurance 9

Risk management..... 10

Legal considerations..... 12

The Market 13

Market research 13

Industry analysis..... 13

S.W.O.T. analysis..... 14

Customers..... 15

Competitors..... 15

Challenges and Recommendations 19

The Future 19

Vision statement 19

Mission statement 19

Goals/objectives..... 19

Action Plan 19

The Finances 22

Financial objectives 22

Finance required 22

Financial model 22

Assumptions..... 22

Start-up costs for 2020 23

Profit and loss forecast 24

Expected cash flow..... 24

Conclusion 26

Contents continued

Appendices 27

Appendix 1: Platform Manager Position Description 27

Appendix 2: Summary of 15 in-depth stakeholder interviews 28

Appendix 3: Summary of 39 online community survey responses - Proposal 32

Appendix 4: Summary of 30 online community survey responses – Usage 46

Appendix 5: Notes from Charrette Workshop 54

Appendix 6: Not-For-Profit Lat Fact Sheet: Using Volunteers 59

Appendix 7: Fair Work Australia Factsheet: Unpaid Work 59

Appendix 8: Regional Australia Institute – *Regional Growth Prospects*, June 2019 ... 65

Appendix 9: Platform Start Up Budget provided by Blayney Shire Council 69

Appendix 10: Pop Up Gallery Information, December 2015 70

Appendix 11: Precedent for Other Repurposed Stations 72

Executive Summary

Introduction

Following heritage restoration works of the Blayney train station, and, in partnership with Blayney Shire Council, Sydney Trains intends to offer the station up for community use. Backed by financial and in-kind support from Sydney Trains, Blayney Shire Council, Arts Out West, Orange 360 and a group of enthusiastic artists and volunteers, this project offers exciting opportunities for the station to be repurposed as a creative and cultural hub. After community consultation, a proposal was developed for the hub, which would consist of functions such as an art gallery, an artisan store, workshop rooms, and a family history and/or railway museum, with potential for a café or pop up café space in the future. Creative Plus Business Group was engaged to assist the consultation process, analyse the proposal and develop the draft strategic business plan. The project is tentatively named Platform; a name simultaneously playing on the railway setting, the idea of the space as a place for public gathering and discussion, and as a stage for artists to showcase their work.

Consultation Process

Creative Plus Business Group, in conjunction with Blayney Shire Council and members of the community, ran a community survey, to which 39 people responded; and conducted 15 in-depth interviews. It also facilitated a day-long Charette, a planning day incorporating design thinking principles for a large group, and followed up with a further survey, to which 30 people responded. This consultation showed that respondents were largely in favour of the railway station being used as a creative and cultural hub, and that there is a group of passionate and engaged local individuals and interest groups willing to offer up their time to see the project succeed.

Analysis

Analysis shows there is strong community demand for a cultural and community hub in Blayney. Critical to its success will be either the creation of a dedicated tourism marketing campaign, or the leveraging of tourism campaigns in surrounding regions, such as Orange, Mudgee and Bathurst. The project requires \$41,401 in start up capital to become operational. Once up and running, Platform is projected to break even in the first year, based on the use of volunteers and one paid part-time position. There is considerable scope for scaling up Platform in the future to include the creation of local jobs and the expansion of the cultural and community programming.

Conclusion

Platform is an exciting project for Blayney and the surrounding region. It has strong potential to succeed operationally, despite some key challenges, to break even financially and contribute significantly to the creative and cultural environment of the Central Tablelands.

The Business

Business details

Products/services: A creative and cultural community hub, including some or all of: an art gallery, a workshop space, a family history and/or railway museum, a café.

Registration details

Business name: Blayney Town Association Incorporated

Proposed Trading Name: Platform (not currently registered with ASIC)

Date of Incorporation: 22 October 2014

Location registered: NSW

Business structure: Incorporated Association

Incorporation number: INC1401497

ABN: 13 733 772 431 (active, registered 20 November 2014)

GST: No

Domain names: required

Licences & permits: liquor license potentially required

Business premises

Business location: Platform will be located within the Blayney Railway Station. The station is a heritage-listed railway station on the Main Western line within the Blayney Shire, NSW, and is located on Wiradjuri Country. The property is owned by RailCorp, an agency of the NSW Government. It is managed by Sydney Trains and operated by NSW Trainlink. The funding for the fit-out of the station is coming from Sydney Trains.

Buy/lease: It is proposed Sydney Trains will enter a lease arrangement with Blayney Shire Council. Council will then enter a sub-lease arrangement with an appropriate incorporated association that will be responsible for the running of Platform. The proposed rent is \$1,000 per year.

Organisation chart

There are several interested parties in the Platform project (*see Figure 1 over page*):

Blayney Shire Council (ABN: 47 619 651 511)

Blayney Shire is made up Blayney and 8 villages in the NSW Central Tablelands, approximately three hours from Sydney. It has a population of more than 7,000 and the Shire Council is located within its largest town, Blayney. It is proposed that Council will be the head licensee for the Platform/Blayney Railway Station project.

Blayney Town Association Incorporated (ABN: 13 733 772 431)

The Blayney Town Association (BTA) is an incorporated association that serves as Blayney Shire Council's primary conduit for community consultation. It is managed by a small, but growing, group of enthusiastic volunteers, and coordinates community events including exhibitions, sports awards and farmers markets. BTA will act as an auspicing body and the holder of insurance policies for the project. It is proposed that BTA will hold a sub-license/MOU with Council, and delegate operations to Texture of One (see below).

Textures of One

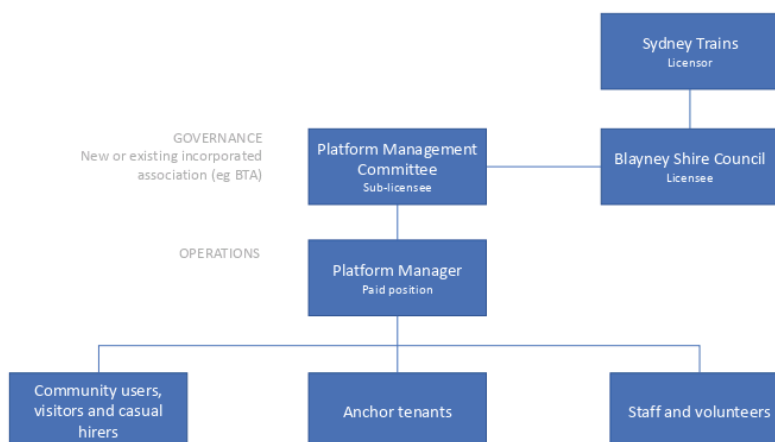
Textures of One (ToO) is a subcommittee of Blayney Town Association. It supports the creative and artistic life of Blayney, and it is proposed that BTA will delegate operational responsibility of Platform to ToO.

Sydney Trains: Manager of the Blayney Railway Station and funding body for the restoration of the train station.

NSW Train Link: Operator of the Blayney Railway Station.



Figure 1: Organisation Chart



Management Committee

It is recommended that Blayney Town Association Inc have official carriage of Platform, with operations delegated to volunteers from BTA's arts-focused sub-committee, Textures of One. BTA should form a Platform Management Committee, whose focus is overseeing Platform's governance.

A Platform Manager is recommended as a paid position of 10 hours per week, to oversee the management of Platform, including booking the venue, maintenance, marketing and assisting the Management Committee in fundraising. According to the proposed cashflow, the wage and superannuation for a Platform Manager can be paid from Platform revenue for the first year.

See appendix 1 for full Position Description

Key personnel

It is recommended that the Platform Management Committee consists of the following representatives:

- Council – General Manager or delegate
- Council – elected councillor
- BTA – President or delegate (*Chair of Management Committee*)
- ToO – President or delegate
- Orange 360/Central NSW Tourism or similar – representative
- 2-4 community members, at least one of whom is an accountant and preferably one who is a lawyer. Someone with experience in marketing is also recommended.

Required staff – proposed

Job Title	Quantity	Est. Hours Work P/Wk	Skills necessary	Date required
Platform Manager	1	10 hrs @ \$30 per hour	Cultural precinct management, including financial, marketing and operations. <i>See appendix 1 for full Position Description.</i>	Apr 2020
Volunteers	5-10	As required	Curatorial, retail sales, sourcing and managing suppliers and artists, and customer service.	June 2020

Products/services

Below are some examples of the products and services Platform could offer, based on the results of the community survey (*See appendix 3*) and an analysis of similar entities.

Product/Service	Description	Revenue model
Art Gallery	A gallery displaying and selling the work of local artists	Hire fee plus sales commission
Gallery store	A store selling artisan products from local artists	Sales commission if run by Platform OR anchor tenant rent if run by others (eg artist co-op)
Visitor Information Centre	Provides information on local activities, food, accommodation etc	Anchor tenant rent – Council. Relocation from current space from Blayney main street?
Coffee Cart, supported by kitchenette	Food and beverage services	Rent from external Coffee Cart provider
Heritage Museum / Indigenous Cultural Interpretive Centre	Educational / historical centre	Entry fees, activity fees (eg workshops)
Performance space	Small theatre/venue for live music, plays, dance etc	Hire fees for rehearsals and performance, ticket sales, potential anchor tenant (eg a local theatre group)
Artist studios / co-working space	Studios and/or desks for hire for creative and other practitioners	Hire fees
Membership	Platform members receive discounted fee for workshops or exhibitions, higher commission to the members for artworks, VIP events	Membership fees

Market position: Like Platform’s competitors, art and artisan products sit at the high end of the market. However, there are fewer competitors in the ‘creative hub’ space, such as artist studios and live performance venues, meaning Platform could be competitive in this market.

Unique selling position: There are many galleries and cafés in the Blayney region. To take a unique space in the market, Platform must consider the type of ‘creative hub’ options listed above, such as artist studios, performance space and cultural and educational spaces.

Anticipated demand: Visitors to Blayney spend \$0.53 per dollar on food and accommodation services, which presents a strong opportunity for a café business within the Platform precinct. A café operated by external providers could drive tourist traffic to Platform, who could then engage with the creative and cultural experiences on offer.

With a population of 7,000, and given the fact that Australians over 15 have a cultural participation rate of 31.4% (ABS, 2018), there is strong potential to develop the precinct into a hive of cultural activity for local residents as well as tourists. These activities could include workshops and classes, performances and creative studio space. The demand for creative and cultural experiences could be aided by a coordinated tourism campaigns and partnerships with other regional centres, such as Orange. As noted above, the Platform Management Committee should include a representative from Orange 360 (or similar tourism body) and a community member with strong marketing skills, in order to capitalise on a cultural tourism campaign.

Pricing strategy: A premium pricing strategy is generally required for art and artisan products. However there is opportunity to use a penetration pricing strategy in the café or food business, for example, to draw customers away from competitors and build a fast and loyal client base.

Value to customer: Art and artisan products are generally viewed as luxury items. Luxury items do not sell well in economic climates like the one Australia is currently experiencing in 2019, and the forecast climate for 2020-21. A diverse income stream, through events, performance space, café, or studio space and potentially a museum, will be vital for the financial viability of Platform.

Growth potential: Creativity is endless, and so there is no limit to the growth potential of art and creativity as a product. This could mean increasing the number of exhibitions in the gallery, increasing the products sold in the gallery shop, staging more live performances etc.

Insurance

Insurance such as workers’ compensation, public liability, business revenue and contents to be held by Blayney Town Association. The part-time Platform Manager position will also need to be protected with Worker’s Compensation Insurance, help by Blayney Shire Council or Blayney Town Association.

Insurance such as building/asset insurance to be held by Sydney Trains and/or NSW Train Link.

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Risk management

Risk	Likelihood	Impact	Management Strategy
Revenue model not sustainable, resulting in excessive debt or closure	Likely	High	<ul style="list-style-type: none"> Diversify income streams Data-based decision making to develop model (survey, Charrette, market research, financial modelling, tourism and demographic data) Strong governance (including senior Council staff and an accountant on the Board/Management Committee; plus governance training for all)
Governance turnover, due to elected positions in Textures of One or new governing Entity	Likely	Medium	<ul style="list-style-type: none"> Balance of ToO members and external members on the Board/MC Governance training annually / after each change in elected positions
Low revenue due to low local engagement	Unlikely	High	<ul style="list-style-type: none"> Engage locals in development process, eg through surveys and Charrette, to build sense of ownership Drive local participation by creating new services/offerings, rather than replicating existing offerings

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Risk	Likelihood	Impact	Management Strategy
Low revenue due to low tourist visitation	Highly Likely	High	<ul style="list-style-type: none"> Create tourism marketing strategy, in partnership with other tourism bodies (eg Orange 360, DNSW, Blayney Shire Council) Prioritise local participation in Platform over tourist participation
Breaching employment laws through over-reliance on volunteers and incorrect classification of staff	Highly Likely	High	<ul style="list-style-type: none"> Ensure any volunteers remain in true volunteer roles such as committee members, and are not used as substitute staff (<i>See appendix 6 – Fair Work</i>). Develop revenue model that will allow for employment of key staff members
Business failure through over-reliance on volunteers	Highly Likely	High	<ul style="list-style-type: none"> Develop revenue model that will allow for employment of key staff members
Fire and explosion through gas cylinders, open fire, Coffee Cart operations	Unlikely	High	<ul style="list-style-type: none"> All gas cylinders to have current inspection stamp Firefighting equipment to be readily accessible Cooking facilities to be located away from flammable materials Open fire to be secured
Electrocution of staff or visitors	Unlikely	High	<ul style="list-style-type: none"> All electrical leads and appliances to have current certification and testing tags All electrical leads to be off the ground and not exposed to water
Noise levels - excessive noise if venue used as a performance space or with large crowds	Likely	Low	<ul style="list-style-type: none"> Amplified music must cease before midnight on Friday and Saturday nights, otherwise before 11pm
Manual handling – incorrect handling procedures causing injury to staff or visitors	Likely	Medium	<ul style="list-style-type: none"> Assess risks before heavy equipment is handled Ensure correct manual handling procedure used, including trolleys or teams if required Provide training in correct manual handling techniques
Sexual harassment, workplace bullying	Likely	Medium	<ul style="list-style-type: none"> Establish workplace policies Provide staff training
Trip hazards	Likely	Medium	<ul style="list-style-type: none"> Ensure all trip hazards removed from floor Where cords are required along the floor, ensure they are taped securely

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Risk	Likelihood	Impact	Management Strategy
Service of Alcohol issues	Unlikely	Medium	<ul style="list-style-type: none"> Abide by all liquor licensing laws Make sure all staff serving alcohol has RSA certificates and appropriate training Ensure a trained and experienced manager is onsite to supervise
Rail Station Safety	Likely	Medium	<ul style="list-style-type: none"> Ensure a Site Safety Plan has been created and shared with all relevant stakeholders Abide by all safety guidelines shared by Sydney Trains and Transport NSW
Large Events	Likely	Medium	<ul style="list-style-type: none"> Conduct thorough risk assessment for large events Develop and implement a Risk Control Plan and an Emergency Management Plan If applicable, develop and implement a Traffic Management Plan and a Waste Management Plan Create site safety induction checklists – for staff working on the event or site Make sure all buildings are fire rated, delineation barriers and signage is placed on platforms.

Legal considerations

The following legislation, and potentially others, will apply to Platform:

- Fair Work Act 2009 (Cth)
- Competition and Consumer Act 2010 (Cth)
- Work Health and Safety Act 2011 (NSW)
- Income Tax Assessment Act 1936 and 1997 (Cth)
- A New Tax System (Goods and Services Tax) Act 1999 (Cth)
- Associations Incorporation Act 2009 (NSW)
- Privacy Act 1998 (Cth)

The Market

Market research

Survey results

The Blayney community has been engaged via a survey and in person to contribute ideas about how the space should be used. The results of the survey and a summary of the in-person interviews are attached as Appendices 2 and 3. Once the proposed usage was agreed at the Charrette of 7th September 2019, a second survey was conducted to determine whether there is market demand for the proposal. The results from this second survey are attached as appendix 4. From the survey results we can conclude there is broad agreement on using the restored railway station as a creative and cultural community hub.

Industry analysis

The industry analysis highlights issues and trends that exist externally, that may impact Platform’s planning and operations. The analysis shows several adverse trends to be aware of, including reduced availability of arts funding at state and federal levels; a recession-like retail environment; growth in online art sales; and comparatively low tourism visitation to Blayney. On the other hand, access to capital is easier and cheaper than it has been previously; there are numerous opportunities to partner with community organisations; and the NBN creates new ecommerce opportunities that were previously unavailable. Research also shows that tourism and the creative industries are in the top 4 growth sectors for regional Australia, which means if these can be correctly harnessed, it may open up new opportunities for Blayney. This can be achieved through partnerships with neighbouring regional tourism bodies, such as Orange 360.

Political	Economic
<ul style="list-style-type: none"> • <i>Capital expenditure funding provided by Sydney Trains and NSW government, which is committed to rejuvenating railway stations across the state</i> • <i>Support given to project by local Council and Blayney Town Association</i> • <i>The arts and cultural community funding sources from both state and federal governments is highly competitive and limited</i> 	<ul style="list-style-type: none"> • <i>Low interest rates means greater access to debt capital if required</i> • <i>Recession-like retail conditions, with retail figures as low as they were during 1991 recession. Unlikely to improve in near future</i> • <i>Tourist visitation and spend in Blayney unlikely to improve any time soon</i> • <i>Trend of creative industries funding cuts at all levels of government</i> • <i>Regional Australia Institute has found creative industries and tourism are in the top 4 growth sectors (see appendix 7)</i>

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Social	Technological
<ul style="list-style-type: none"> • <i>Population growth in region</i> • <i>Little tourism visitation in Blayney</i> • <i>Sales of handmade goods still trending upwards</i> • <i>Lack of creative communal space in the town presents opportunity to create one</i> 	<ul style="list-style-type: none"> • <i>Growing trends in art sales via third-party online platforms, such as Bluethumb and Instagram, meaning less sales in bricks-and-mortar galleries</i> • <i>Growth in sales of handmade / artisan goods online, through platforms such as Etsy and Made It</i> • <i>NBN available in Blayney, making ecommerce more accessible</i> • <i>Return of train transportation opens up opportunities for tourism sector</i>

S.W.O.T. analysis

This SWOT analysis highlights issues internal to the project, and examines how they can be leveraged or mitigated. This analysis highlights the strong community response, with community members eager to see a creative hub established in the Blayney train station. There are many opportunities to partner with the community and regional tourism bodies in developing your programs and product offering.

Strengths	Weaknesses
<ul style="list-style-type: none"> • <i>Capital expenditure funding provided by Sydney Trains</i> • <i>Strong community interest in activating space for creative purposes</i> • <i>Enthusiastic volunteer committee prepared to take on the project (ToO)</i> 	<ul style="list-style-type: none"> • <i>No operational funding secured</i> • <i>Potentially unsustainable revenue model</i> • <i>Over-reliance on volunteers in initial proposal</i>

Opportunities	Threats
<ul style="list-style-type: none"> • <i>Create unique community creative space in heritage railway station</i> • <i>Activate and preserve heritage building and its history</i> • <i>Partner with tourism organisations in Mudgee, Bathurst and Orange to create new tourism campaigns that include Blayney and Platform</i> • <i>Leverage existing tourism campaigns such as the Arts Trail to include Platform</i> 	<ul style="list-style-type: none"> • <i>Existing tourism campaigns for neighbouring regions (eg Mudgee, Bathurst, Cowra) may draw tourists away from Blayney unless these campaigns can be leveraged</i> • <i>Relatively low tourism numbers and tourist spend on the arts in Blayney</i> • <i>Visitor Information Centre on main street of Blayney already provides a lot of the products suggested for Platform</i>

Customers

Customer demographics

Identifying customer demographics allows us to target our marketing messages and channels to each target customer group. These customer demographics may change depending on what the final product and service offerings are. For now, we have created customer profiles for the proposed activities of: art gallery, gallery shop, live performance, café and artist studio/co-working space. The two main demographic groups identified below are women over 55, and young people.

Stream	Demographic
Gallery	Women 55+, working part time or retired. Likes arts and crafts both to participate and view. Friends/family of the artist biggest buyers of art.
Gallery shop	Women 55+, working part time or retired. Collects objects such as handmade jewellery and scarves; also likes to buy presents for their grandchildren.
Coffee Cart	Women 55+, meeting with friends or taking family out on weekends. Also women 25-34, who are new mothers and looking for short social outings with other mothers/friends.
Live performance (music)	People 18-34, working full time, looking for gigs and things to do on weekends
Artist studio / co-working space	People 18-44, working in the creative industries, looking to upgrade from home studio/office and work collaboratively with others

Customer management

Platform could consider implementing a customer relationship database to record contact, visitor and sales information. This will allow for tailored marketing, such as through electronic newsletters, and be a robust source of data for future decision making. This could include analysing sales data, visitor patterns, the impact of any special promotions, etc.

Competitors

Competitor details

There are direct and indirect competitors in Blayney and in the region more broadly, from small galleries and co-ops, to government-funded regional galleries, to artisan stores and visitor information centres. All of these compete for the art-loving visitors' attention. Most of the competitors identified below focus their offering on high quality, local art and artisan goods. This presents an opportunity for Platform to take a unique approach, either by focusing on a feature such as service or price; or by taking a different direction with the gallery and store, such as focusing on Indigenous art, quirky art from different regions, or a niche approach, for example a women's gallery or a gallery that celebrates the region's mining history.

This analysis has also highlighted the importance of a modern, user friendly website for locals and visitors to find information and potentially purchase art and other artisan goods. It also suggests that those spaces that are open more days of the week have stronger tourist visitation than those that are only open on weekends, which should be considered when targeting the tourist market.

COMPETITOR	Operations	Value to customers	Strengths	Weaknesses
Blayney Visitor Information Centre	Operating for over 20 years	Convenient – can get visitor information, souvenirs, local arts and crafts, food and drink in one place	Staffed by volunteers leading to lower overheads	Staffed by volunteers which can cause reliability issues and legal liability (employment) issues
T.Arts Gallery Bathurst	Opened 2013, artist-run co-operative. 10 co-op members	Quality – local artist and artisan products	Strong local arts representation, mixture of mediums. Mix of ways for artists to engage – membership, exhibit, consign. Buyers can speak directly with artists.	Co-ops require significant time commitment (currently one day per week per member) and this can be a deterrent
Olde Bridge Gallery, Newbridge	Operated by three local artists, open weekends only	Convenient - local art and local artisan and cottage industry products all under one roof	Strong local focus, able to speak directly with artists who operate it	Only open weekends

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COMPETITOR	Operations	Value to customers	Strengths	Weaknesses
Ada's Place, Millthorpe	Operated by the artist, only open select days	Quality - Ada is well known local personality, guests get to spend time with her and hear directly about her artworks	Functional online store to buy prints, merchandise and original artwork	Only open Saturday or by appointment
May Raechele Art Gallery, Millthorpe	Operated by art loving husband and wife team	Convenience – strong range of permanent local artists	Art passion is clearly visible, which likely makes for engaging visits	Website outdated and difficult to navigate
Art on Pym, Millthorpe	Pop up community art space run by volunteers	Quality – diverse range of local artists and mediums	Flexibility through pop up space – multiple uses	Little online presence, hard for visitors to find out about
Regional Galleries (Bathurst, Orange, Mudgee – forthcoming)	Funded by various levels of government	Quality – able to attract major and touring exhibitions, as well as local artists	External funding sources, large capacities for art and audiences, well-funded marketing	Less community involvement / decision making – community engaged largely as audience only
Bathurst Rail Museum	State govt and local council funded	Quality – unique to the location and a comprehensive museum that will attract visitors	Well funded, will contain unique elements including social history stories, a 20x9 m scale model railway and the largest wooden Brio rail setup in the Southern Hemisphere.	Difficult to tell, not open until 2020. Not as community minded, not located in Blayney – could be an opportunity for collaboration.

Challenges and Recommendations

This consultancy process has identified key challenges that need to be addressed in order to ensure the future success of Platform.

Lack of Predictable Income

Income has been identified in the cashflow projections from the following sources:

- Art gallery hire fees
- Workshop hire fees
- Fundraising and Sponsorship - ToO art prize
- Sales – shop and gallery
- Entry fees/donations - special exhibitions and museum
- External Coffee Cart - rent
- ToO membership fees

However, these revenue sources will only be possible with the installation of a Management Committee, and Manager invested in the success of the space, and enthusiastic volunteers willing to commit to both sales and marketing activities as well as maintenance of the space.

Succession Plan

Currently it is proposed that Blayney Town Association will delegate operational responsibility of Platform to Textures of One, a subcommittee of Blayney Town Association. However, Textures of One is largely reliant on the volunteer work of a single passionate individual. If that individual decides to move on, or focus attention elsewhere, the future of Platform becomes less assured. It is recommended that a succession plan is created and implemented to ensure that Textures of One will always have the capacity to hold responsibility for Platform, and that a part-time Platform Manager be hired when possible to alleviate the responsibility from a volunteer individual.

Volunteer Workforce

The current plan relies on a volunteer workforce to keep Platform running and build the profile of the centre. However, there are certain legal and governance issues arising from the use of an exclusively volunteer workshop (*see Appendices 6 and 7*). The appointment of a part-time Platform Manager alleviates those concerns, but due diligence will need to be paid to ensure that all volunteers are appropriately provided for under the National volunteer Guide and Fair Work Ombudsman regulations.

Building Unfit for Café

The current fitout proposal provides for a coffee cart supplementing a small kitchenette. Sydney Trains' commitment (and the building envelope / services and operational resources) does not currently accommodate a commercial kitchen, although a 'tea room' with a coffee machine, fridge and counter for morning / afternoon teas as an adjunct to the core purpose of the facility can be accommodated, subject to design advice. A café or professional food outlet would provide a more regular income in the future, and it is recommended that this be considered as an add-on to plans at a later stage.

The Future

Vision statement

To create a vibrant creative and cultural hub for the local community and tourists alike.

Mission statement

Our space will maintain the railways' historic buildings while engaging the broader community in the creative industries, generating local jobs, boosting the local economy and putting Blayney on the tourist map.

Goals/objectives

The following **draft** goals have been identified for Platform. Once a legal structure has been determined and a board/committee appointed, members should undertake strategic planning to consolidate Platform's vision, mission and goals.

GOAL	ACTION	WHAT DOES SUCCESS LOOK LIKE?
FUNDING	Source additional funding in order to successfully launch Platform	Additional start up and operational capital successfully obtained by mid 2020
FINANCE	Develop financially viable and sustainable operation	Platform has enough operating capital to carry any short-term losses and reaches break-even point within 3 years
GOVERNANCE	Set up legal structure and appoint management committee/board	Appropriate committee, strategy and governance procedures in place by early 2020
OPERATIONS	Platform operates as a successful, vibrant creative and cultural community hub	Platform is recognised as a must-visit destination for Central West visitors by 2021

Action Plan

Each of the goals in this business plan have been broken down into a draft action plan, which defines how the goal will be achieved and creates accountability and Key Performance Indicators against which the goal can be measured, and milestones created.

Further planning is recommended to ensure that the deadlines proposed in this action plan are realistic given the infrastructure and governance work still to be completed.

GOAL	ACTION	DUE DATE
FUNDING	Finalise operational model to ascertain required start up and operational capital	Dec 2019
FUNDING	Analyse funding options: grant, debt, equity, crowdfunding, other	Dec 2019
GOVERNANCE	Determine Platform legal and governance structure (eg co-operative, incorporated association, public company limited by guarantee, private company etc)	Dec 2019
GOVERNANCE	If incorporated association, appoint management committee; if public company limited by guarantee, appoint board. See above for recommendations on board/committee makeup. Appoint office holders.	Dec 2019
GOVERNANCE	Hold governance training day for all members	Jan 2020
GOVERNANCE	Schedule monthly board/committee meetings for the year	Jan 2020
GOVERNANCE	Hold planning/strategy day/finalise layout of space	Feb 2020
GOVERNANCE	Develop governance procedures for Platform	Mar 2020
OPERATIONS	Recruitment for Platform Manager	Apr 2020
FINANCE	Seek funds from identified source/s (eg seek loan, write grant application etc)	Early 2020
FINANCE	Update cash flow and profit and loss projections	Mid 2020
OPERATIONS	Develop branding brief and marketing plan, and appoint external contractor to develop branding	May 2020
OPERATIONS	Appoint external contractor to develop website	May 2020
OPERATIONS	Source suppliers for gallery/shop/museum	May 2020
OPERATIONS	Develop creative and cultural program for 2020-2021	May 2020
OPERATIONS	Develop operational policies and procedures	June 2020
OPERATIONS	Recruitment for other volunteer positions	June 2020

GOAL	ACTION	DUE DATE
OPERATIONS	Volunteer training	July 2020
OPERATIONS	Award tender to external café operators	July 2020
OPERATIONS	Implement marketing plan	July 2020
OPERATIONS	Fit out of premises for gallery/workshop/museum as required	Mid-late 2020
OPERATIONS	Furnish premises	Mid-late 2020
OPERATIONS	Launch	Late 2020
OPERATIONS	Fit out of café by external provider	Mid 2021
OPERATIONS	Develop EOI/tender process for operator of café or pop up café	Mid-Late 2020

The Finances

Financial objectives

The financial goal for Platform is to be financially self-sufficient by the end of 2021.

Finance required

To be successful, Platform requires start up capital of **\$41,401**. Of this, \$7,185 has been identified from ToO and Blayney Shire Council through the Village Enhancement Program, leaving the majority of funding required outstanding. ToO and Council have identified grant funding to cover the shortfall. Additional start up funding sources to consider could include debt, equity or crowdfunding.

Financial model

The financial models that follow include costings an art gallery, artisan store, museum and workshop space, with rent collected from an external café provider. Minimal staff costs have been included as BTA proposes to operate Platform largely with volunteers (see *appendix 5* for Fair Work Australia’s fact sheet on volunteers). As you will see, this model is forecast to operate with a **net loss of \$2,757** in the first year. A break even analysis has *not* been conducted for this model, because the goods sold vary wildly in price, from handcrafts to an artwork, resulting in no direct comparisons being able to be made. As an incorporated association, BTA will be required to pay income tax on net profit, unless it is able to obtain charity status.

Assumptions

The financial tables on the subsequent pages are based on the assumptions listed below:

- Visitors to Blayney spend \$0.02 per dollar on arts and recreation services
- Visitors to Blayney spend \$0.53 per dollar on food and accommodation services
- Start-up budget provided by Blayney Shire Council and collated by Creative Plus Business
- Statement of Income 2017/2018 provided by ToO used as basis for art sales and fees
- Average annual GDP growth rate of 3.44% applied to profit and loss forecast
- Gallery art sales: 25% sales commission
- Shop goods: commission stock at 25% sales commission
- Sales in the gallery shop are seasonal, peaking in summer and quietest in winter. Estimates based on number of visitors to Blayney have been used to calculate sales
- Hiring of workshop space also altered to reflect the decreased likelihood of workshops in winter.
- Sales in the gallery are \$15,000 pa averaged over 12 months
- Peppercorn rent \$1,000 per year
- External Coffee Cart tenant paying rent of \$500 p/month (based on local commercial real estate estimates, Coffee Cart in residence for 2-3 events per month)
- Advertising is 5% of total revenue, averaged over 12 months
- Maintenance is 1% of total revenue, averaged over 12 months (for small internal repairs. Major and/or heritage repairs managed by Sydney Trains)

Start-up costs for 2020

(double-click on worksheet to open in Excel)

Based on figures provided by Blayney Shire Council, the Blayney community and Sydney Trains (see appendix 8)

START-UP COSTS - AS PROVIDED	Cost (\$)		
General			
Rent	\$1,000		
Services and Utilities	\$2,000		
Public liability			
Artwork insurance	\$800		
Planning and statutory approvals	\$551		
Safety and security equipment			
Sanitary bins	\$240		
Cleaners	\$2,400		
Liquor license	\$110		
Office			
Laptop and printer	\$1,500		
Phone and internet	\$1,200		
Phone and internet connection fee	\$100		
Stationary, printing and office supplies	\$500		
IT subscriptions and software	\$1,000		
Workshops/Gallery			
Opening event/exhibition	\$1,000		
Fitout - fixed and flexible	\$5,000		
Hanging system	\$2,500		
POS system	\$1,500		
Lighting and tracking	\$10,000		
Promotion			
Advertising/marketing	\$1,000		
Website	\$5,000		
Design/logo/branding	\$2,000		
Printing	\$500		
Internal directional signage	\$400		
A frames	\$600		
Banners	\$500		
External road signage			
Total provided start-up costs	\$41,401		

Profit and loss forecast

(double-click on worksheet to open in Excel)

PROFIT & LOSS FORECAST	[Year 1]	[Year 2]	[Year 3]
Sales	\$47,090	\$48,710	\$50,386
less cost of goods sold - retail	\$20,400	\$21,102	\$21,828
Gross profit/net sales	\$26,690	\$27,608	\$28,558
Expenses			
Platform Manager - Part-Time	\$17,160	\$17,160	\$17,160
Accountant fees	\$800	\$828	\$856
Solicitor fees	\$1,000	\$1,034	\$1,070
Advertising & marketing	\$2,355	\$2,435	\$2,519
Bank fees & charges	\$120	\$124	\$128
Utilities (electricity, gas, water)	\$2,400	\$2,483	\$2,568
Telephone	\$960	\$993	\$1,027
Rent & rates	\$1,000	\$1,034	\$1,070
Repairs & maintenance	\$471	\$487	\$504
Stationery & printing	\$1,200	\$1,241	\$1,284
Insurance	\$1,800	\$1,862	\$1,926
More...			
Total expenses	\$29,265	\$29,682	\$30,113
NET PROFIT	-\$2,575	-\$2,074	-\$1,555

Expected cash flow

over page - double-click on worksheet to open in Excel

Blayney PLATFORM – Strategic Business Plan 2019

EXPECTED CASHFLOW [YEAR]	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
OPENING BALANCE	\$0	\$2,519	\$1,992	\$1,566	\$1,140	\$664	\$37	-\$569	-\$1,175	-\$1,582	-\$1,988	-\$2,344
Cash incoming												
Art gallery hire fees	\$500	\$500	\$600	\$600	\$600	\$500	\$500	\$500	\$600	\$600	\$600	\$700
Workshop hire fees	\$100	\$150	\$150	\$150	\$100	\$100	\$100	\$100	\$150	\$150	\$150	\$100
Fundraising - ToO art prize	\$570	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sponsorship - ToO art prize	\$2,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales - shop	\$1,100	\$1,000	\$1,000	\$1,000	\$1,000	\$800	\$800	\$800	\$1,000	\$1,000	\$1,200	\$1,500
Sales - gallery	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Entry fees/donations - special exhibitions and museum	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
External Coffee Cart - rent	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
ToO membership fees	\$100	\$100	\$100	\$100	\$100	\$100	\$120	\$120	\$120	\$120	\$120	\$120
Total incoming	\$6,720	\$3,600	\$3,700	\$3,700	\$3,650	\$3,350	\$3,370	\$3,370	\$3,720	\$3,720	\$3,920	\$4,270
Cash outgoing												
Shop sales - artist payment minus commission	\$825	\$750	\$750	\$750	\$750	\$600	\$600	\$600	\$750	\$750	\$900	\$1,125
Exhibition sales - artist payment minus commission	\$938	\$938	\$938	\$938	\$938	\$938	\$938	\$938	\$938	\$938	\$938	\$938
Platform Manager - Part-Time	\$1,430	\$1,430	\$1,430	\$1,430	\$1,430	\$1,430	\$1,430	\$1,430	\$1,430	\$1,430	\$1,430	\$1,430
Accountant fees	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67	\$67
Solicitor fees	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83
Advertising & marketing	\$196	\$196	\$196	\$196	\$196	\$196	\$196	\$196	\$196	\$196	\$196	\$196
Bank fees & charges	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
Utilities (electricity, gas, water)	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Telephone/internet	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80	\$80
Rent & rates	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83
Repairs & maintenance	\$39	\$39	\$39	\$39	\$39	\$39	\$39	\$39	\$39	\$39	\$39	\$39
Stationery & printing	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Insurance	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150
More...												
Total outgoing	\$4,201	\$4,126	\$4,126	\$4,126	\$4,126	\$3,976	\$3,976	\$3,976	\$4,126	\$4,126	\$4,276	\$4,501
Monthly cash balance	\$2,519	-\$526	-\$426	-\$426	-\$476	-\$626	-\$606	-\$606	-\$406	-\$406	-\$356	-\$231
CLOSING BALANCE	\$2,519	\$1,992	\$1,566	\$1,140	\$664	\$37	-\$569	-\$1,175	-\$1,582	-\$1,988	-\$2,344	-\$2,575

Conclusion

The Shire of Blayney has been presented with an exciting opportunity to develop a community creative and cultural hub, thanks to the heritage restoration works of the train station by Sydney Trains. There is enthusiasm for this project from elements within the community, and research (such as that from Regional Australia Institute – [see appendix 7](#)) shows that both tourism and the creative industries are strong drivers of jobs and economic growth in regional areas.

The financial modelling in this plan shows that Platform could run at a surplus in its first year of operations if it is fully staffed by volunteers, and café operations are outsourced. Revenues include rent from the café operator, exhibition hire fees, workshop fees, and sales in the gallery and gallery shop. Platform requires start up capital in order to fit out the space and be ready for operations, however once operational, it should quickly become financially sustainable. If start up grant funding cannot be obtained, Platform's strong financial projections could see it be successful in obtaining debt finance, which can be quickly repaid.

With additional start up funding obtained via grants or debt finance, Platform has the potential to transform the economic and community outlook for Blayney, creating jobs, growth and engagement through a sustained cultural and community hub, backed by a new regional tourism campaign and strong visitation.

Appendices

Appendix 1: Platform Manager Position Description

Organisation overview

Located 3 ½ hours west of Sydney, Blayney Shire is made up of 8 villages with a population of more than 7,000. Following a recent heritage restoration to Blayney Train Station, the community has been presented with an opportunity to use the space for community and cultural engagement. Platform's vision is to become a multi-functional community arts hub for the local community and tourists alike, with the goal to become a financially sustainable organisation by the end of 2021.

Position overview

The Platform General Manager is responsible for the strategic and operational management of the organisation. Working with the Board, volunteers and the community, the Manager's goal is to transform Blayney Train Station into a financially sustainable cultural and creative precinct for the Shire. This will include working with the Board to attract new funding sources, developing the public programs, building a team of volunteers to deliver the programs, and overseeing the finances, marketing and administration of the organisation.

Position details

Title: Platform Manager

Reports to: Committee of Management

Days: 15 hours per week

Salary Range: Volunteer role

Key responsibilities

- Work with the Board to set strategic direction
- Ensure and oversee financial planning, management, performance and reporting
- Identify, cultivate and solicit sponsorship, partnership, grant and other funding opportunities
- Design and implement the creative and cultural program
- Manage media/communication/marketing planning and delivery
- Develop, recruit, train and manage a team of volunteers
- Act as the public face of Platform

Selection criteria

Please send your application including CV, cover letter and document addressing selection criteria below to XX by XX/XX/19:

- Record of achievement in a relevant or associated role
- Management experience (staff, governance, finance, funding and infrastructure)
- Success in funding, fundraising and partnership development
- Experience in multi-disciplinary arts programming and commitment to community cultural development
- Superior communication and networking skills
- Proven ability to plan, organise, and set objectives and priorities

Appendix 2: Summary of 15 in-depth stakeholder interviews

In June-July 2019 Monica Davidson conducted in-depth interviews of between 30-60 minutes each with 15 key stakeholders. The transcripts of these interviews were transcribed, and below is a summary of the key issues identified by the respondents.

Purpose

- Every respondent suggested using the Station as a Community Arts and Crafts centre in some capacity, either functioning as a gallery, a workshop space, or both.
- Many respondents also wanted to see the Station used as a 'hub' for community projects, largely arts-focused, although some respondents wanted a range of community interests represented – local clubs, community groups, etc.
- Many also considered using the Station as a display of Blayney's historical heritage, with a particular focus on its unique railway history. Some respondents wanted this historical aspect to be the main focus of the Station, while others saw this factor as more of an interesting cultural background to the space.
- Some respondents also saw the Station as an ideal site for the Visitor Information Centre, either working in tandem with, or replacing, the pre-existing Centre.
- Several respondents saw potential for commercial space, the majority agreeing on the need for a coffee shop or rest area of some kind, though a few respondents were definitively opposed to this idea.

Features

- Gallery space was suggested by roughly half of the respondents
- A heritage display of some form was advocated by a majority of respondents, with several suggesting the preservation or addition of railway features – use of the original refreshment rooms, display of old engines, etc.
- Others suggested visitor information in some capacity
- Several respondents suggested the inclusion of community meeting rooms
- Some respondents suggested leasing out commercial space within the Station

- Other respondents suggested a commercial market of some kind – selling cakes, products designed at workshops, local art, etc.
- Many respondents saw good heating as an essential feature of the Station
- Several mentioned lighting, particularly figuring out how to install lights (particularly in a gallery context) without disrupting the historic nature of the site
- A number of respondents suggested specialist equipment/areas for particular activities or workshops, e.g. wet area for pottery

Operations

- The majority of respondents wanted a local community group to run the site
- Suggested groups were Blayney Town Association, Family Community History Group, a local arts collective or committee, or the Lachlan Valley Railway
- Several respondents suggested electing a community body specifically for the task
- Around half of respondents wanted Blayney Shire Council to take control of the site, and many more saw Council involvement as necessary (if not desirable)
- A number of respondents advocated for a mixed management system – Council acting as head tenant, with a management committee run by community leaders
- Several respondents expressed concerns over the capacity of community groups to maintain the site, particularly regarding the practicality of volunteers and gaining necessary enthusiasm and support in the community
- Several respondents were concerned that Council's management would impact upon the community nature of the site, or minimise community involvement

Revenue

- Many respondents saw government funding, from grants or from Council, as the most realistic source of revenue, particularly in the initial stages of the project
- Several respondents argued for commercial space within the Station as an effective means of revenue, particularly a café, or business associated with tourism
- Other respondents saw commercial space as an ineffective solution, arguing that any operating business would have to be small, or that it would be inappropriate and detract from the community focus of the site
- Some respondents suggested selling community made products and artworks
- A number of respondents saw the potential of local workshops as a source of revenue, if participants (visitors, rather than locals) were charged
- Several respondents suggested earning money from a gallery space, either in terms of an entry fee, or in a commission from artworks sold
- Others suggested emphasising the historic nature of the site, potentially creating a museum display of sorts, or partnering with Lachlan Valley Railway to create a vintage rail experience (this might only be possible if the line was opened up again)

Challenges

- The majority of respondents saw funding and revenue as a significant challenge
- Many respondents also considered running the space to be a challenge, particularly maintaining a balance between all interest groups concerned and managing potential conflicts (e.g. between commercial and community uses)
- Maintaining enough volunteer/community support and enthusiasm, and encouraging the community to use the space, was seen as a notable challenge
- Several respondents found challenges in the layout of the space, particularly regarding the size and shape of the rooms (impractical for meetings, workshops, etc.) and the 'flow' of the space in terms of practicality and security
- A number of respondents saw challenges in updating features of the site, particularly heating, lighting, parking, and accessibility; other respondents were concerned about how adding elements (particularly for galleries, e.g. lights, hanging wires) might disrupt or damage heritage elements of the Station

Opportunities

- Many respondents saw the potential of the Station as a visitor destination, particularly in terms of providing information, and attracting visitors to Blayney
- Many respondents also saw the advantage of having a community space, particularly displaying local arts, and encouraging locals to engage in community events
- The majority of respondents advocated for the site as an attraction both to locals and visitors, particularly in the context of workshops, exhibitions, etc.
- Many also considered the potential of using Blayney's arts scene as a draw for tourists, creating a reputation around industry, and encouraging locals to display their creative talents (galleries, performances, etc.)
- Several respondents considered using the space for local schools, particularly creating a craft workshop for children during holidays/after school
- A number of respondents considered the potential for attracting a younger demographic of visitors to Blayney, or countering the image of Blayney as a cold place by creating a warm, inviting space

Volunteering

- Every respondent supported the implementation of a paid part-time employee in some capacity, though several raised concerns with how this would be managed, particularly in terms of hiring the right person and finding money to pay them
- The majority of respondents saw some difficulty in relying entirely upon volunteers, particularly clashing personalities, overrepresentation of an older demographic, issues with gaining and maintaining community support, and overburdening those members of the community who took on the majority of volunteering roles
- Every respondent saw community engagement and participation in the management of the site as a must, even if they recognised the issues associated with volunteering
- A number of respondents recommended the part-time manager of the site acting on behalf of Sydney Trains in some capacity, either as employee (such as the existing manager) or conduit for communication

Blayney PLATFORM – Strategic Business Plan 2019

- Others recommended pre-existing Community Liaison Officers for the role
- While the majority of respondents supported a local in this management position, others suggested somebody from out of town might be interested, particularly from a younger demographic

Suggestions

- Suggestions were a craft room for kids, an open fireplace, and travelling exhibitions
- Similar sites named were Millthorpe, Bundanoon, Middle Fork, Hill End, Wallerang, Carcoar, Newbridge, Bellingen Butter Factory

Risks

- Many respondents were concerned about maintaining safety around the operational railway line, suggesting fences, lighting, or closing of part of the Station
- A number of respondents also saw the layout of the rooms as a security risk that might be mitigated by the installation of cameras
- Another security mention risked was controlling access to the site
- Other risks mentioned were the inaccessible car park, poor lighting, and an open fireplace if one were installed

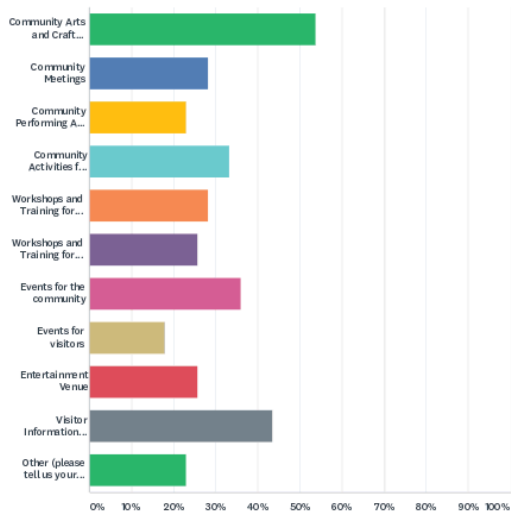
Appendix 3: Summary of 39 online community survey responses - Proposal

COMMUNITY SURVEY - Blayney Train Station

SurveyMonkey

Q1 What do you think the refurbished Station should be used for?

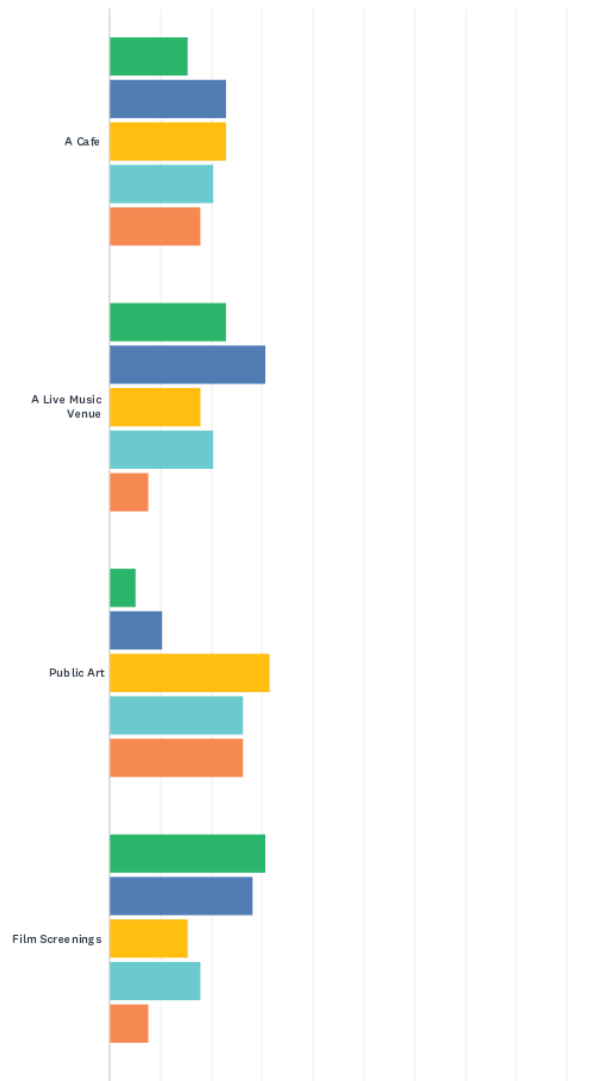
Answered: 39 Skipped: 0



ANSWER CHOICES	RESPONSES
Community Arts and Craft Activities	53.85% 21
Community Meetings	28.21% 11
Community Performing Arts Activities	23.08% 9
Community Activities for Older People	33.33% 13
Workshops and Training for adults	28.21% 11
Workshops and Training for children/young people	25.64% 10
Events for the community	35.90% 14
Events for visitors	17.95% 7
Entertainment Venue	25.64% 10
Visitor Information Centre	43.59% 17
Other (please tell us your ideas)	23.08% 9
Total Respondents: 39	

Q2 How important is the following when thinking about the new space?

Answered: 39 Skipped: 0

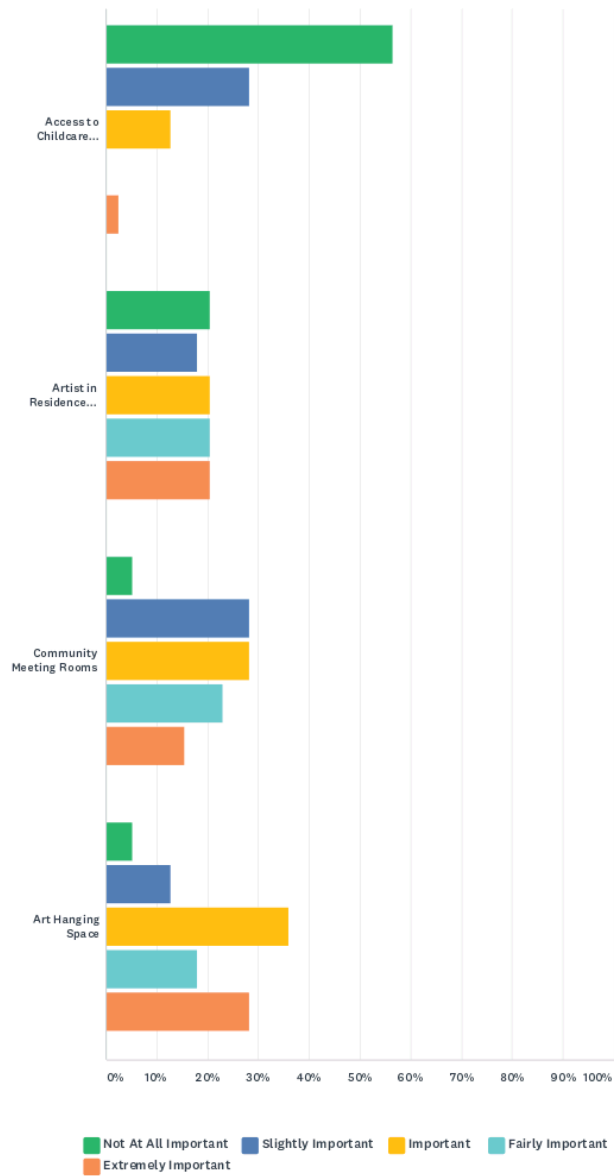


2 / 14

Blayney PLATFORM – Strategic Business Plan 2019

COMMUNITY SURVEY - Blayney Train Station

SurveyMonkey



Blayney PLATFORM – Strategic Business Plan 2019

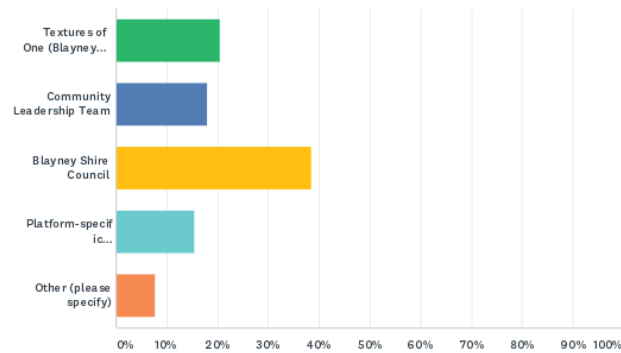
COMMUNITY SURVEY - Blayney Train Station

SurveyMonkey

	NOT AT ALL IMPORTANT	SLIGHTLY IMPORTANT	IMPORTANT	FAIRLY IMPORTANT	EXTREMELY IMPORTANT	TOTAL
A Cafe	15.38% 6	23.08% 9	23.08% 9	20.51% 8	17.95% 7	39
A Live Music Venue	23.08% 9	30.77% 12	17.95% 7	20.51% 8	7.69% 3	39
Public Art	5.26% 2	10.53% 4	31.58% 12	26.32% 10	26.32% 10	38
Film Screenings	30.77% 12	28.21% 11	15.38% 6	17.95% 7	7.69% 3	39
Access to Childcare onsite	56.41% 22	28.21% 11	12.82% 5	0.00% 0	2.56% 1	39
Artist in Residence Workshop Space	20.51% 8	17.95% 7	20.51% 8	20.51% 8	20.51% 8	39
Community Meeting Rooms	5.13% 2	28.21% 11	28.21% 11	23.08% 9	15.38% 6	39
Art Hanging Space	5.13% 2	12.82% 5	35.90% 14	17.95% 7	28.21% 11	39

Q3 Who should be in charge of running the Platform space?

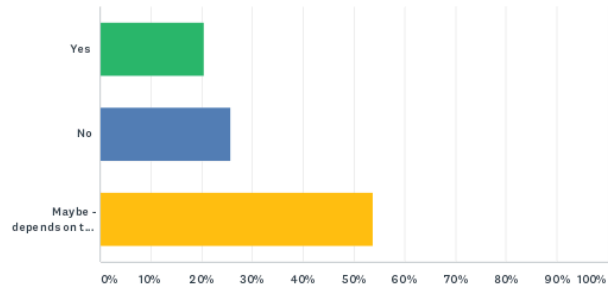
Answered: 39 Skipped: 0



ANSWER CHOICES	RESPONSES	
Textures of One (Blayney Town Association)	20.51%	8
Community Leadership Team	17.95%	7
Blayney Shire Council	38.46%	15
Platform-specific Not-For-Profit organisation	15.38%	6
Other (please specify)	7.69%	3
TOTAL		39

Q4 Would you be interested in volunteering at the new refurbished space?

Answered: 39 Skipped: 0



ANSWER CHOICES	RESPONSES
Yes	20.51% 8
No	25.64% 10
Maybe - depends on the commitment	53.85% 21
TOTAL	39

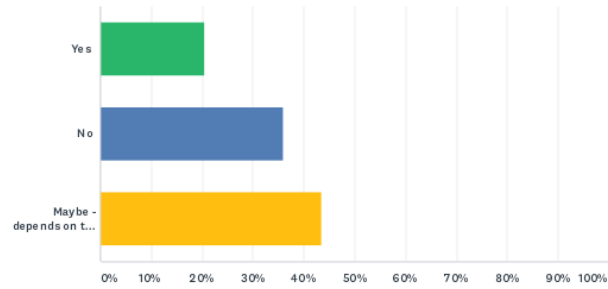
Blayney PLATFORM – Strategic Business Plan 2019

COMMUNITY SURVEY - Blayney Train Station

SurveyMonkey

Q5 Are you be willing to participate in the planning and development of the new refurbished space?

Answered: 39 Skipped: 0



ANSWER CHOICES	RESPONSES
Yes	20.51% 8
No	35.90% 14
Maybe - depends on the commitment	43.59% 17
TOTAL	39

COMMUNITY SURVEY - Blayney Train Station

Q6 What do you see as potential challenges for the new space?

Answered 39

Skipped 0



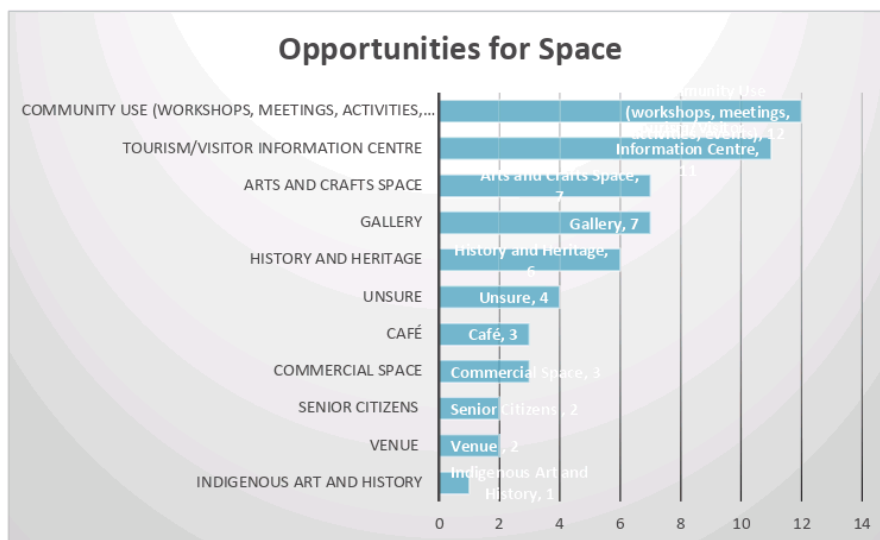
GRAPH DATA (simplified)	
Time	1
Security	1
Safety Concerns	2
Unsure	2
Marketing	2
Parking	2
Refreshments	2
Community Disagreement	3
Heating/Ventilation	4
Layout of Space	4
Accessibility	5
Finances	10
Community Engagement	11
Management of Space/Administration	13
	62

COMMUNITY SURVEY - Blayney Train Station

Q7 What do you see as potential opportunities for the new space?

Answered: 39

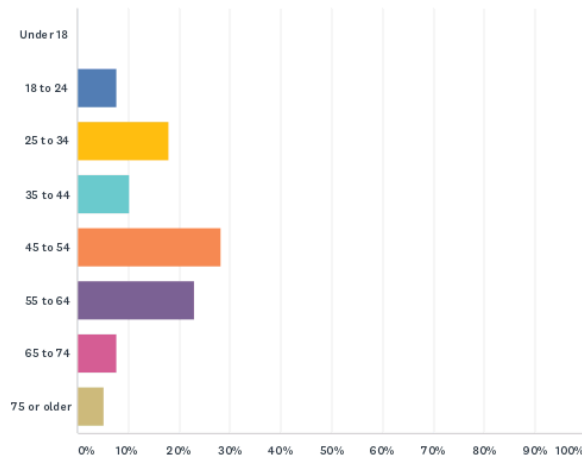
Skipped: 0



GRAPH DATA (simplified)	
Indigenous Art and History	1
Venue	2
Senior Citizens	2
Commercial Space	3
Café	3
Unsure	4
History and Heritage	6
Gallery	7
Arts and Crafts Space	7
Tourism/Visitor Information Centre	11
Community Use (workshops, meetings, activities, events)	12

Q8 What is your age?

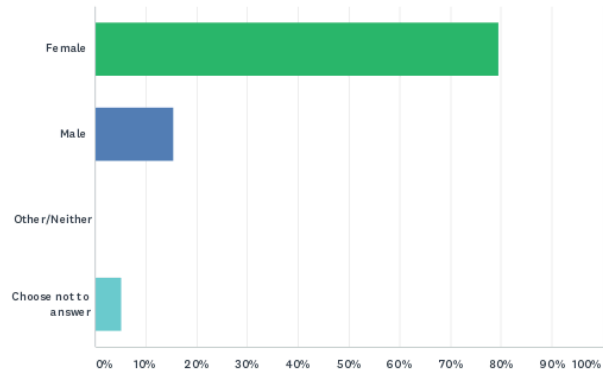
Answered: 39 Skipped: 0



ANSWER CHOICES	RESPONSES	
Under 18	0.00%	0
18 to 24	7.69%	3
25 to 34	17.95%	7
35 to 44	10.26%	4
45 to 54	28.21%	11
55 to 64	23.08%	9
65 to 74	7.69%	3
75 or older	5.13%	2
TOTAL		39

Q9 What is your gender?

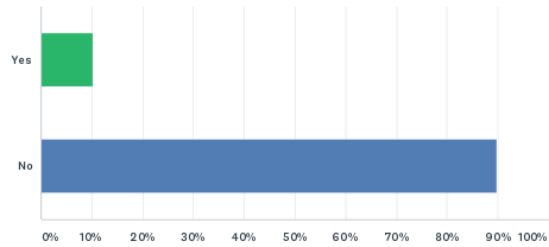
Answered: 39 Skipped: 0



ANSWER CHOICES	RESPONSES	
Female	79.49%	31
Male	15.38%	6
Other/Neither	0.00%	0
Choose not to answer	5.13%	2
TOTAL		39

Q10 Are you a person living with a disability?

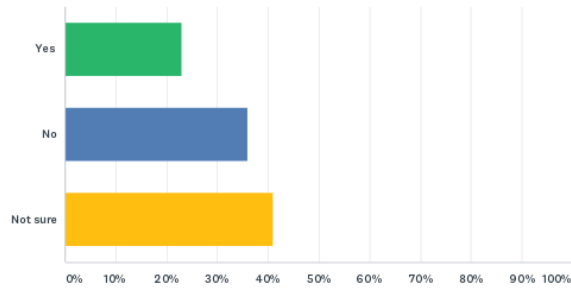
Answered: 39 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	10.26%	4
No	89.74%	35
TOTAL		39

Q11 Would you like to attend the planning workshop on Saturday September 7th 2019 in Blayney? If Yes, please give us your email address below and we will make sure we send you an invitation.

Answered: 39 Skipped: 0



ANSWER CHOICES	RESPONSES
Yes	23.08% 9
No	35.90% 14
Not sure	41.03% 16
TOTAL	39

Q12 Your Details - this is an optional step

Answered: 19 Skipped: 20

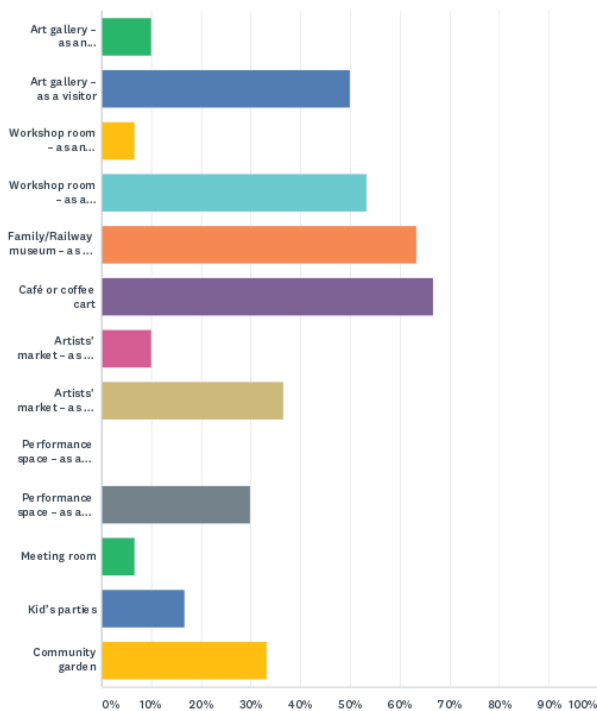
ANSWER CHOICES	RESPONSES	
Name	100.00%	19
Company	0.00%	0
Address	0.00%	0
Address 2	0.00%	0
City/Town	0.00%	0
State/Province	0.00%	0
ZIP/Postal Code	0.00%	0
Country	0.00%	0
Email Address	100.00%	19
Phone Number	89.47%	17

Appendix 4: Summary of 30 online community survey responses – Usage

Blayney Railway Station Re-purpose Usage Survey

Q1 Which of the following proposed facilities and cultural activities would you personally use at the Blayney train station? Select as many as apply:

Answered: 30 Skipped: 0



ANSWER CHOICES	RESPONSES	COUNT
Art gallery – as an exhibiting artist	10.00%	3
Art gallery – as a visitor	50.00%	15
Workshop room – as an artist/teacher	6.67%	2
Workshop room – as a participant	53.33%	16
Family/Railway museum – as a visitor	63.33%	19

Blayney PLATFORM – Strategic Business Plan 2019

Blayney Railway Station Re-purpose Usage Survey

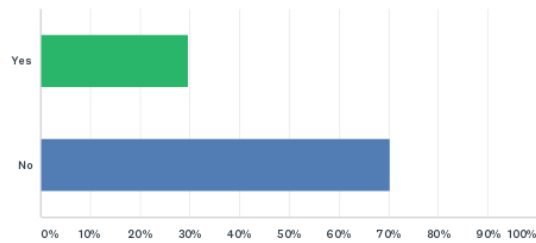
Café or coffee cart	66.67%	20
Artists' market – as a stallholder	10.00%	3
Artists' market – as a visitor	36.67%	11
Performance space – as a performer/musician etc	0.00%	0
Performance space – as an audience member	30.00%	9
Meeting room	6.67%	2
Kid's parties	16.67%	5
Community garden	33.33%	10
Total Respondents: 30		

Blayney PLATFORM – Strategic Business Plan 2019

Blayney Railway Station Re-purpose Usage Survey

Q2 If you ticked any of the options above, would you consider paying to hire the space to stage cultural activities?

Answered: 27 Skipped: 3



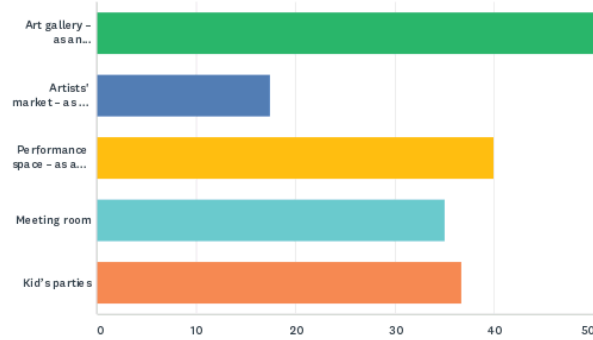
ANSWER CHOICES	RESPONSES	
Yes	29.63%	8
No	70.37%	19
Total Respondents: 27		

Blayney PLATFORM – Strategic Business Plan 2019

Blayney Railway Station Re-purpose Usage Survey

Q3 If yes to Q2 – how much would you pay for the following (answer as many as apply – can be an estimate or range)

Answered: 3 Skipped: 27



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
Art gallery – as an exhibiting artist Workshop room – as an artist/teacher	50	100	2
Artists' market – as a stallholder	18	35	2
Performance space – as a performer/musician etc	40	80	2
Meeting room	35	70	2
Kid's parties	37	110	3
Total Respondents: 3			

Q4 If you would pay how often would you envisage paying to hire the space to stage cultural activities? (open question)

Answers were:

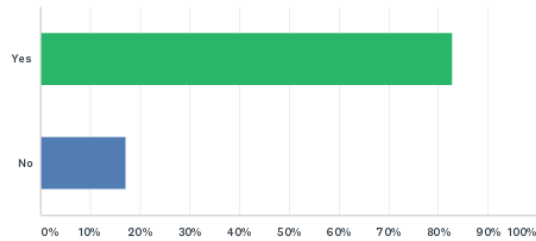
- It should be regularly like week days and weekends
- Pay per hour
- Annually

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Blayney Railway Station Re-purpose Usage Survey

Q5 If you ticked any of the options in Q1, would you consider paying to attend cultural activities in the space?

Answered: 29 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	82.76%	24
No	17.24%	5
Total Respondents: 29		

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Blayney Railway Station Re-purpose Usage Survey

Q6 If yes to Q5, how much would you pay for the following (answer as many as apply – can be an estimate or range)

Answered: 21 Skipped: 9

ANSWER CHOICES	RESPONSES	
Art gallery – as a visitor	76.19%	16
Workshop room – as a participant	61.90%	13
Family/Railway museum – as a visitor	76.19%	16
Performance space – as an audience member	52.38%	11

Answers ranged from gold coin donation, \$5 and/or \$10.

Q7 How often would you envisage paying to attend cultural activities at the train station? (open ended response)

Answers were:

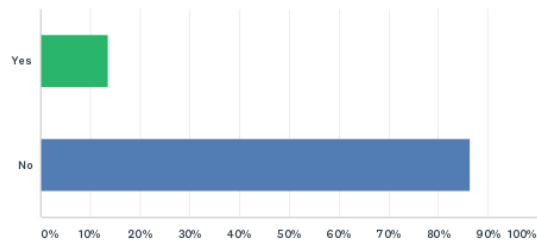
- Only when I attend
- 5 times a year
- Monthly
- 5-6 times per year
- Depends on when and how often events are held
- Twice a year, more if there's a steam train ride on offer
- 3-4 times per year
- When they are on
- 3-4 times a year
- Monthly
- For a museum - once
- You really need someone to organise weekly or fortnightly workshops getting in trained people eg beading, printmaking, painting, mosaic, jewellery, glass lead light, even kids workshops in holidays.
- Almost every time I visit, which is approx every 3-4 weeks, give or take.
- Every time
- Monthly
- Twice yearly
- 6 monthly
- Up to 5 times per year depends on events

Blayney PLATFORM – Strategic Business Plan 2019

Blayney Railway Station Re-purpose Usage Survey

Q8 Would you consider moving your business or organisation headquarters to the Blayney train station as a tenant?

Answered: 22 Skipped: 8



ANSWER CHOICES	RESPONSES	
Yes	13.64%	3
No	86.36%	19
Total Respondents: 22		

Appendix 5: Notes from Charrette

A charrette is a collaborative planning process that provides an inclusive and active framework for creating a shared vision with community involvement. The charrette held with the Blayney community, facilitated by Creative Plus Business Group on 7 September 2019, aimed to harness and focus the abilities of the parties involved to support a unified planning document, directed by consultants representing all key stakeholders, for the refurbished Blayney Train Station. For the charrette, participants were each allocated to a 'challenge table' group, to focus on one key challenge for the duration for the day. The day included multiple rounds of brainstorming and discussing the challenges within the challenge tables, interspersed with feedback from the wider group. A summary of the ideas and discussion for each group is included below.

Each group had one key challenge, which they focused on for the whole day. These were:

- **Group 1: purpose**
- **Group 2: funding**
- **Group 3: governance**
- **Group 4: engagement**
- **Group 5: risk management**

GROUP 1: PURPOSE	
Round one ideas	<ul style="list-style-type: none"> • No existing tourist demand, purpose to drive tourism - Blayney is untapped • Multi-purpose space • Demand for workshop space • Gallery - exhibition openings - change weekly - locals, groups, regional, • Coffee cart instead of coffee shop - moveable • Kids train rides - mini tracks, hire out for birthday parties • Interactive sculpture garden, - natives, composting, veggie garden • Live station - live living museum - live music, live trains • Old railway carriages - use as exhibition space, meeting rooms, food • Market with themes - eg history buffs, cultural buffs, artist trail • Shop to sell artisan and craft goods, local wine and food, wine tastings • Promote other local sport and cultural activities • Space available to hire <p>Success</p> <ul style="list-style-type: none"> • Increase number of tourists and visitor art spend • Create demand for 7 days per week • Higher profile/increased cultural role in the region - put Blayney on the tourist map • Increased diversity of opportunity for community - cultural hub, gardens/environmental aspect, museum • Venue for new tourist events
Round one feedback	n/a
Round two responses to timeline/feedback	<ul style="list-style-type: none"> • Infrastructure - eg water to wet rooms, gallery lighting, power, toilets, NBN (ToO could pay for lighting and tracking) • Establish BTA headquarters/meeting space

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	<ul style="list-style-type: none"> • Invite other community groups to official opening • Hire a manager • ToO develop workshop schedule and exhibition program - have 6-12 month schedule developed by 2020 • Set up commercial shop front - artisan • Establish volunteer base with incentive program - goal one shift per month • Outreach to village interest groups • Promotion - local, regional, national • Commercial in-kind sponsorship • Private funding • Youth engagement - eg make garden beds, volunteer, attend workshops (Penny is high school art teacher)
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GROUP 2: FUNDING	
Round one ideas	<ul style="list-style-type: none"> • Refurbishment nearly finished • Disabled access coming up in 2020 • Toilets need redevelopment • Business model or grant model? - Can't only rely on grants • ROI if there is investment • Community groups who intend to be involved to provide some start up funding • Grants for trainees eg curators • Rail tourism - historic trains, parking at station, visitors come into town • Artists, workshops, exhibitions - raise income - artists pay rent • Pop ups • Membership model - paid subscribers - but what do they get out of it? • Find business or group to rent space on a permanent basis • Grants require incorporation to apply - community building, heritage, arts grants • Relocating existing activities - eg VIC • Philanthropic model
Round one feedback	<ul style="list-style-type: none"> • Can't move VIC • Café is problematic, and could damage existing cafes • Subscription model - benefits incl free entry to exhibitions • Business sponsorship opportunities - no conflict with Sydney Trains if local focus, sponsor individual elements - eg garden, toilets • Partnering to save costs - money going out
Round two responses to timeline/feedback	<ul style="list-style-type: none"> • Management model • Itemised budget - who pays for what • List each budget item and list who will pay for it - if there's a gap, can we get sponsor or grant? • Budget finished within 3 months • Grants to activate the site - within 12 months

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	<ul style="list-style-type: none"> • Anchor tenant (Lachlan Valley railway, tour group, car hire?) • Rental income - how much • Grants • Launch - March 2021 • Paid Manager
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GROUP 3: GOVERNANCE	
Round one ideas	<p>Decision making</p> <ul style="list-style-type: none"> • Community group with executive - incorporated entity - for liability purposes - existing or new group, BTA suggested, sub-committee of BTA • Community group to be volunteers • Group reports back to Sydney Trains • Group rents from Sydney Trains • How much is available - eg are they also responsible for gardens, toilets etc or just the buildings <p>Management</p> <ul style="list-style-type: none"> • Person appointed by community group (job), independent of exec and user groups • Handle insurance <p>Day to day operations</p> <ul style="list-style-type: none"> • User groups to manage (eg ToO, VIC etc) • Manager to liaise with user groups, source new groups <p>Hierarchy:</p> <ol style="list-style-type: none"> 1. Community Entity 2. Manager 3. User Groups 4. Anchor Tenants
Round one feedback	<ul style="list-style-type: none"> • Community Group would be employer (of manager and others) • Goals - 6 months - financially sustainable, 12 months - employ person - create timeline/goals • New entity or ToO to run? • Highly problematic to have too many small groups, splits resources, better to consolidate entities - BTA/ToO • Sydney Trains - doesn't want to be part of reporting, eg committee not to report to ST. ST to liaise with Council directly, not sub committees • ST to licence to Council, Council to sub license to BTA/ToO • Central point of contact between Council and ST. ToO had original 5 year plan, has perhaps run its course, needs to evolve - eg rebrand into cultural/creative hub
Round two responses to timeline/feedback	<ul style="list-style-type: none"> • Establish role of Council • Appointment of management committee entity - incorporated group • Draft of annual budget • Appoint manager - volunteer or paid • Expressions of interest from user groups or individuals

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	<ul style="list-style-type: none"> • Deciding user groups and terms of use • Create SOPs for facility <p>First three tasks - achieve in next six months Next three over next 12 months - can be progressive occupation</p>
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GROUP 4: ENGAGEMENT	
Round one ideas	<p>Marketing</p> <ul style="list-style-type: none"> • Calendar of events • Notice board • Social media/website • Council what's on - also Orange, Bathurst and Cowra • VIC • Newspaper - exhibition openings • Flyers/Posters • Orange 360 <p>Rotating exhibitions</p> <ul style="list-style-type: none"> • Schools • Indigenous • Locals • Travelling exhibitions • Farming (targeting men - tractors etc) <p>Community Events</p> <ul style="list-style-type: none"> • Farmers markets • Community group BBQs • Music • Cars <p>Always changing, always something new to attract new people Calendar events so people know what's coming up and that it will change</p> <p>Funding</p> <ul style="list-style-type: none"> • Entry fee to exhibition • Charge rent/commission to artists <p>Wayfinding</p> <ul style="list-style-type: none"> • Tourist signs - brown • Noticeboard • Banners as you drive into town
Round one feedback	<ul style="list-style-type: none"> • Existing farmers market - can it be moved? • Semi-trailers use carpark for u-turns • Who will run BBQ? • Caravans park alongside

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	<ul style="list-style-type: none"> • Open land between street and station? • Art workshops to engage community • Use that as platform to promote all other social activities
Round two responses to timeline/feedback	<ul style="list-style-type: none"> • Venue prospectus - venue specs, booking logistics, calendar, • EOIs for bookings - market via social media, press, local arts networks • Signage • Promotion and calendar of events, once EOIs are received and calendar locked in, including exhibitions and workshops • Launch - first event • Ongoing promotion - eg newsletter, social media, get feedback from community about how space is working for them, get involved in regional events eg wine and food weeks • To be run by the manager / ToO • Timeframe for engagement? - to include in plan

GROUP 5: RISK MANAGEMENT	
Round one ideas	<p>Safety of facility (not business risk) - for 3 groups</p> <ul style="list-style-type: none"> • Passengers • Workers • Casual visitors • Train station needs to continue to operate • Car park may not be big enough • Platform safety - esp when looking at art, not paying attention to train danger • Don't want to overreact to the risks - need balanced approach • Fencing • Disabled access • Building outside opening hours - lighting and security cameras? • Heritage restrictions • fire safety <p>Success</p> <ul style="list-style-type: none"> • Safety risk assessment - consolidate plans from ST, TNSW, business plan etc • Controls in place for injuries and incidences • Legislative compliance • Governance around safety for tenants - contracts • Staffing levels • Tenants be risk focused and embed in business process <p>Funding</p> <ul style="list-style-type: none"> • Hardware - fencing etc - Sydney Trains • Software - workshops etc - Council in kind
Round one feedback	n/a

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<p>Round two responses to timeline/feedback</p>	<ul style="list-style-type: none"> • Consolidate the risk assessments - operational and business - get all stakeholders together (passengers, visitors, workers, Council, RMS, Sydney Trains) • Determine site controls - signs, fencing, training etc • SOP before site opens to public - regulate site usage - contracts, interfaces, legislative requirements, insurance <p>Building work finished mid 2020 - hope to open soon after that Prioritise - what to do before/during/after building opens ST happy to do open day to build community engagement Services connected/ fit for purpose would be mid 2020</p> <p>12 month action plan for whole plan</p>
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Appendix 6 Not-For-Profit Law Fact Sheet – Using Volunteers

Information summarised from <https://www.nfplaw.org.au/volunteers>

The laws surrounding volunteering can be complex, yet volunteers are an important resource to many, if not most, community organisations.

Volunteer involving organisations can ensure their relationship with volunteers is meaningful, and managed respectfully and safely, by understanding the legal issues relating to the engagement and management of volunteers.

Who is a ‘volunteer’?

- The Fair Work Ombudsman (FWO) has identified the following characteristics of a genuine volunteering arrangement, based on its own review of limited case law (judge-made law) in this area:
- a volunteer is someone who does work for the main purpose of benefiting someone else
- the organisation and individual did not intend to create a legally binding employment relationship
- a volunteer is under no obligation to attend the workplace or perform work, and
- a volunteer does not expect to be paid for their work.

The difference between members of a community organisation and volunteers

It is important that organisations are aware that its members may also be considered ‘volunteers’ in particular circumstances. A ‘member’ of a not-for-profit organisation has certain rights and obligations outlined under the organisation’s rules or constitution (for example, the right to vote at an AGM, attend meetings and access information), as well as those set out under legislation.

As soon as an organisation asks a member to do something outside of his or her role as a member, the person may be considered a volunteer (as well as a member), which has certain legal implications:

- firstly, certain laws apply to volunteers (that may not apply to members), and insurance may apply to volunteers and members in a different way.

If your organisation is an unincorporated association, you should consider your negligence liability, which can result in volunteer board members being personally liable. No specific duty of care arises merely because people share common membership of an unincorporated association. However, committee members may be personally liable for injuries to a member or a volunteer.

National Volunteer App

Not-for-profit Law has developed a Working with Volunteers app to complement the National Volunteer Guide and the National Volunteer Webinars.

This tool will help volunteer involving organisations understand the key legal obligations that not-for-profit organisations have towards volunteers. The key topics include recruitment, safety, unlawful workplace behaviour, managing performance and ending the volunteer relationship.

After completing a series of questions, your organisation will be provided with an opportunity to print a report containing an overview of the legal issues, recommendations and links for further information all based on your answers

National Volunteer Guide

Your organisation owes its volunteers certain legal obligations and these are sometimes hard to work out.

We have produced a National Volunteer Guide for use by volunteer involving organisations across Australia. It provides an overview of the key legal obligations organisations owe volunteers and provides practical examples, template documents and tips to assist in their understanding.

The Guide is divided into six parts and covers the following key issues:

- Glossary of common terms and overview
- Understanding the legal differences between a volunteer, employee and independent contractor
- Understanding your organisation's legal obligations in relation to the safety of its volunteers
- Protecting volunteers and other people your volunteers are interacting with from unlawful workplace behaviour
- Recruiting, inducting, managing performance and ending the volunteer relationship, and
- Organisational issues applicable to volunteers.

To read the relevant section for using volunteers in an incorporated association, please read:

<https://www.nfplaw.org.au/sites/default/files/media/Part 2 Volunteer employee or independent contractor Final 0.pdf>

Appendix 7: Fair Work Australia Factsheet: Unpaid Work



Unpaid Work

Unpaid work can take on different forms - including vocational placements, unpaid internships, unpaid work experience and unpaid trials. Unpaid work arrangements can be entered into for a number of reasons. These include:

- to give a person experience in a job or industry
- to test a person's job skills
- to volunteer time and effort to a not-for-profit organisation.

These arrangements can be initiated by employers, the person wanting the work or experience, or education/training institutions.

Is unpaid work lawful?

Some unpaid work arrangements are lawful and others are not. Depending on the nature of the arrangement, the person doing the work may be an employee and be entitled to be paid the legal minimum rate of pay for the type of work they're doing, along with other minimum employment entitlements.

Whether an unpaid work arrangement is lawful under the *Fair Work Act 2009* (FW Act) depends on:

- whether an employment relationship exists, or
- whether the arrangement involves a vocational placement.

Vocational placements

A vocational placement is a formal work experience arrangement that is part of an education or training course.

Vocational placements can give students important skills to help them transition successfully from study to work, while giving industry and business the opportunity to enrich student learning experiences and increase the number of work-ready graduates.

Vocational placements that meet the definition under the FW Act are lawfully unpaid, regardless of whether an employment relationship exists or not.

For more information, including the criteria that an arrangement must meet to be a vocational placement under the FW Act, see our [Vocational placements fact sheet](#).

Is there an employment relationship?

Where an unpaid work arrangement is not a vocational placement, the arrangement can only be lawful if no employment relationship exists. If there is an employment relationship, the person is actually an employee and entitled to conditions under the FW Act including:

- a minimum wage

- the National Employment Standards
- the terms of any applicable award or enterprise agreement.

To work out whether or not a person is an employee each case must be considered on its own facts. There is no definition of employment under the FW Act. Instead, it is a matter of working out whether the arrangement to work involves an employment contract. That contract does not have to be in writing; it can be a purely verbal agreement.

For an employment contract to exist it must be clear that:

- the parties intend to create a legally binding arrangement
- there is a commitment to perform work for the benefit of the business or organisation
- the person performing the work is to get something in return (which might be just experience or training)
- the person must not be performing the work as part of a business of their own.

When looking at whether an employment relationship exists, the nature of an arrangement should be considered, not just how the parties have chosen to describe it. The following factors should be considered:

1. What is the nature and purpose of the arrangement?

Was it to provide a learning experience or was it to get the person to do work to assist with the ordinary operation of the business or organisation? Where the arrangement involves productive work rather than just meaningful learning, training and skill development, it is likely to be an employment relationship.

2. How long is the arrangement for?

The longer the period of the arrangement, the more likely the person is an employee. Although even relatively short engagements can still be an employment relationship.

3. How significant is the arrangement to the business?

Is the work normally performed by paid employees? Does the business or organisation need this work to be done? The more integral the work is to the function of the business, the more likely it is that an employment relationship could be found.

4. What are the person's obligations?

In some cases a person might do some productive work to aid their learning. An employment relationship is unlikely to be found in these circumstances if:

- the role is primarily observational and,
- the expectation or requirement to perform such activities is incidental to that learning experience and not primarily for the operational benefit of the business or organisation.

Fair Work Infoline: 13 13 94

www.fairwork.gov.au

5. Who benefits from the arrangement? The main benefit from a genuine unpaid work arrangement should flow to the person undertaking the role. If the business or organisation is gaining a significant benefit from the person's work, an employment relationship is more likely to exist.

While a person is not prevented from taking up employment with a business or organisation after completing an unpaid work arrangement, each situation should be carefully considered to determine if an employment relationship had been formed earlier.

Unpaid trials (skill demonstration)

Sometimes a person is asked or required to perform work or undertake a trial to be evaluated for a vacant position. This skill demonstration is used for the purposes of determining a prospective employee's suitability for a job. It is often referred to as a work trial.

A brief work trial can be legally unpaid if it is necessary to evaluate someone's suitability for the job, and:

- it involves no more than a demonstration of the person's skills, where they are relevant to a vacant position
- it is only for as long as needed to demonstrate the skills required for the job. This will be dependent on the nature and complexity of the work, but could range from an hour to one shift
- the person is under direct supervision of the potential employer (or other appropriate individual) for the entire trial.

Any period beyond what is reasonably required to demonstrate the skills required for the job must be paid at the appropriate minimum rate of pay. If an employer wants to further assess a candidate's suitability, they could employ the person as a casual employee and/or for a probationary period and pay them accordingly for all hours worked.

Example 1

Jack applies for a job as a trades assistant at a local panel beater. As part of the applicant screening process, Jack is advised by the owner that on the day of the interview he'll need to show he knows his way around a car and a workshop, because it's a minimum requirement of the job. Jack agrees.

To do this, after the interview, Jack is asked to follow one of the tradesmen doing body repairs. The tradesman watches Jack to make sure he knows how to work safely and use the right tools. Jack shows he meets the minimum criteria for the role and the owner offers Jack the job.

Jack's brief trial was reasonable to demonstrate his skills and he does not need to be paid for the trial.

Example 2

Jessica sees an advertisement on her university notice board for a job as a barista at a campus café.

The position was advertised for Monday, Tuesday and Thursday mornings from 7 am to 12 pm. The successful candidate needs to have at least 3 years' experience and be able to make a wide range of coffees.

At her interview, Jessica is advised that she will need to work the first week unpaid to give the café manager time to see whether or not she is suitable for the job. She is also advised that if she isn't able to work any of the shifts in the first week, she needs to advise the manager the night before and arrange someone to cover her shift.

The duration of the 'trial' and the requirements placed on Jessica suggest that the arrangement is an employment relationship, meaning that she should be paid for all hours worked at the appropriate minimum rate of pay.

Example 3

Mina applies for a job as a receptionist at a medical centre. After the interview, the manager calls Mina to ask her to do a trial on the weekend so they can make sure that she can handle working over a busy period. Mina agrees, and performs a shift on a Saturday morning. On the day, the manager shows Mina how to answer the phone, transfer calls, book and cancel appointments, and take payments at the end of a consultation.

Mina spends the morning performing these duties. At the end of her shift, the manager advises that she has done a good job, but she is not able to offer her the position until she gets it approved at a meeting on Wednesday. The manager advises Mina that if she could cover the shifts on Monday and Tuesday, it would show her commitment to the position and give her a better chance of getting the job. The manager advises Mina she would not be paid for these shifts.

Even though the manager called the period a work trial, in reality the time worked on the Saturday involved Mina being trained in skills she needed to be able to do the job. It is likely to represent actual hours of work, rather than a legitimate work trial. Further, the additional time worked on Monday and Tuesday is likely to represent an unreasonable time for demonstration of skills and abilities. Mina should be paid for all the hours that she worked.

Unpaid work experience and unpaid internships

A work experience arrangement or internship is when a person works for a business to gain experience in a particular occupation or industry. These arrangements can be a valuable way for prospective employees to make the transition from study to work or explore a new career path. Sometimes these arrangements span several months and can lead to ongoing employment.

An unpaid work experience arrangement or unpaid internship can be lawful if it is a vocational placement (see section above) or if there is no employment relationship found to exist. In particular:

- the person must not be doing “productive” work
- the main benefit of the arrangement should be to the person doing the placement, and
- it must be clear that the person is receiving a meaningful learning experience, training or skill development.

Example 4

A local council has advertised an internship program for high school or university students interested in government processes. The internships have been advertised as unpaid positions and students are allowed to select the hours they spend at the council office over a two week period.

The council is careful to ensure that the role is mainly observational and there is no expectation that the students will perform productive work during their internship. The student is gaining the main benefit from the arrangement. It is unlikely that an employment relationship has been created in this case, and the internships are lawfully unpaid.

Example 5

A publishing company has advertised an internship program for recent graduates of copywriting and journalism university courses.

The advertisement calls for applicants who are passionate about their career and who are looking for experience as a gateway to future employment opportunities. The company advises that it will recruit for the positions based on academic transcripts, work experience and references. The positions are unpaid, but the advertisement notes that the successful candidates will receive perks and networking opportunities throughout their internship.

The positions are advertised for three months full-time, with the possibility of ongoing employment based on the candidate's performance during the internship.

The duties listed include general administration, event planning, and proof reading, with some opportunities for writing depending on performance.

Despite the offer of non-monetary perks, work experience and networking opportunities, the company will receive the main benefit out of this relationship as it involves significant productive work to be performed by the interns for the company. It is likely that an employment relationship will be formed in this case, meaning that the internship should be paid.

Volunteering

A volunteer is someone who does work for the main purpose of benefitting someone else, such as a church, sporting club, government school, charity or community organisation. Volunteers are not employees and don't have to be paid. As with work experience and internship arrangements, all relevant factors must be considered to determine whether a person is a genuine volunteer or whether, in fact, an employment relationship exists even though the worker is called a 'volunteer'.

Key characteristics of a genuine volunteering arrangement include:

- the parties did not intend to create a legally binding employment relationship
- the volunteer is under no obligation to attend the workplace or perform work
- the volunteer doesn't expect to be paid for their work.

The more formalised that volunteer work arrangements become (for instance if the volunteer is expected to work according to a regular roster) the greater the possibility that an employment relationship will be found. It is less likely that an employment relationship will be found to exist where the volunteer work is undertaken for selfless purposes or for furthering a particular belief in the not-for-profit sector.

Example 6

Franko approaches a soup kitchen run by his local charity to ask about volunteering. He fills in an application form and meets with the volunteer coordinator who explains the roles and responsibilities of volunteers. Franko will be helping in the kitchen, serving and cleaning. The coordinator confirms that he will not be paid and that and he only needs to attend when he is available.

Franko agrees to volunteer once a week when he can and understands he will not receive payment. Franko is not an employee and the charity does not have to pay him for his time.

Other laws

Even if an unpaid work arrangement is lawful under the FW Act, it is important to be aware that other laws may still apply in relation to matters such as work health and safety or discrimination.

Further information

For information and resources to help you understand your rights and obligations on the topic of unpaid work, visit www.fairwork.gov.au/unpaidwork or contact the Fair Work Infoline on 13 13 94.

Contact us

Fair Work Online: www.fairwork.gov.au

Fair Work Infoline: **13 13 94**

Need language help?

Contact the Translating and Interpreting Service (TIS) on **13 14 50**

Hearing & speech assistance

Call through the National Relay Service (NRS):

For TTY: **13 36 77**. Ask for the Fair Work Infoline **13 13 94**

Speak & Listen: **1300 555 727**. Ask for the Fair Work Infoline **13 13 94**

The Fair Work Ombudsman is committed to providing you with advice that you can rely on. The information contained in this fact sheet is general in nature. If you are unsure about how it applies to your situation you can call our Infoline on 13 13 94 or speak with a union, industry association or a workplace relations professional.

Last updated: June 2017
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FWOF533.00

Appendix 8: Regional Australia Institute – *Regional Growth Prospects, June 2019*

Executive Summary – [Download the full report here.](#)



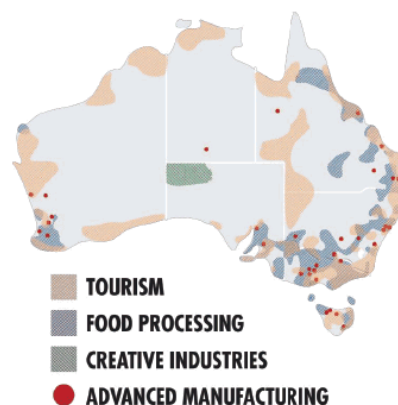
EXECUTIVE SUMMARY

This Report – *Regional Growth Prospects: Strategic Investment in Food Processing, Tourism, Advanced Manufacturing and Creative Industries* – is the culmination of research conducted by the Regional Australia Institute (RAI).

These four industries are largely driven by the private sector, are most susceptible to market forces, and have significant potential contributions to regional growth. However, employment in these four industries is not distributed evenly across regional Australia, and growth and change in these industries will not impact all regions equally.

Research in this Report provides a nation-wide and consistent evidence base to support regional development investment decisions at the national, state and regional levels. This work helps policy practitioners design policy and interventions to target the regions where it matters most and in a way which is appropriate for the regional economies they seek to support. It gives regional leaders timely information that helps focus efforts in a more strategic way to grow regional Australia within specialised regions.

This research identifies regions that specialise in these industries (Map 1) and where jobs are critical to the local economy, and how these have performed over time. Specialised regions are those where there is a high proportion of local jobs in the industry compared to the national average for a place of that size. OECD experience shows that business-led specialisation approaches are effective in supporting regions to maintain their competitiveness in national and global contexts¹.



Map 1: The regions which specialise in the food processing, tourism, advanced manufacturing and creative industries, 2016



This Report shows that specialised regions have not performed equally over time, with local conditions in some regions helping to drive employment growth, while local condition in others may be constraining it.

Local knowledge and deeper analysis is needed to identify what is occurring locally to drive or constrain job growth. Some factors could include the impacts of a new business or business expansion, variation of high human capital in the region, government or community programs, or natural assets in the region.

POLICY IMPLICATIONS:

1. *Target policy and investment to the regions where growth in the four industries really matters for job generation (i.e. the specialised regions, not all regions).*
2. *Tailor policy approaches based on the region's past employment growth where:*
 - i. *the highest investment priority should be to catalyse new economic activities in regions where local conditions are driving growth. In these regions, government intervention may build on local strengths to generate business and employment opportunities; and*
 - ii. *the highest investment priority should be removing or reducing barriers to growth in regions which are lagging behind state and industry trends. In these regions, government intervention may support these regions in realising their full employment potential.*
3. *Assess workforce and skill availability in the specialised regions and act to ensure potential new jobs can be filled, for example through regional learning systems or regional migration strategies as outlined in the RAI's The Future of Jobs Report.*

The key industry findings from this work are:

FOOD PROCESSING

- Food processing, or the value add component of agribusiness, is a more likely prospect for employment growth than food production. Occupations in raw food production have been decreasing alongside improved technologies and other efficiencies that reduce the need for human labour. Food processing jobs have now surpassed the number of food production jobs nationally.
- Food processing employment is more concentrated geographically than the broader agriculture industry. There are very distinct areas where food processing really matters and could be a source of growth in the future. Largely these regions are in the south west corner of Western Australia, surrounding Adelaide, throughout much of Victoria, inland along the New South Wales east coast, north western Tasmania and around the Queensland towns of Cairns, Townsville and Rockhampton.
- Many of these areas are geographically close and could be approached with cross boundary collaborations in investment, workforce development and other strategies.
- There is potential for locally led migration initiatives to help regions secure the workforce needed for new or expanding food processing businesses.



TOURISM

- Tourism is the largest national employer of the four industries and it is growing the most, to the extent where it is taking employment share from other industries. Tourism employment in regional Australia is following this trend.
- Policy and programs which seek to create regional jobs on the back of tourism growth should target specialised regions. These regions are not necessarily the iconic or well-known tourism destinations but rather they are places where tourism really matters for local employment and job generation.
- Tourism specialisation is particularly concentrated along the coastlines of Australia (excluding northern Queensland), parts of the interior in southern Queensland along the Northern Territory and South Australian borders, and New South Wales along the South Australian border and much of Tasmania.
- There are some regions where tourism spend is high in relation to the number of people living there. This means that in some places there is a greater spend per person released into the local economy. This includes the tourism regions of North West Western Australia, Snowy Mountains New South Wales and Tropical North Queensland.
- Not all regions are positioned to capture the benefits from international tourism growth. For many, domestic tourism provides clearer prospects for growth. Substantial justification would be needed for regions seeking government support to build an international tourism market where one does not exist already.

ADVANCED MANUFACTURING

- Advanced manufacturing is a small employer in regional areas however jobs in the industry are highly concentrated.
- Only a very small number of regions specialise in advanced manufacturing and there is no strong geographic congregation of these. For these reasons, a national industry strategy is of little benefit and efforts should instead be focused on the handful of places where the industry really matters for local employment.
- In the small number of regions which specialise in advanced manufacturing, it is often one or a few businesses which are responsible for the majority of employment in the industry. These sorts of regional businesses could be a focus for employment growth efforts.
- Advanced manufacturing regions produce niche products and employ people with very niche skills. These are competitive on the international market because so few companies globally can fill the niche. There is an opportunity here to leverage these skills and have greater involvement in global markets.
- Advanced manufacturing often builds on existing primary industries and its fortunes are tied to these industries, such as agriculture and mining, who purchase machinery.



CREATIVE INDUSTRIES

- Employment in creative industries is growing in regional Australia but there are very few regions which are specialised in the industry.
- There is often a positive relationship between population size and creative employment and these places also have a higher number of creative services, or business-to-business, jobs such as graphic designers, web developers and other.
- Places with a high proportion of jobs in creative industries are largely places where people want to live. Creative industries play a role in local innovation and liveability, which may include attracting and/or retaining population in regional areas.
- This industry has an important presence in some smaller and more remote Indigenous communities where there is an opportunity to build on growing international and domestic demand for Indigenous art.

Appendix 9: Platform Start Up Budget provided by Blayney Shire Council

Item	Estimated Cost	Details	Where is money coming from?	If funding source unknown, how will this be addressed?	Who is responsible for ensuring this gets done?	When is this due?	Res'n B (no funding grants provided)
Fixed Start Up Costs for Platform							
General							
Rent	\$ 1,000.00	Approx per year pending use of space	Milage Enhancement Program [Council Funding]		Textures of One		
Services and Utilities	\$ 2,000.00	1st quarter	Textures of One				
ABN Registration	\$ 83.00	For 3 years	Textures of One				
Public Liability Insurance	\$ -	Confirm if extended cover is needed					
Artworks Insurance	\$ 800.00	Per year	Textures of One				
Planning and Statutory Approvals	\$ 350.50	DA Application for use of building	Milage Enhancement Program [Council Funding]				
Safety and Security Equipment		Alarm system	TBC if required				
Salaries	\$ 23,400.00	Based on 2 days/wk \$50k pro rata + 0 months 1 year	Grant Funding	Create NEW Funding [Arts Grant]	Textures of One & Arts Out West	Mar-20	Volunteer Run until Funding Provided
Sanitary bins	\$ 240.00	Approx \$60 a quarter	Milage Enhancement Program [Council Funding]				
Cleaners	\$ 2,400.00	Approx \$600 a quarter	Milage Enhancement Program [Council Funding]				
Liquor Licence	\$ 110.00	Multi Event Licence	Textures of One				
Office							
Laptop & Printer	\$ 1,500.00						
Phone & Internet Costs	\$ 1,200.00						
Phone & Internet Connection Fee	\$ 100.00		Grant Funding	Create NEW Funding [Arts Grant]	Textures of One	Mar-20	Textures of One use existing resources/funding for minimal requirements
Stationery, Printing & Office Supplies	\$ 500.00						
IT Software & Subscriptions	\$ 1,000.00						
Workspaces/Battery							
Opening Event/Exhibition	\$ 1,000.00	catalog, invite printing	Textures of One/Community Financial Assistance Grant [Council Funding]				
Fitout – fixed and flexible	\$ 3,000.00						
Hanging system	\$ 2,500.00	based on 30 works + some pinths https://www.disco.com.au/price-list/price-2334/au/	Grant Funding	Create NEW Funding [Arts Grant]	Textures of One	Mar-20	DNEW Funding Cedia Funding Request
Lighting and tracking	\$ 10,000.00		Grant Funding	Application for Rural and Regional Renewal Funding	Textures of One	Dec-19	
Promotion							
Advertising/Marketing	\$ 1,000.00						
Website	\$ 3,000.00						
Design/logo/branding	\$ 2,000.00						
Printing	\$ 200.00		Grant Funding	Create NEW Funding [Arts Grant]	Textures of One	Mar-20	Use existing Textures of One Apply for additional
Internal Directional Signage	\$ 400.00						
Movable Signs (in Frames)	\$ 400.00						
Business	\$ 500.00						
External Road Signage							
Total start up costs	\$ 61,885.50						

<https://www.fishandingsystems.com.au>

Can call or see live

Contact Simon Holmes: simon@fishandingsystems.com.au

<https://www.fishandingsystems.com.au/the-dip-rail-wall-not-just-a-wall>

If you are installing on walls: Tracking

LO 92: \$24.20 (2m length)

LO 93: \$36.83 (2m length)

Silver

White

If you are installing false ceiling grids: can be set into the ceiling; connector for advice re this option.

Hangers

Installed from the ends of the rail and drilled along the rail to any position

Standard steel 2 m long (also comes in 1.5m lengths)

L920: \$8.25 per length

Can be installed from any point on the rail

L39015: \$8.25 (in 1.5m or 2m lengths)

Hooks

Super security Tensives of One with cluck

L58H \$10.45 each

Top rail connector

L.C. \$2.75 each

If you are installing a long stretch of track it needs to be joined together by these connectors so it gives a smooth track for the wire to sit along.

Appendix 10: Pop Up Gallery information from December 2015



Extended by popular demand, open til Friday 15th January 2016

Article from **Blayney Chronicle** 12.12.15:

‘The opening night on the 4th December was well received with over 120 people coming along for the official opening. With distinguished guests such Mayor Scott Ferguson, Manager Rebecca Ryan, and the owner Vince Bargallo all attending along with the very clever 31 artists, family and friends, it was a huge success. Artists came from every corner of the Shire including selected works from Blayney High School students. Artworks range from landscapes, still life, photographs, handmade jewellery, and homewares. With plenty of wine supplied by local winery Anullong Wines and the artists, the atmosphere was alive and buzzing. One comment of the night was ‘This is the best thing to happen in Blayney for years’ and certainly the artists could not agree more. Penny May states “With over \$4744 artworks sold so far, it is clear Blayney Shire artists need a permanent exhibition space to display, sell artworks, gain a wider audience and celebrate their achievements. What I am most proud of is I have not turned anyone away for the P.U.G and I am still taking in artworks from artist’s to help sell their work before Christmas. The Pop Up Gallery has exceeded all expectations and the feedback and response has been unbelievable. My thought’s now are, where can we go from here?”

Penny is hoping to turn the back room of the Cottage aka The Tourist Information Centre into a professional Gallery for smaller solo or group exhibitions for 2016. As for the PopUpGallery, “ It would be nice to keep the space above the NAB, but am keeping all options open. We have been spoilt by Vince Barbagallo, as he has given us the premise for free for 8 weeks, to keep it financially viable for the artists, we may have to start applying for government funding. But keep an eye out, as the title suggests, being a PopUpGallery, it may pop up in Millthorpe, Carcoar, Newbridge or any vacant shop front in the shire”. Current P.U.G is open every day up until 15th January 2016, so go down, support your local artists and buy an original artwork that is very reasonably priced’.

Reproduced from <http://pennymayscreativespace.com.au/exhibitions/>
Accessed Friday 8th November 2019

Appendix 11: Precedents or other Repurposed Stations

There are a wide variety of precedents for the success of rail community reuse projects, all in relatively small towns and all operated as essentially volunteer not for profit entities.

Follow the links to learn more about other successful projects throughout Australia.

Victoria

Yarrowonga station – community centre

<https://www.facebook.com/YarrowongaRailwayStation/>

Chiltern goods shed – community operated function centre

<https://www.indigoshire.vic.gov.au/Community-Directory/Chiltern-Goods-Shed>

NSW

Temora – community hub

<http://www.temora.nsw.gov.au/community.aspx>

Narrandera – community radio station

<http://www.ncradio.com.au/index.html>

Coolamon – local history group

<https://visitcoolamonshire.com.au/ganmain-historical-museum>

Quirindi – arts and crafts retail

https://en.wikipedia.org/wiki/Quirindi_railway_station

Bulli – local museum

https://en.wikipedia.org/wiki/Bulli_railway_station

Rydal – bed and breakfast

<https://www.rydal.com.au/places>

Kempsey – local history group

<http://www.kempseyfamilyhistorygroup.com.au/>

Kendall – arts and crafts retail

<https://www.facebook.com/KendallCraftOfficial/>

Thirroul – museum and functions

https://en.wikipedia.org/wiki/Thirroul_railway_station

Millthorpe – low scale retail, café tenant

<https://www.blayneychronicle.com.au/story/5957109/millthorpe-goes-back-to-the-future-as-trains-roll-in-once-more/>

British examples can be found at <https://communityrail.org.uk/>



2020/21-2023/24 Delivery Program and 2020/21 Operational Plan



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Disclaimer: The information contained in this publication is based on knowledge and understanding at the time of writing. However, because of advances in knowledge, users are reminded of the need to ensure that information upon which they rely is up to date and to check currency of the information with the appropriate officer of Blayney Shire Council or the user's independent adviser.

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Table of Contents

Message from the Mayor and General Manager 5

Councillors 6

Snapshot of the Region..... 7

Council’s Guiding Principles..... 8

Organisational Structure..... 9

How Council Works..... 10

Executive Services 11

Human Resources..... 11

Risk 11

Administration & Customer Service..... 12

Finance 12

Information Technology..... 13

Development Coordinator Program..... 13

Tourism 14

Blayney Shire Visitor Information Centre..... 16

Blayney Shire Community Centre 16

Blayney OOSH Services 16

Blayney Library 16

Youth Development..... 17

Sports and Oval Facilities..... 19

Parks and Open Spaces 22

Roads..... 24

Local Roads – Sealed 24

Local Roads – Unsealed 25

Regional Roads..... 27

State Roads 27

Street Lighting 27

Footpaths 27

Sewerage Services 28

Blayney Waste Facility 29

Town Planning 30

Cemeteries..... 31

Health & Food Control..... 31

3 Blayney Shire Council

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Animal Control.....	31
Noxious Weeds	32
Contributions to Emergency Services	32
Framework – Community Strategic Plan (CSP)	36
Blayney Shire Council – Future Directions	38
Introduction – What is the Delivery Program?	39
Introduction – What is the Operational Plan?	39
Future Direction 1 – Maintain and Improve Public Infrastructure and Services	41
Future Direction 2 – Build the Capacity and Capability of Local Governance and Finance	45
Future Direction 3 – Promote Blayney Shire to grow the Local and Visitor Economy ...	48
Future Direction 4 – Enhance facilities and networks that support Community, Sport, Heritage and Culture	51
Future Direction 5 – Protect Our Natural Environment	53
Resourcing Strategy	56
Revenue Policy	56
Income Statement – 4 Years.....	57
Capital Expenditure Program – 4 Years	60
How Council Raises its Revenue from Ratepayers	69
Rates and Annual Charges	72
Rating Structure for the 2020/21 Rating Year	72
Rate structure 2020/21	73
Annual Charges Sewer Services for Blayney and Millthorpe.....	74
Proposed Liquid Trade Waste Charges for 2020/21	76
Annual Charges - Waste Management	76
Proposed Borrowings	78
Council Borrowings	78
Pricing Policy.....	78
Goods and Services Tax.....	80

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Message from the Mayor and General Manager



Mayor
Scott Ferguson



General Manager
Rebecca Ryan

On behalf of Blayney Shire Council, we are pleased to present the 2020/21 Operational Plan and budget.

Council programs, whilst ambitious remain responsible with a reasonable operational surplus forecast of \$847k before capital grants and contributions.

Council has adopted the full rate peg increase of 2.6% as recommended and set by IPART.

Much of our farming land has been impacted by the NSW Valuer General revaluations conducted in 2019, which come into effect in 2020/21. Council has smoothed the potential increases to provide more equity across the Shire, by increasing the farmland category base rate to \$550.

Residential Rates will also be shared more equitably across the shire, by setting all base rate amounts to \$333.

The averages for the Residential sub-categories will range from \$678.44 to 700.49 for 2020/21. The 2019/20 year comparison range was \$661.95 to \$680.71.

Council has also made some structural changes to Business rates to ease the impact of some significant swings in land valuations. The base rate has been set at \$433 to equitably share the rate burden. Averages range from \$1,048.77 to \$1,280.91 for 2020/21. The 2019/20 comparison range was \$986.16 to \$1245.80.

The mining rate category continues to contribute a substantial amount to Council's rate base and represents 49.8% of rate income. Council is cognisant of the risk of being too reliant on this income, and therefore have directed a large proportion of this revenue towards funding capital projects.

Domestic Waste annual charges are proposed to decrease from \$380 to \$340. No changes have been proposed to the Commercial Waste Annual Charge. A \$6 increase to the Waste Management Levy to \$30 will continue to equitably distribute the operational costs associated with the Blayney Waste Facility to all residents who have access to the facility, not just those with a domestic or non-domestic waste service.

Council has forecast that it will receive \$2.82m of untied grant monies from the Financial Assistance Grant in the 2020/21 financial year based on a 2.5% increase from the prior year.

Council continues to deliver some major capital works with works proposed for Carcoar Street, Blayney totalling \$1.1m funded from General Revenue.

Other capital works expenditure includes replacement of the flood damaged bridge over Limestone Creek on Boondaroo Road \$500K; an upgrade to Frappe Street stormwater

5 Blayney Shire Council

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

drainage \$500k and a further \$1.27m to fund heavy patching, gravel resheeting and reseal works throughout the shire.

Council's 2020/21 footpath program will see \$536k spent on network renewals and new footpaths across the shire, including improved access at Millthorpe railway underpass and Victoria Street Millthorpe, Stage 1 of works along Plumb Street Blayney, an extension along Eulamore Street Carcoar to connect to Uralba Village and Crouch Street Neville.

The Major and Minor Plant replacement program continues with replacements of \$1.17m scheduled to take place in the 2020/21 year.

Council's operational expenditure for the 2020/21 Financial Year includes provision of a 3.0% increase to wages inclusive of the 2.5% State Award increase and a further 0.5% progression based increase on Award entitlement where applicable.

Our financial sustainability and capacity to deliver services efficiently and effectively are testament to our staff who are committed to the community aspirations to improving the amenity and liveability of our town and villages.

Councillors

Blayney Council consists of seven Councillors who equally represent the entire Local Government Area, with the last election held on 9 September 2017. The Mayor and Deputy Mayor are nominated and elected by their fellow Councillors.

Local Government elections are usually held every four years although the next elections scheduled for September 2020 have been deferred to September 2021 due to COVID-19. It is compulsory for all residents within the Council area to vote if their names appear on the electoral roll.



Cr Scott Ferguson
(Mayor)



Cr Alan Ewin
(Deputy Mayor)

Non-resident property owners may vote if they make application for their names to be included on a non-residential roll.

Councillors are always happy to hear from members of the community about issues of interest and concern.



Cr Scott Denton



Cr David Kingham



Cr John Newstead



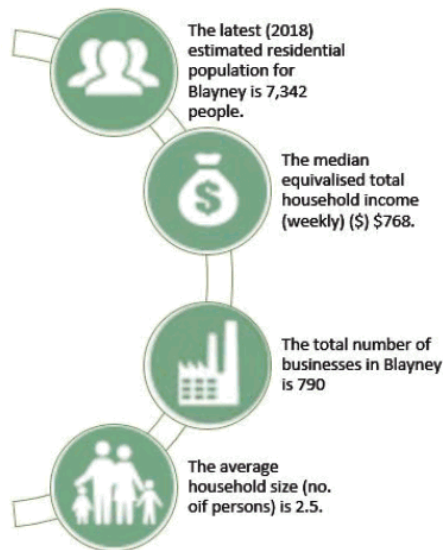
Cr Bruce Reynolds



Cr David Somerville

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Snapshot of the Region



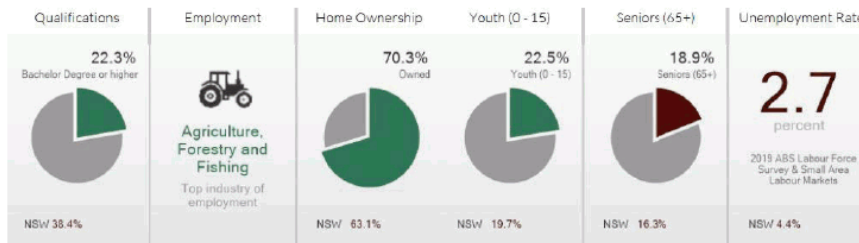
Blayney Shire Council encompasses the townships of Blayney, Carcoar (the third oldest inland settlement in New South Wales), the national trust designated village of Millthorpe and the smaller villages of Lyndhurst, Mandurama, Garland, Kings Plains, Burnt Yards, Browns Creek, Caloola, Forest Reefs, Errowanbang, Hobbys Yards, Moorilda, Panuara, Tallwood, Barry, Neville and Newbridge¹.

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.²

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 \$1.709 billion.³



¹ Review Report, Blayney Shire Council September 2007, Department of Local Government

² Review Report, Blayney Shire Council September 2007, Department of Local Government.

³ 2020, *Remplan Economy Profile*, Compelling Economics Pty Ltd. 16/04/2020

<<https://app.remplan.com.au/blayney/economy/trends/jobs?state=Q548H6IneviCXbEWT2Wydvxs2xAbsMsLhaX2UZhPhmyuRhalWW12cxXZ>>

7 Blayney Shire Council

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Council's Guiding Principles

The Local Government Act requires Council to carry out its functions in a way to support local communities to be strong, healthy and prosperous. The following general principles apply to the core functions of Council to:

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

The following principles apply to decision-making by Council to:

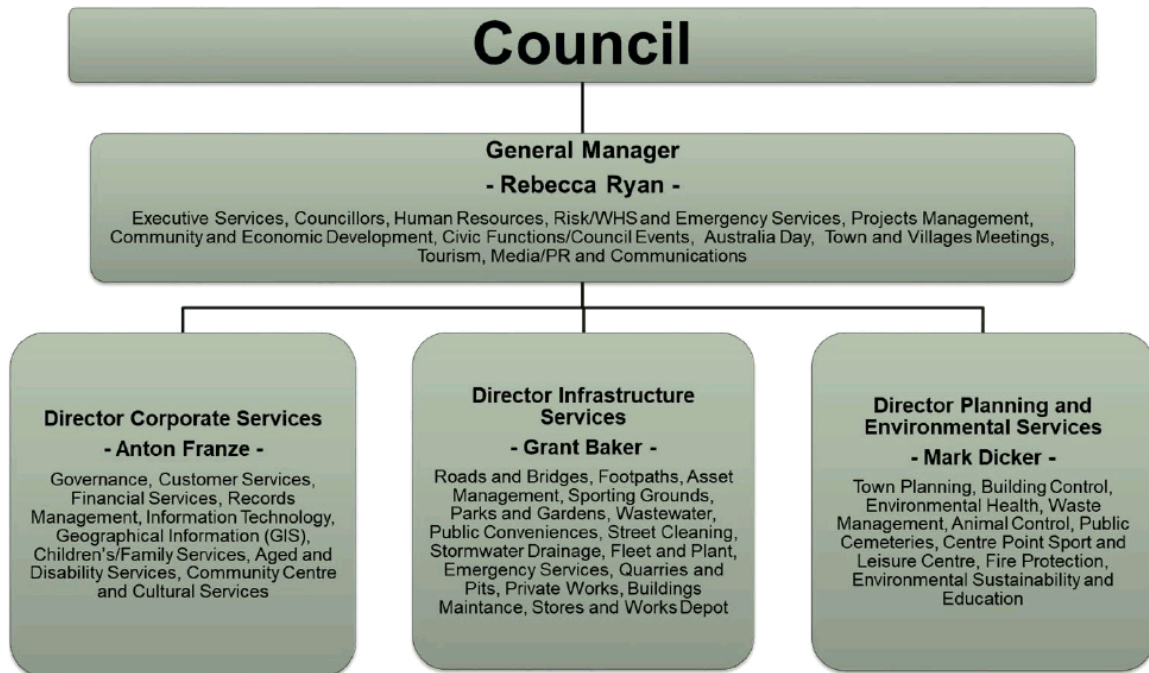
- Recognise diverse local community needs and interests.
- Consider social justice principles.
- Consider the long term and cumulative effects of actions on future generations.
- Consider the principles of ecologically sustainable development.
- Be transparent and decision-makers will be accountable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

The following principles of sound financial management apply to Council:

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

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Organisational Structure



2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

How Council Works

The powers of Council are derived from the Local Government Act 1993 and other legislation enacted by the Parliament of NSW. The Local Government Act and its Regulations serve as an administrative and structural blueprint for all New South Wales Councils.

Local government elections were held in September 2017, electing seven Councillors to Blayney Shire Council. These elected representatives meet regularly at formal Council meetings to make decisions on policies and other important issues. Council employees implement these decisions. There are also a number of committees that comprise of Councillors and Council employees. These committees also meet regularly and make recommendations to Council.

It is the responsibility of Councillors to make decisions on all areas of policy and budget priorities, including the level and extent of works and services to be provided throughout the year. These decisions are adopted through a majority voting system, with each Councillor having one vote.

The General Manager is the chief administrative officer and is appointed by Council. The responsibilities of this position include the overall administration of the Council organisation and employee matters, management of the Council's financial affairs, the implementation of policies and advising Council on all aspects of local government. Council's main sources of revenue are rates, government grants, investments, fees and other charges. This income is used to provide a range of services.

Meetings Open to the Public

Monthly Council Meetings are held on the third Monday of each month at 6.00pm. Members of the public are welcome and encouraged to attend regular Council meetings. The Chairperson of the Council meetings is the Mayor, or Deputy Mayor if the Mayor is absent. The General Manager and Executive Team attend these meetings and, if needed, provide additional information on matters being considered.

Public Forums

Public forums provide an ideal opportunity for our community to raise issues with Councillors during a Council meeting. Each speaker has at least five minutes to address Council. To be included on the meeting agenda, please complete a Public Forum Speaker request and submit it to Council prior to 4.30pm on the day of the meeting. Information on the Public Forum is available from Council reception or our website using the link www.blayney.nsw.gov.au/your-council/council-meetings-and-committees. Each year, the Delivery Program will be reviewed as part of the development of the Operational Plan and the findings will be exhibited. Council welcomes feedback on the Delivery Program and Operational Plan, and the services it provides.

All community members are invited and encouraged to express their views, either in writing or by talking to Councillors or Council staff.

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Executive Services

The General Manager's office is responsible for all aspects in relation to the management and leadership of the organisation. The General Manager must efficiently and effectively manage the organisation and without undue delay implement the decisions of the Council. In particular, the General Manager is responsible for ensuring that Council meets all legislated compliance and reporting requirements including the IP&R framework.

Executive Services supports the elected body of Councillors who represent the diverse interests of the town, villages, rural and business communities of the Shire. Budgets are allocated to ensure Councillors are able to undertake their civic duties effectively.

Human Resources

Council's Human Resources (HR) division coordinates and administers all aspects of the Council's human resources including:

- Human Resource Strategy
- Workforce Planning
- Recruitment
- Employee Training and Development
- Performance Management
- Compliance with statutory requirements (e.g. Working with Children Check)
- Leadership Development
- Equality & Diversity Management
- Work-Life Balance
- Industrial and Employee Relations
- Workers Compensation & Injury Management
- Work, Health & Safety & Welfare
- Employee Assistance Program

HR is an internal service provider with a strong focus on ensuring that Council has the people and performance capabilities necessary to fulfil its corporate objectives.

The goal of HR is to provide quality and timely information and support services in all aspects of Council's HR function.

Council's annual training budget is developed by HR, in consultation with relevant departmental Directors and Managers to ensure that Councillors and staff are suitably trained and skilled to proactively deliver the full range of services that Council provides to its community and other stakeholders.

Risk

The WHS & Risk Coordinator facilitates the development, review and implementation of Council's Risk Management Strategy and processes. This includes leading and encouraging a culture of risk awareness across all aspects of Council's operations. A part of Council's Risk Management is the development, implementation and review of Work Health and Safety (WHS) programs, policies and procedures to ensure continuous improvement and compliance with WHS Legislation.

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Council is a member of Statewide Mutual and participates in their risk management program. Council receives a participation incentive bonus and rebates based on claims experience. This funding, whilst discretionary, enables Council to implement Risk Management initiatives to reduce Council's exposure to risk. The Council's forecast annual Insurance Premium is \$395,240.

The StateCover WHS financial incentive is provided to Council to fund improvements in WHS performance particularly in areas identified by the StateCover Self-Audits and reviews. The Council's forecast annual insurance premium is \$142,192.

Incentive bonus improvement rebates for this forecast period will be subject to the current economic conditions and Council meeting any performance criteria required to be met. Any rebates received will be for the provisions of improvements within Council on Risk and WHS matters.

Administration & Customer Service

Council's Administration and Customer Services team is responsible for the provision of support to departmental staff within Council. It is also responsible for ensuring that the organisation meets statutory reporting requirements and the delivery of efficient and effective customer services to both Council and the community.

These services include the provision of:

- First point of contact customer enquiry services including prompt and accurate cashier services encompassing receipt of payments for rates, debtors, development applications, certificates and miscellaneous payments;
- Secretarial support, incorporating minute taking, preparation of correspondence and draft reports;
- Document control including scanning, registration and allocation of all correspondence to responsible staff.

Finance

Council's Finance section is responsible for the management of all financial aspects of Council's business. This includes daily functions such as accounts payable, accounts receivable, rating, general ledger administration, cash management, investment management, and tax compliance (GST and FBT). In addition, there are a number of major projects undertaken such as the preparation of Council's Budget, Long Term Financial Plan, Financial Statements, Quarterly Budget Review Statements and other Integrated Planning and Reporting Framework requirements.

Finance is a support function for the Council team and is essential in ensuring that the provision of services by Council is cost effective, efficient, and financially sustainable in the long term. Finance is also responsible for aspects of financial governance and is the principal contact for both internal and external audit.

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Information Technology

Council's Information Technology (IT) team provides a professional service that supports the needs of staff and Councillors to deliver the IT Strategic Plan with an operational budget of \$225,343. This includes telephone, software/licensing, hardware, mobile devices and internet services. Third party IT consultants are engaged to deliver various projects including infrastructure upgrades, external websites, telephone and GIS services. Council offices, being the Administration Building, Works Depot, Sewerage Treatment Plant and CentrePoint Sport & Leisure are interconnected with microwave communication links. This allows core infrastructure to be centrally located.

A planned capital budget for 2020/21 of \$59,000 includes \$40,000 to undertake necessary server hardware infrastructure replacement which includes disaster recovery infrastructure. This upgrade ensures hardware and software compatibility is maintained, and Council cyber risk is managed.

Development Coordinator Program

With the completion of individual Town and Village Community Plans, each Town and Village has a project list of community, tourism, heritage, cultural, public infrastructure, economic growth and environmental based projects. \$20,000 is allocated to engage the services of two part time Development Coordinators, to support volunteer and community organisations from the smaller villages to the east and south of the Shire in sourcing external grants to deliver their local projects and programs.

The Development Coordinator budget of \$20,000 is allocated as follows:

Northern Villages: Barry, Hobbys Yards, Newbridge and Carcoar	\$10,000
Southern Villages: Neville, Mandurama and Lyndhurst	\$10,000

The objective of this program is to build the capacity of leaders and volunteer organisations in our small villages and provide access to support for attracting grants, coordinating events and building community resilience.

Council provides an additional \$10,000 which supports both Blayney Town Association and Millthorpe Village Committee for the reimbursement of Association incorporation expenses, Public Liability Insurance and administration costs.

Blayney Town Association	\$5,000
Millthorpe Village Association	\$5,000

Council supports a Village Enhancement Program budget of \$147,500 which is allocated to local community infrastructure improvement and renewal projects throughout the Shire. Council works with the Village Committees, Progress Associations and Hall Committees to determine those projects funded and completed, in consultation with the respective Town/Village Community Plans.

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Tourism

Council reviewed and adopted the Tourism Destination Management Plan (2019-2023) which aims to promote Blayney Shire to grow the local and visitor economy. Council funds a Manager Tourism & Communications who coordinates activities across Blayney Shire and develops proactive strategies to build the visitor economy in the region. The role has the responsibility of working with local residents, businesses, tourism operators, volunteers, Council committees and community groups to develop a program of activities to promote the region, increase visitation and drive economic growth. Taking a leadership role and sharing expertise, building relationships and capacity of local business and operators to further develop the area.

Our goal is to support an overall Destination NSW objective to increase the number of visitors and extend the length of visitor nights in the local area, region and in NSW. Council plays an active role in driving visitor numbers through a multi-level collaborative strategy with key stakeholders. These stakeholders include local volunteers, individual tourism operators, community and village progress groups, Tourism, Council's Towns & Villages Committee, Orange 360, Central NSW Tourism, Destination Network Country & Outback Region, Destination NSW and tourism industry associations.

A number of collaborative marketing campaigns are coordinated and promoted by Council supporting core themes of what the area stands for such as, four distinct seasons, heritage villages, events, art & culture, food & wine, landscape and sporting events.

2020/21 will focus on the proposed Platform project at Blayney Railway Station working with Textures of One to create a vibrant creative and cultural hub for the local community and tourists alike as well as developing tourist trails, upskilling local business owners and working with businesses and community groups on new events.

Tourism promotions and marketing has a budget of \$35,000 which includes social media (Facebook and Instagram), Australian Tourism Data Warehouse listings, e-newsletters, media relations, advertising, marketing material such as posters, flyers, brochures, tourism videos, maps, banners, tourism billboards, community notice boards,



14 Blayney Shire Council

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

tourism infrastructure including village beautification, TASAC and navigational signage, promotions, events and workshops. Product development and continuous improvement is a focus to improve the visitor experience and encourage return visitation.

Regional partnerships and membership opportunities help to broaden promotional reach to drive the visitor economy and achieves economies of scale. Connections to industry groups, neighbouring Councils, Government Agencies, Central West Business HQ, Arts OutWest and the Regional Tourism Network Destination Country and Outback NSW.

Council is a member of regional tourism groups including Central NSW Tourism which covers 10 Local Government Areas across the Central West.

Blayney Shire Council also commits \$60,000 per annum for 4 years to contribute to the destination marketing organisation Orange360. Orange360 is a partnership with Blayney, Orange and Cabonne Councils with the primary Key Performance Indicator to drive the value of our visitor economy by increasing visitor numbers and the level of activity they enjoy during their stay.

Council also supports the Blayney Shire with community development activities, event management, financial assistance and promotions of key civic events including Carcoar Australia Day, Millthorpe Markets, Newbridge Winter Solstice, Blayney Farmers Markets, agriculture shows, Sculptures by the Bush, Christmas lights decorations, Garage Sale Trail, business workshops and forums.

Blayney Shire Council has a Tourism Event Development Fund which provides support to both not-for-profit entities and local businesses to host events aimed to promote to grow the visitor economy in the Blayney Shire. The fund is open to all local businesses (individuals, partnerships and sole traders) and Incorporated Associations who are residents or who conduct their activities in the Blayney Shire Local Government Area. Tourism Event Development Fund has an initial allocation of \$10,000 per year. Due to the impact on events from COVID-19, remaining funding from the 2019/20 program will roll over to 2020/21.

Blayney Shire Council has a Tourism Marketing and Promotions budget of \$256,079 including the \$60,000 annual contribution to Orange360, \$10,000 for the Tourism Event Development Program, \$35,000 for marketing and promotions, \$7,500 Central NSW Tourism membership, \$25,000 for events and staffing.



2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Blayney Shire Visitor Information Centre

Blayney Shire Council works with a team of volunteers from the Blayney Arts & Crafts Council to oversee and manage community and visitor information services at 'The Cottage' at 97 Adelaide Street, Blayney for a cost of \$33,977 per annum. Council supports volunteers with training, marketing material, information sheets, flyers, souvenirs, insurance costs and general support to help promote Blayney and its historic villages. Council supports the volunteer activities of the Level 3 Accredited Visitor Information Centre (VIC) and maintains the building and grounds at The Cottage.

The Cottage is leased to a local commercial café operation and the net operational budget for the Visitor Information Centre is \$18,486.

Blayney Shire Community Centre

The Community Centre is a multipurpose, fully accessible function centre used for a variety of events including weddings, balls, school and sporting events, meetings, conferences, training and exhibitions. The facility can accommodate a range of different events up to 400 people. Facilities include a commercial kitchen, bar facilities, toilet amenities, stage and dance floor, and audio/visual.

The Community Centre may be configured into two separate meeting rooms (Chambers and Cadia Room) or half hall (Stage Room), if required. Wi-Fi is available to conference and event hirers. Off street car parking is also available.

The Community Centre is regularly booked by various businesses, government agencies, community groups, schools, sporting groups and individuals. Total expenditure forecast for operation of the facility in 2020/21 is \$89,216 and income for 2020/21 is forecast at \$15,522.

Blayney OOSH Services

After School Care or Out of School Hours (OOSH) service is operated in the Blayney Shire and delivered by Cabonne Shire Council. It operates 5 days a week from 3.00pm to 5.30pm during school terms at Blayney Public School and at the Millthorpe School of Arts. Council makes an annual contribution of \$10,000 to assist its retention and sustainability in the Blayney Shire. The service is largely funded by the Australian Department of Education, Skills and Employment via the Child Care Subsidy and administration charges from parents.

Blayney Library

Council maintains the Blayney Library, located at 48 Adelaide Street, Blayney through its partnership with the Central West Libraries.

Council receives a subsidy of \$78,420 for provision of library services from the State Library of NSW. The library service attracts a budget of \$173,915 and has grown to provide more than just books to borrow, with modern libraries becoming a vital

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

community asset where all ages can research information, access the internet and obtain social interaction.

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

- Fiction books
- Non-fiction books
- Audio books and magazines
- Online books and magazines
- Large print materials
- Newspapers
- Video collection
- Talking books and music CD's
- Local studies and family history resources
- A ready reference collection suited to homework and general needs.

A number of activities and programs are conducted through the Central West Libraries service to help promote the library services. Membership of the Blayney Library provides access to all Central West Libraries branches, located in the Orange, Cabonne, Cowra and Forbes Local Government Areas.

Council has received \$175,000 from the State Government to construct new ambulant amenities at the Blayney Library and install a new accessible entrance. The State Libraries NSW Local Priority Grant of \$14,000 has been allocated to exterior painting of the facility.



Youth Development

The Youth Development Program is responsible for encouraging, engaging and empowering youth across the shire, for the continued enhancement of long-term social, economic, and environmental conditions of their community.

The Youth Development program focusses on developing and building upon a culture of a positive youth community.

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

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

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

A major focus each year is the facilitation of youth activities to celebrate Youth Week across the Shire, funding of which is provided by the NSW Government and Council. The Blayney Council Youth Week projects allocation is \$5,254 offset by a 50% subsidy each year. Through this program community organisations may seek grants for worthy projects that engage youth and provide young people with an opportunity to express their views and act on issues that impact on their lives.

CentrePoint Sport & Leisure Centre

CentrePoint Sport and Leisure offers a range of programs, classes and services to cater to all ages and fitness levels.

Unsupervised gym hours are currently open every day including public holidays between 4.30am to 11pm.

Pool operating hours are

- Monday to Thursday 5.30am to 8.30pm
- Friday 5.30am to 6pm
- Saturday 8.30am to 5pm
- Sunday 10.30am to 3pm

The Pool Hall was closed in July 2019 to commence the \$4.8m stage 1, major upgrade to the Swimming Pools, plant room and amenities at CentrePoint. The key features of this project includes a new, interactive children's water playground, a wet level pool deck in the 25 metre lap pool and installation of a new pool lift, access to the middle pool via a compliant access ramp and new unisex accessible toilet facilities which are also family change rooms.

Behind the scenes, the upgrade includes the complete renovation of old pipework, and installation of a new, modern water disinfection/filtration plant to separate temperature control capability of each individual pool. This means lap swimmers can swim at a more comfortable 26° and water exercise and hydrotherapy users can enjoy 32°. The warmer water in the smaller pool caters for water aerobics and Learn to Swim classes; helping to prevent chattering teeth from the cold during lessons. The accessible ramp provides easy, nonslip safe access to the water. The new children's water playground assists younger children to experience water in a safe environment.

Whilst the stage 1 major upgrade has been taking place an Operational Review is underway to identify efficiency options, measures to increase patronage and revenue.

Forecast income raised by user charges totals \$ 434,620 for 2020/21 and is offset by operating expenditure including depreciation of \$ 1,334,332. This results in a net cost to Council of \$ 899,712 for operations of this Community Facility.



18 Blayney Shire Council

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Sports and Oval Facilities

Council maintains many recreational facilities that allow for the enjoyment of community and sporting associations, with a net Operational budget of \$504,407. The level of service may vary depending on the season and number of sporting events held. In summer months, irrigated sporting fields have increased mowing requirements for example.

There are varying levels of amenities that determine what the facility can cater for as outlined in the following table:

Facility	Service Description	Amenities and Facilities provided	What Council is responsible for	Annual Cost Exc. Depreciation
King George Oval Blayney	Premier	<ul style="list-style-type: none"> -2 irrigated fields -Turf wicket -2 Grandstands -Track and Field facilities -Lighting -Scoreboard Canteen -Toilets -Change Rooms 	<p>Weekly</p> <ul style="list-style-type: none"> -Mowing -Ground preparation -Line marking -Irrigation inspection and maintenance -Toilets/Change rooms cleaning -Grandstand and surrounds <p>Generally serviced weekly, more subject to booked events Annual soil amendments (Fertilizer / Top-dress)</p>	\$97,280
Redmond Oval Millthorpe	Premier	<ul style="list-style-type: none"> -Lights -1 irrigated field -Synthetic wicket -2 Practice nets -Lighting -Canteen -Toilets -Change Rooms -BBQ's -Playground -Skate Park -2 Tennis Courts 	<p>Weekly</p> <ul style="list-style-type: none"> -Mowing -Ground preparation -Line marking -Irrigation inspection and maintenance -Change rooms <p>Daily</p> <ul style="list-style-type: none"> -Toilet cleaning <p>Generally serviced weekly, more subject to booked events Annual soil amendments (Fertilizer / Top-dress)</p>	\$65,150

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Facility	Service Description	Amenities and Facilities provided	What Council is responsible for	Annual Cost Exc. Depreciation
Napier Oval Blayney	Main	<ul style="list-style-type: none"> - 2 irrigated fields - Synthetic wicket - Lighting - Toilets - Change Rooms - Irrigation 	<p>Weekly</p> <ul style="list-style-type: none"> - Mowing - Ground preparation - Line marking - Irrigation inspection and maintenance - Toilets / Change rooms cleaning <p>Generally serviced fortnightly, more subject to booked events and season</p>	\$16,600
Dakers Oval Blayney	Local	<ul style="list-style-type: none"> - 1 field - Synthetic Wicket - 3 practice nets 	<p>Bi Monthly</p> <ul style="list-style-type: none"> - Mowing Ground preparation 	\$24,400
Blayney Showground	Main	<ul style="list-style-type: none"> - 1 irrigated field - Multiple playing fields - Toilets - Showers - Canteen - Kitchen - Covered equestrian and livestock arena - Outdoor dressage / equestrian Arenas - Various equine and agricultural show facilities - Harness racing track 	<p>Fortnightly / Monthly</p> <ul style="list-style-type: none"> - Mowing - Ground preparation - Line marking - Irrigation inspection and maintenance <p>Weekly</p> <ul style="list-style-type: none"> - Toilets cleaned <p>Bi monthly</p> <ul style="list-style-type: none"> - Mowing and inspections main surrounds/livestock and equestrian areas <p>Generally serviced monthly, more subject to booked events and season</p>	\$69,600

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Facility	Service Description	Amenities and Facilities provided	What Council is responsible for	Annual Cost Exc. Depreciation
Carcoar Sportsground	Local	<ul style="list-style-type: none"> - 1 field - Lighting - Toilets - Change Rooms - Multi-purpose court - Playground 	<p>Weekly</p> <ul style="list-style-type: none"> - Toilets cleaned <p>Monthly</p> <ul style="list-style-type: none"> - Mowing <p>Generally serviced monthly, more subject to season, line marking dependent upon booked events</p>	\$6,230
Lyndhurst Recreation Ground	Local	<ul style="list-style-type: none"> - 1 field - Synthetic wicket - 2 Practice nets - Multi-purpose court - Playground - Toilets - Canteen - Dump Point - BBQ 	<p>Weekly</p> <ul style="list-style-type: none"> - Toilets cleaned <p>Monthly</p> <ul style="list-style-type: none"> - Mowing - Dump Point emptied when required <p>Generally serviced monthly, more subject to booked events</p>	\$15,500

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

User fees are determined based upon Council's pricing principal to recover a minimum 8% of the annual operations cost for the individual facility.

In 2021 a number of sporting ground projects have been funded by both State and Federal Government Programs which includes:

- Blayney Tennis Centre new amenities - \$136,364
- Dakers Oval Fence and Amenities - \$252,000
- Newbridge Recreation Ground Brian Bennet Pavilion - \$180,518
- Neville Multi-purpose Court - \$100,000 (with the remainder of funds; \$150,000 to be expended in 2021-22)
- Lyndhurst Recreation Ground Grandstand, Cricket Nets and Cricket Pitch - \$116,262
- Redmond Oval Recreation Shelter and Junior Skate Park Projects - \$250,000
- Netball Courts in Blayney Resurface Project - \$301,382
- King George Oval Recycled Water Project – \$205,100

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Parks and Open Spaces

Council manages a total of 15 Parks and 16 Open Spaces across the Shire. Council's budget allocation excluding depreciation for these works is \$1,145,756. Council focuses its efforts on parks, with cleaning of amenities, maintenance of play equipment, soft fall, tree pruning, weed management, and mowing.

Environmental plantings and regeneration programs are an important component of many of the town and village parks along creeks, adjoining native vegetation areas and open reserves including Pound Flat in Carcoar, Cemeteries and the open space from Dakers Oval to Church Street. Carrington Park, Redmond Oval and Heritage Park are inspected weekly. All others are inspected monthly.

Council's secondary focus following its established parks is the maintenance of the various open spaces across the Shire. Council's maintenance of these areas consists of mowing/slashing, tree pruning, and weed management. Council endeavours to keep these areas tidy, as they are often located towards the entrances of town. Due to the varying growth rates depending on the given season, and the ability to access these during wet periods, areas may go unmaintained for a number of months as Council focuses on its Parks and Sports facilities.

Cleaning of toilets, BBQs and removal of rubbish is undertaken on a daily or weekly basis on weekdays only. Any weekend or additional cleaning is on an as needed basis subject to special events, where Council has been notified and suitable arrangements put in place.

Street verges across the Shire are the responsibility of the property owner to maintain. Depending on the growth rate through the season, and availability of resources, Council may undertake some maintenance of verges throughout the Shire on an ad-hoc basis. This work is specifically excluded in Council's annual plan, and is only undertaken as resources allow.



22 Blayney Shire Council

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Parks and Open Space	Playgrounds	Public Toilets and/or BBQs
Town or Village and Service Regime		
Blayney – Daily (cleaning and maintenance)		
– Heritage Park	– Heritage Park	– Heritage Park
– Carrington Park	– Carrington Park	– Carrington Park
Blayney – Weekly (cleaning and maintenance)		
– Albert Cook		
– Innes Park		
– Gilchrist Street		
– CentrePoint		
– Billy Soo		
– Church Hill		
– Frog Hollow		
– Medway Street		
– Cowra Road		
– Bathurst Road		
– Orange Road		
– Industrial Area		
– Depot		
– Hobbys Yards Road		
– Council office precinct		
– Presidents Walk		
– Goose Park		
– Belubula River Walk		
– Blayney Tennis Court Surrounds		
Millthorpe - Daily (cleaning and maintenance)		
– Redmond Oval	– Redmond Oval	– Redmond Oval
		– Railway Station
Millthorpe - Weekly (cleaning and maintenance)		
– Mill Green		
Neville - Weekly (cleaning and maintenance)		
– Memorial Park	– Memorial Park	– Memorial Park
Newbridge - Weekly (cleaning and maintenance)		
– Showground	– Showground	– Showground
Barry - Weekly (cleaning and maintenance)		
– Community Hall	– Community Hall	– Community Hall
Mandurama		
– Recreation Ground	– Recreation Ground	– Recreation Ground
Carcoar - Daily (cleaning and maintenance)		
– Sports Ground	– Sports Ground	– Sports Ground
– Kurt Fearnley	– RFS Fire Shed	– Kurt Fearnley
– RFS Fire Shed	–	– RFS Fire Shed
– River Park		
– Pound Flat		
Lyndhurst - Daily (cleaning and maintenance)		
– Capital Park	– Capital Park	– Capital Park
– Recreation Ground	–	– Recreation Ground

Trees are inspected and audited with pruning undertaken on an annual basis where required. New trees are regularly watered and community support is essential with watering for longevity and survival of new plantings.

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Roads

Roads within the shire are maintained by Council subject to the road classification and condition hierarchy and service level.

In 2020/21 Council has forecast funding for roads via the following:

Federal Financial Assistance Grant (FAG's) Roads Component	\$896,220
Federal or State Government Capital Project Grants	\$974,002
Transport for NSW (TfNSW)	\$335,000
Mining Special Rate Variation (SRV)	\$1,655,446
TOTAL	\$3,860,668

Local Roads – Sealed

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

There is 337km of sealed Local Roads in Blayney Shire, the major ones being Forest Reefs Road, Vittoria Road, Mandurama Road, Newbridge Road, Barry Road, Moorilda Road, and Browns Creek Road. In 2019/20 Council undertook a condition assessment of the entire local sealed road network. The assessment determined the condition of the underlying pavement and the road seal condition.

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

Rating	What does this mean	% of Road Network	Total km
1	As New: New or recently constructed pavement.	28.4	95.5
2	Good: Requires only minor maintenance (pot hole patching) plus planned maintenance (drainage).	65.4	220.4
3	Fair: Requires ongoing significant maintenance (heavy patching / sealing)	5.1	17.1
4	Poor: Significant renewal (structural rehabilitation / extensive heavy patching) required and sealing.	1	3.4
5	Very Poor: Requires full rehabilitation / reconstruction (drainage and seal).	0.2	0.5

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

Rating	What does this mean	% of Road Network	Total
1	As New: New or recently placed seal.	70.4	236.2
2	Good: Requires only minor maintenance (pot hole patching)	16.1	54
3	Fair: Requires ongoing significant maintenance (pot hole patching) and resealing required in short term.	6.5	21.7
4	Poor: Significant renewal (new seal) required	4.8	16
5	Very Poor: requires full rehabilitation. Likely to require pavement rehabilitation also).	2.4	7.9

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

The condition assessment is programmed to be undertaken again as part of the 2023/24 Operational Plan, and on a three yearly cycle thereafter.

Between cycles, Council regularly undertakes inspections of the network to review priorities based upon the road segment condition for pavement and seal.

This further enables Council to better target renewal/rehabilitation works that may include:

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

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

Capital renewal/rehabilitation works are prioritised, and target road segments according to the following factors:

- Traffic volume
- Whether it is a school bus route
- Road crash data
- Route purpose (i.e. through road or not)
- Speed environment

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

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

In 2020/21, Council has allocated funding for the following works:

- Rehabilitation of Carcoar Street Blayney at a total budget of \$1.1 million
- Repairs to bridge abutments on Naylor Street, Carcoar
- 4kms of heavy patching
- Resealing of up to 19km of roads

Local Roads – Unsealed

The next level of road are Local Roads Unsealed which Blayney Shire Council also has full responsibility of, with funding sources including the Commonwealth Financial Assistance Grants roads component and Council Rates including Mining SRV. There is 348km of unsealed Local Roads in Blayney Shire the major roads being Neville-Trunkey Road, Beneree Road, Gap Road and Village Road.

The capital works program of sealing those unsealed roads which have been determined as strategically significant is funded from the Mining SRV and NSW Government.

Similar to the sealed network, Council regularly undertakes inspections and assesses each roads ride quality, % gravel remaining, and the cross-section profile of the road. These three factors are aggregated to determine the overall condition of the road.

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Given the sometimes rapidly changing condition of an unsealed road due to factors such as persistent heavy rain, works are determined on an ongoing basis utilising the best information available at that time. To minimise the cost of constantly moving equipment around the Shire, Council crews also conduct maintenance works in the nearby vicinity as a proactive 'stop gap' measure before they reach the intervention level. However, this does not necessarily mean that all roads in an area will receive maintenance at that time.

Council has budgeted this current financial year an allocation of \$491,063 for the maintenance grading of unsealed roads, and \$370,339 for gravel resheeting. This money is predominately utilised for the gravel re-sheeting works across the network and Council is able to deliver approximately 22 kilometres of gravel re-sheeting and 390 kilometres of maintenance grading throughout the year. We have one full time Road Maintenance crew, which includes a Grader, Roller, Water Cart and Traffic Control support as required.

Whilst there is no set frequency for grading, generally it would vary from once every 3-4 months for a major route, to potentially up to 3-4 years for some of the minor roads. Council's methodology for maintenance of unsealed roads is to intervene when a road reaches a particular condition level, depending on the classification. To facilitate this, Council undertakes routine inspections of its gravel road network, with inspection times varying from 2 to 6 months.

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

In 2020/21, Council has allocated funding for the following works:

- The replacement of a timber bridge on Gallymont Road 'Gully Swamp Bridge'.
- The replacement of Boondaroo Bridge.
- The initial sealing of Coombing and Mendham Lanes in Barry, subject to funding.
- The initial sealing of Hay and Leabeater Streets in Lyndhurst.



2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Regional Roads

There are 44.20 km of Regional Roads of which the maintenance, and repair is funded by the NSW Government. These roads are the arterial roads between regional centres, and heavy freight routes. Council's Regional Roads are Hobbys Yards Road, Belubula Way, Marshalls Lane and Gerty Street.

Council receives substantial contributions for these roads, which cover a large proportion of the required expenditure. An annual allocation of approximately \$335,000 is provided for maintenance on these roads. This money covers pothole patching, slashing, and sign and guidepost maintenance, heavy patching, reseals, and contributes to larger reconstruction projects.

There is also an annual competitive funding program for reconstruction projects. Council submits proposals to this program every year, with funding awarded based on a value system. Council has submitted a proposal for \$244,000 for 2020/21 on Hobbys Yards Road in the vicinity of McKellars Lane, near Hobbys Yards, and is awaiting confirmation of the funding allocation.

State Roads

Council no longer maintains the State Roads within the Blayney Shire Council area. Both the Mid-Western Highway, and Orange Road are managed and maintained by Transport for NSW.

Street Lighting

Council is responsible for the operational costs associated with street lighting within the Blayney Local Government Area. The asset and maintenance of the street lighting network are the responsibility of the electricity network provider, Essential Energy.

Council will continue discussions with Essential Energy to upgrade street lighting luminaires to more efficient LED lighting which will provide for a more sustainable and greener solution to the existing luminaires.

The forecast operational budget for 2020/21 is \$115,825.

Footpaths

Council maintains a 36km network of footpaths and shared paths. Minor maintenance repairs include; concrete grinding, minor slab replacements (generally less than 2 metres) and vegetation control. The objective of these maintenance activities is to remove trip and slip hazards, control vegetation encroachment and minimise edge drops within a pathway segment.

The whole footpath network is inspected annually for the identification of maintenance issues and to provide a condition rating for each segment of footpath. The CBD areas of Blayney and Millthorpe are assessed twice yearly. Maintenance issues are assessed and repaired on a risk management basis, in accordance with the Statewide Mutual

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Best Practice Guide. Maps of each village and town identifying strategic projects are presented in Council's long term Active Movement Strategy.

The forecast operational budget including depreciation is \$106,428. A capital budget totalling \$535,599 is divided into Renewals (\$46,388) and New/Upgrade works (\$489,211). This will provide an additional 1,495 metres of new shared pedestrian access within our town and villages.

Council has received \$320,000 State Government Funding to complete the following projects:

- Victoria Street, Millthorpe Railway underpass from Elliot Street to Glenorie Road.
- Boomerang Street, Millthorpe from Victoria Street to Redmond Oval.
- Eulamore Street, Carcoar from Uralba Retirement Village to Naylor Street.

Council funded new shared path installations include:

- Stage 1 of Plumb Street, Blayney from Carcoar Street to Piggot Place.
- Charles Street, Blayney from Mount Street to Carcoar Street.
- Crouch Street to Carcoar Street in Neville

Sewerage Services

Blayney Shire Council has sewerage networks in both Blayney and Millthorpe with an operational budget of \$1,651,343. These systems currently service a population of approximately 4,000 people.

It is the Council's responsibility to ensure both human health and the environment are protected from wastewater produced through our sewerage system. The NSW Environmental Protection Authority (EPA) require Council to have a license to enable discharge of the sewage to the environment. However, the sewage must go through a treatment process and meet key criteria prior to discharge into the environment. The EPA Licence 1648 outlines the criteria the treatment process and the locations for discharge.

The Blayney Sewerage Treatment Plant (STP) is located on the south eastern outskirts of Blayney on Hobby Yards Road. The STP receives sewage from both Blayney and Millthorpe sewerage networks. On an average dry day the STP treats approximately 800 kilolitres.

The original STP was constructed in 1966 and included a Biological filter (trickling filter) with a capacity of 2100 equivalent persons (EP). The old system was replaced by an Intermittently Decanted Extended Aeration, activated sludge treatment plant in 1989, with a capacity to extend to 7000 EP. The STP fully treats all predicted inflows to comply with the EPA licence targets, and has excess capacity based on future design load.

The treated sewage is known as treated effluent, and subject to relevant approvals and treatment processes can be reused for a variety of purposes. Council, under an agreement with Newcrest supplied treated effluent to the old Blayney dewatering plant.

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

In December of 2019 this agreement was ended by Newcrest and resulted in Council redeveloping the old wetlands to further treat the effluent before discharging to the Belubula River. Council is now preparing design and approvals to construct a recycled water treatment plant which will treat the effluent and provide recycled water for construction purposes and irrigation water to Napier and King George Ovals.

Each year, Council is required to submit an annual report to EPA on performance of the STP and sewer network, in achieving compliance with licence conditions. A fee is charged to property owners within the system area to enable Council to deliver this service to the community. Fees are identified in Council's Annual Fees & Charges.

In 2014, Council completed a Strategic Business Plan (SBP) for the sewerage services of the Shire. This plan helps to identify the level of service, management and financial planning to operate and maintain the sewerage network. The SBP identifies a 30 year Capital Works Program to renew ageing infrastructure. The SBP was programmed for review in 2018/19, however has been deferred to 2021/22.

The sewerage infrastructure capital works budget for 2020/21 is \$860,000. The major project for the year is the treated effluent recycled water project for \$750,000 that Council will be seeing funds of \$500,000 from other sources to deliver the project.

Renewal works are expected to continue to include CCTV of our gravity network to identify suitable locations for pipe relining and manhole repairs.

Blayney Waste Facility

There is one operational waste facility within the Shire, the Blayney Waste Facility, which is located at 4165 Mid-Western Highway, Blayney. The Blayney Waste Facility is open 7 days a week, excluding Christmas Day, New Year's Day, Good Friday and Easter Sunday. Opening hours are 9.00am - 5.00pm.

Fees and charges for both domestic and commercial waste collection, tipping fees and waste management levy are presented in the fees and charges sections later in this document. The operational management of Blayney Waste Facility is under contract to Hadlow Earthmoving until 30 June 2028.

In July 2018, a Waste Management Levy was introduced to all properties which more equitably shares the operational cost for Waste Management Services across the Blayney Shire to all ratepayers. This Waste Management Levy, raises approximately 9% of the total forecast expenditure. The levy contributes towards costs of operating the Blayney Waste Facility, processing of materials, disposal of rubbish in public litter bins, Village recycling bins and the recent 66% cost increase to process recyclable materials, being incurred not only at a local but global level.

The Domestic Waste Collection Service (DWCS) comprises of a weekly waste collection service and a fortnightly recycling collection service to 2,906 premises (both domestic and commercial) throughout the Shire. An annual Bulky Waste collection is also provided to the properties that have the DWCS. The DWCS is provided to Blayney

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

and all villages throughout the Shire and rural premises along the collection runs between each village and is currently contracted to JR Richards until April 2026.

Council must meet all environmental compliance standards and guidelines for all waste facilities and collection services which is licenced and regulated by the NSW Environmental Protection Authority (EPA).

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

Waste Services operates on a full cost recovery basis from user charges to fund all operating and capital expenditure, in addition to provision for future landfill remediation expenses. The forecast total cost in 2020/21 for Waste Services is \$1,337,553 with an estimated projected income total of \$1,346,455. An externally restricted reserve is held to fund waste related activities, capital projects and landfill remediation, which has a current balance of \$1,070,930.

Town Planning

Council's Planning & Development team are responsible for leading, planning, delivering and managing development control in the Blayney Shire. The overarching legislation for planning in NSW is the Environmental Planning and Assessment Act. In 2019, Council received, assessed and determined, 127 development applications with a combined value of \$19 million dollars.



2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

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

The forecast operational budget for 2020/21 is \$180,082.

Cemeteries

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

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

Cemeteries cared for and maintained by Council include Blayney, Millthorpe, Carcoar, Lyndhurst, Hobbys Yards, Neville, and Newbridge. Council also maintains Shaw cemetery that is no longer in service. In 2020/21 Council will be progressing the development of a Management Plan for Cemeteries in the Blayney Shire.

The forecast operational budget, net of income, for 2020/21 is a \$21,465 surplus.

Health & Food Control

Council employs staff who specialise in environmental health activities to carry out a broad range of inspections from an educational and enforcement perspective.

Council has been a part of the NSW Food Regulation Partnership which was introduced in NSW in 2003. The Partnership defines the responsibilities of the New South Wales Food Authority and NSW Councils in relation to food safety issues.

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

The forecast operational budget for 2020/21 is \$11,488.

Animal Control

Council operates an animal pound within the Shire and also maintains a stock impound facility. The Animal Control function is coordinated by Council's Ranger who undertakes a wide range of duties including animal control, daily operation and maintenance of the pound and regulation of companion animals and off-leash areas.

The forecast operational budget for 2020/21 is \$102,649.

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Noxious Weeds

Upper Macquarie County Council are responsible for weed control and management in the Blayney Shire. Upper Macquarie County Council is a single purpose local government authority, established by the under s.387 of the Local Government Act 1993, as the control authority for biosecurity weed threats (formerly known as noxious weeds) that also encompass the areas of Bathurst Regional, Lithgow City and Oberon Councils. The County Council covers a region of approximately 13,500 square kilometres with a population of over 77,000 people in a very diverse area which includes productive agricultural lands, forests and large areas of national park.

Council pays an annual contribution for this function and the forecast operational budget for 2020/21 is \$87,636.

Contributions to Emergency Services

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

- The forecast 2020/21 annual contribution for RFS is \$309,771.
- The forecast 2020/21 annual contribution for SES is \$37,967.

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



2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Community Financial Assistance Program – S.356 Donations

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

Financial assistance to community organisations is provided in 2 categories:

- a) Recurrent Annual Donations. These are donations made to community organisations on an annual basis to assist financially with specified outgoings (such as public liability insurance), the waiver of council rates and charges, a school activity, or the holding of a regular community event or cultural activity.

The amount of these donations for each organisation or event is approved by Council in its annual budget contained in the Operational Plan, as listed later. The General Manager may approve other donations to an organisation or event under delegated authority, provided the donation is consistent with the guidelines, within budget and reported to Council via the next available Financial Assistance Committee meeting.

- b) One-off financial assistance. This assistance is provided for projects involving the construction, maintenance or repair of community facilities, purchase of equipment, or organising and conducting of local events and functions. In each case having demonstrated broad community benefit and support. Under this category community organisations are eligible to receive Council funding via a competitive submission process. Applications are called in February and July via a public notice published in the local newspaper and on Council's website.

Council has budgeted \$100,000 towards the Community Financial Assistance Program with funding supplemented from unexpended funds from previous years as required. The prior year unexpended funding component is anticipated to be approximately \$20,000. An amount of \$55,000 allocated per the following table of financial assistance for 2020/21 while \$45,000 is proposed for distribution in the 2 rounds to be offered in 2020/21.

COMMUNITY FINANCIAL ASSISTANCE PROGRAM - 2020/21

The below legend relates to the types of assistance proposed.

Legend	
D= Waste Service Charges	S= Sewer Connection Charge
W= Waste Levy/Availability charge	S (50%)= 50% Sewer Connection Charge
R= Council Rates	I= Financial Assistance for Public Liability Insurance
E= Events support	O= Other

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

INSURANCE CONTRIBUTIONS		
Recipient	Type	Contributions
Lyndhurst Soldiers Memorial Hall	I	1,560
Newbridge Progress Association	I	840
Millthorpe School of Arts	I	1,730
Blayney Shire Arts & Craft Inc.	I	640
Hobbys Yards Community Association	I	1,020
Carcoar Historical Society	I	420
Blayney Shire Community Mens Shed	I	300
Millthorpe & District Historical Society	I	340
Barry Progress Association	I	670
		\$7,520
SCHOOL AWARDS & SPORTING RELATED ASSISTANCE		
Recipient	Type	Contributions
Millthorpe Primary School	A	100
St Josephs Primary School Blayney	A	100
Blayney Public School	A	100
Blayney High School	A	100
Carcoar Primary School	A	100
Neville Public School	A	100
Lyndhurst Public School	A	100
Mandurama Public School	A	100
Sporting Related Financial Assistance	A	2,200
		\$3,000
RATES AND CHARGES CONTRIBUTIONS		
Recipient	Type	Contributions
Carcoar Dam Sailing Club Incorporated	RW	495
Carcoar Historical Society	RW	795
Hobbys Yards Hall	RW	630
Mandurama CWA	RW	565
Stringybark Craft Cottage/ Gladstone Hall	RW	635
Tallwood Hall	R	650
Blayney RSL	RSW	1,720
Millthorpe CWA	R/S	1,710
Carcoar School of Arts	RW	765
Lyndhurst Soldiers Hall	RW	635
Millthorpe & District Historical Society	RSW	4,590
Millthorpe School of Arts	RSW	2,060
Anglican Church Blayney	S (50%)W	340
Anglican Church Millthorpe	S (50%)W	400
Catholic Church Blayney	S (50%)W	340
Catholic Church Blayney	DW	150
Presbyterian Church Blayney	S (50%)W	400
Uniting Church Blayney	S (50%)W	400
Uniting Church Millthorpe	S (50%)W	400
Neville Hall Trust	DW	150
Mandurama Public Hall Reserve	DW	150
St Andrews Prebsyterian Church - Mandurama	W	30
St Davids Prebsyterian Church - Moorilda	W	30

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Neville Prebsyterian Church - Neville	W	30
Mandurama Public Hall Reserve	O	30
Carcoar Reserve Trust (Carcoar Courthouse)	W	780
		\$18,880
COMMUNITY EVENTS/CULTURAL ACTIVITIES		
Recipient	Type	Contributions
Lifeline Central West	O	500
Bathurst Broadcasters (Blayney Sports Awards)	O	1,000
CWA - Central West Group - Public Speaking Competition	O	200
Blayney Shire Community Mens Shed (Licence rental)	O	500
Lyndhurst RSL - Anzac Day (Band)	E	650
Lyndhurst RSL - Remembrance Day (Band)	E	150
Textures of One Acquisitive Prize	E	1,000
Blayney Community Baptist Church (Carols at Carrington)	E	1,000
Newbridge Winter Solstice (Portaroo hire)	E	1,740
Carcoar Village Association (Australia Day Fair)	E	2,000
Carcoar Hospital Museum (Down to Earth Gardening Expo)	E	250
Carcoar P&H Association (Mowing & Waste Services - Show)	E	780
Blayney A&P Association (Waste Services)	E	460
Newbridge Swap Meet (Waiver of Council services)	E	260
Newbridge Winter Solstice (Waiver of Council services)	E	1,240
Neville Showground Trust (Mowing services - Show)	E	450
Millthorpe Markets (2 events - Waiver of Council fees)	E	2,000
MillFest (Waiver of Council fees)	E	1,500
Millthorpe Fire Festival (Waiver of Council fees)	E	870
Blayney RSL / Lyndhurst RSL (Traffic Management)	E	1,000
Bathurst Old Boys Rugby Union (Carcoar Sportsground)	E	430
Textures of One Art Exhibition	E	1,150
Blayney Health Service (Healthy Lifestyles)	E	1,840
St Josephs Primary School - Grandparents Day	E	170
Blayney Farmers Market (Community Centre hire)	E	850
Can Assist Annual Fundraiser (Community Centre hire)	E	270
Can Assist (Community Centre hire for meetings)	E	550
Blayney Shire Arts & Craft Inc. (Community Centre hire)	E	550
Probus Club of Blayney (Community Centre hire)	E	550
Lee Hostel (Community Centre hire)	E	550
Orange 360 Food Week - Autumn Grazing	E	630
Heritage Schools Art Show (Hire of Community Centre)	E	510
		\$25,600
TOTAL		\$55,000

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

- Tourism Events Development Fund \$10,000
- Youth Week Grants Program \$ 5,000
- Heritage Assistance Fund \$12,000

Framework – Community Strategic Plan (CSP)

What is the Community Strategic Plan

The Community Strategic Plan is a community document with priorities and aspirations for the future of the Shire covering a period of at least 10 years. Following workshops and extensive consultation with local residents and stakeholder groups in 2012, the first Community Strategic Plan entitled 'Blayney Shire 2025 - *All the Pieces Together*', was endorsed in March 2012.

The vision established for Blayney 2025 recognised our communities; the town, villages and settlements as supportive and welcoming to those who live here and also those who visit. With beautiful and productive landscape, a showcase of how agriculture, mining and industry can work together for the greatest good. An area where there is both space and time to make and live your dreams!

The review process for the Blayney Shire Community Strategic Plan 2018-2028 was delayed 12 months due to the merger proposal in 2016 and the postponed Council elections, until September 2017. Sourced from local level Town and Village Community Plans the collective aspirations and objectives are grouped into a number of overarching strategies categorised under the themes of:

1. Maintain and Improve Public Infrastructure and Services
2. Build the Capacity and Capability of Local Governance and Finance
3. Promote Blayney Shire to grow the Local and Visitor Economy
4. Enhance facilities and networks that supports Community, Sport, Heritage and Culture
5. Protect our Natural Environment

The Community Strategic Plan essentially addresses four key questions for the community:

- Where are we now?
- Where do we want to be in ten years' time?
- How will we get there?
- How will we know when we have arrived?

The Community Strategic Plan identifies the main priorities and aspirations of the community, providing a clear set of strategies to achieve this vision of the future. It is a document that is developed and has community ownership, endorsed by Council and must address civic leadership, social, environmental and economic issues.

It is important to note that while Council is the custodian of the Community Strategic Plan, it may not be responsible for the delivery of all activities the Plan identifies. To this end, the Community Strategic Plan identifies what role Council plays and how other partners such as State agencies, non-government organisations, business partners and community groups may be included.

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Projects which Council has a role in delivering are found in the Delivery Program, which are actioned through services/programs/activities detailed in the Operational Plan. At the end of each Council term a report is prepared by Council to the community which examines what progress has been made towards the achievement of outcomes identified in the Community Strategic Plan.

Our Vision for Blayney Shire

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.

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.

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

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.

Blayney Shire Council – Future Directions

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

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

A list of community projects, aspirations and objectives were grouped into an overarching strategy and listed in order of collective priority as determined by the community forums.



2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

The strategies are categorised under the themes of:



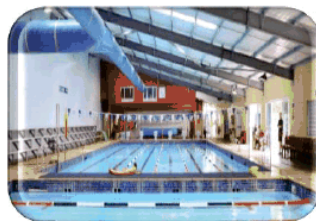
Enhance facilities and networks that supports Community, Sport, Heritage and Culture



Build the Capacity and Capability of Local Governance and Finance



Maintain and Improve Public Infrastructure and Services



Promote Blayney Shire to grow the Local and Visitor Economy



Protect Our Natural Environment

Introduction – What is the Delivery Program?

The **Delivery Program 2020/21-2023/24** is one layer of the Integrated Planning and Reporting framework that all NSW Councils must develop to meet the requirements of the Local Government Amendment (Planning and Reporting) Act 2009. It outlines the work Council can do to achieve the Future Directions identified by the community in the Community Strategic Plan.

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

Introduction – What is the Operational Plan?

The **Operational Plan 2020/21** completes the planning documents and details the activities to be undertaken and the financial requirements to deliver the commitments of the Community Strategic Plan and Delivery Program.

This three tiered process ensures that there are clear links between the long term goals of the community and the activities of Council.

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

The diagram below demonstrates their linkages:



2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Future Direction 1 – Maintain and Improve Public Infrastructure and Services

Delivery Program 2020/21-2023/24	Operational Plan 2020/21
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 networks and other assets	
1.1.1 Represent business and community concerns to both State and Federal governments in relation to improved road safety and market access outcomes	Sealed roads and unsealed roads, bridges and culverts are maintained in accordance with agreed service levels
	Participation in the Central NSW Joint Organisation Transportation Strategic and Technical Advisory Groups
1.1.2 Manage Regional (State) and Local Road Networks	Sealed roads, unsealed roads and bridges/culverts are maintained in accordance with agreed Service Levels
1.1.3 Implement the Blayney Shire Council Asset Management Plans	Implement the Blayney Shire Village Streets Sealing Plan 2018/2022 on streets in residential zones
1.1.4 Prepare business cases for submission to NSW and Federal Governments for the upgrade and undertaking of capital works along local roads which provide market access for primary production, tourist drives, and for achieving road safety outcomes	Funding opportunities are identified and applications are prepared and submitted for funding
	Representations are made through the local State and Federal Government Agencies for assistance to obtain additional funding for significant projects
	Projects are identified and prioritised via Central NSW Joint Organisation
	Develop a priority list of road projects for regional review that are worthy of funding and investment by NSW and Federal Governments from the Blayney, Orange and Cabonne Regional Economic Development Strategy.
1.1.5 Plan for future transport and road infrastructure to service future needs	Develop plans for a Heavy Vehicle Traffic Relief Route north of Blayney to link the Mid-Western Highway to Orange Road
	Road networks and supporting facilities are analysed to identify opportunities for inclusion and development within the Transportation Asset Management Plan

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Delivery Program 2020/21-2023/24	Operational Plan 2020/21
	Projects are scoped and designed to a 'shovel ready' state for when funding opportunities arise
1.1.6 Investigate opportunities for storm water harvesting and reuse	Projects are scoped from storm water management plan(s) and funding applications submitted
1.1.7 Apply the principles of Water Sensitive Urban Design (WSUD) to storm water management	WSUD principles considered as part of development process and implemented where benefits are identified
	Develop a WSUD policy in relation to development and Council works
1.1.8 Storm water Management Plans are prepared for Blayney, Millthorpe and Carcoar	Prepare a storm water strategic management plan to reduce impacts of storm water quality and quantity on the local environment
1.1.9 Maintain Council cemeteries in accordance with the community's needs and expectations	Maintain Cemetery records and provide online public access
	Maintain cemeteries to agreed Service Levels
1.1.10 Speed Zones within the residential zones of the Shire address Traffic Management, Heavy Vehicle noise and Road Safety concerns	Lobby RMS to undertake an audit of speed zones with solutions leading to the designing and installation of traffic calming devices, where opportunities arise
	Undertake an audit of school bus shelters to ensure they meet agreed Service Levels.
1.2 Ensure provision of Sewerage Treatment is adequate for the growth of the Shire and promotes Residential Development	
1.2.1 Ensure the provision of Sewerage Treatment is planned for in a sustainable manner	Manage treatment plant to effectively treat raw sewerage and ensure compliance with licence requirements

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Delivery Program 2020/21-2023/24	Operational Plan 2020/21
	Investigate funding opportunities for a Business Case for Town Sewerage for Carcoar, Mandurama and Lyndhurst
1.2.2 Ensure that the disposal of effluent on un-sewered properties is being carried out in a healthy manner without negative environmental impact	Commence preparation of the Blayney On Site Waste Water Strategy
1.3 The Blayney Shire Active Movement Strategy will be continued to be implemented to extend and renew the footpath and shared path networks in each town and village within the shire	
1.3.1 Implementation of the Active Movement Strategy priorities providing safe and accessible connecting pathway networks	Funding of new and replacement footpaths are designed and undertaken in accordance with Council's agreed Service Levels
	Accessibility compliance is considered prior to works commencing on all projects in accordance with Council's Disability Inclusion Action Plan
1.4 Improved access to community and public transport between villages and centres	
1.4.1 Lobby to improve public and community transport for the Shire	Assess transport needs around the Shire
	Continue to lobby for retention and innovative ways to deliver transport and other essential services in the Shire
1.5 The Blayney Health Multi-Purpose 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	
1.5.1 Work with the community to lobby NSW and Federal governments for expanded and improved health and aged care facilities	Lobby and advocate on behalf of the community to refurbish the Blayney Health Multipurpose Service so that it meets current and future needs of the Shire
1.6 The community supports and values the local village and town primary schools so that they remain active and operational educative facilities	
1.6.1 Advocate on behalf of the community to NSW Government to support accessible quality local education	Advocate on behalf of the community to NSW Government to support accessible quality local education

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Delivery Program 2020/21-2023/24	Operational Plan 2020/21
1.7 Seek opportunities from the Federal Government and NSW Government to re-open the Blayney – Demondrille Railway Line which will provide significant regional benefits, cost effective port and market access for many regional industries	
1.7.1 Lobby and advocate for the re-opening of the Blayney-Demondrille Railway Line	Work with our railway alliance Councils, Central NSW Joint Organisation and stakeholders to lobby the NSW Government for investment to reinstate the Blayney-Demondrille Railway Line
1.8 Full and equitable access and strong usage of Information and communication technologies across the Shire	
1.8.1 Lobby the Federal Government for improved internet and mobile phone access to all our villages to facilitate business growth	Lobby and advocate on behalf of the community to the Federal Government for improved mobile phone access to Carcoar and other localities.
1.9 Investment by the NSW Government to re-open both Millthorpe and Newbridge Railway Stations for On Request Services	
1.9.1 Advocate on behalf of the villages to NSW Transport to facilitate investment by the NSW Government to reinstate On Request Services at both Millthorpe and Newbridge	Advocate on behalf of Millthorpe and facilitate reinstatement of On Request Services.
	Advocate on behalf of Newbridge to NSW Transport to facilitate the reinstatement of On Request Services at Newbridge

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

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

Delivery Program 2020/21-2023/24	Operational Plan 2020/21
2.1 Build on the strength of the individual Town Association & Village Committees so that they are capable, self-sufficient communities involved in decision making about issues that affect their own community	
2.1.1 Encourage sound governance practice and build the capacity and capability of local leaders within community organisations	Recognise Town & Village Committees and Progress Associations facilitating two way communication with Council and with each other
	Provide ongoing financial support for the Community Development Coordinator roles and engagement with the Tourism, Town and Villages Committee
	Support the development and implementation of improvement projects for the local Halls, School of Arts and other Community facilities
	Continue to support local Community infrastructure projects via the Financial Assistance Program and Village Enhancement Plan allocations
2.1.2 Work proactively with the community groups to assist with event management	Review and update Council Events Management Policy and procedure for holding events within the community, on Council roads and facilities.
	Review risk assessments supporting Event Management Applications and provide feedback where required.
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	
2.2.1 Facilitate the development of new residential housing blocks and availability in Blayney and Villages	Commence review of the Blayney Settlement Strategy
	Invest and develop available land to stimulate the release of housing blocks in Blayney to meet demand and facilitate investment growth
2.3 Our local planning instruments supports the agricultural, industry, business/tourism and residential growth demands in a sustainable manner	

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Delivery Program 2020/21-2023/24	Operational Plan 2020/21
2.3.1 Ensure planning activities support long term sustainability of agricultural sector	Adopt a comprehensive Development Control Plan for the Shire
	Review the 2008 Blayney, Cabonne & Orange Sub Regional Rural and Industrial Strategy
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	
2.4.1 Councillors to exhibit leadership on Council participating in committees and implementing Council's Community Engagement Strategy	Council delegates are included in committees and community organisation engagement opportunities
	Active participation in the Central NSW Joint Organisation
2.5 A well-run Council organisation that is flexible enough to take advantage of capital grant opportunities to undertake major projects whilst delivering Council services effectively and efficiently, in a sustainable manner	
2.5.1 Provide a framework for the efficient and effective administration of Council.	Implement collaboration with Central NSW Joint Organisation
	Review policies every 4 years following Council election. Introduce and amendment of policies as required.
	Provide training for Councillors and staff
	Delivery of Office of Local Government statutory compliance activities within required timeframes.
2.5.2 Council responsible management and delivery of sustainable services and assets are delivered across the Blayney Shire.	Review and report on Council's performance against Long Term Financial Plan and ensure meet OLG Financial Performance Ratios
	Council's Financial Statements are prepared as per statutory requirements and unqualified
	Equitable distribution of rates and charges and responsible collection and rates and debtors
	Asset management strategy and plans that ensures intergenerational equity.
2.5.3 Support the sustainable future of local government	Participate in leading advocacy networks including Local Government NSW, Country Mayors Association and Central NSW Joint Organisation

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Delivery Program 2020/21-2023/24	Operational Plan 2020/21
2.5.4 Undertake regulatory responsibilities for environmental health and animal control	Provide animal control services in accordance with agreed Service Levels
2.5.5 Review Risk Management Strategy of Council operations	Review and test the Business Continuity Plan
	Implement Statewide Risk Management Action Plans
	Regular meeting of Audit, Risk and Business Improvement Committee
	Ensure a Risk Management Panel considers all major projects prior to commencement
2.5.6 Continue to be an attractive employer that people want to work for	Implement Workforce Management Plan strategies
2.5.7 Administrative and technical services are undertaken to support the organisation	Fleet services are managed
	Payment of suppliers within trading terms
	Payroll services undertaken within statutory requirements and on a timely basis
	Management and ongoing development of I.T. Geographical Information and Communication services
2.5.8 Effective management of land under Council control	Management of leases and licences
	Development of Plans of Management for Crown Reserves
	Facilitate property sales and development
2.5.9 Customer services and information are delivered effectively and efficiently	Customer support services are provided from Council from all service points
	Manage public access for information (GIPA) and privacy
	Council's records are maintained and captured in accord with statutory requirements

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

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	
2.6.1 Provide support for emergency management in Blayney Shire in accordance with the State Emergency and Rescue Management (SERM) Act	Provide executive support to the Local Emergency Management Committee.
	Support the operation of the SES.
2.6.2 Educate communities on road and pedestrian safety	Continued support to the role and function of a Road Safety Officer and implementation of the annual Road Safety Action Plan

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

Delivery Program 2020/21-2023/24	Operational Plan 2020/21
3.1 A viable and productive, sustainable agricultural sector with opportunities for niche production and access to markets	
3.1.1 Support the growth of the Shire in order to preserve productive agricultural land and integrate sustainable industrial diversity into the future	Explore and promote opportunities for Agricultural value adding industries
	Review the 2008 Blayney, Cabonne & Orange Sub Regional Rural and Industrial Strategy
	Participate in Central NSW Joint Organisation Planners Group, ensuring input into Department of Planning and Environment proposed policy changes
3.1.2 Maintain the availability and quality of water for use in rural areas	Manage the water supply bores in rural locations to provide a secure 'non-potable' supply of water to the Shire
	Participate in Central NSW Water Utilities Alliance
	Support water pipeline projects with Central Tablelands Water

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

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	
3.2.1 Encourage and support cooperation of mining industry in relation to the economic growth of the shire to protect the environment and address potential impacts.	Actively lobby all levels of government for support for the Cadia Valley Operations and future mining projects.
	Participate in the Energy and Mining Related Councils Association and Cadia Consultative Committee
	Lead Voluntary Planning Agreement negotiations with Regis Resources
3.3 A well-established, connected and prosperous tourism industry supported by local communities	
3.3.1 Implement Blayney Shire Destination Marketing Plan to grow the visitor economy	Encourage engagement with tourism and business groups to build relationships and build on local events and attractions
3.3.2 Implement Blayney 2020 Masterplan projects	Identify those projects that meet Council's objectives and develop Business Cases as opportunities arise
3.3.3 Facilitate the re-opening of Junction Reefs Reserve for camping	Facilitate communication between Council, Oceania Gold, Crown Lands and NSW Government to resolve the public access, environmental and road ownership issues to Junction Reefs Reserve
3.3.4 Ensure Food Premises comply with the requirements of the Food Act	Undertake annual food shop inspections and investigate any food related complaints
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	
3.4.1 As a founding member of Orange Region Tourism, Council works with members to develop a recognised brand and promote the region	Support Orange Region Tourism activities
	Support the initiatives of Central NSW Tourism.

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

3.5 Sustainable water, renewable energy options and transport sectors support future growth of business, industry and residents	
3.5.1 Promote sustainable energy development and use within the Shire.	Provide information to public regarding sustainable energy practices
	Investigate sustainable energy opportunities on Council land and infrastructure
3.6 A vibrant local retail and business sector that employs local people supported by Council and the community	
3.6.1 Seek opportunities to build a vibrant local retail and business sector.	Improve the directional signage and Visitor Information messaging along the Mid-Western Highway and remove old signs of businesses which have closed
	Undertake a review of the Heritage Conservation Areas within the Blayney Shire
3.6.2 Complete a Business Case considering a new Cultural Centre bringing together the Library and Family History Group for arts and cultural activities.	Complete plans for new Cultural Centre on current library site to a shovel ready status so that funding submissions may be lodged
3.6.3 Investigate options for the utilisation of the Railway Station buildings at Newbridge, Carcoar and Blayney community, art, social and tourism activities	Build relationships with Government bodies and NGO's to assist small business.
	Support and encourage the establishment or expansion of local businesses.
3.6.4 Provide specialist access consulting advice to facilitate development	Support the engagement of an Access Consultant to assist businesses with specialist access advice for lodgement of development applications
3.7 A range of quality and affordable childcare and family support services will be available and supported	
3.7.1 Continue to advocate and support children's services.	Advocate for children's services in the Shire.

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

3.8 Implementation of the Regional Economic Development Strategies identified for Blayney Shire	
3.8.1 Review the Blayney Local Environmental Plan (2012).	Undertake a review of the Heritage Conservation Areas within the Blayney Shire, BCO sub regional strategy and Blayney Settlement Strategy in preparation of the BLEP 2012 review
	Undertake the review of the BLEP 2012 in the time period specified in the amendments to the EPAA 1979

Future Direction 4 – Enhance facilities and networks that support Community, Sport, Heritage and Culture

Delivery Program 2020/21-2023/24	Operational Plan 2020/21
4.1 Cultural and sporting events are supported by Council, volunteers and state sporting bodies so that they are coordinated and well resourced	
4.1.1 Development of a calendar of sport and cultural events	Promote Council website and social media platforms for promotion of major sporting and cultural events by group
4.1.2 Implement Blayney Shire Sports and Recreation Masterplan to enhance and improve sporting facilities	Continue to engage Sports Council to develop business cases for and prioritise sport and recreational facilities capital projects
	Deliver Multipurpose Covered Arena project at Blayney Showground
	Prepare Business Case for King George Oval refurbishment project and seek funding opportunities
4.2 There is capacity to host within the Shire regional and state sporting events and competitions that will attract strong participation	
4.2.1 Encourage active participation in sport	Participate in programs and maintain Council membership to the Western Regional Academy of Sport

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

4.3 Blayney Shire is a centre for cultural interest, heritage and history, arts, performance and entertainment	
4.3.1 Engage with the Shire youth to facilitate progress and activities across the Shire	Facilitate youth activities held in Shire during Youth Week
	Support the hosting of the WRAS regional Skate Boarding event in Millthorpe
4.3.2 Encourage participation and continue relationships with music organisations	Participate in programs and maintain Council's membership to Regional Music Programs
4.3.3 Develop partnerships with other arts organisations to help deliver arts and cultural activities	Actively support and promote the Arts OutWest
	Encourage the use of the Blayney Shire Community Centre as a facility for arts and culture
4.3.4 Provide effective and consumer friendly library services in the Blayney Shire.	Maintain and operate Blayney Library via Service Level Agreement in place with Orange City Council
	Undertake access and refurbishment works to current Library in conjunction with planning for Cultural Centre
4.4 Implementation of the Blayney Shire Sports and Recreation Masterplan priorities and strategies will realise opportunities for improved healthy lifestyle for our community	
4.4.1 Implement the priorities identified in Blayney Sport and Recreation Masterplan to enhance and improve our sporting facilities	Provide and maintain active and passive recreation facilities for the shire communities
	Investigate opportunities to develop shovel ready projects and implement the Blayney Sport and Recreation Masterplan to improve facilities at our major sporting precincts
	Undertake an audit and upgrade the children's play equipment in the Shire's parks and recreation grounds

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

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	
4.5.1 Encourage and facilitate an active and healthy community by developing accessible programs through CentrePoint and local sporting groups	Establish CentrePoint as the Shire's health and fitness centre
	Lobby Federal and NSW Government's for funding to undertake the CentrePoint Sport and Leisure swimming pools major refurbishment project
4.5.2 Advocate and support Integrated Care Management Plan and Disability Services	Support Blayney Shire Interagency and implement Disability Inclusion Action Plan

Future Direction 5 – Protect Our Natural Environment

Delivery Program 2020/21-2023/24	Operational Plan 2020/21
5.1 Retention and regeneration of native vegetation corridors and removal of invasive weed and pest species throughout the Shire	
5.1.1 Maintain and strengthen partnerships with organisations responsible for natural resource management	Ongoing liaison and support and participating with Local Land Services Landcare and as a constituent Council of Upper Macquarie County Council
	Continue with native planting and river health programs
5.2 Biodiversity and cleaning up of the Belubula River waterways and tributaries within the Central NSW region water catchment	
5.2.1 Enhance the communities understanding of biodiversity issues and work towards positive behavioural change	Actively participate in local and regional catchment management groups to increase sharing of knowledge and participate in catchment wide projects and programs
	Continue with the Belubula River Restoration Program at riverbank areas in Blayney and Carcoar to remove willow trees and other noxious species, plant natives and improve water quality and fish habitat

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Delivery Program 2020/21-2023/24	Operational Plan 2020/21
	Clean up the creeks in throughout the Shire including removal of willow trees, other noxious species and creating wildlife habitat
5.3 Heritage and Indigenous significant sites in the natural and built environment are identified and protected	
5.3.1 Identify items of natural and built heritage in Blayney Shire.	Promote Council's Heritage Assistance Fund to owners of Heritage items to assist with maintenance of heritage items.
	Heritage Advisory services are continued to be provided to owners of heritage items ensuring heritage is preserved whilst allowing development to occur
	Undertake review of the Heritage Conservation Areas within the Blayney Shire.
	Install interpretative signage within our Town and Villages at historically significant sites
5.3.2 Ensure the Shire's 8 heritage listed cemeteries are maintained and protected	Support the engagement of specialist stone masons to commence restoration works on derelict graves
	Continue to eradicate vermin and install vermin prevention measures.
5.4 Sustainable land use practices across the Shire is improved and tree planting projects are supported	
5.4.1 Promote sustainable development and protection of our natural resources.	Disseminate information to the community as it becomes available
	Facilitate the delivery of environment initiatives on Council owned and controlled land
5.4.2 Pursue sustainable land use practices based on the protection and restoration of natural resources, innovative land use policies and government and community partnerships	Undertake a review of the BCO sub regional strategy and Blayney Settlement Strategy in preparation of the BLEP 2012 review
	Improve the look of the town and villages by ongoing tree planting program including on the highway, and cleaning up entrances

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Delivery Program 2020/21-2023/24	Operational Plan 2020/21
5.5 Rural Fire Services, Weeds and Local Land Services protect and manage environmentally significant areas to maintain biodiversity of native vegetation	
5.5.1 Protect and enhance biodiversity, native vegetation, river and soil health	Assess all DA's with appropriate regard to the minimisation and mitigation of loss or harm to native vegetation
5.6 Crown Lands are better managed to control weeds, pest species and bushfire	
5.6.1 Participate and share resources required to complete the NSW Crown Land Negotiation program with Orange Local Aboriginal Lands Council, Orange City and Cabonne Councils	Provide resources and participate in NSW Crown Land Negotiation program with Orange Local Aboriginal Lands Council, Orange City and Cabonne Councils
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	
5.7.1 Ensure Waste Management Services are delivered in a financially sustainable manner	Review services at the Blayney Waste Facility before proceeding to re-tender the contract management of the Blayney Waste Facility.
	Encourage separation of products at the Blayney Waste Facility to reduce the amount of material deposited to landfill.
	Implement a new covering plan technique, to cap completed areas once they have been filled with waste.
5.7.2 Develop and promote programs with NetWaste that increase recycling within the community and reduce the volume of waste going to landfill	Consider installation of additional collection points for waste transfer and recycling in the villages if the need is identified.
	Investigate installation of a CDS reverse vending machine for Blayney

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Resourcing Strategy

The Resourcing plans should be read in conjunction with the Delivery and Operational Plans.

As part of the Integrated Planning and Reporting Framework councils are also required to develop resourcing plans that support the achievement of activities and tasks within the Delivery and Operational Plan.

These plans include:

- **Long Term Financial Plan**

The Long Term Financial Plan is an important part of Council's strategic planning process. This is the point where long-term community aspirations and goals are tested against financial realities. It is also where Council and the community may decide what resources councils need to influence and work with other parties so that they might deliver on responsibilities.

- **Asset Management Plans**

The Asset Management Policy is a Council endorsed policy which sets the broad framework for undertaking asset management in a structured and coordinated way. It outlines why and how asset management will be undertaken. It provides a clear direction for asset management and defines key principles that underpin asset management for the council.

- **Workforce Management Plan**

An effective workforce strategy aims to provide Council with the people best able to inform its strategic direction, develop innovative approaches to complex issues and deliver appropriate services effectively and efficiently.

Revenue Policy

Council is required to include in its Operational Plan Council's annual statement of revenue policy.

The Revenue Policy includes details of:

- Estimated income and expenditure (Income statement and capital expenditure)
- Ordinary rates and special rates
- Proposed fees and charges
- The council's proposed pricing methodology
- Proposed borrowings.

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Income Statement – 4 Years

INCOME STATEMENT - CONSOLIDATED	Projected Years			
	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations				
Revenue:				
Rates & Annual Charges	11,505	11,813	12,331	12,645
User Charges & Fees	1,872	1,933	1,997	2,063
Interest & Investment Revenue	287	347	398	421
Other Revenues	294	284	290	315
Grants & Contributions provided for Operating Purposes	5,097	4,096	4,166	4,212
Grants & Contributions provided for Capital Purposes	3,227	2,630	2,835	1,665
Other Income:	-	-	-	-
Net gains from the disposal of assets	47	156	33	27
Joint Ventures & Associated Entities	25	46	81	98
Total Income from Continuing Operations	22,354	21,305	22,131	21,446
Expenses from Continuing Operations				
Employee Benefits & On-Costs	7,000	7,241	7,443	7,683
Borrowing Costs	278	261	234	257
Materials & Contracts	2,226	2,070	2,512	2,673
Depreciation & Amortisation	5,721	5,798	5,923	5,983
Other Expenses	3,055	3,025	3,037	3,077
Net Losses from the Disposal of Assets	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-
Total Expenses from Continuing Operations	18,280	18,395	19,149	19,673
Operating Result from Continuing Operations	4,074	2,910	2,982	1,773
Discontinued Operations - Profit/(Loss)	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-
Net Operating Result for the Year	4,074	2,910	2,982	1,773
Net Operating Result before Grants and Contributions provided for Capital Purposes	847	280	147	108

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

INCOME STATEMENT - GENERAL FUND	Projected Years			
	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations				
Revenue:				
Rates & Annual Charges	10,138	10,398	10,866	11,129
User Charges & Fees	1,610	1,663	1,719	1,776
Interest & Investment Revenue	165	223	272	291
Other Revenues	290	280	286	311
Grants & Contributions provided for Operating Purposes	5,075	4,074	4,144	4,190
Grants & Contributions provided for Capital Purposes	2,676	2,577	2,781	1,610
Other Income:				
Net gains from the disposal of assets	47	156	33	27
Joint Ventures & Associated Entities	25	46	81	98
Total Income from Continuing Operations	20,026	19,417	20,182	19,432
Expenses from Continuing Operations				
Employee Benefits & On-Costs	6,710	6,942	7,135	7,366
Borrowing Costs	238	225	202	230
Materials & Contracts	1,567	1,396	1,768	1,964
Depreciation & Amortisation	5,149	5,221	5,340	5,394
Other Expenses	2,965	2,932	2,942	2,979
Net Losses from the Disposal of Assets	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-
Total Expenses from Continuing Operations	16,629	16,716	17,387	17,933
Operating Result from Continuing Operations	3,397	2,701	2,795	1,499
Discontinued Operations - Profit/(Loss)	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-
Net Operating Result for the Year	3,397	2,701	2,795	1,499
Net Operating Result before Grants and Contributions provided for Capital Purposes	721	124	14	(111)

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

INCOME STATEMENT - SEWER FUND	Projected Years			
	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations				
Revenue:				
Rates & Annual Charges	1,367	1,415	1,465	1,516
User Charges & Fees	262	270	278	287
Interest & Investment Revenue	122	124	126	130
Other Revenues	4	4	4	4
Grants & Contributions provided for Operating Purposes	22	22	22	22
Grants & Contributions provided for Capital Purposes	551	53	54	55
Other Income:				
Net gains from the disposal of assets	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-
Total Income from Continuing Operations	2,328	1,888	1,949	2,014
Expenses from Continuing Operations				
Employee Benefits & On-Costs	290	299	308	317
Borrowing Costs	40	36	32	27
Materials & Contracts	659	674	744	709
Depreciation & Amortisation	572	577	583	589
Other Expenses	90	93	95	98
Net Losses from the Disposal of Assets	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-
Total Expenses from Continuing Operations	1,651	1,679	1,762	1,740
Operating Result from Continuing Operations	677	209	187	274
Discontinued Operations - Profit/(Loss)	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-
Net Operating Result for the Year	677	209	187	274
Net Operating Result before Grants and Contributions provided for Capital Purposes	126	156	133	219

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Capital Expenditure Program – 4 Years

Capital Expenditure Program 2020/21

Buildings	Budget	Funded by		
		Grants & Contributions	Restrictions/New Borrowings*	General Revenue
Public Conveniences				
Carcoar Dam Amenities	7,000			7,000
Blayney Tennis Centre - Amenities	136,364	136,364		
Buildings & Public Halls				
Blayney Library - Refurbishment Project	175,000	175,000		
Blayney Library - Exterior Painting (Local Priority Grant)	14,000	14,000		
Council Administration Office - Carpet Renewal	11,000			11,000
Council Depot Workshop - Pit Extension & Hydraulic Lift	100,000			100,000
Blayney Shire Community Centre- Minor Assets	5,650			5,650
CWA/Meals on Wheels - Roofing Improvements	14,000			14,000
Parks, Recreation & Sporting Grounds				
Dakers Oval Amenities	175,000	175,000		
Newbridge Rec Ground - Brian Bennett Pavilion	180,518	180,518		
Total Buildings	818,532	680,882	-	137,650
Other Structures	Budget	Funded by		
		Grants & Contributions	Restrictions/New Borrowings*	General Revenue
Public Cemeteries				
Infrastructure Renewals	10,500			10,500
Pipe Renewal & Water Meters - Industrial Land (Gerty Street)	7,000			7,000
Parks, Recreation & Sporting Grounds				
Lyndhurst Recreation Ground Grandstand and Cricket Pitch	26,262	26,262		
Lyndhurst Recreation Ground Cricket Nets	90,000	90,000		
Dakers Oval Perimeter Fence	77,000	77,000		
KGO Recycled Water	205,100	205,100		
Redmond Oval Community Recreation Shelter	70,000	70,000		
Village Enhancement Program	127,500			127,500
Redmond Oval Junior Skate Park	180,000	180,000		
Stillingfleet Netball Courts - Resurface	301,382	231,382	70,000	
Neville Multipurpose Court	100,000	100,000		
Total Other Structures	1,194,744	979,744	70,000	145,000

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Plant & Equipment	Budget	Funded by		
		Grants & Contributions	Restrictions/New Borrowings*	General Revenue
I.T. Project Based Expenses				
Lorawan	5,000			5,000
Mimecast Email Filtering	1,500			1,500
I.T. Life Cycle Based Expenses				
IPad/Tablet Replacements	5,000			5,000
Mobile Phone Replacements	5,000			5,000
Server Replacement	40,000			40,000
Councillors - Ipad Replacement/Accessories	2,500			2,500
Other Plant & Equipment				
Minor Asset Purchases – Administration Office	3,300			3,300
Minor Asset Purchases – CentrePoint	11,300			11,300
Minor Asset Purchases – Library	3,995	3,995		
Plant Replacement Program				
Light Vehicle Replacements	356,700			356,700
P31 - Kenworth Tipper	317,750		317,750	
Vehicle Tracking	60,000		60,000	
Kubota Ride-on Mower x 2	51,250		51,250	
P44 - Isuzu NPR55-155 Tipper	82,000		82,000	
P48 - Isuzu NPR55-155 MWB	87,125		87,125	
P171 - Dog Trailer	92,250		92,250	
Trailer - Skid Steer	15,375		15,375	
Small Plant & Tools	32,300		32,300	
Total Plant & Equipment	1,172,345	3,995	738,050	430,300
Infrastructure	Budget	Funded by		
		Grants & Contributions	Restrictions/New Borrowings*	General Revenue
Urban Stormwater				
Renewals	63,000			63,000
Stormwater Drainage - Frape Street	500,000		500,000*	
Kerb & Gutter				
Ogilvy Street	60,000			60,000
Shared Pathways & Footpaths				
Spot Renewals	46,388			46,388
Plumb & Palmer Sts - FP - Stage 1 - Carcoar St - Piggot Pl	92,192			92,192
Eulamore St - FP - Naylor St - Retirement Village	71,705	71,705		
Charles St - FP - Mount St - Carcoar St (AMP 16)	22,536			22,536
Victoria St - Improve access under railway - Construction - Elliot St - Glenorie Road (Dog Run Gate, W end)	200,000	200,000		
Boomerang St - SP - Victoria St - Redmond Oval (AMP 3A)	49,511	48,295		1,216
Crouch St to Carcoar St Neville	53,267			53,267
Road Rehabilitation Local Roads				
Carcoar St Blayney - Church to Martha St	1,101,000			1,101,000
Initial Sealing - Coombing Lane Barry	87,250	87,250		
Initial Sealing - Mendham Lane Barry	80,800	80,800		
Initial Sealing - Hay/Leabeater Street	103,500			103,500
Heavy Patching Program	504,300			504,300
Gravel Resheeting Program	370,339			370,339
Reseal Program	400,192			400,192

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

<i>Infrastructure Continued</i>	Budget	Funded by		
		Grants & Contributions	Restrictions/New Borrowings*	General Revenue
Regional Roads				
Reseals & Heavy Patching	173,744	173,744		
Local Bridges				
Gallymont Road Bridge Replacement	170,000	118,000		52,000
Naylor Street Bridge - Abutment Repairs	150,000	150,000		
Boondaroo Bridge	500,000	500,000		
Total Infrastructure	4,799,724	1,429,794	500,000	2,869,930
<i>Sewerage Infrastructure</i>	Budget	Funded by		
		Grants & Contributions	Restrictions/New Borrowings*	General Revenue
Network Assets				
Lining/Replacement Sewer Mains	110,000		110,000	
Recycled Water Treatment Plant	750,000	500,000	250,000	
Total Sewerage Infrastructure	860,000	500,000	360,000	-
Total Capital Expenditure	8,845,345	3,594,415	1,668,050	3,582,880

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Capital Expenditure Program 2021/22

Buildings	Budget	Funded by		
		Grants & Contributions	Restrictions/New Borrowings*	General Revenue
Buildings & Public Halls				
CWA/Meals on Wheels - Exterior Painting	5,000			5,000
Blayney Shire Community Centre - Exterior Painting	20,500			20,500
Blayney Shire Community Centre - Minor Assets	5,800			5,800
Council Administration Office - Carpet Renewal	11,000			11,000
Council Works Depot - Painting Internal & External	20,000			20,000
Council Works Depot - Truck Wash	150,000			150,000
Parks, Recreation & Sporting Grounds				
King George Oval - Change Rooms	1,055,594	750,000		305,594
Total Buildings	1,267,894	750,000	-	517,894
Other Structures	Budget	Funded by		
		Grants & Contributions	Restrictions/New Borrowings*	General Revenue
Public Cemeteries				
Infrastructure Renewals	10,750			10,750
Parks, Recreation & Sporting Grounds				
Village Enhancement Program	133,000			133,000
Neville Multipurpose Court	150,000	150,000		
Total Other Structures	293,750	150,000	-	143,750
Plant & Equipment	Budget	Funded by		
		Grants & Contributions	Restrictions/New Borrowings*	General Revenue
I.T. Project Based Expenses				
Lorawan	5,000			5,000
VMWare ESX Upgrades	4,000			4,000
I.T. Life Cycle Based Expenses				
PC Replacement/Additions	45,000			45,000
Production Firewall	5,000			5,000
IPad/Tablet Replacements	5,000			5,000
Mobile Phone Replacements	5,145			5,145
Councillors - IPad Replacement/Accessories	14,500			14,500
Network Switches	9,000			9,000
Other Plant & Equipment				
Minor Asset Purchases – Administration Office	3,380			3,380
Minor Asset Purchases – CentrePoint	11,600			11,600
Minor Asset Purchases – Library	18,445	18,445		
Plant Replacement Program				
Light Vehicle Replacements	454,921		47,278	407,643
P129 - Rotavator	21,013		21,013	
P168 - VMS message board	31,519		31,519	
Small Plant & Tools	32,307		32,307	
Total Plant & Equipment	665,830	18,445	132,117	515,268

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

<i>Infrastructure</i>	Budget	Funded by		
		Grants & Contributions	Restrictions/New Borrowings*	General Revenue
Urban Stormwater				
Renewals	64,500			64,500
Shared Pathways & Footpaths				
Spot Renewals	47,548			47,548
Blayney - Adelaide St - High Ped Zone Kerb Blisters x 4 (mid block Ogilvy to Church, Church St, Burn St, Heritage Pk)	807,668	807,668		-
Blayney - Carcoar St - existing to Binstead St	7,534			7,534
Blayney - Ewin St - FP Palmer to Existing	15,750			15,750
Crowson St - FP - Stage 2 - Stabback St - Pearce St	40,949			40,949
Elliot St - FP - Victoria St - Pym St	45,149			45,149
Carcoar St / Crouch St - Public Hall - Park	39,899			39,899
Road Rehabilitation Local Roads				
Mandurama Road	1,039,792	519,896		519,896
Carbine Road	538,445		538,445	
Newbridge Road	662,288			662,288
Heavy Patching Program	516,908			516,908
Gravel Resheeting Program	380,950			380,950
Reseal Program	416,200			416,200
Regional Roads				
Belubula Way	615,913	307,956		307,957
Total Infrastructure	5,239,493	1,635,520	538,445	3,065,528
Sewerage Infrastructure				
Network Assets				
Plant & Equipment Replacement	48,329		48,329	
Lining/Replacement Sewer Mains	215,000		215,000	
Sludge Lagoon Aerator & Pump Replacement	23,760		23,760	
Total Sewerage Infrastructure	287,089	-	287,089	-
Total Capital Expenditure	7,754,056	2,553,965	957,651	4,242,440

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Capital Expenditure Program 2022/23

Buildings	Budget	Funded by		
		Grants & Contributions	Restrictions/New Borrowings*	General Revenue
Buildings & Public Halls				
Blayney Shire Community Centre - Replace Carpet	35,000	35,000		
Blayney Shire Community Centre - Minor Assets	5,950			5,950
Council Administration Building - Energy Efficiency Project	30,000			30,000
CentrePoint Building & Pool Upgrade Stage 2	1,800,000	1,800,000		
Visitor Information Centre	50,000			50,000
Total Buildings	1,920,950	1,835,000	-	85,950
Other Structures				
Public Cemeteries				
Infrastructure Renewals	11,000			11,000
Parks, Recreation & Sporting Grounds				
Village Enhancement Program	138,500			138,500
Total Other Structures	149,500	-	-	149,500
Plant & Equipment				
I.T. Project Based Expenses				
Lorawan	5,000			5,000
I.T. Life Cycle Based Expenses				
PC Renewal	15,000			15,000
IPad/Tablet Replacements	6,000			6,000
Mobile Phone Replacements	5,294			5,294
UPS Battery Back up	6,000			6,000
Supply and Install of Storage Area Network (SAN)	50,000			50,000
Councillors - Ipad Replacement/Accessories	2,500			2,500
Depot DR Firewall	5,000			5,000
Other Plant & Equipment				
Minor Asset Purchases – Administration Office	3,450			3,450
Minor Asset Purchases – CentrePoint	11,900			11,900
Minor Asset Purchases – Library	18,906	18,906		
Blayney Shire Community Centre - Commercial Freezer	5,500			5,500
Plant Replacement Program				
Light Vehicle Replacements	344,605			344,605
P51 - Grader Cat 140MAWD	538,445		538,445	
P61 - Backhoe JCB 3CX-APCElite	183,071		183,071	
John Deere F1575 mower x 3	173,379		173,379	
Flail Mower	21,538		21,538	
P149 - VMS message board	32,307		32,307	
Small Plant & Tools	33,114		33,114	
Total Plant & Equipment	1,461,009	18,906	981,854	460,249

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

<i>Infrastructure</i>	Budget	Funded by		
		Grants & Contributions	Restrictions/New Borrowings*	General Revenue
Urban Stormwater				
Renewals	66,100			66,100
Stabback & Unwin Street Stormwater Rehabilitation	605,751		605,751*	-
Shared Pathways & Footpaths				
Spot Renewals	48,737			48,737
Blayney - Stillingfleet St - SP - Adelaide St - Osman St	77,129	38,564		38,565
Blayney - Kerb Blister/Crossing - Somers Pl - Highway	8,279			8,279
Blayney - Hawke St - FP - Stirling Pl - Ewin St	26,905			26,905
Blayney - Belubula River Walk - SP - Stage 2 - Martin St - Heritage park	365,638	365,638		
Blayney - Heritage Park - SP Extension - Bird Viewing Platform - Lower Farm Ln	14,350			14,350
Carcoar - Coombing St - FP Eulamore St - Showground Ent	15,067			15,067
Millthorpe - Victoria St - SP - School - Boomerang St	53,811			53,811
Road Rehabilitation Local Roads				
Mandurama Road	1,065,787	532,893		532,894
Carbine Road	551,906		551,906	
Burnt Yards Road	678,845		678,845	
Heavy Patching Program	529,831			529,831
Gravel Resheeting Program	391,867			391,867
Reseal Program	426,605			426,605
Regional Roads				
Reseals & Heavy Patching	182,121			182,121
Local Bridges				
Four Mile Creek Rd - Swallow Creek	606,230			606,230
Total Infrastructure	5,714,959	937,095	1,836,502	2,941,362
Sewerage Infrastructure				
Network Assets				
Telemetry Upgrade	78,000		78,000	
Lining/Replacement Sewer Mains	220,000		220,000	
Hardstand	32,340		32,340	
Potable Water Booster Pump	5,128		5,128	
Total Sewerage Infrastructure	335,468	-	335,468	-
Total Capital Expenditure	9,581,886	2,791,001	3,153,824	3,637,061

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Capital Expenditure Program 2023/24

Buildings	Budget	Funded by		
		Grants & Contributions	Restrictions/New Borrowings*	General Revenue
Buildings & Public Halls				
Blayney Shire Community Centre - Minor Assets	6,100			6,100
Blayney Library	1,000,000	1,000,000		
Council Administration Building - Painting	10,000			10,000
SES Office - Painting	6,000			6,000
Barry Hall - Painting	15,000			15,000
Visitor Information Centre - Exterior Painting	15,000			15,000
				-
Parks, Recreation & Sporting Grounds				
Carrington Park - Rotunda Painting	5,000			5,000
King George Oval - Amenities	30,000			30,000
Redmond Oval - Rotunda Painting	7,500			7,500
				-
Total Buildings	1,094,600	1,000,000	-	94,600
Other Structures	Budget	Funded by		
		Grants & Contributions	Restrictions/New Borrowings*	General Revenue
Public Cemeteries				
Infrastructure Renewals	11,250			11,250
Parks, Recreation & Sporting Grounds				
Village Enhancement Program	144,500			144,500
Total Other Structures	155,750	-	-	155,750
Plant & Equipment	Budget	Funded by		
		Grants & Contributions	Restrictions/New Borrowings*	General Revenue
I.T. Project Based Expenses				
Lorawan	5,000			5,000
Altus Migration	350,000			350,000
Asset Management System	70,000			70,000
I.T. Life Cycle Based Expenses				
IPad/Tablet Replacements	6,000			6,000
Mobile Phone Replacements	5,606			5,606
Server Replacement	45,000			45,000
Aerial Imagery	18,395			18,395
Councillors - IPad Replacement/Accessories	2,500			2,500
Other Plant & Equipment				
Minor Asset Purchases – Administration Office	3,550			3,550
Minor Asset Purchases – CentrePoint	12,200			12,200
Minor Asset Purchases – Library	19,379			19,379
Blayney Shire Community Centre - Commercial Fridges	11,600			11,600

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

<i>Plant & Equipment Continued</i>	Budget	Funded by		
		Grants & Contributions	Restrictions/New Borrowings*	General Revenue
Plant Replacement Program				
Light Vehicle Replacements	466,912		27,595	439,317
P38 - Volvo 12t Tipper	342,182		342,182	
P170 - Dog Trailer	99,343		99,343	
Flail Mower x 2	72,852		72,852	
P98 - Slasher	16,557		16,557	
Small Plant & Tools	33,942		33,942	
Total Plant & Equipment	1,581,018		592,471	988,547
<i>Infrastructure</i>	Budget	Funded by		
		Grants & Contributions	Restrictions/New Borrowings*	General Revenue
Urban Stormwater				
Renewals	67,750			67,750
Stabback & Unwin Street Stormwater Rehabilitation	605,751		605,751*	
Shared Pathways & Footpaths				
Spot Renewals	49,955			49,955
Blayney - Stillingfleet SP & Queen St FP - Osman St - Lee Hostel, KGO	62,779	18,688		44,091
Carcoar - Cooming St - FP - Showground to Icelly Street	110,312			110,312
Road Rehabilitation Local Roads				
Mandurama Road	1,092,431	546,216		546,215
Burnt Yards Road	695,816		695,816	
Heavy Patching Program	543,076			543,076
Gravel Resheeting Program	437,270			437,270
Reseal Program	403,099			403,099
Regional Roads				
Reseals & Heavy Patching	186,457			186,457
Local Bridges				
Matthews Lane, Cowriga Creek	60,920			60,920
Total Infrastructure	4,315,617	564,904	1,301,567	2,449,146
<i>Sewerage Infrastructure</i>	Budget	Funded by		
		Grants & Contributions	Restrictions/New Borrowings*	General Revenue
Network Assets				
Replacement of pumps in SPS (incl Millthorpe)	34,847		34,847	
Lining/Replacement Sewer Mains	225,000		225,000	
Odour Control Blower	19,120		19,120	
Decanter (Rubber Belows, Wire Rope, Motor and Gear Box)	30,000		30,000	
Total Sewerage Infrastructure	308,967		308,967	-
Total Capital Expenditure	7,455,952	1,564,904	2,203,005	3,688,043

How Council Raises its Revenue from Ratepayers

There are two types of revenue raised from ratepayers. The general approach adopted by Council in its revenue policy for each type of revenue is as follows:

Fees and Charges

These are the fees for particular services provided where the use of the service is discretionary or the charge only applies to the individual ratepayers who use the service. In these cases Council's policy is:

- where possible, to set the charges to recover the full attributed cost of providing the service; or
- where not possible, and therefore the cost of the service is subsidised by all ratepayers, to clearly show the extent of the subsidy. Some subsidies are unavoidable because of regulatory caps on the fee that can be charged.

Council has embarked on a program aimed at thoroughly investigating the roles and functions undertaken by Council and how these functions are funded. This will include a detailed review of service levels and the setting of fees and charges.

Rates

Rates are levied annually on each registered property owner in the Shire. Council's policy is to set rates at a level that will ensure Council's long term financial sustainability, taking into account:

- the services which the community expects Council to provide;
- the cost of maintaining and replacing assets;
- the expected level of income from grants;
- the servicing of a prudent level of borrowings, to preserve intergenerational equity; and
- the need to cover subsidies in the cost of providing services not fully recouped from fees and charges.

They are tempered by the community's ability to pay as ascertained through formal consultation.

Allocation of rate burden between ratepayers

Council recognises that rates are a tax and should therefore:

- comply with the principles of taxation including equity, efficiency, simplicity and sustainability; and
- be applied for the overall public benefit of all ratepayers.

In considering the rating structure for the Shire, Council seeks to achieve a reasonable and equitable distribution of the rate burden across all categories of ratepayers. It does this by structuring the rate by:

- a) dividing rateable land into sub-categories having similar characteristics;
- b) dividing the ordinary rate into:
 - i. a base rate; and
 - ii. an ad valorem rate; and
- c) using special rates where appropriate for specific projects or well defined purposes.

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Categories of rateable land

Under the Local Government Act there are 4 permissible categories of rateable land: residential, farmland, business and mining.

Councils have discretion to divide these categories into sub-categories for the purpose of making the ordinary rates applicable to each of them. Residential sub-categories must be rural residential or based on centres of population and business sub-categories must be based on centres of activity.

Ordinary rates

Ordinary rates must be levied by Council each year. Each Council may structure its ordinary rate:

- entirely as an ad valorem rate (i.e. cents in the dollar on the Valuer-General's unimproved capital valuation), which may be subject to a minimum amount; or
- as a base amount plus an ad valorem amount, in which case the base amount for a category or sub-category cannot raise more than 50% of the rates for that category or sub-category.

Council has adopted a policy of using the second or two-part rating structure by levying a base amount plus an ad valorem amount, for the reasons explained below.

Ordinary Rates are applied to properties on the basis of independent valuations supplied to Council on all rateable properties within the Shire boundaries by Land and Property Information NSW. All of the valuations used in the 2017/18 rating period have a base date of 1 July 2016.

In accordance with s497 of the Local Government Act 1993 the structure of the Ordinary Rate comprises:

- i) a base amount; plus
- ii) an ad valorem component (i.e. a rate levied on the unimproved land value).

Each property is categorised into one of four rating categories. The property is then sub-categorised which determines the base amount and the ad valorem rate that is levied on that property.

Base amounts

The base amount, which is a component of the ordinary rate, is a set dollar amount for each sub-category. Council uses a base amount in recognition of the fact that there are basic services provided by Council and general administrative and overhead costs that benefit all properties regardless of rateable value, which in equity should be borne equally by all ratepayers. It also avoids the uneven distribution of the rate burden that would result from a wholly ad valorem rate structure. Base amounts tend to eliminate highs and lows in the total rate burden within each sub-category.

Base rates are used by Councils to reflect the costs of service provision and operational requirements of the organisation. In principle, the base rates should reflect the required costs that need to be met by a Council and its community before other works or

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

services are provided. This includes costs associated with insurance, contributions to the NSW Rural Fire Service and Town Fire Brigades, libraries, museums, electricity and gas and some wages. In setting the base amount for each sub-category Council has sought to achieve a fair and equitable balance between the ratepayers in each sub-category and between sub-categories.

Under Local Government legislation Council is allowed to raise up to 50% of its rates income from base rates and the remainder from ad valorem rates based on the Valuer General's assessment of a property's Unimproved Capital Value (UCV). In past years Council has set its base rates well below the 50% mark. As the costs of living have increased and government subsidies to Council have reduced, the cost of common services of Council to operate have increased.

Ad valorem rates

Once the base amount is set, the balance of the ordinary rates is calculated as a percentage of the Valuer-General's valuation for each parcel of land. It is a principle of local government rating in NSW that the majority of the rate burden is imposed based on the value of rateable property, so this must remain the primary and predominant determinant of overall rates.

The current base date for all valuations in the Shire is 1 July 2016 and was effective from 1 July 2017.

Special rate variations

Special rate variations have been levied by Council for specific projects. They may be levied on all rateable land in the Shire or only part of it. Council currently has in effect for the 2020/21 Operational Plan the Mining Special Rate variation for funding roads, bridges, land acquisitions, community infrastructure works and community contributions. Council also has in place a Special Rate Variation for funding the program of infrastructure renewal for roads, bridges, footpaths and buildings within the Blayney Shire.

Pensioner rates concessions

In accordance with NSW State government policy, as embodied in s.575 of the Local Government Act 1993, Council allows eligible pensioners a concession of \$250 on their assessments for rates and domestic waste management charges. Some part of this is recouped from government, but a substantial part of this concession falls to be borne by Council or, effectively, non-concessional ratepayers. For the 2020/21 year pensioner concessions were allowed on 581 rate assessments. The rates yield in the tables above is gross revenue before allowing for these concessions.

Hardship policy

Ratepayers who are suffering genuine hardship in payment of their rates may apply to Council for special consideration. This may include agreement to a periodical payment arrangement or in some cases reduction or waiver of interest on overdue rates. Full details are set out in the Pensioner and Rates Hardship Policy (policy 5E) available on Council's website.

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Rates and Annual Charges

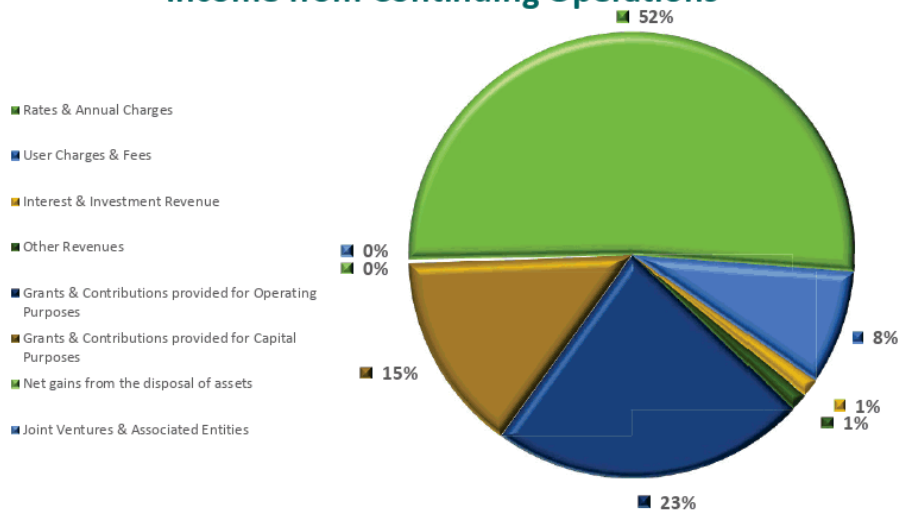
Rating Structure for the 2020/21 Rating Year

As an organisation, Council is committed to providing revenue-raising policies, which are simple, fair, uniform and more importantly acceptable to the wider community.

Council, at all times, strives to make more effective, efficient and economic use of all available resources by fostering a co-operative approach within the organisation specifically and the broader community generally.

The Local Government Act 1993 prescribes that Council may raise revenue in a number of different ways. These include rates, charges, fees, grants, borrowings and investments.

Income from Continuing Operations



2020/21 Source of Funds	Amount (\$'000)
Rates & Annual Charges	11,505
User Charges & Fees	1,872
Interest & Investment Revenue	287
Other Revenues	294
Grants & Contributions	8,324
Net gains from the disposal of assets	47
Joint Ventures	25
Total Income from Continuing Operations	22,354

Included in this Revenue Policy is Council's pricing policy, proposed borrowings and a schedule of Fees and Charges. Following are the forms of charges that Council will be levying on properties in the 2020/21 Financial Year.

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Rate structure 2020/21

Under s.405 of the Local Government Act, Council must have for inspection at its office a map⁴ that shows the parts of its area to which each category, and sub-category, of the ordinary rate and each special rate included in the draft operational plan applied during a period of public exhibition.

Rating Structure for the 2020/2021 Rating Year							
Name of Category/Sub Category	No. of Assessments	Base Rate (B)	Ad Valorem (C)	Land Value (D)	Total Yield (E)	Average Rate	% Yield from Base Amount
Residential							
Ordinary Rate	1163	\$333.00	0.00185029	\$217,126,406	\$789,026	\$678.44	49.08%
Sub Category - Blayney & Carcoar	1350	\$333.00	0.00415281	\$119,463,580	\$945,660	\$700.49	47.54%
Sub Category - Millthorpe	326	\$333.00	0.00169217	\$ 70,460,560	\$227,789	\$698.74	47.66%
Business							
Ordinary Rate	92	\$433.00	0.00397368	\$14,256,570	\$96,487	\$1,048.77	41.29%
Sub Category - Business Blayney	167	\$433.00	0.00799604	\$16,722,400	\$206,024	\$1,233.68	35.10%
Sub Category - Business Millthorpe & Carcoar	57	\$433.00	0.00540017	\$8,949,900	\$73,012	\$1,280.91	33.80%
Farmland							
Ordinary Rate	734	\$550.00	0.00215797	\$841,580,790	\$2,219,806	\$3,024.26	18.19%
Mining							
Ordinary Rate	1	\$1,077.00	0.03765962	\$426,000	\$17,120	\$17,120.00	6.29%
Sub Category - Mining Gold		\$1,077.00	0.04000000				
Sub Category - Mining Gold / Copper Combined	1	\$1,077.00	0.04094445	\$110,000,000	\$4,504,966	\$4,504,966.50	0.02%
Total Yield	3,891			\$1,398,986,206	\$9,079,890		

⁴ These maps are available for inspection at Council's Administration Office at 91 Adelaide Street, Blayney. They may also be accessed from Council website on: <https://maps.blayney.nsw.gov.au/intramaps90public/default.htm?project=BSCExternal&module=Rates> option under Rates in the Module Menu.

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Annual Charges Sewer Services for Blayney and Millthorpe

For Residential Properties

A uniform sewerage charge will be applied to all residential customers in accordance with the Department of Environment, Climate Change and Water Best Practice sewer pricing guidelines.

Sewerage Charges have been set to meet the requirements of the State Government Best-Practice Management of Water and Sewerage guidelines that requires prices to be set based on long term strategic business planning and full cost recovery. The following wastewater (sewerage) service charges for 2020/21 are proposed:

Residential			
	Access Charge	No. of Properties	Total Yield
Connected	\$668	1,507	\$1,006,676
Vacant (Unconnected)	\$344	102	\$35,088
Estimated Total Yield			\$1,041,764

An increase of \$55 has been applied to connected properties and 5% to unconnected.

For Non-residential Properties

A two-part tariff, being a Connection Charge and a Usage Charge will be applied. Non-Residential properties include multiple occupancies, such as non-strata flats and units, and those properties which are categorised as "Business" for rating purposes.

The **Connection Charge** is determined by multiplying the access charge applicable to the water service connection size, by the Sewerage Discharge Factor (SDF).

The **Usage Charge** is the estimated % of a customer's water consumption that is discharged into the sewer. It is determined by multiplying the number of kilolitres of water consumed, by the SDF, and then by \$1.15.

Council will issue sewer usage charges every three months in arrears, which will be included on the rates instalment notice.

The SDF is a customer's estimated volume discharged into the sewerage system to the customer's total water consumption. For non-residential properties the SDF varies based on the usage requirements of a customer's enterprise.



2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Proposed Non-Res Sewer Charges for 2020/21⁵

	Annual Charge (Prior to SDF Factor)	No. of Properties	Quarter Charge before SDF applied	Min. quarterly amount charged
20mm Water Service	\$556	161	\$ 139	\$167
25mm Water Service	\$852	21	\$ 213	\$167
32mm Water Service	\$1,392	18	\$ 348	\$167
40mm Water Service	\$2,180	11	\$ 545	\$167
50mm Water Service	\$3,400	24	\$ 850	\$167
80mm Water Service	\$8,680	1	\$2,170	
100mm Water Service	\$13,608	6	\$3,402	
150mm Water Service	\$30,620	2	\$7,655	
Vacant/Unmetered	\$344	55		
Estimated Total Yield				\$378,000

An increase of \$55 has been applied. Unmetered increase of 5%

Future Sewerage Infrastructure Subsidy Charge

Council has prepared a Sewerage Development Servicing Plan which informs Council of the Developer Charges to be applied to new development. The Developer Charges are levied under s.64 of the Local Government Act and contribute to funding Council's future expansion of the sewerage infrastructure as a result of the new development.

The Development Servicing Plan is prepared in accordance with the 2016 Developer Charges Guidelines for Water Supply, Sewerage and Stormwater issued by the Minister for Lands and Water, pursuant to s.306(3) of the Water Management Act.

Council has elected to levy Developer Charges lower than the calculated Developer Charges for the 2 service areas, Blayney and Millthorpe. The Developer Charges have been set in consideration of financial, social and environmental factors to determine a Developer Charge which is balanced, fair and meets Council's objectives. The cross-subsidy, resulting from capping of Developer Charges, must be disclosed in Council's DSP, annual Operational Plan and Annual Report.

The amount determined per Typical Residential Bill (TRB) is disclosed below and will apply to all properties with a sewer service and will not apply to vacant land:

Future Sewerage Infrastructure Subsidy Charge			
	Access Charge	No. of Properties	Total Yield
Connected - Residential	\$55	1,507	\$82,885
Connected - Business	\$55	206	\$11,330
Estimated Total Yield			\$94,215

⁵ Note: The SDF will vary for individual properties, and is based upon NSW Office of Water, Liquid Trade Waste Regulation Guidelines – April 2009.

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Proposed Liquid Trade Waste Charges for 2020/21

Commercial (Non-Residential)		
	Annual Fee	No. of Properties
Annual Trade Waste Fee	\$104	62
Annual Trade Waste Fee (Large Dischargers Category 3)	\$384	1
Liquid trade Waste User Charges with Trade Waste Agreement (Category 1, Category 2/2s)	\$2.10	23
Liquid trade Waste User Charges with No Trade Waste Agreement	\$20.35	12
Excess Mass Chargers for Category (3 Dischargers)	\$As per the table	
Water Testing Charges (if required)	\$270.00 per quarter	1
Estimated Total Yield		\$62,559

Annual Charges - Waste Management

Domestic Waste Management services are provided to the residents of Blayney, Millthorpe, Carcoar, Lyndhurst, Neville, Panuara, Newbridge, Hobbys Yards, Barry, Forest Reefs and specific rural areas. The service includes a weekly garbage collection service and a fortnightly recycling collection service.

Domestic Waste Management Charge and the Non-Domestic Waste Management Charge reflect the cost to provide this service.

A Waste Management Levy is applied to all properties in the Blayney Shire to create an equitable contribution by all residents towards the operation of the Blayney Waste Facility, in particular management and processing of recycling and green waste, which will incur a significant increase in costs.



2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Charge Category and Description	Annual Charge	No. of Properties
Waste Management Levy	2020/21 Proposed	
Waste Management Levy <i>This is waste management charge is applied to all properties funding waste disposal services for the Blayney Shire</i>	\$30	3,999
Domestic Waste Management		
Domestic Waste Management Service Charge <i>This is applied to properties that have a residence within the waste collection area.</i>	\$340	\$340
Commercial (Non-Domestic) Waste Management		
Domestic Waste Management Availability Charge <i>This charge is applied to properties within the waste collection area that do not have a service but it is available i.e. vacant land</i>	\$60	\$60
Non-Domestic Waste Management Service Charge <i>This is applied to properties for non-domestic properties within the waste collection area</i>	\$440	\$440
Non-Domestic Waste Management Availability Charge <i>This charge is applied to properties within the waste collection area that do not have a service but it is available i.e. vacant land</i>	\$60	\$60
Non-Domestic Waste Service Management Charge for Charity and Not Profit Organisations <i>This is applied to the above properties for non-domestic properties within the waste collection area</i>	\$120	\$120
Extra Services		
Additional Garbage Charge – per red bin	\$280	\$280
Additional Recycling Charge – per yellow bin	\$120	\$120
Total Yield		\$1,187,130

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Proposed Borrowings

Council Borrowings

Council determines borrowing requirements in conjunction with the review of its 10-year Long Term Financial Plan (LTFP). The borrowing of funds, if required, will be in accordance with Part 12 - Loans (sections 621,622,623 and 624) of the Local Government Act and the Minister of Local Government Borrowing Order.

The 2020/21 Operational Plan includes the following borrowings:

Stormwater Drainage	\$500,000
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Pricing Policy

The delivery of goods and services within available resources provides the frame work behind the determination of Council pricing structure. The recovery of costs in the provision of goods and services is considered central to the efficient operation of the organisation. Adherence to Council's pricing obligations under the Local Government Act 1993, the Local Government Regulations and other legislation may dilute Council's attempt to recover costs in the provision of some goods and services.

Council reserves the right to discount fees and charges below the cost of providing the product where it considers the benefits of this action represent the best interests of the community. Council has specifically identified that the use of the Community Centre and Sporting Facilities will be subsidised.

Council remains responsive to, but not bound by, the recommendations of other government authorities and other interested parties in relation to setting fees and charges. When determining costs Council recognises that the true costs include costs associated with the product such as administrative or supervisory costs. The true cost may also involve the recovery from current customers for future costs.

Generally, Council endeavours to recover the cost of providing the goods and services, recognising its community service obligations and the ability to pay.

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Council reserves the right to discount fees and charges below the cost of providing the product where it considers the benefits of this action represent the best interests of the community. Council has specifically identified that the use of the Community Centre and Sporting Facilities will be subsidised which is aligned to the priorities of the Community Strategic Future Direction 4: Enhance facilities and networks that support Community, Sport, Heritage and Culture.

2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

Council remains responsive to, but not bound by, the recommendations of other government authorities and other interested parties in relation to setting fees and charges. When determining costs Council recognises that, the true costs include costs associated with the product such as administrative or supervisory costs. The true cost may also involve the recovery from current customers for future costs.

Generally, Council endeavours to recover the cost of providing the goods and services, recognising its community service obligations and the ability to pay.

In accordance with s.608 of the *Local Government Act 1993* and other applicable legislation, Council charges and recovers approved fees for any services it provides as contained within its schedule of fees and charges.

All of Council's fees and charges are reviewed on an annual basis prior to the finalisation of Council's Annual Operational Plan. From time to time, other state agencies may alter statutory fees and these will be automatically updated on the Council's website. Council is authorised pursuant to s.608 to charge and recover an approved fee for any service it provides other than a service provided on an annual basis for which it makes an annual charge under s.501.

In determining its fees under s.608, Council has taken into consideration the following factors as prescribed:

- The cost to Council of providing the service
- The price suggested for that service by an relevant industry body or in any schedule of charges published from time to time by the department
- The importance of the service to the community
- Any factors specified in the regulations

Also in accordance with s.404(5) of the Local Government Act, Council is not required to and does not provide any information in its Schedule of Fees of its pricing policy, which could confer a commercial advantage on a competition in respect to Council's business enterprises.



2020/21-2023/24 Delivery Program and 2020/21 Operational Plan

The following are a summary of Council's pricing policy applied to its Fees and Charges:

Pricing Policy	Description
Statutory	This is the amount required to be charged by statute. Where this principle applies, Council has no discretionary power to alter the amount.
User Pay	The pricing for these services is set below the financial cost of providing the service. The fees received are expected to make a contribution towards the cost provision, with the balance being met from general revenues. The principles associated with this pricing category may include the following: <ul style="list-style-type: none"> • Expected benefit to the community as a whole; • Benefit of service may be spread across a large number of users including unrelated third parties; • Objective is to enable maximum access to the service, particularly keeping lower income users in mind.
Regulatory	This is the amount determined by Council pursuant to powers under statute. Where this principle applies fee received covers up to amount legally recoverable.

Goods and Services Tax

Goods and Services Tax (GST) of 10% is payable on several services provided by the Council. In general, GST will not be payable on regulated fees and charges, unless contestable. Fees and Charges regulated under the Local Government Act include planning and development fees, zoning, development application fees and dog registration fees. GST will be generally payable on non-regulated fees unless a specific exemption applies. This document identifies where GST is applicable or is not applicable.



*Please Note: Statutory fee as advised by responsible statutory authority are subject to change without notice

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2020/21	GST Incl.
CentrePoint	Swimming Casual Entry			
CentrePoint	- Adult	User Pay	\$ 6.50	±
CentrePoint	- Child	User Pay	\$ 4.50	±
CentrePoint	- Family	User Pay	\$ 16.00	±
CentrePoint	Gym Casual Entry			
CentrePoint	- Adult	User Pay	\$ 15.00	±
CentrePoint	- 13 to 18 years old / Concession	User Pay	\$ 11.00	±
CentrePoint	Group Fitness Class Casual Entry			
CentrePoint	- Adult	User Pay	\$ 13.50	±
CentrePoint	- Student / Concession	User Pay	\$ 10.50	±
CentrePoint	- Healthy Life for Life & Gentle Tai Chi	User Pay	\$ 7.00	±
CentrePoint	Dry Courts Casual Entry			
CentrePoint	- All Ages per person	User Pay	\$ 4.00	±
CentrePoint	Gym Program			
CentrePoint	- All Ages	User Pay	\$ 30.00	±
CentrePoint	Fitness Assessment			
CentrePoint	- All Ages	User Pay	\$ 30.00	±
CentrePoint	Personal Training			
CentrePoint	- All Ages	User Pay	\$ 50.00	±
CentrePoint	Group Training Rate - 45 Mins (max 4 clients)			
CentrePoint	- 2 Client (per person)	User Pay	\$ 30.00	±
CentrePoint	- 3 Client (per person)	User Pay	\$ 25.00	±
CentrePoint	- 4 Client (per person)	User Pay	\$ 20.00	±
CentrePoint	Crèche (per hour)			
CentrePoint	- Per Child	User Pay	\$ 4.00	±
CentrePoint	Gold Membership - 12 Months (All Services)			
CentrePoint	- Child / Concession	User Pay	\$ 750.00	±
CentrePoint	- Adult	User Pay	\$ 1,200.00	±
CentrePoint	- Family	User Pay	\$ 1,800.00	±
CentrePoint	Group Fitness Class Membership (including aqua)			
CentrePoint	- Concession	User Pay	\$ 402.00	±
CentrePoint	Fitness Membership (gym and class) - 12 Months			
CentrePoint	- Student/Concession	User Pay	\$ 600.00	±
CentrePoint	- Adult	User Pay	\$ 702.00	±
CentrePoint	Aquatic Membership - 12 Months			
CentrePoint	- Children / Concession	User Pay	\$ 522.00	±
CentrePoint	- Adult	User Pay	\$ 600.00	±
CentrePoint	- Family	User Pay	\$ 1,302.00	±
CentrePoint	Membership Fob Replacement Fees			
CentrePoint	- Membership Fob / Wrist Band replacement	User Pay	\$ 30.00	±
CentrePoint	- Pool Pod Fob	User Pay	\$ 30.00	±
CentrePoint	Direct Debit Fee - 12 Month Memberships Only			
CentrePoint	Membership Fob	User Pay	\$ 10.50	±
CentrePoint	Wrist Band	User Pay	\$ 10.50	±
CentrePoint	Fitness Passport			
CentrePoint	- Swim/Gym/Class per visit per member	User Pay	\$ 6.50	±
CentrePoint	* Discounts & Special Offers subject to General Managers discretion			
CentrePoint	Swim School Programs			
CentrePoint	Learn to Swim Programs			
CentrePoint	Group (min 3, max 5) Learn to Swim - School Term (includes pool entry)			
CentrePoint	- Monday to Friday, per child	User Pay	\$ 150.00	±
CentrePoint	- Saturday, per child	User Pay	\$ 170.00	±
CentrePoint	- Fitness Passport holder charge, per child (plus Fitness Passport each entry)	User Pay	\$ 100.00	±
CentrePoint	Swim Squad - School Term			
CentrePoint	- 1 Session per week	User Pay	\$ 80.00	±
CentrePoint	- 2 Sessions per week	User Pay	\$ 150.00	±
CentrePoint	- 4 Sessions per week	User Pay	\$ 270.00	±
CentrePoint	Intensive Holiday Lessons			
CentrePoint	- Learn to swim per week (5 Lessons)	User Pay	\$ 100.00	±

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2020/21	GST Incl.
CentrePoint	- Swim squad per week	User Pay	\$ 60.00	±
CentrePoint	- Fitness Passport holder charge per person (plus Fitness Passport each entry)	User Pay	\$ 70.00	±
CentrePoint	Private Lessons			
CentrePoint	- Learn to swim per half hour (1 adult or maximum 2 children)	User Pay	\$ 45.50	±
CentrePoint	- Swim squad per hour (1 adult or maximum 2 children)	User Pay	\$ 45.50	±
CentrePoint	- Fitness Passport holder charge per lesson (plus Fitness Passport each entry)	User Pay	\$ 40.00	±
CentrePoint	School Swimming Carnivals (Inc 2 x1Hr practice sessions)			
CentrePoint	- Heritage Small Schools Swimming Carnival (TOTAL FEE)	User Pay	\$ 390.00	±
CentrePoint	- Heritage PSSA District Swimming Carnival (TOTAL FEE)	User Pay	\$ 390.00	±
CentrePoint	- St Josephs Catholic School	User Pay	\$ 390.00	±
CentrePoint	- Millthorpe Public School	User Pay	\$ 670.00	±
CentrePoint	- Blayney Public School	User Pay	\$ 670.00	±
CentrePoint	- Blayney High School	User Pay	\$ 670.00	±
CentrePoint	Instructors			
CentrePoint	- LTS instructor per hour	User Pay	\$ 50.00	±
CentrePoint	Venue Hire			
CentrePoint	Scout Hall and Aerobic Room Venue Hire			
CentrePoint	- Per Hour	User Pay	\$ 30.00	±
CentrePoint	- Half Day (3-5hours)	User Pay	\$ 100.00	±
CentrePoint	- Full Day	User Pay	\$ 200.00	±
CentrePoint	Dry Courts Hire			
CentrePoint	- Per 1/2 Court per hour	User Pay	\$ 25.00	±
CentrePoint	- Per Court per hour	User Pay	\$ 50.00	±
CentrePoint	- Per Court per 1/2 day	User Pay	\$ 120.00	±
CentrePoint	- Per Court per full day	User Pay	\$ 200.00	±
CentrePoint	Lane Hire			
CentrePoint	- 1 Lane per hour	User Pay	\$20 + Pool Entry	±
CentrePoint	CentrePoint Birthday Parties			
CentrePoint	<i>Minimum 10 Children per Booking</i>			
CentrePoint	- Catered per child	User Pay	\$ 22.00	±
CentrePoint	- Non catered per child	User Pay	\$ 16.00	±
CentrePoint	NSW Companion Card Entry			
CentrePoint	- Entry for person who shows NSW Companion Card	User Pay	No charge	
CentrePoint	NDIS Fees			
CentrePoint	- Services and prices as per NDIS support catalouge	User Pay	-	
CentrePoint	Definitions			
CentrePoint	- Family: Members must reside at the same address, must be immediate family, children must be under 18 years of age			
CentrePoint	- Concession: Must hold and present a valid concession card			
CentrePoint	- Student: A full time high school, tertiary or uni student. Valid student card must be presented.			

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2020/21	GST Incl.
Administration	Dishonoured Payments			
Administration	- Fee for returned payments (each instance) in addition to bank charge.	User Pay	\$ 19.00	±
Administration	Black & White Photocopying			
Administration	- A4 Copies (each)	User Pay	\$ 3.50	±
Administration	- A3 Copies (each)	User Pay	\$ 4.00	±
Administration	- A2 Copies (each)	User Pay	\$ 21.00	±
Administration	- A1 Copies (each)	User Pay	\$ 25.00	±
Administration	- Double Sided - Above fee PLUS 50%	User Pay		±
Administration	Colour Photocopying			
Administration	- A4 Copies (each)	User Pay	\$ 3.50	±
Administration	- A3 Copies (each)	User Pay	\$ 4.00	±
Administration	- A2 Copies (each)	User Pay	\$ 33.00	±
Administration	- A1 Copies (each)	User Pay	\$ 53.00	±
Administration	- Double Sided – Above fee PLUS 50%	User Pay		±
Administration	GIS Search and Retrieve Information			
Administration	- A4 Sheet	User Pay	\$ 64.00	
Administration	- A3 Sheet	User Pay	\$ 76.00	
Administration	- A2 Sheet	User Pay	\$ 103.00	
Administration	- A1 Sheet	User Pay	\$ 144.00	
Administration	- A0 Sheet	User Pay	\$ 160.00	
Administration	PA System Hire			
Administration	- PA System (per day)	User Pay	\$ 119.00	±
Administration	- Lectern (per day)	User Pay	\$ 62.00	±
Administration	- Security Deposit (Refundable)	User Pay	\$ 100.00	
Administration	Computer Projector Hire (Community Groups and Agencies Only)			
Administration	- Projector (per day)	User Pay	\$ 190.00	±
Administration	- Security Deposit (Refundable)	User Pay	\$ 100.00	
Administration	Section 603 Certificates			
Administration	- Certificate Fee	Statutory**	\$ 85.00	
Administration	- Additional Urgent Fee (within 48hrs)	User Pay	\$ 65.00	
Administration	- Refund / Cancellation Fee	User Pay	\$ 30.00	±
Administration	- Duplicate Certificate Fee	User Pay	\$ 59.00	±
Administration	Subpoena Charges			
Administration	- Ordinary Hours (per hour)	User Pay	\$ 298.00	±
Administration	- Overtime Hours (per hour)	User Pay	\$ 400.00	±
Administration	- Urgency Fee (<5 working days notice)	User Pay	\$ 105.00	±
Administration	*This fee includes the supply of information under the Workplace Injury Management and Workers Compensation Act 1998**			
Administration	Rate enquiry / Property enquiry / Valuation enquiry (fee per property)			
Administration	- Written (per hour)	User Pay	\$ 112.00	
Administration	- Per 15 mins	User Pay	\$ 71.00	
Administration	Staff Costs			
Administration	- General Manager/Directors per hour	User Pay	\$ 308.50	±
Administration	- Managers per hour	User Pay	\$ 246.00	±
Administration	- Clerical/Admin Staff per hour	User Pay	\$ 183.00	±
Administration	- Works Staff per hour	User Pay	Actual @ 30%	±
Administration	- Scanning and Emailing of Documents	User Pay	Actual @ 30%	±
Administration	Access to Information – Government Information (Public Access) Act			
Administration	Formal Application			
Administration	- Processing Fee	Statutory**	\$ 30.00	
Administration	- Processing Charge (per hour)	Statutory**	\$ 30.00	
Administration	Internal Review			
Administration	- Processing Fee	Statutory**	\$ 40.00	
Administration	*Note: Applicants are entitled to a 50% reduction of processing charges on financial hardship grounds or if the information required is of special benefit to the public generally.			
Administration	Business Paper Supply			
Administration	- Supply of Business Paper per month (other than current month's Council meeting)	Regulatory	\$ 36.00	

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2020/21	GST Incl.
Administration	- Additional Postage & Handling Charge	Regulatory	\$ 29.00	±
Administration	Corporate Plan Supply			
Administration	- Supply of either Community Strategic Plan, Delivery Program or Operational Plan	Regulatory	\$ 58.00	
Administration	Rates <i>(per Sect 566 Local Government Act) Hardship provisions apply under Council policy and the Local Government Act.</i>			
Administration	- Copy of rates/instalment notice	User Pay	\$ 23.00	±
Administration	- Processing fee - refund overpayment of rates	User Pay	\$ 33.00	±
Administration	- Accrual of Interest on Overdue Rates and Charges between 1st July 2020 to 31 December 2020 (inclusive)	Statutory**	0.00%	
Administration	- Accrual of Interest on Overdue Rates and Charges between 1st January 2020 to 30 June 2021 (inclusive)	Statutory**	7.0%	
Administration	- Debt Recovery charges on Overdue Rates and Charges (s.712) including late stage intervention and service fee.	User Pay	Full Cost	
Administration	Sundry Debtors			
Administration	- Debt Recovery charges on Sundry Debtors including late stage intervention and service fee.	User Pay	Full Cost	±
Engineering	Application for Change of Street Number and Address			
Engineering	- Application Fee	User Pay	\$ 409.00	±
Engineering	- Administration Fee (if approved)	User Pay	\$ 191.00	±
Engineering	Permanent Road Closure <i>Applicant to pay all fees to external parties</i>			
Engineering	- Application for Closing of Public Road	Regulatory	\$ 332.00	
Engineering	Temporary Road Closure			
Engineering	- Advertising fee for temporary closures for festivals etc.	Regulatory	Full Cost + 30%	
Engineering	Driveway Access Levels			
Engineering	- Inspection Fee	User Pay	\$ 112.00	
Engineering	- Design Fee	User Pay	\$ 212.00	±
Engineering	- Rural Address Numbers	User Pay	\$ 31.00	±
Engineering	Kerb and Gutter Security Deposit •Where a concrete kerb and gutter or footpath exists outside a development site (per lineal metre). •Where remediation is to be undertaken by Council, works will be charged at the applicable Private Works rate. Private Works is <i>not exempt</i> . •Works charge under section 247 of the Roads Act may recover the cost of paving, kerb, gutter and footpath. Contribution is 50% and is GST exempt and not allocated to trust.			
Engineering	- Kerb and Gutter	User Pay	\$ 28.00	
Engineering	- Minimum Charge	User Pay	\$ 490.00	
Engineering	- Up to 1200mm wide footpaths	User Pay	\$ 28.00	
Engineering	- Minimum Charge	User Pay	\$ 490.00	
Engineering	- Up to 2400mm wide footpaths	User Pay	\$ 42.00	
Engineering	- Minimum Charge	User Pay	\$ 800.00	
Engineering	Inspections – Road Construction <i>Charge for inspections in respect of road construction by private developers.</i>			
Engineering	- Inspection of Construction Site (per lineal metre)	User Pay	\$ 14.50	±
Engineering	Bond – Civil Construction			
Engineering	Bond for civil construction works to be included in Councils Asset Register, to be held per time frame specified in Development Application.	User Pay	5% of total Construction Cost OR \$520 per additional lot, whichever is >	
Engineering	Street Signs			
Engineering	- Provision and installation of each sign	User Pay	\$ 465.00	±
Engineering	Street Trees			
Engineering	- Provision and installation of street trees per lot	User Pay	\$ 247.00	±

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2020/21	GST Incl.
Emergency Services & Fire Protection	Receive Annual Fire Safety Statement	User Pay	\$ 50.00	
Emergency Services & Fire Protection	Follow-up/Reminder Overdue Fire Safety Certificate	User Pay	\$ 50.00	±
Animal Control	Dog & Cat Registrations Companion Animals Act <i>Fees set by legislation for lifetime of animal</i>			
Animal Control	- Registration fee	Statutory**	\$ 59.00	
Animal Control	- Non-desexed Animal	Statutory**	\$ 155.00	
Animal Control	- Late fee	Statutory**	\$ 16.00	
Animal Control	- Registered Breeder Animal Registration	Statutory**	\$ 59.00	
Animal Control	- Pensioner Desexed Animal	Statutory**	\$ 26.00	
Animal Control	- Inspection of Restricted, Menacing and Dangerous Dog Enclosures	User Pay	\$ 200.00	
Animal Control	Council pricing reflects nature of service, costs and classification of animal.			
Animal Control	Impounding of Dogs			
Animal Control	- per dog for first impounding	User Pay	\$ 60.00	
Animal Control	- for any subsequent impounding	User Pay	\$ 120.00	
Animal Control	- Sustenance of Dogs whilst impounded (per day or part thereof)	User Pay	\$ 17.00	
Animal Control	- Surrender Animal	User Pay	\$ 42.00	
Animal Control	Sale of Impounded Dogs			
Animal Control	- Desexed Animal PLUS microchipping & registration	User Pay	\$ 21.00	±
Animal Control	- Non Desexed Animal PLUS microchipping & registration	User Pay	\$ 40.00	±
Animal Control	- Council microchipping fee	User Pay	\$ 28.00	±
Animal Control	Cat Trap / Dog Trap			
Animal Control	- Weekly Hire	User Pay	\$ 29.00	±
Animal Control	- Deposit (Refundable)	User Pay	\$ 100.00	
Animal Control	- Trap Replacement – in the event that the trap is lost or needs to be replaced	User Pay	\$ 518.00	±
Animal Control	Straying Livestock			
Animal Control	- Per incident of impounding PLUS transport fee below	User Pay	\$ 184.00	
Animal Control	- Per incident of impounding without transport	User Pay	\$ 71.00	
Animal Control	Livestock Impounding			
Animal Control	- Horses & Cattle - Sustenance whilst impounded per head per day	User Pay	Full Cost + 30%	
Animal Control	- Sheep - Sustenance whilst impounded per head per day	User Pay	Full Cost + 30%	
Animal Control	- All Other Animals - Sustenance whilst impounded per head per day	User Pay	Full Cost + 30%	
Animal Control	- Veterinary Costs whilst impounded	User Pay	Full Cost + 30%	±
Animal Control	- Loss or Damage caused by straying stock including repairs	User Pay	Full Cost + 30%	±
Animal Control	Impounding Articles			
Animal Control	- Per incident of impounding PLUS transport fee	User Pay	\$ 306.00	
Animal Control	- Storage fee – per article per day	User Pay	\$ 29.00	
Animal Control	- Notification / incident	User Pay	\$ 101.00	
Animal Control	Transport Fee			
Animal Control	- Transport of any article or animal	User Pay	Full Cost + 30%	
Animal Control	Ranger / Staff Duties			
Animal Control	- Per Hour (incl. vehicle cost)	User Pay	\$ 184.00	±
Environmental Health Services	Health Act			
Environmental Health Services	- Registration under the Public Health Act & Regulation		Nil	
Environmental Health Services	- Inspection of Barber/Hairdressers, Beauty Salon & Skin Penetration Premises	User Pay	\$ 130.00	
Environmental Health Services	- Inspection of Cooling Tower	User Pay	\$ 130.00	

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2020/21	GST Incl.
Environmental Health Services	- Reinspection Fee	User Pay	\$ 65.00	
Environmental Health Services	Food Act			
Environmental Health Services	- Annual Administration Charge	Regulatory	\$ 172.00	
Environmental Health Services	- Inspection fee - Low Risk Food Premises	User Pay	\$ 83.00	
Environmental Health Services	- Inspection fee - Medium & High Risk Food Premises	User Pay	\$ 172.00	
Environmental Health Services	- Reinspection fee - high, medium and low risk food premises	User Pay	\$ 83.00	
Environmental Health Services	- Improvement Notice	Regulatory	\$ 330.00	
Environmental Health Services	Events (markets, shows etc.)			
Environmental Health Services	- Registration of a single individual food stall for 12 months (1 July - 30 June) operating at multiple events within Blayney Shire under the Local Government Act	User Pay	\$ 26.00	
Environmental Health Services	- Inspection of temporary food premises (whole event, multiple premises) maximum of 20 stalls	User Pay	\$ 52.00	
Environmental Health Services	- Inspection of temporary food premises (whole event, multiple premises) 21 or more stalls	User Pay	\$ 429.00	
Environmental Health Services	Giving Effect to an Order			
Environmental Health Services	- Administration Fee	User Pay	\$ 515.00	
Environmental Health Services	Amusement Devices			
Environmental Health Services	- Inspection fee - Major Ride	User Pay	\$ 36.00	
Environmental Health Services	- Inspection fee - Minor Ride	User Pay	\$ 25.00	
Environmental Health Services	- Additional Late Application Fee (Less than 72 hours notice)	User Pay	\$ 216.00	
Environmental Health Services	Protection of Environment Operations Act 1997			
Environmental Health Services	- Registration Inspection Fee - Underground Petroleum Storage System	User Pay	\$ 130.00	±
Environmental Health Services	- Registration Reinspection Fee - Underground Petroleum Storage Systems	User Pay	\$ 65.00	±
Local Government Act	Activities Requiring Approval under S.68 Local Government Act			
Local Government Act	Part A – Structures or places of public entertainment			
Local Government Act	- Install a manufactured home on an allotment (includes certificate of completion)	User Pay	\$ 830.00	
Local Government Act	Part B – Water supply, sewerage & stormwater drainage work			
Local Government Act	- General	User Pay	\$ 332.00	
Local Government Act	- Drainage works for new dwellings and dwelling alterations in an area serviced by sewer mains	User Pay	\$ 332.00	
Local Government Act	- Drainage works for new dwellings and dwelling alterations not in an area serviced by sewer mains including new geotech system	User Pay	\$ 555.00	
Local Government Act	- Drainage works for new dwellings and dwelling alterations not in an area serviced by sewer mains (no new geotech system required)	User Pay	\$ 332.00	
Local Government Act	- Drainage works for commercial and/or industrial development	User Pay	\$ 332.00	

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2020/21	GST Incl.
Local Government Act	PLUS fee for additional drainage works charged per item i.e. closet, urinal, sanitary fitting, kitchen/laundry sink, shower	User Pay	\$ 27.00	
Local Government Act	Part C – Management of waste			
Local Government Act	- General	User Pay	\$ 278.00	
Local Government Act	- Septic tank - approval to operate	User Pay	\$ 278.00	
Local Government Act	Part D – Community Land	User Pay		
Local Government Act	- General	User Pay	\$ 278.00	
Local Government Act	Part E – Public Roads	User Pay		
Local Government Act	- General	User Pay	\$ 278.00	
Local Government Act	Part F – Other			
Local Government Act	- General	User Pay	\$ 278.00	
Local Government Act	- Approval to operate Caravan Park, camping ground or manufactured home estate (does not include State Govt. levy of \$2.70 per site)	User Pay	\$ 555.00	
Local Government Act	PLUS per site	User Pay	\$5.40 per site	
Local Government Act	- Approval to operate primitive camping ground (does not include State Govt. Levy of \$2.70 per site)	User Pay	\$ 555.00	
Local Government Act	PLUS per site	User Pay	\$5.40 per site	
Local Government Act	- Manufactured Homes Estates	User Pay	\$ 555.00	
Local Government Act	PLUS per site	User Pay	\$5.40 per site	
Local Government Act	- Application for renewal of an approval or for annual inspection of Caravan Park, camping ground or manufactured home estate	User Pay	\$ 555.00	
Local Government Act	PLUS per site	User Pay	\$5.40 per site	
Local Government Act	Permanent Structure within Footpaths - Local Government Act			
Local Government Act	- Per square metre per annum	User Pay	\$ 105.00	±
Local Government Act	Local Government Act Section 68 Part F			
Local Government Act	- Inspection - Caravan Parks	User Pay	\$ 165.00	±
Local Government Act	- Reinspection - Caravan park	User Pay	\$ 83.00	±
Local Government Act	On Site Management System & Approval to Operate			
Local Government Act	- Inspection Fee	User Pay	\$ 165.00	
Local Government Act	- Reinspection fee	User Pay	\$ 83.00	
Local Government Act	- Issuing an approval to operate - Transfer of Ownership (upon inspection and approval or within 3 months <90 days> of inspection and approval for change of owner)	User Pay	\$ 50.00	
Development	Hard copy lodgement and scanning fee	User Pay	\$ 300.00	
Development	Section 10.7 Planning Certificates (clause 259 reg)			
Development	- Standard Certificate	Statutory**	\$ 53.00	

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2020/21	GST Incl.
Development	- Certificate requiring additional information	Statutory**	\$ 80.00	
Development	- Additional Urgent Fee (within 48hrs)	User Pay	\$ 161.00	±
Development	Planning Proposal			
Development	- Consistent with strategy	User Pay	\$ 5,000.00	±
Development	- Inconsistent with strategy	User Pay	\$ 10,000.00	±
Development	General			
Development	- Records Search of Building Records (per hour or part thereof)	User Pay	\$ 184.00	±
Development	- Written confirmation Development Consent has commenced	User Pay	\$ 500.00	
Development	- Building Entitlement (Existing Holding Search)	User Pay	\$ 500.00	±
Development	Clause 4.6 variation			
Development	- Less than 10%	User Pay	\$ 500.00	
Development	- Greater than 10%	User Pay	\$ 1,000.00	
Development	Application under Section 8.2 EPA Act			
Development	- Review of Council Decision	Regulatory	As prescribed in the EP&A Regulation (s.257)	
Development	Erection of a building or carrying out work (based on cost of development) (Cl.246B REG)			
Development	(a) Development up to \$5,000 estimated cost	User Pay	\$ 100.00	
Development	(b) Development \$5,001 to \$50,000	User Pay	\$170.00 + \$3.00 per \$1,000 (or part thereof) of the estimated cost	
Development	(c) Between \$50,001 to \$250,000	User Pay	\$352.00 + \$3.64 per \$1,000 (or part thereof) over \$50,000	
Development	(d)**Between \$250,001 to \$500,000	User Pay	\$1,160.00 + \$2.34 per \$1,000 (or part thereof) over \$250,000	
Development	(e)**Between \$500,001 to \$1,000,000	User Pay	\$1,745.00 + \$1.64 per \$1,000 (or part thereof) over \$500,000	
Development	(f) **Between \$1,000,001 to \$10,000,000	User Pay	\$2,615.00 + \$1.44 per \$1,000 (or part thereof) over \$1,000,000	
Development	(g) **Over \$10,000,000	User Pay	\$15,875.00 + \$1.19 per \$1,000 (or part thereof) over \$10,000,000	
Development	** INCLUDES an additional DA fee imposed by the State Government of 0.064 cents in the dollar (or \$64.00 per \$100,000) on developments valued at over \$50,000 (for implementation of Planning NSW 'PLAN FIRST' scheme).			
Development	Dwelling House and not exceeding \$100,000 (Cl.247 REG)	Statutory**	\$ 455.00	
Development	Development not involving building work or subdivision (Cl.250 REG)	Statutory**	\$ 285.00	

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2020/21	GST Incl.
Development	Referral to Heritage Advisor (outside monthly visit) <i>Construction Certificate File Maintenance and Compliance</i> <i>Inspection Fees Apply</i>	User Pay	\$ 103.00	±
Development	Subdivision of Land (EP & A Reg. 249)			
Development	(a)(i) Subdivision (opening of public road)	Statutory**	\$ 665.00	
Development	PLUS per additional lot	Statutory**	\$ 65.00	
Development	(ii) Subdivision (not involving opening of public road)	Statutory**	\$ 330.00	
Development	PLUS per additional lot	Statutory**	\$ 53.00	
Development	(b) Strata- State Significant	Statutory**	\$ 330.00	
Development	PLUS per additional lot	Statutory**	\$ 65.00	
Development	(c) Registration & Release fee	User Pay	\$ 146.00	
Development	(d) Subdivision and or strata certificate	User Pay	\$ 238.00	
Development	PLUS per lot numbered on the plan	User Pay	\$ 58.00	
Development	Designated Development (EP & A Reg. 251)	Statutory**	\$ 920.00	
Development	Integrated Development Referral fee (Per Agency) (EP & A Reg. 253(4))	Statutory**	\$ 320.00	
Development	Concurrence Fee (Additional) (EP & A Reg. 252A) (5)	Statutory**	\$ 320.00	
Development	Processing Fee (Integrated 353 (1)) B Concurrence (252A (1))	User Pay	\$ 140.00	
Development	Development requiring advertising or notification (EP & A Reg. 252)			
Development	(a) Designated Development	Statutory**	\$ 2,220.00	
Development	(b) Prohibited & Other Advertised Development	Statutory**	\$ 1,105.00	
Development	(c) Development Requiring Notice	Statutory**	\$ 1,105.00	
Development	(d) Community Participation Plan Notified Development	User Pay	\$ 170.00	
Development	(e) Community Participation Plan Advertised Development	User Pay	\$ 725.00	
Development	Section 4.55 Modification (EP & A Reg. 258) Application Fee			
Development	(a) Section 4.55(1) of the Act (Cl.258 EPA REG) - Minor	Statutory**	\$ 71.00	
Development	(b) Section 4.55(1A) of the Act (Cl.258(1A) EPA REG) - involving minimal environmental impact	Statutory**	Lesser of 50% of the original fee OR \$645.00	
Development	(c) Section 4.55(2) or Section 4.56 of the Act (Cl.258(2) EPA REG) - Major:			
Development	(d) If original fee less than \$100.00	Statutory**	50% of original fee	
Development	(e) If original fee was \$100.00 or more and the DA does not involve the erection of a building, the carrying out of work, or demolition	Statutory**	50% of original fee	
Development	(f) If original fee was \$100.00 or more and the DA is for the erection of dwelling with a cost of \$100,000 or less	Statutory**	\$ 190.00	
Development	PLUS an additional amount if notice of the application is required to be given under Section 4.55(2) or 4.56 of the Act	Statutory**	\$ 665.00	
Development	Refund of Fees			
Development	(a) DA fee after issue of consent	User Pay	Nil	
Development	(b) DA fee after lodgement, but prior to issue of consent	User Pay	Lesser of 50% or \$250.00	
Development	(c) Construction Certificate fee after issue of construction certificate	User Pay	Nil	±
Development	(d) Construction Certificate fee after lodgement, but prior to issue of construction certificate	User Pay	Lesser of 50% or \$250	
Development	(e) Septic Tank/Sewer after Approval	User Pay	Nil	
Development	(f) Septic Tank/Sewer prior to Approval	User Pay	50%	
Development	(g) Compliance Certificate fees where inspections are not carried out	User Pay	100%	
Construction	Long Service Leave Levy			
Construction	Payable on all building / construction work valued at \$25,000.00 or more	User Pay	0.35% of cost of works	
Construction	Construction Certificates (includes engineering construction certificates) <i>Note: The General Manager can authorise reduced fees for construction certificates and complying development on an individual basis where the value of development exceeds \$1,000,000</i>			
Construction	(a) Less than \$12,000	User Pay	\$ 120.00	±
Construction	(b) Between \$12,001 and \$100,000 PLUS \$5.00 per \$1,000 over \$12,000	User Pay	\$ 180.00	±

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2020/21	GST Incl.
Construction	(c) Between \$100,001 and \$500,000 PLUS \$20.00 per \$5,000 over \$100,000	User Pay	\$ 596.00	±
Construction	(d) Between \$500,001 and \$1,000,000 PLUS \$15.00 per \$5,000 over \$500,000	User Pay	\$ 2,381.00	±
Construction	(e) Greater than \$1,000,000 PLUS \$75.00 per \$50,000 over \$1,000,000	User Pay	\$ 4,762.00	±
Construction	(f) Engineering Works (minimum charge)	User Pay	\$ 300.00	±
Construction	(g) Alternate Solution	User Pay	By Assessment	
Construction	(h) Construction Certificate Modification after approval - minor change minimum charge	User Pay	\$ 110.00	±
Construction	(i) Construction Certificate Modification after approval- major change	User Pay	\$500 or 50% of original fee whichever is the greater	±
Construction	Complying Development Certificate			
Construction	(a) Less than \$12,000	User Pay	\$ 350.00	±
Construction	(b) Between \$12,001 and \$50,000	User Pay	\$ 600.00	±
Construction	(c) Between \$50,001 and \$100,000	User Pay	\$ 1,200.00	±
Construction	(d) Between \$100,001 and \$500,000	User Pay	\$ 1,800.00	±
Construction	(e) Between \$500,001 and \$1,000,000	User Pay	\$ 3,000.00	±
Construction	(f) Greater than \$1,000,000	User Pay	By Assessment	±
Construction	PLUS Compliance Certificate Fees			
Construction	Construction Inspections			
Construction	(a) Per inspection - Council PCA	User Pay	\$ 180.00	±
Construction	(b) Package of 4 inspections	User Pay	\$ 600.00	±
Construction	(c) Re-Inspection	User Pay	\$ 180.00	±
Construction	(d) Per Inspection - Private PCA	User Pay	\$ 360.00	±
Construction	(e) Inspection of a building to be relocated	User Pay	\$ 600.00	±
Construction	Accredited Certifiers			
Construction	- Engagement of accredited certifiers from private sector or other councils to undertake Council Certification Functions	User Pay	Full Cost + 30%	
Construction	- Private Certifier Fee (EP & A Reg. 263)	Statutory**	\$ 36.00	
Construction	Building Certificate 6.23 (EP & A Reg. 260)			
Construction	(a) Floor area of building or part < 200m ²	Statutory**	\$ 250.00	
Construction	(b) Floor area of building > 200m ² and < 2,000m ²	Statutory**	\$ 250.00	
Construction	PLUS: If > 200m ² (per m ²)	Statutory**	\$ 0.50	
Construction	(c) Floor area > 2,000m ²	Statutory**	\$ 1,165.00	
Construction	PLUS: If > 2,000m ² (per m ²)	Statutory**	\$ 0.75	
Construction	Swimming Pools			
Construction	- Registering Pool on Behalf of Owner	Statutory**	\$ 10.00	
Construction	- Initial Inspection Fee	Statutory**	\$ 150.00	
Construction	- Reinspection fee resulting from initial inspection	Statutory**	\$ 100.00	
Waste Management	Residential and Small Business waste			
Waste Management	- 20L Drum	User Pay	\$ 2.00	±
Waste Management	- Bag of Waste - per bag	User Pay	\$ 5.00	±
Waste Management	- 240L wheelie bin	User Pay	\$ 8.00	±
Waste Management	- Timber Waste (processed timber inc. builders timber and furniture (per m ³)	User Pay	\$ 20.00	±
Waste Management	- Timber Waste (processed timber inc. builders timber and furniture (per ½m ³)	User Pay	\$ 10.00	±
Waste Management	- Timber Waste (processed timber inc. builders timber and furniture (per 250L/Kg)	User Pay	\$ 5.00	±

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2020/21	GST Incl.
Waste Management	- Unsorted waste (per m ³)	User Pay	\$ 60.00	±
Waste Management	- Sorted waste (per m ³)	User Pay	\$ 30.00	±
Waste Management	- Bricks & Concrete (sorted no other waste)(per m ³)	User Pay	\$ 30.00	±
Waste Management	- Resource Recovery Items (provided they are not contaminated; already separated; and do not go into landfill.)	User Pay	Nil	
Waste Management	- Residential Green Waste (organic material including grass clippings and branches etc.)	User Pay	Nil	
Waste Management	- Clean Fill	User Pay	Nil	
Waste Management	- Light and Heavy Steel	User Pay	Nil	
Waste Management	- Motor Vehicles	User Pay	Nil	
Waste Management	- Glass containers	User Pay	Nil	
Waste Management	- Aluminium Cans	User Pay	Nil	
Waste Management	- Plastic Bottles	User Pay	Nil	
Waste Management	- Cardboard and Paper	User Pay	Nil	
Waste Management	- E-Waste Items (all computer, ancillary computer items and televisions)	User Pay	Nil	
Waste Management	Commercial Waste			
Waste Management	- Commercial green/timber waste requiring mulching (per m ³)	User Pay	\$ 30.00	±
Waste Management	- Commercial waste per tonne (weighbridge receipt provided)	User Pay	\$ 170.00	±
Waste Management	- Commercial waste (per m ³)	User Pay	\$ 240.00	±
Waste Management	- Commercial construction & demolition waste (per m ³)	User Pay	\$ 60.00	±
Waste Management	Tyres (Residential)			
Waste Management	- Car	User Pay	\$ 15.00	±
Waste Management	- Truck/small tractor	User Pay	\$ 30.00	±
Waste Management	- Tractor (large greater than 1m diameter)	User Pay	\$ 180.00	±
Waste Management	- Tyre components (cut up tyres per m ³)	User Pay	\$ 90.00	±
Waste Management	Lounges & mattresses			
Waste Management	- Single lounge or mattress	User Pay	\$ 10.00	±
Waste Management	- Double lounge or mattress	User Pay	\$ 15.00	±
Waste Management	Animals			
Waste Management	- Small carcasses (cats, dogs, sheep, goats)	User Pay	\$ 15.00	±
Waste Management	- Large carcasses (cattle and horses)	User Pay	\$ 70.00	±

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2020/21	GST Incl.
Waste Management	Asbestos (must be triple wrapped in black plastic and sealed)			
Waste Management	- Minimal (no more than a wheel-barrow)	User Pay	\$ 50.00	±
Waste Management	- Within the local government area (per m ³)	User Pay	\$ 380.00	±
Waste Management	* Waste generated from outside the Local Government Area	User Pay	Subject to assessment	±
Waste Management	- Contaminated Material	User Pay	Subject to assessment	±
Cemeteries	Monumental Works			
Cemeteries	Supply of plaques / interments are performed by Funeral Directors. Council only provides for allocation of plots / niches & keeps records of reservations / interments.			
Cemeteries	Cemetery Fees			
Cemeteries	- Reservation Fee (Fee deducted from final plot fee)	User Pay	\$ 550.00	±
Cemeteries	- Monument Burial Plot Permit and Grave Fee	User Pay	\$ 2,800.00	±
Cemeteries	- Lawn Cemetery Burial Plot	User Pay	\$ 2,800.00	±
Cemeteries	- Re-Opening Fee	User Pay	\$ 675.00	±
Cemeteries	- Inspection Fee	User Pay	\$ 315.00	±
Cemeteries	- Interment of Child (under 16 years)	User Pay	\$ 1,400.00	±
Cemeteries	- Exhumation Administration Fees	User Pay	\$ 6,800.00	±
Cemeteries	- Niche Walls (Blayney, Carcoar, Hobbys Yards, Lyndhurst, Neville and Millthorpe)	User Pay	\$ 550.00	±
Cemeteries	Search Fees <i>Cemetery Information required for Family Trees, locating graves, etc.</i>			
Cemeteries	- Per hour	User Pay	\$ 206.00	
Cemeteries	- Per 15 min (or part thereof)	User Pay	\$ 51.00	
Sewerage Services	Liquid Trade Waste <i>Council will issue Category 1 and 2/2S trade waste usage every three months in arrears.</i>			
Sewerage Services	- Application Fee	User Pay	\$ 244.50	
Sewerage Services	- Application Fee (Large Dischargers - Category 3)	User Pay	\$ 411.00	
Sewerage Services	- Annual Trade Waste Fee <i>invoiced in July each year</i>	User Pay	\$ 101.50	
Sewerage Services	- Annual Trade Waste Fee (Large Dischargers - Category 3) <i>Invoiced in July each year</i>	User Pay	\$ 378.00	
Sewerage Services	- Water testing charge per test/per quarter	User Pay	\$ 269.00	
Sewerage Services	- Re-Inspection Fee	User Pay	\$ 91.50	
Sewerage Services	- Trade Waste Usage Charges for Category 1 with Prescribed Pre-Treatment (per KL)	User Pay	Nil	
Sewerage Services	- Trade Waste Usage Charges for Category 1 without Prescribed Pre-Treatment (per KL)	User Pay	\$ 2.05	
Sewerage Services	- Trade Waste Usage Charges for Category 2/2S with Prescribed Pre-Treatment (per KL)	User Pay	\$ 2.05	
Sewerage Services	- Trade Waste Usage Charges for Category 2/2S without Prescribed Pre-Treatment (per KL)	User Pay	\$ 20.00	
Sewerage Services	Total mass charges as calculated using individual parameter charges (U):			
Sewerage Services	- Aluminium	User Pay	\$ 0.85	
Sewerage Services	- Ammonia (as Nitrogen)	User Pay	\$ 2.85	
Sewerage Services	- Arsenic	User Pay	\$ 91.50	
Sewerage Services	- Barium	User Pay	\$ 46.00	
Sewerage Services	- Biochemical Oxygen Demand (BOD)	User Pay	\$ 0.88	
Sewerage Services	- Boron	User Pay	\$ 0.88	
Sewerage Services	- Bromine	User Pay	\$ 18.50	
Sewerage Services	- Cadmium	User Pay	\$ 423.00	
Sewerage Services	- Chloride	User Pay	Nil	
Sewerage Services	- Chlorinated Hydrocarbons	User Pay	\$ 46.00	
Sewerage Services	- Chlorinated phenolic	User Pay	\$ 1,827.00	

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2020/21	GST Incl.
Sewerage Services	- Chlorine	User Pay	\$ 1.95	
Sewerage Services	- Chromium	User Pay	\$ 30.50	
Sewerage Services	- Cobalt	User Pay	\$ 18.50	
Sewerage Services	- Copper	User Pay	\$ 18.50	
Sewerage Services	- Cyanide	User Pay	\$ 92.00	
Sewerage Services	- Fluoride	User Pay	\$ 4.50	
Sewerage Services	- Formaldehyde	User Pay	\$ 1.95	
Sewerage Services	- Oil and Grease (Total O & G)	User Pay	\$ 1.65	
Sewerage Services	- Herbicides/defoliants	User Pay	\$ 914.00	
Sewerage Services	- Iron	User Pay	\$ 1.95	
Sewerage Services	- Lead	User Pay	\$ 46.00	
Sewerage Services	- Lithium	User Pay	\$ 9.00	
Sewerage Services	- Manganese	User Pay	\$ 9.00	
Sewerage Services	- Mercaptans	User Pay	\$ 92.00	
Sewerage Services	- Mercury	User Pay	\$ 3,045.00	
Sewerage Services	- Methylene Blue Active Substances	User Pay	\$ 0.88	
Sewerage Services	- Molybdenum	User Pay	\$ 0.88	
Sewerage Services	- Nickel	User Pay	\$ 30.50	
Sewerage Services	- Nitrogen (as TKN – Total Kjeldahl Nitrogen)	User Pay	\$ 0.50	
Sewerage Services	- Organ arsenic Compounds	User Pay	\$ 916.00	
Sewerage Services	- Pesticides General (excludes organochlorines and organophosphates)	User Pay	\$ 913.00	
Sewerage Services	- Petroleum Hydrocarbons (non-flammable)	User Pay	\$ 3.00	
Sewerage Services	- Phenolic Compounds (non-chlorinated)	User Pay	\$ 9.00	
Sewerage Services	- Phosphorous (Total Phosphorous)	User Pay	\$ 2.00	
Sewerage Services	- Polynuclear aromatic hydrocarbons	User Pay	\$ 19.00	
Sewerage Services	- Selenium	User Pay	\$ 64.50	
Sewerage Services	- Silver	User Pay	\$ 1.50	
Sewerage Services	- Sulphate (SO4)	User Pay	\$ 0.50	
Sewerage Services	- Sulphide	User Pay	\$ 2.00	
Sewerage Services	- Sulphite	User Pay	\$ 2.00	
Sewerage Services	- Suspended Solids (SS)	User Pay	\$ 1.00	
Sewerage Services	- Thiosulphate	User Pay	\$ 0.50	
Sewerage Services	- Tin	User Pay	\$ 9.00	
Sewerage Services	- Total Dissolved Solids (TDS)	User Pay	\$ 0.05	
Sewerage Services	- Uranium	User Pay	\$ 9.00	
Sewerage Services	- Zinc	User Pay	\$ 18.50	
Sewerage Services	Liquid Trade Waste Excess Mass Charge (\$) $= \frac{(S - D) \times Q \times U}{1000}$ Where: S = Concentration (mg/L) of substance in sample. D = Concentration (mg/L) of substance deemed to be present in domestic sewerage. Q = Volume (kl) of liquid trade waste discharged to the sewerage system. U = Unit prices (\$/kg) for disposal of substance to the sewerage system.			
Sewerage Services	Non Compliance			
Sewerage Services	Non compliance PH charge (K = pH coefficient)	User Pay	K = 0.5	
Sewerage Services	Food Waste Disposal Charge			

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2020/21	GST Incl.
Sewerage Services	Where Blayney Shire Council has approved installation of a food waste disposal unit for an existing hospital, nursing home or other eligible facility. The following additional food waste disposal charge will be payable annually. Food Waste Disposal Charge (\$) = B x UF Where: B = Number of beds in hospital or nursing home. UF = Annual unit price (\$/bed) for a food waste disposal unit at a hospital or nursing home. Where: UF = \$21.00/bed			
Sewerage Services	Supply of Drainage Diagram			
Sewerage Services	- Domestic/Commercial Premises (Solicitor Enquiry Per Property)	User Pay	\$ 73.00	
Sewerage Services	- Sewer Diagram (new)	User Pay	\$ 145.00	
Sewerage Services	- Septic Tank (if required)	User Pay	\$ 145.00	
Sewerage Services	- Amendment to Drainage Diagram	User Pay	\$ 145.00	
Village Bore	Village Bore Access			
Village Bore	- Village bore user access charge - Paid upfront for 12 months (not pro-rata if key returned within 12 months)	User Pay	\$ 120.00	±
Village Bore	- Village bore Key deposit – refundable on return of the key	User Pay	\$ 150.00	
Public Halls	Community Centre Hire for Local entertainment, concerts, public meetings, trade exhibitions, school functions (other than dinners), religious services, etc. where NO door charge is made (does not include use of kitchen or bar). <i>Hire of facility is subject to terms and conditions. Community Centre furniture is not available for external hire. Community Centre furniture is not available for external hire.</i>			
Public Halls	- Evening Hire (between 5.00pm & 1.00am)	User Pay	\$ 310.00	±
Public Halls	- Day Hire (between 9.00am & 5.00pm)	User Pay	\$ 170.00	±
Public Halls	- School & Sporting Presentations	User Pay	Nil	±
Public Halls	Community Centre Hire for balls, weddings, luncheons, dinners etc. where food and beverages are served (includes use of the kitchen, bar & stage & a maximum of 48 hours hire). <i>Hire of facility is subject to terms and conditions. Community Centre furniture is not available for external hire. Community Centre furniture is not available for external hire.</i>			
Public Halls	- Hire	User Pay	\$ 630.00	±
Public Halls	- School Age Dances / Disco's	User Pay	\$ 170.00	±
Public Halls	Community Centre Meeting Room Hire (per day)			
Public Halls	- Meeting room (Chambers or Cadia Room)	User Pay	\$ 115.00	±
Public Halls	- Shire charitable organisations and Service Clubs (Chambers or Cadia Room)	User Pay	\$ 47.00	±
Public Halls	- Hire of both Cadia Room and Chambers	User Pay	\$ 175.00	±
Public Halls	- Blayney Shire charitable organisations and Service Clubs	User Pay	\$ 110.00	±
Public Halls	Community Centre Meeting Room Hire (per annum)			
Public Halls	- Meeting room (Chambers or Cadia Room) - School terms only	User Pay	\$ 1,840.00	±
Public Halls	- Shire charitable organisations and Service Clubs	User Pay	\$ 550.00	±
Public Halls	Community Centre Hire of Other Areas (per day)			
Public Halls	- Kitchen Hire	User Pay	\$ 100.00	±
Public Halls	- Bar Hire	User Pay	\$ 50.00	±

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Function/ Activity	Fee Name	Pricing Principle	Total Fee 2020/21	GST Incl.
Public Halls	Rehearsals & Prior Entry			
Public Halls	- Up to 4 hours	User Pay	\$ 40.00	±
Public Halls	- 4 to 8 hours	User Pay	\$ 50.00	±
Public Halls	Cleaning			
Public Halls	- Cleaning Cost chargeable if facility is not left in a clean state by the Hirer.	User Pay	\$ 440.00	±
Public Halls	Security Deposit - Refundable			
Public Halls	- Security Deposit (Excl. Shire Charitable Organisations/ Pensioner Groups/Schools)	User Pay	\$ 500.00	
Public Halls	- Security Deposit (Shire Charitable Organisations/ Pensioner Groups/Schools)	User Pay	\$ 100.00	
Public Libraries	Blayney Library <i>Fees as recommended by Central West Libraries</i>			
Public Libraries	- Photocopies B&W (per copy)	User Pay	\$ 0.20	±
Public Libraries	- Overdue Items - Videos, DVDs and CR ROMs per item per day	User Pay	\$ 1.00	
Public Libraries	- Overdue Items - Other library material per item per day	User Pay	\$ 1.00	
Public Libraries	- Lost Borrower Card	User Pay	\$ 2.00	±
Public Libraries	- Lost or damaged material – replacement cost and processing fee	User Pay	\$ 30.00	±
Public Libraries	- Inter Library Loans: Search fee	User Pay	\$ 6.50	±
Public Libraries	- Use of Library for tutoring (Session maximum of 2 hours)	User Pay	\$ 5.50	±
Sporting Grounds	All Schools <150 Students			
Sporting Grounds	- St Josephs Catholic School	User Pay	\$ 232.00	±
Sporting Grounds	- Heritage Schools Group (Excl. Bly PS & Mill PS)	User Pay	\$ 462.50	±
Sporting Grounds	All Schools >150 Students			
Sporting Grounds	- Blayney High School	User Pay	\$ 870.00	±
Sporting Grounds	- Blayney Public School	User Pay	\$ 465.00	±
Sporting Grounds	- Millthorpe Public School	User Pay	\$ 465.00	±
Sporting Grounds	King George Oval Seasonal Hire			
Sporting Grounds	- Cricket	User Pay	\$ 649.00	±
Sporting Grounds	- Junior Rugby League	User Pay	\$ 1,547.00	±
Sporting Grounds	- Rugby League	User Pay	\$ 2,426.00	±
Sporting Grounds	- Rugby Union	User Pay	\$ 2,359.00	±
Sporting Grounds	- Little Athletics	User Pay	\$ 649.00	±
Sporting Grounds	Redmond Oval Seasonal Hire			
Sporting Grounds	- Senior Cricket	User Pay	\$ 629.00	±
Sporting Grounds	- Junior Cricket	User Pay	\$ 629.00	±
Sporting Grounds	- Junior Soccer	User Pay	\$ 875.00	±
Sporting Grounds	- Senior Soccer	User Pay	\$ 940.00	±
Sporting Grounds	- Millthorpe Junior Rugby Union (inc. Blayney based-Gala Day)	User Pay	\$ 578.00	±
Sporting Grounds	Dakers/Napier Oval Seasonal Hire <i>Per facility (Dakers Oval or Napier Oval)</i>			
Sporting Grounds	- Cricket	User Pay	\$ 441.00	±
Sporting Grounds	- Junior Soccer	User Pay	\$ 554.00	±
Sporting Grounds	- Senior Soccer	User Pay	\$ 554.00	±
Sporting Grounds	Stillingfleet Courts Seasonal Hire			
Sporting Grounds	- Blayney Netball Association	User Pay	\$ 927.00	±
Sporting Grounds	Blayney Shire Recreation Grounds <i>(Excludes Blayney and Millthorpe Grounds)</i>			
Sporting Grounds	- Annual Fee per Ground	User Pay	\$ 441.00	±
Sporting Grounds	Specific Event - Redmond Oval			
Sporting Grounds	- Millthorpe Markets Incl. cleaning of amenities, line marking etc.	User Pay	\$ 2,205.00	±
Sporting Grounds	Casual Hire (per day or part thereof) Redmond Oval			
Sporting Grounds	- Casual Hire (incl. Toilets/Change rooms/Canteen)	User Pay	\$ 581.50	±
Sporting Grounds	PLUS Cleaning Deposit	User Pay	\$ 100.00	
Sporting Grounds	PLUS Key Deposit	User Pay	\$ 100.00	
Sporting Grounds	PLUS Power & Lighting (as requested)	User Pay	\$ 199.00	
Sporting Grounds	King George Oval Casual Hire (per day or part thereof)			
Sporting Grounds	- Casual Hire (inc Toilets/Change rooms/Canteen)	User Pay	\$ 582.00	±
Sporting Grounds	PLUS Cleaning Deposit	User Pay	\$ 100.00	
Sporting Grounds	PLUS Key Deposit	User Pay	\$ 100.00	
Sporting Grounds	PLUS Power & Lighting (as requested)	User Pay	\$ 199.00	±

*Please Note: Statutory fee as advised by responsible statutory authority are subject to change without notice

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2020/21	GST Incl.
Sporting Grounds	Napier Oval Casual Hire (per day or part thereof)			
Sporting Grounds	- Casual Hire (incl. Toilets/Change rooms)	User Pay	\$ 540.00	±
Sporting Grounds	PLUS Cleaning Deposit	User Pay	\$ 100.00	
Sporting Grounds	PLUS Key Deposit	User Pay	\$ 100.00	
Sporting Grounds	PLUS Power & Lighting (as requested)	User Pay	\$ 199.00	±
Sporting Grounds	Dakers Oval Casual Hire (per day or part thereof)			
Sporting Grounds	- Casual Hire	User Pay	\$ 430.00	±
Sporting Grounds	PLUS Cleaning Deposit	User Pay	\$ 100.00	
Sporting Grounds	PLUS Key Deposit	User Pay	\$ 100.00	
Sporting Grounds	Blayney Shire Recreation Grounds Casual Hire (per day or part thereof) Excludes Blayney and Millthorpe Grounds			
Sporting Grounds	- Casual Hire (inc Toilets)	User Pay	\$ 430.00	±
Sporting Grounds	PLUS Cleaning Deposit	User Pay	\$ 100.00	
Sporting Grounds	PLUS Key Deposit	User Pay	\$ 100.00	
Sporting Grounds	All Recreational Facilities			
Sporting Grounds	- Booking Cancellation Fee (all facilities)	User Pay	\$ 94.00	±
Sporting Grounds	- Personal Training Facility Access Charge for all Parks, Gardens & Outdoor Facilities (excluding King George Oval & Redmond Oval)	User Pay	\$ 134.00	±
Sporting Grounds	PLUS Key Deposit	User Pay	\$ 100.00	
Sporting Grounds	- Casual Hire (per day or part thereof)			
Blayney Showground	Blayney Showground Seasonal Hire (includes Pavilion) *Security Deposit is refundable as per Conditions of Hire.			
Blayney Showground	- Blayney Junior Soccer	User Pay	\$ 610.00	±
Blayney Showground	- Blayney Senior Soccer	User Pay	\$ 950.00	±
Blayney Showground	- Carcoar & District Pony Club	User Pay	\$ 600.00	±
Blayney Showground	- Central West Dressage	User Pay	\$ 1,240.00	±
Blayney Showground	- Blayney Harness Racing Trainers	User Pay	\$ 260.00	±
Blayney Showground	- Orange Equestrian Club	User Pay	\$ 1,240.00	±
Blayney Showground	- Blayney Shire Horse Sports	User Pay	\$ 1,240.00	±
Blayney Showground	- Central Tablelands Working Equitation	User Pay	\$ 1,240.00	±
Blayney Showground	PLUS Security Deposit (Keys/Cleaning or Damages)*	User Pay	\$ 600.00	
Blayney Showground	Casual Hire (per day of part thereof)			
Blayney Showground	Central West Equestrian and Livestock Centre			
Blayney Showground	- Livestock/Equestrian Sales and Shows	User Pay	\$ 2,200.00	±
Blayney Showground	- Individual Accredited Coaching Clinics	User Pay	\$ 250.00	±
Blayney Showground	- Surface Preparation (Watering and Raking Only)	User Pay	\$ 500.00	±
Blayney Showground	- Surface (Fill, Refill, Spreading and Removal)	User Pay	Contract Price	±
Blayney Showground	- Hire of Gator (per hour)	User Pay	\$140/Hour	±
Blayney Showground	- Hire of Rake (per hour)	User Pay	\$30/Hour	±
Blayney Showground	- Lights	User Pay	\$40/Hour	±

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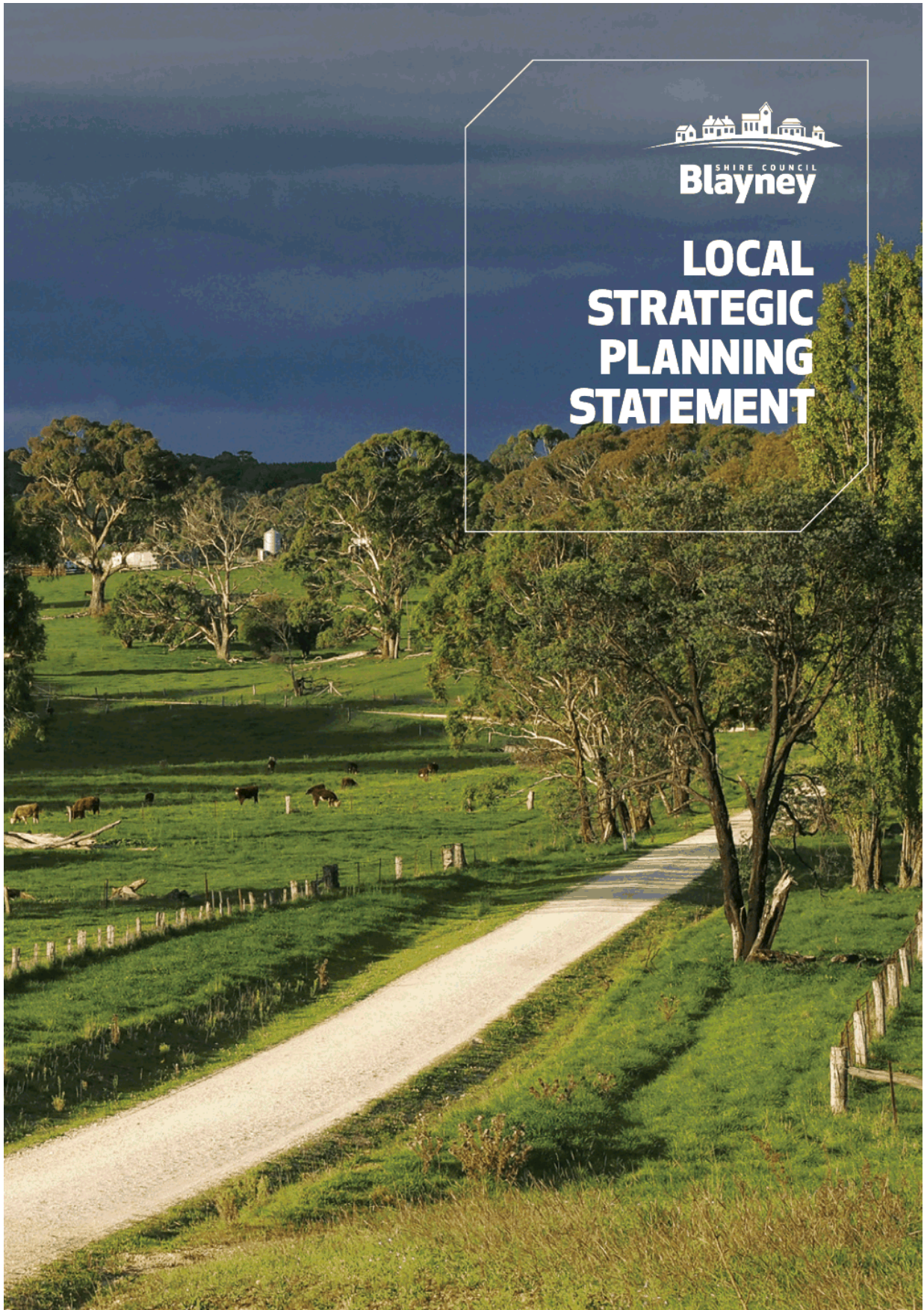
Function/ Activity	Fee Name	Pricing Principle	Total Fee 2020/21	GST Incl.
Blayney Showground	PLUS Security Deposit (Keys/Cleaning or Damages)*	User Pay	\$ 600.00	
Blayney Showground	- Pavilion Hire	User Pay	\$ 400.00	±
Blayney Showground	PLUS Security Deposit (Keys/Cleaning or Damages)*	User Pay	\$ 600.00	
Blayney Showground	Special Events			
Blayney Showground	- Blayney A & P Association Show	User Pay	\$ 1,800.00	±
Blayney Showground	- Blayney Harness Racing	User Pay	\$ 810.00	±
Blayney Showground	- Special Events hosted by Seasonal Hire User Groups (Regional)	User Pay	\$ 1,800.00	
Blayney Showground	PLUS Security Deposit (Keys/Cleaning or Damages)	User Pay	\$ 600.00	
Blayney Showground	- Other Events (National, State and Regional)		Contract Price	
Mining, Manufacturing & Construction	Section 735A / 1212P Application			
Mining, Manufacturing & Construction	- Outstanding Notices Certificate	Statutory**	\$ 120.00	
Transport & Communication	Contributions to Works – Council Programmed Works			
Transport & Communication	- Kerb & Guttering (per lineal metre)	Regulatory	50% of cost	
Transport & Communication	- Foot paving (per square metre)	Regulatory	50% of cost	
Transport & Communication	Recovery of Costs from adjacent owners in accordance with S.217 of the Roads Act, 1993.			
Transport & Communication	Road Opening Permit			
Transport & Communication	The charges shall apply to all organisations/utilities (application PLUS applicable restoration).	User Pay	\$ 150.50	
Transport & Communication	Restoration Charge - Minimum Charge 5m²			
Transport & Communication	- Concrete Road Pavements (per m ²)	User Pay	\$ 414.50	±
Transport & Communication	- Concrete Footpaths (per m ²)	User Pay	\$ 166.00	±
Transport & Communication	- Residential Driveways (per m ²)	User Pay	\$ 224.00	±
Transport & Communication	- Bitumen surface on all bases (per m ²)	User Pay	\$ 183.00	±
Transport & Communication	- Gravel Roads / Footpaths (per m ²)	User Pay	\$ 118.00	±
Transport & Communication	- Kerb & Gutter (per m)	User Pay	\$ 183.00	±
Transport & Communication	- Turfed Footpaths (per m ²)	User Pay	\$ 111.50	±
Transport & Communication	- Block paved Footpaths (per m ²)	User Pay	\$ 271.00	±
Economic Affairs	Visitor Information Centre Café (Per Lease Agreement)	User Pay	Market Rental	±
Economic Affairs	Private Works			
Economic Affairs	- Direct Costs including labour on-costs + 30% surcharge	User Pay	Full Cost + 30%	±
Economic Affairs	Gravel Sales			
Economic Affairs	- Uncrushed material (All Quarries)			

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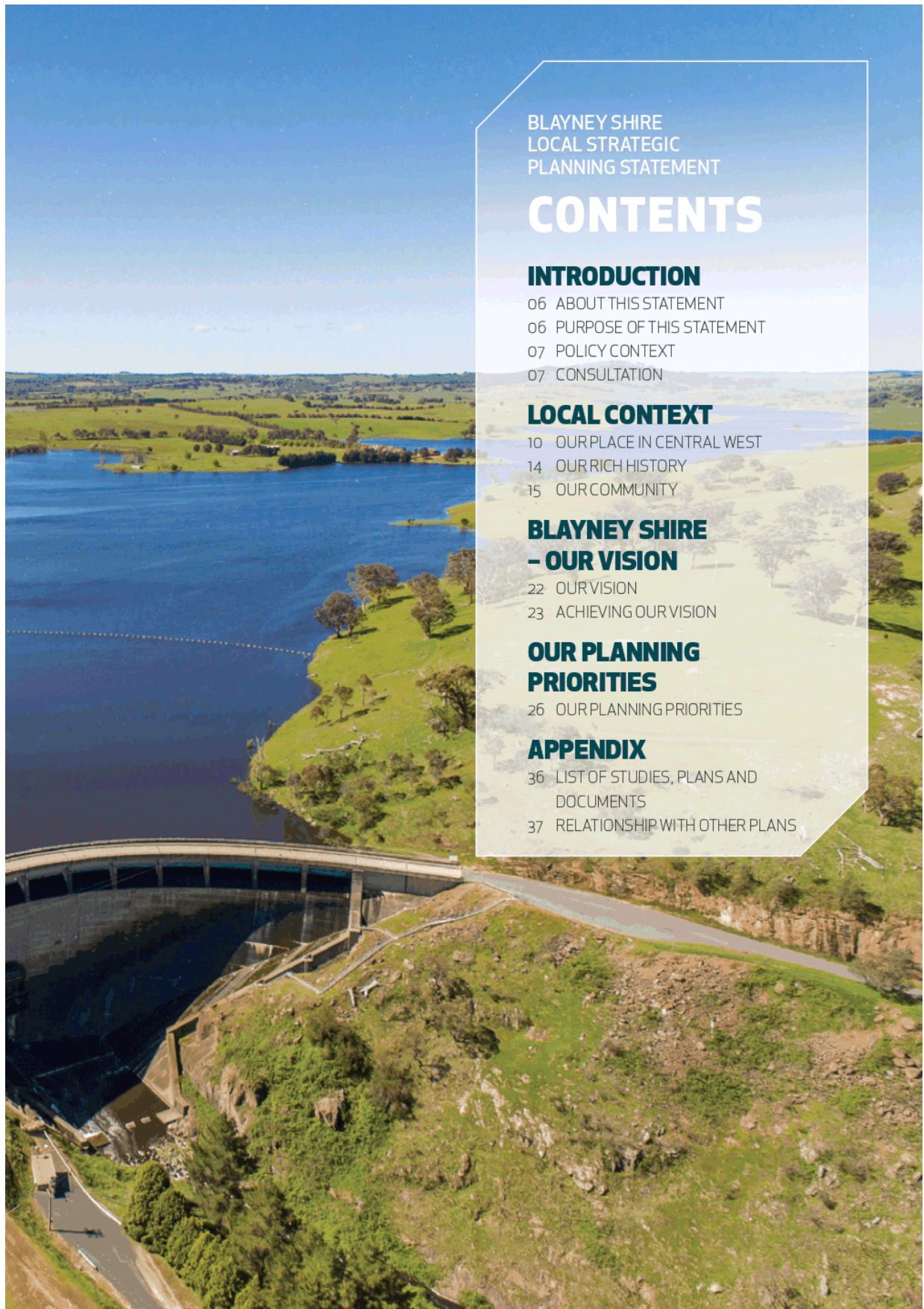
Function/ Activity	Fee Name	Pricing Principle	Total Fee 2020/21	GST Incl.
Economic Affairs	- Ex Pit (per tonne)	User Pay	\$ 12.00	±
Economic Affairs	- 0-9km (per tonne)	User Pay	\$ 17.00	±
Economic Affairs	- 10-19km (per tonne)	User Pay	\$ 22.50	±
Economic Affairs	- 20-29km (per tonne)	User Pay	\$ 28.00	±
Economic Affairs	Crushed material inc. Rubble (Whites and Cadia)			
Economic Affairs	- Ex Pit (per tonne)	User Pay	\$ 24.00	±
Economic Affairs	- 0-9km (per tonne)	User Pay	\$ 29.00	±
Economic Affairs	- 10-19km (per tonne)	User Pay	\$ 34.00	±
Economic Affairs	- 20-29km (per tonne)	User Pay	\$ 40.00	±
Economic Affairs	Wet Plant Hire Rates for Private Works (per hour during normal hours)			
Economic Affairs	- Water Cart	User Pay	\$ 149.00	±
Economic Affairs	- Grader Cat 12 Series	User Pay	\$ 189.50	±
Economic Affairs	- Loader	User Pay	\$ 183.50	±
Economic Affairs	- Backhoe	User Pay	\$ 149.00	±
Economic Affairs	- Roller Dynapac	User Pay	\$ 143.50	±
Economic Affairs	- Roller Multi Tyred	User Pay	\$ 218.50	±
Economic Affairs	- Tractor/Mower/Slasher	User Pay	\$ 143.50	±
Economic Affairs	- Skid Steer Loader	User Pay	\$ 209.00	±
Economic Affairs	- Front Deck Mower	User Pay	\$ 118.00	±
Economic Affairs	- Street Sweeper	User Pay	\$ 149.00	±
Economic Affairs	- Sewer Jetta (2 x Works Operators)	User Pay	\$ 277.50	±
Economic Affairs	- Pipe CTV Crawler	User Pay	\$ 247.50	±
Economic Affairs	Truck Hire Rates			
Economic Affairs	- 12 Tonne Tipper	User Pay	\$ 156.50	±
Economic Affairs	- 30 Tonne Truck & Trailer	User Pay	\$ 197.00	±
Economic Affairs	- 2.7 Tonne Excavator	User Pay	\$ 110.00	±
Developer Contributions	Section 7.11 Contributions			
Developer Contributions	- Residential accommodation development resulting in additional dwelling or lot (per new dwelling or allotment)	User Pay	\$ 6,563.00	
Developer Contributions	Heavy haulage developments			
Developer Contributions	- Regional Sealed Road (per ESA per km)	User Pay	\$ 0.22	
Developer Contributions	- Local Sealed Road (per ESA per km)	User Pay	\$ 0.36	
Developer Contributions	- Local Gravel Road (per ESA per km)	User Pay	\$ 0.22	
Developer Contributions	Section 7.12 Levies			
Developer Contributions	- Development that is not type A or B and where the proposed cost of carrying out the development is more than \$100,000 and up to and including \$200,000	User Pay	0.5% of that cost	
Developer Contributions	- Development that is not type A or B and where the proposed cost of carrying out the development is more than \$200,000	User Pay	1% of that cost	
Developer Contributions	LGA Sect. 64 - Water Management Act 2000 - s305 - Contributions for water supply Infrastructure			
Developer Contributions	- Developer Charges for Millthorpe Sewerage Scheme (per new dwelling or lot)	User Pay	\$ 7,500.00	
Developer Contributions	- Developer Charges for Blayney Sewerage Scheme (per new dwelling or lot)	User Pay	\$ 4,500.00	

*Please Note: Statutory fee as advised by responsible statutory authority are subject to change without notice

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2020/21	GST Incl.
Developer Contributions	<p>Notes to Developer Contributions</p> <p>1. The development and implementation of a new Contribution Plan for Blayney Shire, under the provision of Sections 7.11 and 7.12 of the Environmental Planning and Assessment Act 1979 was undertaken by Council in 2013. The Blayney Local Infrastructure Contribution Plan 2012 was adopted by Council on 12 September 2013.</p> <p>2. Also refer to development exclusions identified in clause 2.8 of the Blayney Local Infrastructure Contributions Plan 2013.</p> <p>3. ESA means Equivalent Standard Axle.</p>			







BLAYNEY SHIRE
LOCAL STRATEGIC
PLANNING STATEMENT

CONTENTS

INTRODUCTION

- 06 ABOUT THIS STATEMENT
- 06 PURPOSE OF THIS STATEMENT
- 07 POLICY CONTEXT
- 07 CONSULTATION

LOCAL CONTEXT

- 10 OUR PLACE IN CENTRAL WEST
- 14 OUR RICH HISTORY
- 15 OUR COMMUNITY

BLAYNEY SHIRE – OUR VISION

- 22 OUR VISION
- 23 ACHIEVING OUR VISION

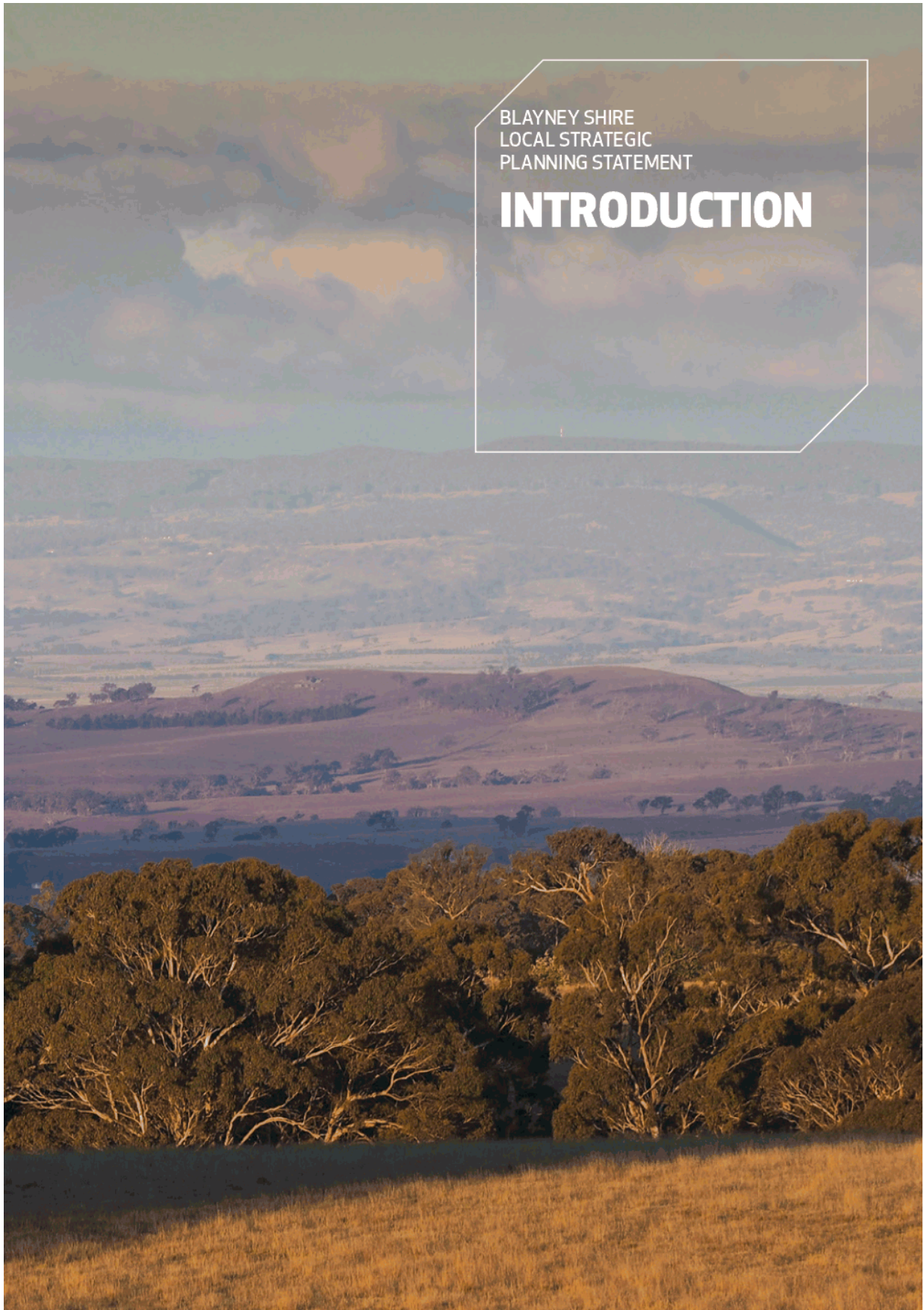
OUR PLANNING PRIORITIES

- 26 OUR PLANNING PRIORITIES

APPENDIX

- 36 LIST OF STUDIES, PLANS AND DOCUMENTS
- 37 RELATIONSHIP WITH OTHER PLANS







INTRODUCTION

ABOUT THIS STATEMENT

The Blayney Shire Local Strategic Planning Statement (this 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.

This Statement identifies **6 Planning Priorities** to achieve Council's vision for Blayney Shire, along with actions and the means for monitoring and reporting.

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*.

PURPOSE OF THIS STATEMENT

Local Strategic Planning Statements are a pivotal tool for local strategic planning in NSW. They inform our local environmental plan and development control plan and give effect to the *Central West and Orana Regional Plan 2036*. This Statement will act as a unifying document, drawing together and summarising planning priorities identified through State, Regional and Local Strategic work.



POLICY CONTEXT

This Statement has been prepared in accordance with section 3.9 of the *Environmental Planning and Assessment Act 1979* (the Act) which requires that it include or identify the following:

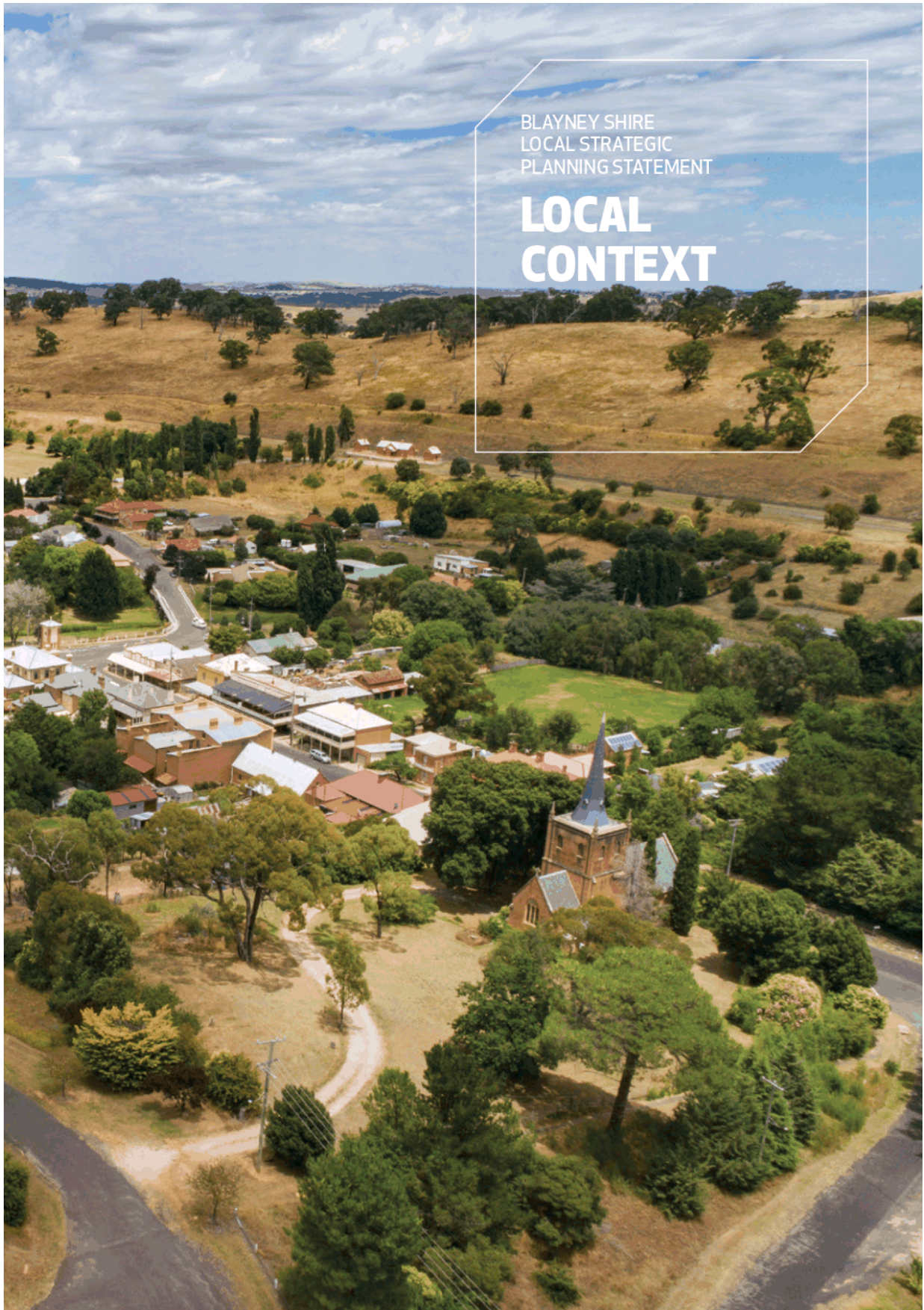
- a. The basis for strategic planning in the area, having regard to economic, social and environmental matters,
- b. The planning priorities for the area that are consistent with any strategic plan applying to the area and (subject to any such strategic plan) any applicable community strategic plan under section 402 of the *Local Government Act 1993*,
- c. The actions required for achieving those planning priorities, and
- d. The basis on which the Council is to monitor and report on the implementation of those actions.

CONSULTATION

Council prepared this Statement by building upon the results of engagement undertaken to develop Council's *Community Strategic Plan, 2018 - 2028*, *Draft Blayney Cabonne and Orange Rural and Industrial Lands Strategy* and *Draft Blayney Settlement Strategy Review 2018 - 2020*. Workshops were held with Councillors throughout this process to confirm the values and planning direction for Blayney Shire.

The NSW Department of Planning, Infrastructure & Environment and other relevant State Government agencies were also consulted as part of a series of workshops held throughout 2017 - 2019.







LOCAL CONTEXT

OUR PLACE IN THE CENTRAL WEST

Blayney Shire has an area of 1,524km² and is located in the Central Tablelands of New South Wales, approximately 250km west of Sydney, 257km north of Canberra and 740km north east of Melbourne.

The principal town in the Shire is Blayney, situated approximately 37km southwest of Bathurst and 35km southeast of Orange. The villages of Millthorpe, Carcoar, Mandurama, Lyndhurst, Neville, Newbridge, and Barry are rich in history and surrounded by rural lands.

Blayney Shire is centrally located in the Central Tablelands which stretches east along the Mid-Western Highway to Bathurst and southwest to Cowra and north along Millthorpe Road to Orange. The area is known for its temperate climate, rural landscape and historic villages, and is strongly supported by the mining, value add manufacturing and agricultural industries.

The Central West and Orana Regional Plan 2036, vision for the region is to be **'the most diverse regional economy in NSW with a vibrant network of centres leveraging the opportunities of being at the heart of NSW'**. Blayney Shire's location, broad range of industries and connections to Sydney, Canberra and Melbourne provide a foundation for our place within the regional and state economy.



BLAYNEY SHIRE
is home to 7,257
people (ABS 2016).

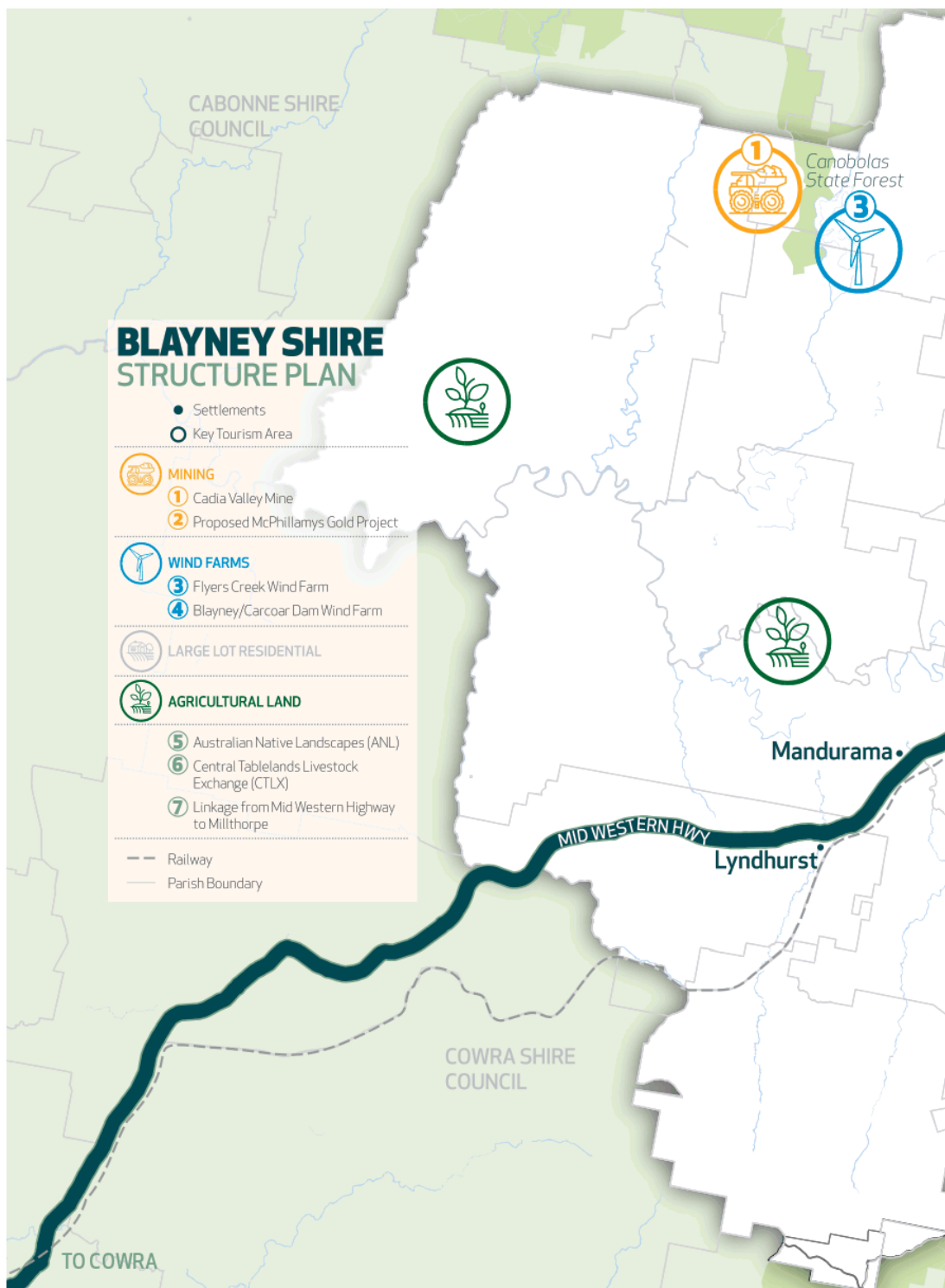


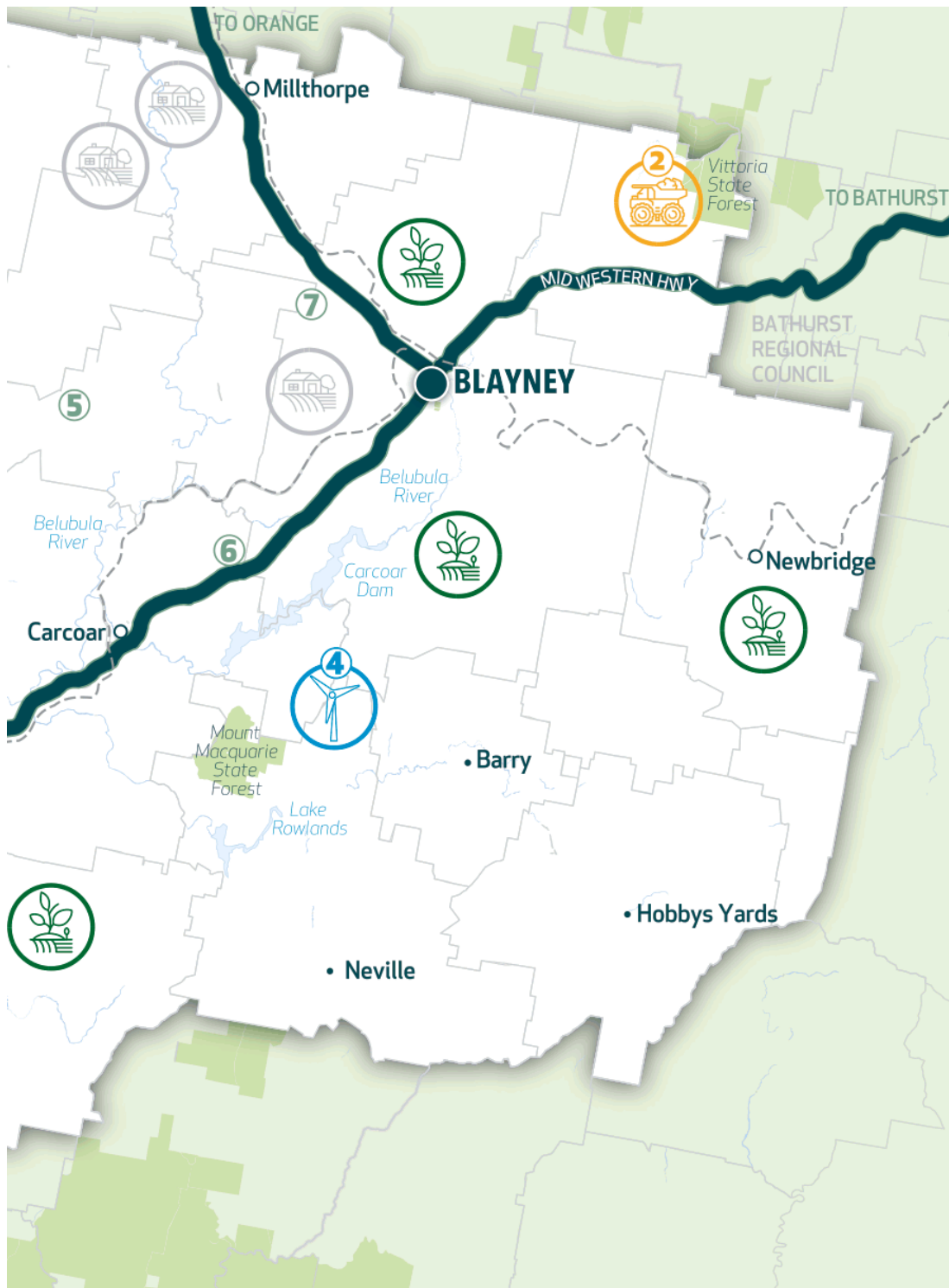
TOWN of Blayney,
VILLAGES of Millthorpe,
Carcoar, Barry, Newbridge,
Neville, Lyndhurst and
Mandurama.



THE AREA is known for its
temperate climate, rural
landscape and historic villages.







LOCAL CONTEXT



OUR RICH HISTORY

The area's history began with the Wiradjuri people and later with European settlement. Agriculture was the predominant land use due to the highly productive lands and climate conditions, which continued to grow with the arrival of the railway in the 1870s.

The discovery of gold at Ophir in 1851 had a significant impact on the growth of the area with a number of local mining activities occurring, particularly in the 1870s and 1880s. More recently, significant mineral deposits along with agribusiness found in the Shire, have resulted in employment opportunities and economic growth.

The history of the Blayney Shire has contributed to the size and subdivision patterns of the town of Blayney and our villages, which was based upon significantly larger populations that peaked in the early 1900s. The growth and prosperity of the area is highlighted in the many examples of historical buildings, particularly in the villages of Millthorpe and Carcoar.

Over the last 20 years, the town of Blayney and village of Millthorpe have been experiencing the highest rates of growth, due to their close proximity to the regional cities of Bathurst and Orange. It is anticipated that this trend will continue .



PLACES OF SIGNIFICANCE include Carcoar Dam, Junctions Reefs and Belubula River.



HERITAGE CONSERVATIONS AREAS includes the town of Blayney and the villages of Millthorpe, Newbridge and Carcoar villages and a vast number of Heritage Items located throughout our Local Government Area.

OUR COMMUNITY

THE TOWN OF BLAYNEY AND THE VILLAGES OF MILLTHORPE, CARCOAR, MANDURAMA, LYNDHURST, NEVILLE, NEWBRIDGE AND BARRY SUPPORT THE SOCIAL AND ECONOMIC PROSPERITY OF THE BLAYNEY SHIRE.

BLAYNEY is the principal town in the Shire, situated approximately 37km southwest of Bathurst and 35km southeast of Orange. The rural country town has many attractive services, including a variety of schools, health and recreational facilities and hosts many events including the Blayney Farmers' Market and functions during the Orange Food and Wine Festivals. In 2016, there were 3378⁶ people living in Blayney, which were predominately family households (67%).

MILLTHORPE is a heritage-listed and vibrant village, with quality restaurants, cafes, boutique shops and accommodation located throughout the historic built environment. The village has many attractive facilities, including the public school, health services and recreational facilities and hosts many events including the Millthorpe Markets, Garden Ramble and functions during the Orange Food and Wine Festivals. The village is approximately 23km from the city of Orange and 13km to the Orange Regional Airport, therefore, leveraging from the economic and population growth of Orange and the region. In 2016, there were 1235⁶ people living in Millthorpe, which is expected to increase due to its location within the region and lifestyle and housing options.

CARCOAR is a heritage-listed and vibrant village, nestled within a scenic landscape setting. The village is approximately 15km from Blayney and has many attractive facilities, including a local pub, café, museum, boutique shops, public school, health services and recreational facilities and hosts events including the Carcoar Running Festival and Carcoar Australia Day Fair. In 2016, there were 200⁶ people living in Carcoar, which were predominately residents over 50 years of age (70%).

LYNDHURST is a thriving village surrounded by productive agricultural lands. The village is accessible to the regional centres of Cowra, Blayney, Bathurst and Orange and has many attractive facilities, such as the public school and recreational and camping grounds. In 2016, 267⁶ people lived in Lyndhurst, which were predominantly family households (75%).

⁶Source: ABS 2016



LOCAL CONTEXT

MANDURAMA is a prosperous village which takes advantage of its location on the Mid Western Highway. The village is accessible to the regional centres of Cowra, Blayney, Bathurst and Orange and has a public school, local general store, local pub, 24 hour fuel services and police station. In 2016, 355^{***} people lived in Mandurama, mostly family households (45%).

NEVILLE is a peaceful village surrounded by productive agricultural land and scenic landscapes. The village has many attractions including a local pub, public school, museums, recreational facilities and unique accommodation at the Neville Siding. In 2016, 248^{***} people were living in Neville, mostly residents over 50 years of age (45%).

NEWBRIDGE is a heritage-listed and vibrant rural village, located 31km from Bathurst and 17km from Blayney. The village has many attractions including a local pub, art galleries and recreational facilities and hosts the Winter Solstice Festival. In 2016, there were 190^{***} people living in Newbridge, which were predominantly family households (58%). Due to the location of village within the region and the affordable lifestyle options it is expected that population will continue to grow.

BARRY is surrounded by productive agricultural land and scenic landscapes. In 2016, there were 166^{***} people living in Barry, which were predominantly family households (70%). The location of Barry is further afield from Bathurst and Orange and limited infrastructure makes it less likely to benefit from growth within the region.

LARGE LOT RESIDENTIAL PRECINCTS are located along Forest Reefs Road and Browns Creek Road. Forest Reefs is located to the west of the village of Millthorpe and consists of a population of 517^{**} and Browns Creek Road is in close proximity to the town of Blayney and consists of a population of 97^{**}. Both precincts provide rural residential lifestyle opportunities.

AGRICULTURAL LAND consists of 98% of the land use within the Blayney Shire and is well known for its productivity in broad acre and grazing practices.

^{***} Source: ABS 2016. Villages; of Mandurama, Neville, Newbridge and Barry includes population in the broader surrounding rural land.

LAND USE

Rural 1448km² (98%), Industrial 1.73km² (0.12%), Residential 24km² (1.35%).

Source: Sub Regional Rural and Industrial Land Use Study 2019



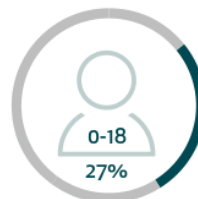
LARGEST EMPLOYING INDUSTRIES IN BLAYNEY SHIRE

Mining (661 employed, 22.6%), Agriculture, Forestry and Fishing (367 employed, 12.3%), Manufacturing (356 employed, 11.9%), Education and Training (182 employed, 6.1%) and Retail Trade (176 employed, 5.9%).

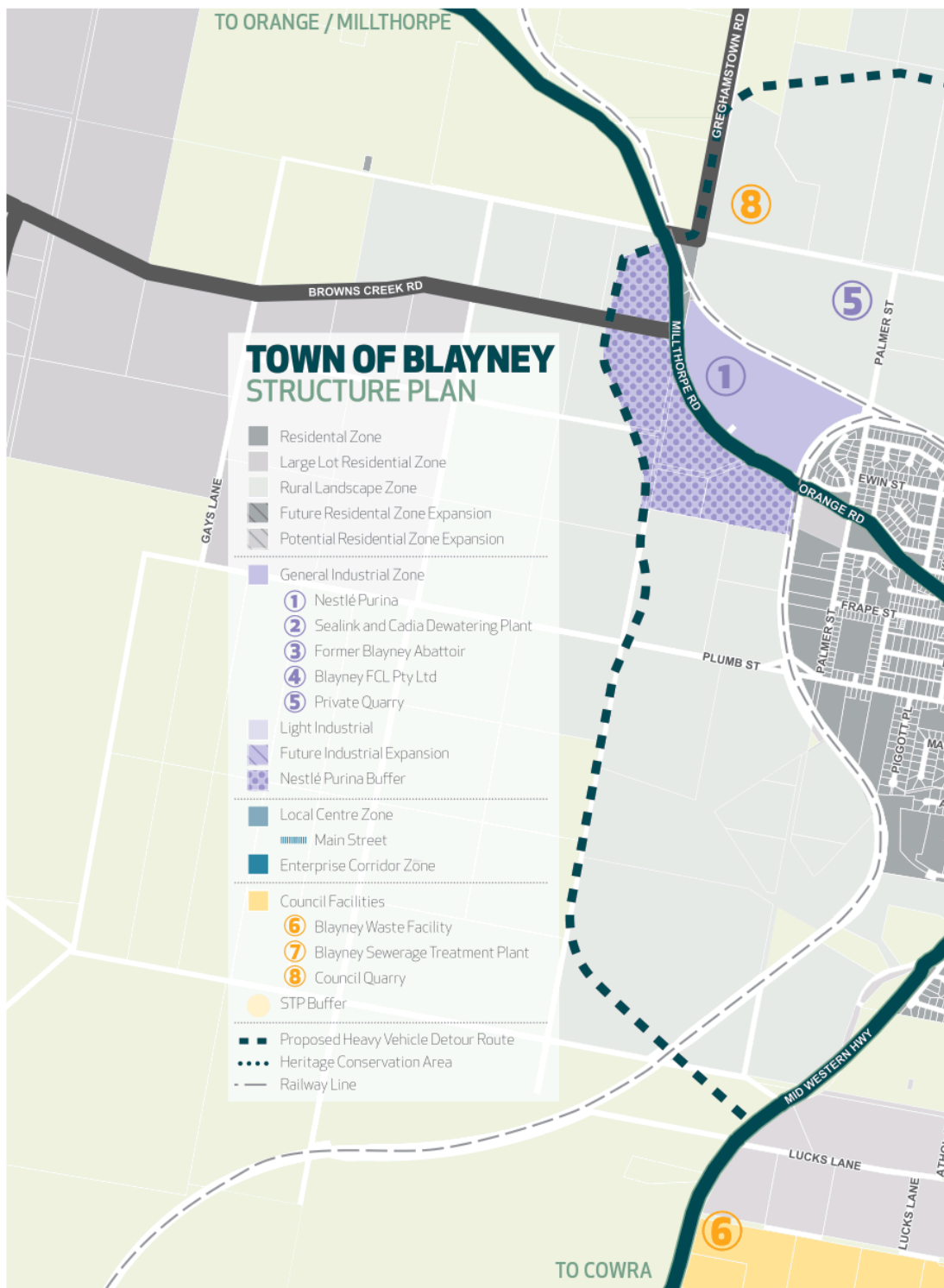


AGE DEMOGRAPHIC

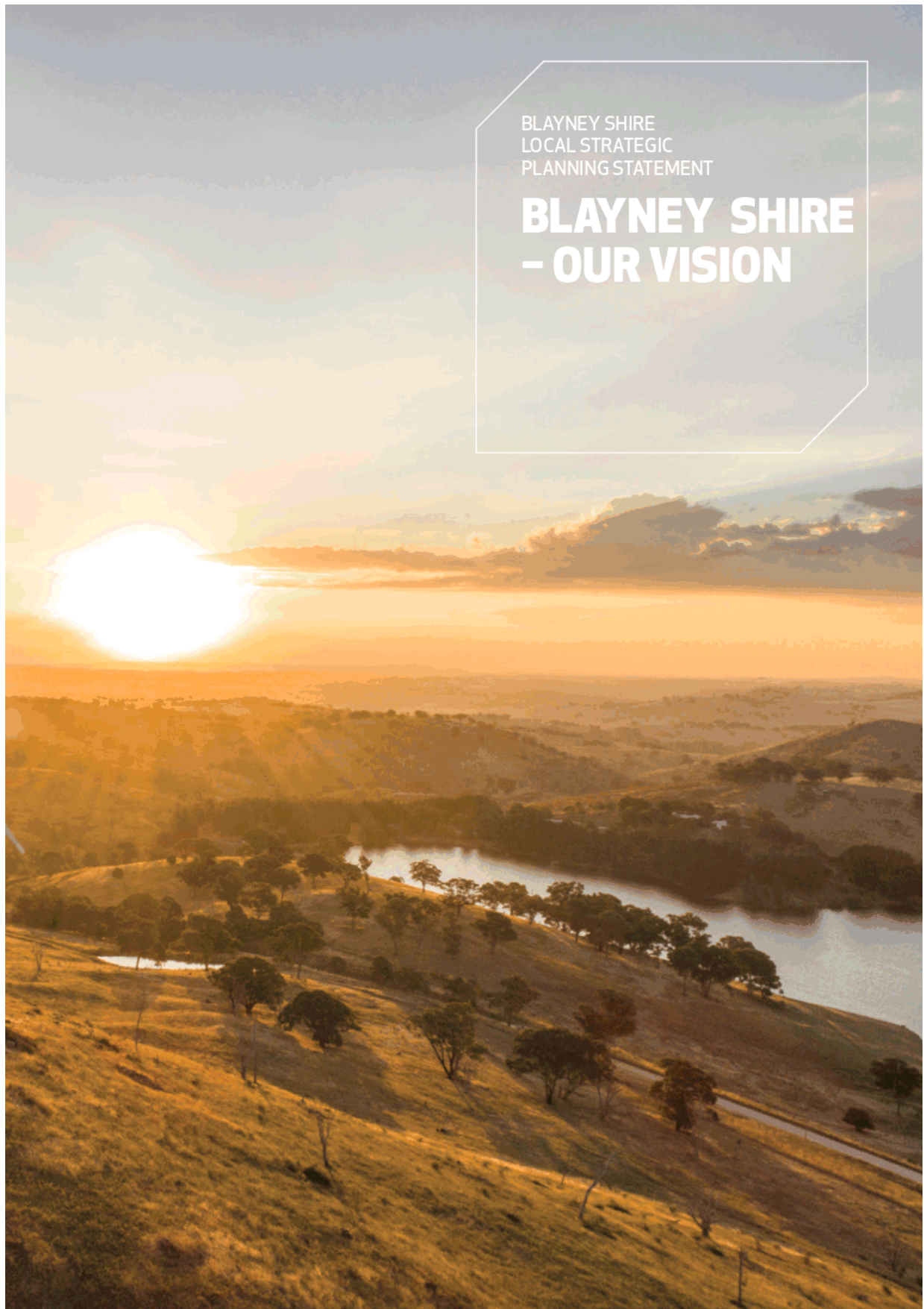
Blayney Shire is home to older workers, retirees and mature aged families with children.



Source: ABS 2016







BLAYNEY SHIRE
LOCAL STRATEGIC
PLANNING STATEMENT

BLAYNEY SHIRE - OUR VISION



OUR VISION

BLAYNEY SHIRE OUR VISION

'BLAYNEY SHIRE IS A VIBRANT AND THRIVING RURAL SHIRE, CONTINUING A RICH HISTORY OF GOLD DISCOVERIES AND FARMING THAT CREATES POSITIVE HOUSING GROWTH AND EMPLOYMENT OPPORTUNITIES WHILST PROTECTING OUR NATURAL AND BUILT ENVIRONMENT'

Over the next 20 years, a priority for Council will be to maintain the high levels of environmental, scenic and historic qualities that shape Blayney Shire, whilst supporting our primary economic contributors of agriculture and mining to create a connected, stronger and sustainable community.

Population growth in Blayney Shire is projected to be around 1% per year, increasing from a population of 7,257 people to 8,000 people by 2036² (the estimated population figures for Blayney Shire for 2019 is 7379 – Source: ABS 2016). However, this is expected to surge with new industry and development, such as the construction of the Flyers Creek Wind Farm and possibly Regis Resources mineral operations. With this growth, housing opportunities will be provided to cater for the changing demographic and population needs, via the Draft Blayney Shire Settlement Strategy, which will focus on the housing needs, types and infrastructure needed to support our community.

As road and rail infrastructure continues to improve within the region, including the establishment of the Parkes Intermodal Freight Terminal, the opportunity, to integrate into the networks and investigate new manufacturing, transport and logistics sectors will allow growth within Blayney Shire. Our location within the region and connections with Sydney, Melbourne and Canberra will continue to provide for growth and opportunities in the national and international markets through the Canberra Airport and new Western Sydney Airport.

Increasing connectivity and a diverse economy will retain and establish new residents, businesses and industries in Blayney Shire over the next 20 years. The location of Blayney Shire within the Central West will drive tourism growth and continue to build upon the region's strengths in food, wine and agri-tourism. In planning to support growth and economic opportunities, Council will continue to support the balance between the positive effect on our LGA and the protection of the environmental qualities and character that shapes Blayney Shire.

Source: Department Planning, Infrastructure and Environment, A Snapshot of the Blayney Local Government Area

ACHIEVING OUR VISION

PLANNING PRIORITIES

To achieve the 20 year vision for Blayney Shire, Council has identified **6 Planning Priorities** to indicate the focus of future strategic planning work in Blayney Shire, which are consistent with the:

- Planning Priorities of the *Central West and Orana Regional Plan 2036*, and
- Future Directions for Blayney Shire expressed in the *Blayney Shire Community Strategic Plan 2018 - 2028*.

ACTIONS

Blayney Shire's Planning Priorities will be delivered through actions to be undertaken by Council over the coming years. These may include the research of identified planning issues, preparation of strategies and policies, implementation of specific projects or amendment to existing plans, such as Blayney Local Environmental Plan and or Blayney Development Control Plan.

IMPLEMENTATION, MONITORING AND REPORTING

Council will monitor and report on the implementation of the actions to ensure that the planning priorities are being achieved. This will, as much as possible, be aligned to other Council review and reporting processes, such as:

- Review of Blayney Shire's Local Environmental Plan and Development Control Plan (every 5 years),
- Blayney Shire Community Strategic Plan review (every 4 years) and reporting (annually), and
- State of Environment report (annually).

This approach is consistent with the Integrated Planning & Reporting (IP&R) framework under the *Local Government Act 1993*, which recognises that Council plans and policies are interconnected.

This Statement will be reviewed at least every 7 years pursuant to section 3.9(1) of the Act.







OUR PLANNING PRIORITIES

OUR PLANNING PRIORITIES

BLAYNEY SHIRE – A VISION

‘BLAYNEY SHIRE IS A VIBRANT AND THRIVING RURAL SHIRE, CONTINUING A RICH HISTORY OF GOLD DISCOVERIES AND FARMING THAT CREATES POSITIVE HOUSING GROWTH AND EMPLOYMENT OPPORTUNITIES WHILST PROTECTING OUR NATURAL AND BUILT ENVIRONMENT’

STRATEGIC PRIORITY

A CONNECTED & STRONGER COMMUNITY

PLANNING PRIORITY 1

Leverage the central and strategic location of the Blayney Shire to encourage growth and economic opportunities.

PLANNING PRIORITY 2

Support sustainable growth in the mining and agribusiness sectors within the Blayney Shire.

PLANNING PRIORITY 3

Support sustainable growth in the transport and logistics sectors within Blayney Shire.

PLANNING PRIORITY 4

Provide diverse housing choices and opportunities to meet the changing demographics and population needs.

STRATEGIC PRIORITY

AN ENVIRONMENTALLY SUSTAINABLE COMMUNITY

PLANNING PRIORITY 5

Promote and support growth in the renewable energy industry sector.

PLANNING PRIORITY 6

Protect and conserve the natural environment and heritage qualities while adapting to the impacts of hazards and climate change.



PLANNING PRIORITY 1 LEVERAGE THE CENTRAL AND STRATEGIC LOCATION OF THE BLAYNEY SHIRE TO ENCOURAGE GROWTH AND ECONOMIC OPPORTUNITIES.

RATIONALE

Blayney Shire's central location within the Central West, in particular its close proximity to Orange and Bathurst and Sydney (250km) and Canberra (257km) creates many opportunities for growth and economic development. This includes driving tourism growth, enhancing the livability of the area and integrating into the road and rail network system, including the Parkes Intermodal Freight Terminal.

The accessible location and lifestyle benefits of Blayney Shire make it an attractive place to establish industries and or raise a family. Visitors, permanent residents and business owners are attracted to Blayney Shire by the rural lifestyle choices, affordable housing options, small community feel, natural environment, historic villages and a diverse economy.

The proximity of the Blayney Shire to surrounding towns and cities will continue to retain existing and establish new residents, businesses and industries over the next 20 years. In planning to support growth and economic opportunities, Council will continue to find a balance between the positive effect on our LGA and the protection of the environmental qualities and character that shapes Blayney Shire.

STRATEGIC DIRECTIONS

- Reinforce the town of Blayney as the primary retail / business and commercial centre of the Shire.

ACTIONS

- Guide local and strategic planning to encourage new industries and businesses, and manage the interface with other land uses.
- Continue to work with Government agencies and other stakeholders to promote Blayney Shire as a tourist destination.
- Update Council's *Destination Management Plan 2016 - 2020*.

MONITORING AND REPORTING

- Report to Council as necessary.
- Ongoing review of *Blayney Local Environmental Plan 2012, Blayney Development Control Plan 2018, Blayney, Cabonne, Orange Rural and Industrial Lands Strategy* and *Blayney Settlement Strategy Review*.
- Update *Blayney Shire Destination Management Plan 2016 - 2020* by the end of 2020.

RELATIONSHIP TO OTHER PLANS

- Central West and Orana Regional Plan - D4.
- Blayney Shire Community Strategic Plan - 3.3 and 3.4.



PLANNING PRIORITY 2

SUPPORT SUSTAINABLE GROWTH IN THE MINING AND AGRIBUSINESS SECTORS WITHIN BLAYNEY SHIRE.

RATIONALE

Blayney Shire is known for its strength and productivity in mining and agricultural production, which is predominately broad acre and grazing practices. The industries are our key opportunities for economic growth and development within the LGA.

Blayney Shire is home to various industries, which attract and employ skilled workers. The larger scale industrial activities are located in the town of Blayney and rural lands within the Shire, including, Newcrest Cadia Valley Mine, Australian Native Landscapes and Central Tablelands Livestock Exchange (CTLX).

Blayney Shire is broadly located in the Lachlan Orogen Belt, which historically yielded significant quantities of gold and copper (and other minerals). Cadia Hill in the west of the Shire was first developed in 1992 and is one the largest open pit gold-copper mines in Australia. Potential resource areas extend over large sections of the Shire and come in close proximity to Mandurama and to a lesser extent Newbridge and Carcoar. These areas should be protected where possible from uses that will restrict their ability for exploration and extraction.

Regis Resources is currently seeking planning approval for McPhillamys Gold resources operation, which has a life expectancy of 15 years. Once the site has ceased operation, rehabilitation and future use of the site should be focused on value adding manufacturing and agricultural industries.

In planning to promote and support growth in mining and agribusiness sectors, Council will continue to find a balance between the positive effect on the economy and the protection of the natural and environmental qualities of Blayney Shire.

STRATEGIC DIRECTIONS

- Protect agricultural land use resources whenever possible, by discouraging land uses unrelated to agriculture from locating on agricultural land and minimising the ad hoc fragmentation of rural land.
- Establish industrial activities in areas as outlined by the *Draft Blayney Rural and Industrial Land Use Strategy 2019* that are located near transport routes, located near existing zoned industrial land and located close to reticulated services that have the capacity to accommodate the development.
- Encourage diversification within agricultural land by focusing on value adding, manufacturing and agricultural industries once mineral resources have ceased operation.

ACTIONS

- Encourage agribusiness diversification and value-adding opportunities by reviewing local plans to ensure land use zoning and definitions reflect industry requirements.
- Continue to work with Government agencies and other stakeholders to promote Blayney Shire as a productive and viable agricultural and mining local government area.
- Promote and facilitate the development of intensified agricultural opportunities, leveraging existing strategic advantages and potential future infrastructure.

MONITORING AND REPORTING

- Report to Council as necessary.
- Ongoing review of *Blayney Local Environmental Plan 2012* and *Blayney Development Control Plan 2018*.

RELATIONSHIP TO OTHER PLANS

- Central West and Orana Regional Plan – D1, D2, D3, D8 and D10.
- Blayney Shire Community Strategic Plan – 3.1 and 3.2.





PLANNING PRIORITY 3

SUPPORT SUSTAINABLE GROWTH IN THE TRANSPORT, MANUFACTURING AND LOGISTICS SECTORS WITHIN BLAYNEY SHIRE.

RATIONALE

As road and rail infrastructure continues to improve within the region, including the establishment of the Parkes Intermodal Freight Terminal, the opportunity, to integrate into the networks and investigate new manufacturing, transport and logistics opportunities will allow growth within Blayney Shire. Our location within the region and connections with Sydney, Melbourne and Canberra will continue to provide for growth and opportunities in national and international markets through the Canberra Airport and the new Western Sydney Airport.

Many of the settlements in the Shire grew in response to the development of the Main Western Line that connects the shire with Sydney and Dubbo, and the now closed Blayney to Demondrille line. These lines provide important freight and logistics opportunities. Particularly, the town of Blayney is a significant regional location for freight and logistics, including Blayney FCL Pty Ltd intermodal transport terminal facility, Nestle Purina and SeaLink.

In 2019, Transport NSW engaged Lycopodium Infrastructure Pty Lt to undertake a feasibility study to investigate reinstatement of the Blayney to Demondrille, Cowra to Eugowra and Koorawatha to Grenfell rail line (Cowra Lines). Reopening the Blayney to Demondrille Line would provide an alternative route for the daily freight train from Blayney to Port Botany and Port Kembla that travels the congested Sydney network and as an opportunity to freight the gold and copper concentrate produced in the Shire to Port Kembla.

In planning to leverage and support growth, Council will continue to find a balance between the positive effect on the economy and the protection of the natural and environmental qualities of Blayney Shire.

STRATEGIC DIRECTIONS

- Maximise freight and logistics access to the Main Western Line and where possible promote lower residential densities and increased setbacks to the rail line.

ACTIONS

- Continue to work with Government agencies and other stakeholders to promote Blayney Shire as a productive and appropriate location for transport, manufacturing and logistic sectors.
- Continue to leverage and support the Blayney Demondrille Line and upgrades to Mid-Western Highway and Millthorpe Road to improve access within Blayney Shire and the region.
- Identify a potential corridor for a Heavy Vehicle detour route north or west of the Blayney township. Identify and protect the corridor in key strategic planning documents, including the *Blayney, Cabonne and Orange and Industrial Lands Strategy*, *Blayney Settlement Strategy Review* and or *Blayney Local Environmental Plan*.

MONITORING AND REPORTING

- Report to Council as necessary.
- Ongoing review of *Blayney Local Environmental Plan 2012* and *Blayney Development Control Plan 2018*.

RELATIONSHIP TO OTHER PLANS

- Central West and Orana Regional Plan – D2, D8, D18 and D20.
- Blayney Shire Community Strategic Plan – 3.1 and 3.2.



PLANNING PRIORITY 4

PROVIDE DIVERSE HOUSING CHOICES AND OPPORTUNITIES TO MEET CHANGING DEMOGRAPHICS AND POPULATION NEEDS.

RATIONALE

Population growth in Blayney Shire is projected to be around 1% per year, increasing from a population of 7,257 people to 8,000 people by 2036, with a growing proportion of residents aged 65 years and over. The town of Blayney and villages of Millthorpe and Newbridge have been experiencing the highest rates of growth, due to their proximity to the regional cities of Bathurst and Orange and it is anticipated that this trend will continue to grow.

The predominant housing type in Blayney Shire is detached dwelling house (94%). This is expected to change with the proportion of residents living in a household of 2 or fewer people increasing. It is expected that demand for a variety of housing types, such as, medium density development and aged/retirement living options will increase to cater for this trend.

The development of Flyers Creek Wind Farm and possibly McPhillamys Gold resources operation may employ more than 710 people during the construction phase and 260 people at operation phase. In order to accommodate the construction workforce, Council will require implementation of the Blayney Shire Settlement Strategy, which will focus on the housing needs, types and infrastructure needed to support this demand.

In planning for growth and change, Council will strive to retain a variety of housing choices and diversity to meet the needs of the community and ensure that housing growth is in appropriate locations reflecting land constraints and infrastructure capacity.

STRATEGIC DIRECTIONS

- Recognise the current demand for dwelling lots with a more rural or landscape character and enhance those settlements with the ability to provide for this type of development.
- Focus large-scale urban residential development in the town of Blayney and Millthorpe where there are higher levels of service, infrastructure and facilities to support growth.

ACTIONS

- Implement the recommendations within the review of the Draft Blayney Settlement Strategy 2019.
- Guide local and strategic planning to create diverse housing choices and opportunities within Blayney Shire.

MONITORING AND REPORTING

- Report to Council as necessary.
- Ongoing review of *Blayney Local Environmental Plan 2012*, *Blayney Development Control Plan 2018* and *Blayney Settlement Strategy Review*.

RELATIONSHIP TO OTHER PLANS

- Central West and Orana Regional Plan – D25, D26, D27 and D28.
- Blayney Shire Community Strategic Plan – 1.2 and 2.2.



OUR PLANNING PRIORITIES

**PLANNING PRIORITY 5
PROMOTE AND SUPPORT GROWTH IN THE RENEWABLE ENERGY
INDUSTRY SECTOR.**

RATIONALE

Blayney Shire is currently home to the Carcoar Dam Wind Farm (15 wind turbines) and Flyers Creek Wind Farm (38 wind turbines, approved by State Government, MOD 4, 2019). The area has significant potential for additional renewable energy industries due to the vast open spaces, higher altitude tablelands and the opportunities to co-locate mining and renewables, whilst addressing high energy prices and the ability to enhance industry competitiveness.

In planning to promote and support growth in renewable energy industries, Council will continue to find a balance between the positive effect on the economy and the protection of the natural and environmental qualities of Blayney Shire.

STRATEGIC DIRECTIONS

- Manage the interface between agricultural and residential development and the renewable energy industry sector.
- Continue to find a balance between the Blayney Shire renewable energy industry sector and agricultural industries.

ACTIONS

- Work with businesses and other stakeholders to find appropriate locations for renewable energy generation potential and access to the electricity networks.
- Continue to work with Government agencies and other stakeholders to promote Blayney Shire as an area for renewable energy industries and development.
- Review Blayney Shire Council Renewable Energy Action Plan.

MONITORING AND REPORTING

- Report to Council as necessary.
- Ongoing review of Blayney Environmental Plan 2012, Blayney Development Control Plan 2018 and Blayney Shire Council Renewable Energy Action Plan.

RELATIONSHIP TO OTHER PLANS

- Central West and Orana Regional Plan – D8 and D9.
- Blayney Shire Community Strategic Plan – 3.1, 3.5 and 5.4.



PLANNING PRIORITY 6

PROTECT AND CONSERVE THE NATURAL ENVIRONMENT AND HERITAGE QUALITIES WHILE ADAPTING TO THE IMPACTS OF HAZARDS AND CLIMATE CHANGE.

RATIONALE

Blayney Shire is widely recognised for its temperate climate, rural landscape and historic villages. Places of significance include Carcoar Dam, Junctions Reefs, Belubula River, Heritage Conservations Areas, which includes the town of Blayney and the villages of Millthorpe, Newbridge and Carcoar and a vast number of Heritage Items located throughout our LGA.

The way the built environment sits within the landscape is a result of a planning framework that has recognised the need to protect the significant natural, environmental and heritage qualities that shape Blayney Shire. Maintaining and enhancing our environmental assets, native vegetation communities and aboriginal cultural heritage is a key objective for Council and is valued by the community and visitors.

As the Central West continues to experience lower rainfall, higher temperatures and prolonged dry periods, more intense weather events will likely affect the wellbeing of rural communities, ecosystems and agricultural production, and increase bushfire risk. The emerging risks of the changing climate will require a systematic and coordinated approach to give the community skills and knowledge to deal with the changes and provide a better understanding of the nature and location of hazards.

In planning to protect and conserve the natural and environmental qualities, Council will continue to maintain existing plans, policies and programs dedicated to ensuring protecting and conservation.

STRATEGIC DIRECTIONS

- Protect key heritage assets, heritage streetscapes and town and village entrances by identifying the desired character and ensuring development is sensitive to character in Blayney, Millthorpe, Carcoar and Newbridge.
- Consider linkages between culture, heritage and tourism and the opportunities it will bring for economic growth.

ACTIONS

- Actively promote Council's Heritage Assistance Fund, Heritage Advisory Services, and other initiatives that contribute to the conservation of heritage.
- Review the adequacy of the current Blayney Shire Heritage Conservation Areas.
- Continue to work with Government agencies and other stakeholders to give the community skills and knowledge to deal with climate change and hazards and cultural heritage.

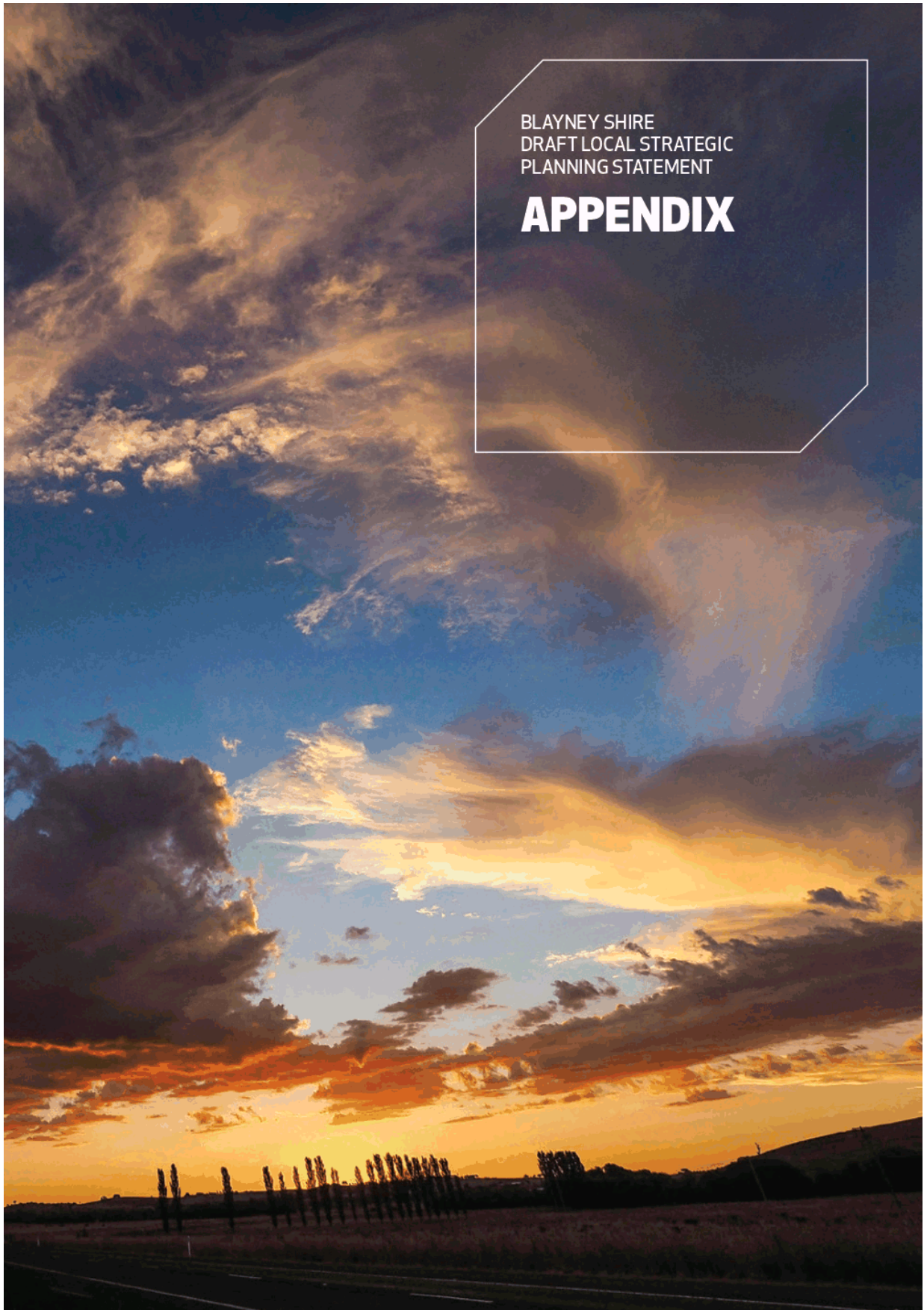
MONITORING AND REPORTING

- Report to Council as necessary.
- Report on the progress of Delivery and Operation Plan projects.
- Report annually on projects funded and completed under the Heritage Assistance Fund and the number of referrals and meetings undertaken each year as part of the Heritage Advisory Service.
- Annual reporting in Council's State of the Environment Report.

RELATIONSHIP TO OTHER PLANS

- Central West and Orana Regional Plan – DA13, D14 & D17.
- Blayney Shire Community Strategic Plan – 5.3.







APPENDIX

LIST OF STUDIES, PLANS AND DOCUMENTS

BLAYNEY SHIRE COUNCIL

- Blayney Community Based Heritage Study 2011
- Blayney Shire Settlement Strategy 2012
- Blayney Shire Renewable Energy Action Plan 2017
- Blayney Shire Community Strategic Plan 2018 - 2028
- Blayney Shire Delivery Program and Operational Plan 2019 - 2020
- Blayney Shire Community Engagement Strategy 2018
- Blayney Shire Destination Management Plan 2016 - 2020
- Blayney Development Control Plan 2018
- Draft Blayney Settlement Strategy Review 2019
- Blayney 2020 Master Plan and Implementation Strategy

BLAYNEY SHIRE COUNCIL, CABONNE SHIRE COUNCIL & ORANGE CITY COUNCIL

- Blayney, Cabonne and Orange Sub Regional Plan & Industrial Strategy 2008
- Orange, Cabonne, Blayney Regional Economic Development Strategy 2018 - 2020
- Draft Blayney, Cabonne, Orange Rural and Industrial Lands Strategy 2019

NSW DEPARTMENT OF PLANNING & ENVIRONMENT

- Central West and Orana Regional Plan 2036
- A Snapshot of the Blayney Local Government Area
- Wind Energy Guideline

NSW LEGISLATION

- Environmental Planning & Assessment Act 1979
- Local Government Act 1993
- Blayney Local Environmental Plan 2012

RELATIONSHIP WITH OTHER PLANS

THE TABLE BELOW SHOWS THE CONSISTENCY OF THE PLANNING PRIORITIES WITH THE CENTRAL WEST AND ORANA REGIONAL PLAN AND THE BLAYNEY SHIRE COMMUNITY STRATEGIC PLAN.

CENTRAL WEST AND ORANA REGIONAL PLAN 2036 Direction (D) Planning Priority (P)	
GOALS	PLANNING PRIORITIES
<p>GOAL 1: THE MOST DIVERSE REGIONAL ECONOMY IN NSW</p> <p>D1: Protect the regions diverse and productive agricultural land.</p> <p>D2: Grow the agribusiness sector and supply chains.</p> <p>D3: Develop advanced manufacturing and food processing sectors.</p> <p>D4: Promote and diversify regional tourism markets.</p> <p>D5: Improve access to health and aged care services.</p> <p>D6: Expand education and training opportunities.</p> <p>D7: Enhance the economic self-determination of Aboriginal communities.</p> <p>D8: Sustainably manage mineral resources.</p> <p>D9: Increase renewable energy generation.</p> <p>D10: Promote business and industrial activities in employment lands.</p> <p>D11: Sustainably manage water resources for economic opportunities.</p> <p>D12: Plan for greater land use compatibility.</p>	<p>P2</p> <p>P2</p> <p>P3</p> <p>P1</p> <p>P1</p> <p>P1</p> <p>P6</p> <p>P2 & P5</p> <p>P5</p> <p>P3</p> <p>P5 & P6</p> <p>P2, P4 & P5</p>
<p>GOAL 2: A STRONGER, HEALTHIER ENVIRONMENT AND DIVERSE HERITAGE</p> <p>D13: Protect and manage environmental assets.</p> <p>D14: Manage and conserve water resources for the environment.</p> <p>D15: Increase resilience to natural hazards and climate change.</p> <p>D16: Respect and protect Aboriginal heritage assets.</p> <p>D17: Conserve and adaptively re-use heritage assets.</p>	<p>P6</p> <p>P6</p> <p>P6</p> <p>P6</p> <p>P6</p>
<p>GOAL 3: QUALITY FREIGHT, TRANSPORT AND INFRASTRUCTURE WORKS</p> <p>D18: Improve freight connections to markets and global gateways.</p> <p>D19: Enhance road and rail freight links.</p> <p>D20: Enhance access to air travel and public transport.</p> <p>D21: Coordinate utility infrastructure investment.</p>	<p>P3</p> <p>P1 & P3</p> <p>P1</p> <p>P1 & P3</p>



CENTRAL WEST AND ORANA REGIONAL PLAN 2036 (CONT.) Direction (D) Planning Priority (P)	
GOALS	PLANNING PRIORITIES
GOAL 4: DYNAMIC, VIBRANT AND HEALTHY COMMUNITIES	
D22: Manage growth and change in regional cities and strategic and local centres.	P1 & P4
D23: Build the resilience of towns and villages.	P1 & P4
D24: Collaborate and partner with Aboriginal communities.	P6
D25: Increase housing diversity and choice.	P4
D26: Increasing housing choice for seniors.	P4
D27: Deliver a range of accommodation options for seasonal, itinerant and mining workforces.	P2 & P4
D28: Manage rural residential development.	P4
D29: Deliver healthy built environments and better urban design.	P4
BLAYNEY SHIRES PRIORITIES WITHIN CENTRAL WEST AND ORANA REGIONAL PLAN 2036	
P1: Continue to revitalise Blayney main street and central business district.	P1
P2: Continue to grow the mining, agribusiness, transport and logistics sectors and associated businesses.	P2
P3: Investigate the development of a regionally significant intensified agricultural precinct for agribusiness, leveraging existing strategic advantages and future infrastructure.	P2
P4: Leverage Blayney strategic advantages including, its proximity to Bathurst, Orange, Cowra, Canberra and Sydney; the existence of major utility services; and access to transport, warehousing and freight facilities.	P1 & P3
P5: Continue to grow the renewable energy industry sector.	P5
P6: Leverage opportunities from the Local Government Areas rural character to support diverse industries such as tourism.	P1

BLAYNEY SHIRE COMMUNITY STRATEGIC PLAN 2018 - 2028 Future Directions (FD)	
FUTURE DIRECTIONS	PLANNING PRIORITIES
FD1: Maintain and improve public infrastructure and services.	P4
FD2: Build the capacity and capability of local governance and finance.	P1, P2, P3 & P5
FD3: Promote Blayney Shire to grow the local and visitor economy.	P1
FD4: Enhance facilities and networks that supports community, sport, heritage and culture.	P1 & P6
FD5: Protect our natural environment.	P6



