



## EXECUTIVE SUMMARY

The Annual Reports objective is to report on the achievements in implementing the Delivery Program and the effectiveness of the principal activities undertaken in achieving the outcomes in the Community Strategic Plan. The following report provides a detailed analysis of the Achievements in implementing the respective plans but also the Governance and Reporting requirements of Sections 406 & 428 of the Local Government Act, 1993 and Regulation 217 of the Local Government (General) Regulation, 2005.

It was pleasing that in December 2016 Council was assessed as being "Fit For the Future" , however it is acknowledged that in order to meet the future needs and expectations of the Community, Council will have to continually change, improve and adapt. The composition of Council staff and the way that services are delivered are different to the past as we move into the digital age. Innovation and Technology is a key component of Councils Fit For the Future improvement strategy.

Council continues with its wide community focus and strategy as we strive to ensure that our citizens receive the services they deserve whether that is Federal, State or Local Government responsibilities. It is our goal to work with the community to make Hay and the wider community a better place to live. The Annual Report is a key component of the Integrated Planning and reporting Process where we measure what we have achieved in the preceding year and communicate that to the community.

The document details a number of achievements throughout the year in our key areas of responsibility, and Councillors and Staff welcomes feedback in relation to our achievements and performance.

## DIRECTORY

### Administrative Building

134 Lachlan Street  
(PO Box 141)  
HAY NSW 2711

Office Hours: 9am - 5pm  
Cashiers Hours: 9am - 4pm

Phone: 02 6990 1100  
Fax: 02 6993 1288

### Visitors Information Centre

Moppett Street  
HAY NSW 2711

Phone: 02 6993 4045

### Bishop's Lodge

Moama Street  
HAY NSW 2711

Phone: 02 6993 1727

### War Memorial Hall

Lachlan Street  
HAY NSW 2711

### Depot

Lindsay Street  
HAY NSW 2711

Ph 02 6993 4046

### Library

Lachlan Street  
HAY NSW 2711

Phone 02 6993 4492

### Hay Gaol Museum

Church Street  
HAY NSW 2711

### Swimming Pool

Lachlan Street  
HAY NSW 2711

Phone: 02 6993 1616

### Community Building (at Hay Park)

off Morgan Street  
HAY NSW 2711

Phone: 02 6993 1017

### Bankers

General Funds:	Westpac Banking Corporation
Investment Institutions:	Westpac Banking Corporation
	Bendigo Bank
	Illawarra Mutual Building Society
	National Australia Bank
	ANZ

### Solicitors:

Perrot's Solicitors & Attorneys  
Kell Moore & Associates

### Auditor:

Audit Office of NSW

### Contract Auditors:

Adams Kenneally White & Co

### Insurance Brokers:

Jardine Lloyd Thompson P/L  
Statecover - Workers Compensation

## STATISTICAL INFORMATION

AREA	11,348 km <sup>2</sup>
LAND VALUE	\$183,171,677
POPULATION	2,946
RATEABLE ASSESSMENTS	1,888
MAIN ROADS	156 km
STATE HIGHWAYS	339 km
LOCAL ROADS & TOWN STREETS	765 km

### DATE COUNCIL COMMENCED

1st January, 1965, following the amalgamation of Waradgery Shire and Hay Municipal Councils

### STAFF EMPLOYED (Full-time equivalent)

Administrative (incl. Tourism, library & H.A.C.C.)	13
Engineering, Environmental Services & Works	38
Total	51

NO. OF BUSH FIRE BRIGADES 8

## THE SHIRE OF HAY

Hay is a friendly town on the banks of the Murrumbidgee River, about halfway between Sydney and Adelaide and 400 kilometres from Melbourne. The Sturt, Mid-Western and Cobb Highways intersect at Hay.

The population of the town of Hay is 2,967. The Hay Shire includes the villages of Booligal (made famous by Banjo Patterson, in "Hay and Hell and Booligal"), Maude and One Tree.

### Vegetation

Perennial bushes, mostly cottonbush and saltbush, form the greatest part of vegetation, covering 65% of the district; the remainder being grass country and flood plains. Box trees inhabit the plains country, with river gums along the river.

### Climate

The climate of Hay is considered temperate. The average summer temperature is 34 degrees Celsius, with an average winter temperature being 13 degrees Celsius.

The rainfall is comparatively low with an average of 325mm (13") annually.

Spring and autumn are delightful times with the deciduous trees colouring beautifully in the autumn and the plains covered with wildflowers in the spring.

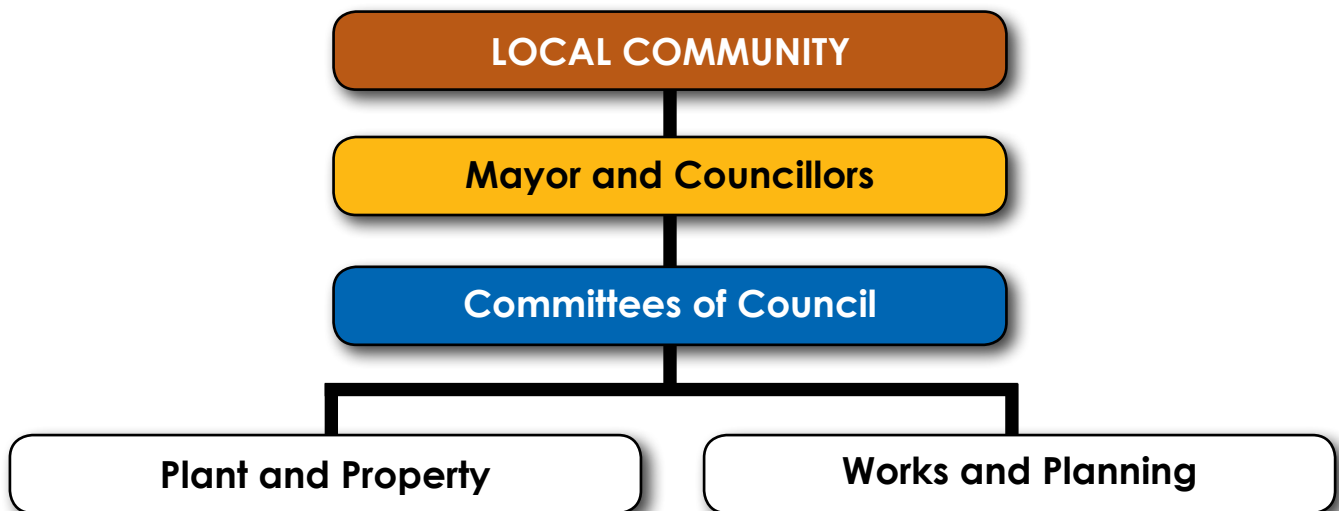
### Products

The Hay Irrigation Area is virtually the "cradle of irrigation" on the Murrumbidgee River. Irrigated crops grown around the Hay area are maize, wheat, cotton, rice, oats, barley, cereal rye, grain sorghum, sunflowers, soya beans, canola, large seeds and legumes. Pastures include paspalum, white clover, sub clover and rye grasses. Rice production has decreased considerably in the light of water reductions.

In addition, melons, lettuce, tomatoes, onions and garlic are grown in the area for the Sydney and Melbourne markets and Broccoli is an emerging export product. Wine grapes are also being grown in increasing quantities at Hay's winery.



## POLITICAL STRUCTURE



### COMMUNITY INVOLVEMENT

Some management functions of Council are conducted by a blend of Council and community representation: -

#### SECTION 355 COMMITTEES

Hay Gaol Management Committee  
 Hay Showground Management Committee  
 Bishop's Lodge Management Committee  
 Home and Community Care (HACC) Committee  
 Hay Museums Committee  
 Hay Health & Fitness Committee  
 Myers Lane Management Committee  
 Dunera Committee  
 Flood Levee Committee

#### STAFF COMMITTEES

Workplace Health and Safety Committee  
 Confined Spaces Committee  
 Consultative Committee

## ELECTED REPRESENTATIVES 2016-2017

### MAYOR

Cr Roger W Sheaffe  
"Eurugabah" Booligal

### DEPUTY MAYOR

Cr Michael A. Rutledge  
"Yeadon", Hay

### COUNCILLORS

Cr Jasen Crighton	425 Russell Street, Hay
Cr (Mrs) Jenny Dwyer	248 Lachlan Street, Hay
Cr Peter A. Dwyer	420 Macauley Street, Hay
Cr Robert Howard	313 Church Street, Hay
Cr Michael A. Rutledge	'Yeadon', Hay
Cr Roger W. Sheaffe	'Eurugabah', Booligal
Cr David Townsend	237 Piper Street, Hay
Cr Kevin Walter	325 Lang Street, Hay

### Mayoral and Councillor Allowances and Expenses

During the period 1st July 2016 to 30th June 2017, Council's Mayoral Allowance was \$14,540 and the total Councillor fees were \$77,305. All Councillor expenses, reimbursements and facilities are provided in accordance with the adopted policy.

During the period 1st July 2016 to 30th June 2017 the following costs were incurred by Council in relation to Councillor expenses:-

- Attendance of Councillors at conferences and seminars including all travel, registration costs and meals = \$39,470
- Training of Councillors = nil
- Interstate trips = \$2,720
- Overseas visits = nil
- Expenses for spouse or partner = nil

### Term of Office

Council members are elected for a term of four years. The quadrennial election was held in September 2016. The whole Council elects the Mayor each September.

### Council Meetings

Council meets on the fourth Tuesday of each month, commencing at 1.00pm. The Council's Code of Meeting Practice (March 2015) deals with all matters associated with Council's meeting procedures.

## Payment of Expenses and Provision of Facilities to Councillors

### Part 1 INTRODUCTION

- **Adoption and Commencement of the policy**

This policy was adopted by Council on 22/4/2015 and commenced on that date. The policy is being reviewed and will be replaced from November 2017.

- **Purpose of the Policy**

The purposes of the policy are:

1. to ensure that there is accountability and transparency in the reimbursement of expenses incurred or to be incurred by councillors, and
2. to ensure that the facilities provided to assist councillors to carry out their civic duties are reasonable.

- **Objectives and coverage of the Policy**

- To provide appropriate and reasonable facilities to enable the mayor, deputy mayor and councillors to fulfil their civic responsibilities and obligations
- To provide clear guidelines on what types of expenses councillors are entitled to claim payment for or reimbursement from the Council
- To ensure that no councillor suffers financial hardship in meeting his/her legitimate civic responsibilities and obligations
- To meet the statutory requirements of sections 252 and 253 of the Local Government Act 1993 and section 403 of the Local Government (General) Regulation 2005

- **Reporting obligations**

Section 428 of the Local Government Act 1993 requires councils to include in their annual report:

- the council's policy on the provision of facilities for, and the payment of expenses to, mayors and councillors
- the total amount of money expended during the year on providing those facilities and paying those expenses
- additional information as required by the Local Government (General) Regulation 2005.

- **Legislative provisions**

#### **Provisions under the Local Government Act 1993**

Sections 252(5) and 253 of the Local Government Act 1993 require councils to make and submit their expenses and provision of facilities policies annually to the Office of Local Government.

Section 252 of the Local Government Act 1993 requires councils to adopt or amend a policy annually for the payment of expenses and the provision of facilities to mayors, deputy mayors and other councillors. Mayors and councillors can only be reimbursed for expenses and provided with facilities in accordance with this policy.

Section 252 also makes provision for a council to reduce the amount payable to mayors and councillors (under sections 248-251 of the Local Government Act 1993) by the amount representing any private benefit of a facility provided by the council to them. It also requires that the policy be made under the provisions of this Act, the Local Government (General) Regulation and any relevant guidelines issued under section 23A of the Act.



Section 253 specifies actions that council must undertake before a policy concerning expenses and facilities can be adopted or amended.

Section 254 requires that a part of a council or committee meeting which considers the adopting or amending of such a policy must not be closed to the public.

Section 12 provides that the public is able to inspect during office hours at the council, and at no charge, the current version and the immediately preceding version of the council's expenses and facilities policy. The public are also entitled to a copy of the policy either free of charge or on payment of a reasonable copying charge.

Section 23A makes provision for the Director-General of the Department of Local Government to prepare, adopt or vary guidelines that relate to the exercise by a council of any of its functions. It also requires that a council must take the relevant guidelines into consideration before exercising any of its functions.

- **Other Government policy provisions**

DLG Guidelines for payment of expenses and provision of facilities

Model Code of Conduct

DLG Circulars to councils

ICAC publications

- **Approval arrangements**

For councillors wishing to attend a function other than those specifically covered by this policy and for which expenses will be claimed, approval should be obtained where possible at a full council meeting. Where this is not possible, approval is to be provided jointly by the mayor and general manager and reported to the next council meeting.

If the mayor requires approval to travel and it is not possible to place the matter before a council meeting, the approval is to be provided by the deputy mayor and the general manager and reported to the next meeting.

No travel outside of Australia is to be approved other than by council resolution.

## **Part 2 PAYMENT OF EXPENSES**

### **GENERAL PROVISIONS**

- **Payment of expenses generally**

#### **No General Expense allowance**

Council will not pay allowances based on a general or expected expense. Claims must be made on the basis of an actual expense having been incurred.

#### **Private Benefit**

Incidental use of council equipment and facilities may occur from time to time. Such incidental private use will not be subject to a compensatory payment back to council. However where a more substantial private use does occur a payment must be made to cover the level of that private use.

## **Political Purposes**

Councillors are prohibited from using Council resources for any political purpose.

## **Gifts and Benefits**

Councillors may only accept gifts and benefits of token value. Generally speaking these would include the following

- » gifts of single bottles of reasonably priced alcohol to individual council officials at end of year functions, public occasions or in recognition of work done (such as providing a lecture/training session/address)
- » free or subsidised meals, of a modest nature, and/or beverages provided infrequently (and/or reciprocally) that have been arranged primarily for, or in connection with, the discussion of official business
- » free meals, of a modest nature, and/or beverages provided to council officials who formally represent their council at work related events such as training, education sessions, workshops
- » refreshments, of a modest nature, provided at conferences where you are a speaker
- » ties, scarves, coasters, tie pins, diaries, chocolates, flowers and small amounts of beverages
- » invitations to appropriate out of hours "cocktail parties" or social functions organised by groups, such as, council committees and community organisations.

## **Participation equity and access**

Council encourages all members of the community to participate on Council, and it is a policy to ensure that all persons are able to represent Council regardless of their economic and social background or any disadvantage that they may have.

## **Approval and dispute resolution process**

The General Manager will be responsible for ensuring that all approvals and disputes are carried out in an equitable and efficient way. Where possible discretionary trips and conferences should be approved by the full Council or where that is not possible by the Mayor and the General Manager.

All disputes will be reviewed by the full Council.

## **Allowances and expenses**

Where the business of councillors requires councillors to travel from Hay and/or obtain overnight accommodation, the actual cost of those expenses and other reasonable incidental expenses shall be met or reimbursed by the council.

Incidental expenses shall include reasonable costs for accommodation, travel, meals and the reasonable cost of drinks accompanying meals, telephone calls, taxi, bus and train fares, parking fees and any other reasonable out-of-pocket expenses.

Councillors shall meet any additional costs associated with the attendance of their partners unless such attendance is specifically covered elsewhere in this policy.

Where a Councillor incurs sustenance expenses that arise from attending to business which has been approved in accordance with this policy, but does not involve an overnight stay and/or absence from the Shire, reimbursement of actual costs incurred will be paid provided that there is adequate substantiation of the expenditure.

## **Reimbursement and reconciliation of expenses**

Councillors are to provide receipts or other appropriate documentation to support all claims for reimbursement or substantiate payments from advances. In regard to reimbursements these must be made within 60 days of the expense.

All claims for reimbursement will be processed and paid in accordance with the procedures in place to deal with accounts payable.

Incidental expenses may not require specific receipts provided it can be demonstrated that expenditure was incurred and is not general in nature. Where receipts are not required it would be appropriate for councillors to certify that the expenditure was for the purpose intended.

## **Corporate Credit card**

The Mayor and General Manager are authorised to operate corporate credit cards in the Council's name for the payment of expenses associated with the operation of this policy and other reasonable expenditure incurred on behalf of Council. Appropriate documentation is required to be provided for all transactions charged to the corporate credit card.

## **Payment in advance**

Where it is likely that a Councillor will incur expenses as a result of attending to business outside the council area, and where it is not possible for those expenses to be pre-paid or charged directly to the Council, the councillor is entitled to claim a sustenance allowance of \$250 per night to be drawn in advance.

Such an allowance is not authority to incur unsubstantiated expenses to that amount. Any expenses paid from the sustenance allowance shall be fully substantiated and the unexpended balance of the sustenance allowance repaid to Council. The pre-payment of the allowance is not to be regarded as a general expenses allowance.

## **Staff Expenses**

The method of expenses adopted for Councillors shall also apply to senior staff where representing council or at functions authorised by the council.

- **Establishment of monetary limits and standards**

## **Accommodation**

Accommodation is to be reasonable and appropriate to the occasion. As a guide the limit on accommodation in capital cities is \$400 per night and in other centres \$250 per night. Where the accommodation is provided at the facility where the event is being staged (as is the case for the Local Government NSW Conference), the policy provides for accommodation to be provided at that location even if cost of the accommodation exceeds the nominated limit.

## **Sustenance**

Sustenance shall be limited to an amount of \$150 per day.

## **SPECIFIC EXPENSES FOR MAYORS AND COUNCILLORS**

- **Attendance at seminars and conferences**

### **A. Local Government NSW Annual Conference**

Council shall be represented at the annual conference of Local Government NSW by the Mayor, Deputy Mayor, General Manager and their spouses.

In the event that one or more of the delegates nominated above is unable or unwilling to attend, Council shall nominate an alternative delegate(s) with preference to be given to councillors who have not previously attended an annual conference.

In addition to the delegates nominated above a councillor not seeking re-election at the next general election and entitled to receive a long service certificate shall be entitled to attend a conference in the final year of a term of Council to partake in the presentation of such certificates.

### **B. Western Division Annual Conferences**

It shall be the policy of Council for those councillors wishing to do so and the General Manager to attend the annual conference of the Western Division Group of the Shires Association. In accordance with this policy those so attending may be accompanied by their spouses.

### **C. Divisional Conferences and Presidential Tours**

It shall be the policy of Council for those councillors wishing to do so to attend conferences and meetings of F Division and the Western Division of the Shires Association and the Presidential Tours periodically conducted by the LGSA.

### **D. Other Conferences and Seminars**

Attendance at other conferences and seminars shall require the specific approval of Council as provided for elsewhere in this policy.

After returning from the conference, councillors or a member of council staff accompanying the councillor/s, shall provide a written report to council on the aspects of the conference relevant to council business and/or the local community. No written report is required for the Annual Conferences of the Local Government NSW.

Council shall pay conference registration fees charged by the conference organisers including the costs of related official lunches and dinners, and associated tours where they are relevant to the business and interests of the council.

- **Training and educational expenses**

Council will meet all reasonable expenses associated with training that relates directly to a councillor's duties and obligations as an elected member. It is Council policy to encourage develop, fund and implement professional development of Councillors.

- **Travel arrangements and expenses**

## **Form of Travel**

The Mayor and the General Manger are empowered to determine the mode of travel having regard to availability, economy, time and safety factors when travel is required outside the Council's area.

Travel by air within Australia to be economy class, unless otherwise specified by Council.

When travelling by vehicle, a suitable Council vehicle will be provided. If a Council vehicle is not available or it is not feasible to use a Council vehicle, Councillors will be paid the prescribed kilometre rate in the Local Government (State) Award for using their own vehicle. Should a Councillor decide to use their own vehicle when a Council provided vehicle is available, they will be reimbursed on the basis of fuel costs only.

Wherever possible, every effort is to be made to minimise travel costs through the use of Council vehicles and sharing with other Councillors and staff where appropriate.

Typically, a Councillor's private vehicle is likely to be used for:

- travel to/from Council and Council Committee meetings,
- travel to/from authorised inspections,
- travel to/from Council authorised workshops, courses, seminars or conferences that are held within the area of Hay Shire Council.

Reimbursement will not be paid for any travel expense incurred through attending to civic needs except as provided by this policy.

Council staff shall under normal circumstances make arrangements and bookings for travel and accommodation needs.

- **Insurance expenses and obligations**

Insurance cover will be provided to the Mayor, Councillors, Employees and accompanying spouses of those workers. Cover applies when the injured person is engaged in or on any activity directly or indirectly connected with or on behalf of the insured including whilst travelling directly to and from such activity.

Insurance includes cover for personal accident and sickness, medical expenses, loss of baggage and property, money and travel documents as well compensation for other miscellaneous travel activities and costs.

- **Legal expenses and obligations**

Council shall indemnify or reimburse the reasonable legal expenses of:

- (a) a councillor defending an action arising from the performance in good faith of a function under the Local Government Act (section 731 refers); or

(b) a councillor defending an action in defamation provided the statements complained of were made in good faith in the course of exercising a function under the Act; or  
(c) Reasonable legal costs may also be available for an inquiry, investigation or hearing into a councillor's conduct by an appropriate investigative or review body including:

- (i) Local Government Pecuniary Interest and Disciplinary Tribunal
- (ii) Independent Commission Against Corruption
- (iii) Office of the NSW Ombudsman
- (iv) Division of Local Government, Department of Premier and Cabinet
- (v) NSW Police Force
- (vi) Director of Public Prosecutions
- (vii) Council's Conduct Review Committee/Reviewer.

This is provided that the subject of the inquiry, investigation or hearing arises from the performance in good faith of a councillor's functions under the Act and the matter before the investigative or review body has proceeded past any initial assessment phase to a formal investigation or review. In the case of a conduct complaint made against a councillor, legal costs will only be made available where a matter has been referred by the General Manager to a conduct reviewer/conduct review committee to make formal enquiries into that matter in accordance with the procedures in the Model Code of Conduct. In the case of a pecuniary interest or misbehaviour matter legal costs will only be made available where a formal investigation has been commenced by the Division of Local Government.

In addition, legal costs will only be provided where the investigative or review body makes a finding that is not substantially unfavourable to the councillor. This may include circumstances in which a matter does not proceed to a finding. In relation to a councillor's conduct, a finding by an investigative or review body that an inadvertent minor technical breach had occurred may not necessarily be considered a substantially unfavourable outcome.

Council will not meet the costs of an action in defamation taken by a councillor or council employee as plaintiff in any circumstances. Council will not meet the costs of a councillor or council employee seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible defamation.

## **Telecommunications**

Council will provide telecommunication facilities such as mobile, landline and facsimile facilities where required with a limit of \$500 per month. Councillors must submit itemised accounts from the provider to the General Manager for reimbursement.

### **• iPads**

Councillors will be provided with a Council iPad for ease of conducting Council business. Councillors are permitted limited private use of the facility.

## **Childcare**

Childcare expenses of up to \$20 per hour and a maximum of \$600 per financial year will be paid to allow councillors to perform official civic duties. The care is not to be provided by someone who normally lives at the Councillor's residence.



## **Carer Reimbursement**

Reasonable expenses of a carer will be reimbursed for childcare and care of frail aged and/or disabled individuals who reside at the councillor's household and for whom the councillor is the primary carer while the councillor is attending council and committee meetings, or while representing the Council in an official capacity.

- **Spouse and partner expenses**

Council shall meet the cost of the attendance of partners at the conference dinner at the annual conference of Local Government NSW. Any additional costs associated with travelling, accommodation and/or participation in partners' programs shall be the responsibility of the councillor.

Council shall meet the costs of partners accompanying councillors to functions in the local area where the councillor is attending the function as a representative of council.

Council shall meet the costs of a partner accompanying the mayor, or a councillor representing the mayor, to functions where the mayor or councillor is attending the function as a representative of council.

In situations where partners accompany councillors at seminars, conferences and the like, all additional costs arising from the partner's attendance are the responsibility of the councillor.

## **Part 3 PROVISION OF FACILITIES**

### **GENERAL PROVISIONS**

- **Provision of facilities generally**

Council facilities and equipment shall only be used by Councillors in the performance of the functions of a Councillor and in the manner prescribed and authorised by Council.

Council shall supply councillors with appropriate meals, refreshments and/or beverages associated with Council and committee meetings and functions.

### **PROVISION OF EQUIPMENT AND FACILITIES FOR COUNCILLORS**

- **Private use of equipment and facilities**

Councillors may have access to Council telephones during hours when the council administrative office is open.

Councillors may send and receive messages using Council facsimile machines during hours when the Council administrative office is open.

Except in an emergency, Councillor's use of Council's telephone and facsimile machines shall relate to the business of Council only.

Council will provide Councillors with a name-badge and business cards.

Councillors may use a Council letterhead to provide personal references in their capacity as a councillor.

Council shall supply appropriate meals, refreshments and/or beverages associated with Council and committee meetings and functions.

## **PROVISION OF ADDITIONAL EQUIPMENT AND FACILITIES FOR MAYOR**

Appropriate secretarial support will be provided for undertaking the duties of Mayor.

Appropriate refreshments and beverages will be provided as required to the mayor for hospitality purposes.

Council shall, if required, provide and maintain a facsimile machine for the use of the Mayor at his/her place of residence.

## **OTHER MATTERS**

Where a Councillor has been issued with Council equipment they must return it to Council at the cessation of their civic duties.

## **COUNCIL COMMITTEES 2016/17**

(To September 2020)

❖ **Plant & Property Committee**

All Councillors (Cr R Howard - Chairman)

❖ **Works & Planning Committee**

All Councillors (Cr J Crighton - Chairman)

## COUNCIL MANAGEMENT COMMITTEES 2016/2017

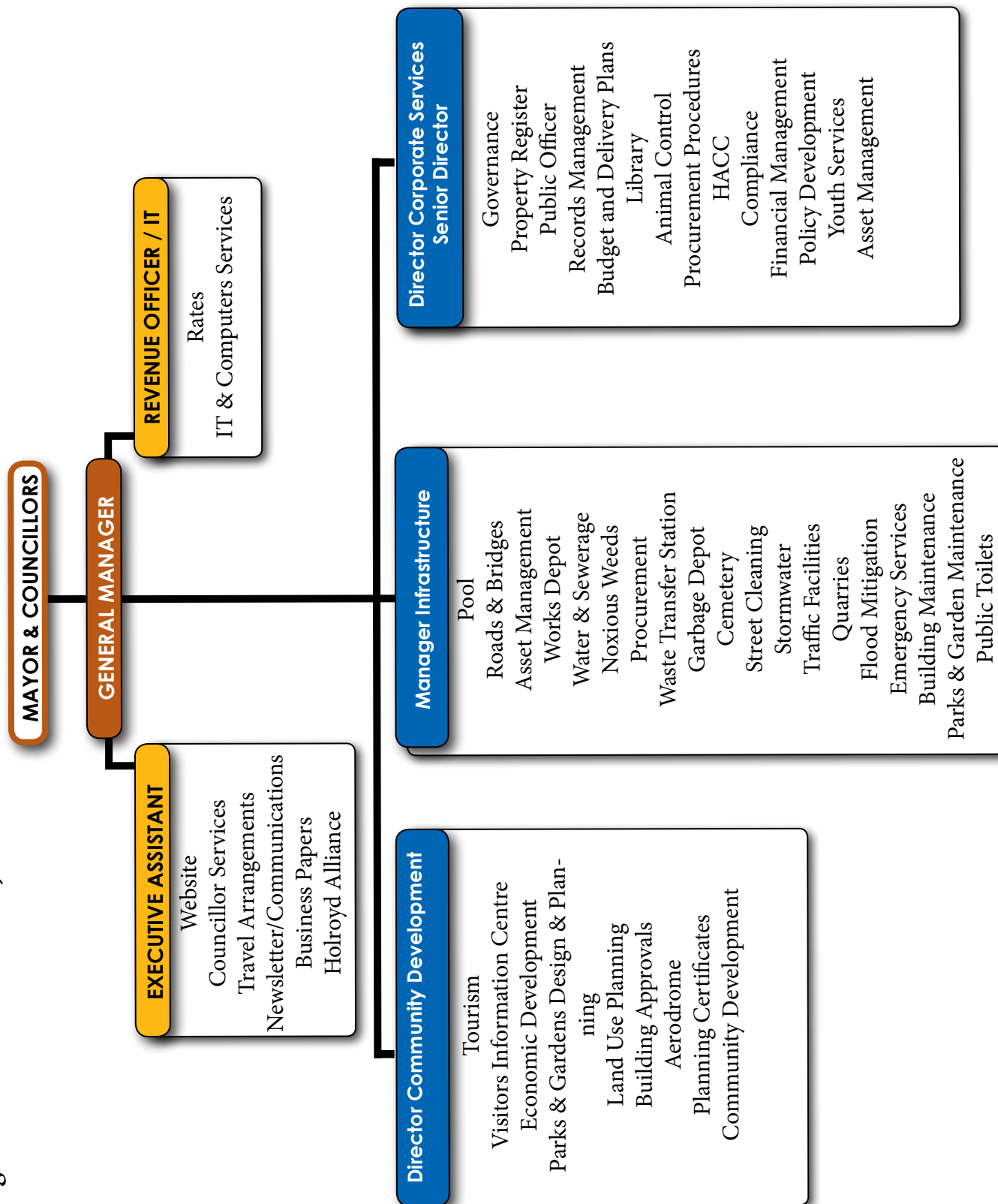
- ❖ **Bush Fire Advisory Committee**  
Cr Kevin Walter  
Cr Bill Sheaffe  
Mr Jason Wall (FCO) and members of annually elected Bushfire Brigades
- ❖ **Hay Gaol Management Committee**  
Cr Robert Howard  
Director of Corporate Services (treasurer)
- ❖ **Hay Showground Management Committee**  
Cr David Townsend
- ❖ **Home and Community Care Committee**  
Cr Jenny Dwyer  
Cr Michael Rutledge  
Cr David Townsend  
Director of Corporate Services
- ❖ **Myers Lane Management Committee**  
Cr Peter Dwyer  
Cr Robert Howard  
Cr Kevin Walter
- ❖ **Dunera Committee**  
Cr Peter Dwyer
- ❖ **Bishops Lodge Management Committee**  
Cr Jenny Dwyer
- ❖ **Hay Health & Fitness Committee**  
Cr Kevin Walter  
Cr Robert Howard  
Cr Jenny Dwyer
- ❖ **Hay Museums Committee**  
Cr Jenny Dwyer
- ❖ **Hay Flood Levee Committee**  
Cr David Townsend  
Cr Kevin Walter  
Cr Bill Sheaffe

## COUNCIL DELEGATES 2016/2017

Organisation/Committee	Delegate
❖ Western Riverina Community Library Committee	Cr Jenny Dwyer, Cr Michael Rutledge
❖ Murray Darling Association and water matters generally	Cr Michael Rutledge, Cr Bill Sheaffe, Cr Jasen Crighton
❖ South West Arts Project	Mrs Airlie Circuit
❖ Hay Rural Support Group	Cr Bill Sheaffe
❖ Australian Shearers Hall of Fame Board	Cr Robert Howard & Director of Corporate Services
❖ Hay Plains Childcare Centre	Cr Jasen Crighton
❖ Traffic Committee	Cr Peter Dwyer & Director of Technical Services
❖ Long Paddock Committee	Cr Jenny Dwyer, General Manager, Director of Community Development
❖ RAMROC	Mayor/Deputy Mayor/General Manager
❖ Local Area Health Service	Cr Jasen Crighton

## STAFF STRUCTURE

Council's General Manager is employed under a performance based contract. The total value of these contracts involving salary, superannuation, non-cash benefits and allowances is \$189,842.





## VISION AND MISSION STATEMENT

### Vision

"Where our people are happy, healthy and safe, living together with a strong sense of community in a vibrant and prosperous economy."

### Mission Statement

To be a progressive rural council committed to

- Caring for the welfare of our citizens;
- Protecting the environment;
- Sustaining a climate that encourages opportunities to achieve a sound economic base;
- Managing the Council's limited resources in an open and accountable manner consistent with the principles of value for money and equity.

## GOALS

1. To promote Council as being a professional, caring and responsive organisation dedicated to meeting community needs and expectations;
2. To protect and enhance the natural environment of the Shire;
3. To encourage substantial local economic development and employment opportunities, in harmony with the environment, for the benefit of our citizens and the self-sufficiency of the Shire;
4. To provide an efficient and effective nominated network of roads and other related systems, for the safe and efficient transport of people and motorists; and
5. To ensure "value for money" by the effective delivery of services in response to existing and future requirements.

## ORGANISATIONAL VALUES

**Integrity** – We will be honest, fair and ethical in all our dealings, complying with the letter and the spirit of the law. We will make decisions in an unbiased, objective manner devoid of any personal interests or prejudices. We will treat all people with respect.

**Openness** - We will be readily accessible and will be transparent in all our dealings. We will communicate truthfully and regularly with our community. We will give reasons for our decisions.

**Responsiveness** – We will consult with our community and other stakeholders and be guided by their wishes. We will deliver on our promises.

**Quality of Service** – We will strive to provide best-practice services through continuous improvement and embracing new ideas and we will respond promptly to service problems.

## PRINCIPLES

Council has reviewed its guiding principles in line with the new requirements resulting from the Local Government reform process which are now:-

- actively engage local communities, including through integrated planning and reporting;
- be transparent and accountable;
- recognise diverse needs and interests;
- have regard to social justice principles;
- have regard to the long term and cumulative effects of its actions on future generations;
- foster ecologically sustainable development;
- effectively manage risk;
- have regard to long term sustainability;
- work with others to secure services that are appropriate to meet local needs;
- foster continuous improvement and innovation;
- act fairly, ethically and without bias in the public interest; and
- endeavour to involve and support its staff.

## **HUMAN RESOURCE ACTIVITIES**

Hay Shire Council provided training opportunities to a many Council staff from the 1st July 2016 to the 30th June 2017, resulting in an expenditure of \$170,276. Training was undertaken by the majority of Council employees across many facets of Councils operations. The Workforce Plan is being progressively implemented and is currently being reviewed.

## **LEGAL PROCEEDINGS**

During the period 1/7/16 to 30/6/17 Council incurred the amount of \$8,738 in legal expenses.

This expense relates to:

Legal costs – legal advice on planning issues and Statutory requirements.

Council has outstanding legal proceedings in relation to debt recovery.

## **PRIVATE WORKS**

The Council undertakes works for private organisations, individuals and Government agencies on a cost-recovery basis where these works do not significantly impede the Council's own works program. For the period 1st July 2016 to 30th June 2017, Council carried out works totalling \$79,689 from which it received an income of \$84,272. Works were carried out in accordance with Council's adopted Plant Hire Rates, which are reviewed each year and are based on commercial rates.

Council adopted its private hire rates in June 2016 and performed no private works jobs at a rate lower than that adopted under Section 67(2(a)) of the Local Government Act 1993.

## FINANCIAL ASSISTANCE GRANTS UNDER S356 OF THE LOCAL GOVERNMENT ACT, 1993

In the period 1st July 2016 to 30th June 2017 the following organisations received grants from Council totalling \$10,003 to the organisations listed below:-

Mini Club of SA	\$1200.00
Mens Shed	\$1078.00
Hay Public School	\$50.00
Hay War Memorial High School	\$125.00
Booligal Public School	\$50.00
Hay Show Society	\$500.00
Hay Jockey Club	\$1200.00
Hay Merino Sheep Show	\$600.00
Hay School of the Air	\$200.00
Hay Tennis Club	\$5000.00

In addition to these contributions, Council provided considerable administrative assistance to local Committee's including Management Committee's, visiting sporting and recreational groups, registered charities, as well as subsidised rental or free use of Council buildings to a number of organisations.

## STATEMENT OF ALL ORGANISATIONS EXERCISING DELEGATED FUNCTIONS OF COUNCIL

Hay Gaol Management Committee	Dunera Committee
Hay Showground Management Committee	Bishop's Lodge Management Committee
Youth of Hay Committee	Flood Levee Committee
Home and Community Care (HACC) Committee	Myers Lane Management Committee
Hay Museums Committee	Hay Health & Fitness Committee

## ACCESS TO INFORMATION

The Government Information (Public Access) Act 2009 (GIPA Act) replaced the Freedom of Information Act 1989 in July 2010. The GIPA Act encourages the proactive release of information. Certain types of information require an information access request be lodged before Council is able to release the information. Council may withhold any information it deems against the public interest. Details of such requests from 2016-2017 can be found in the Statutory section of this report.

## CULTURAL SERVICES

Council has a very small ethnic and Aboriginal/Torres Strait Islander community. Only 3.8% of the Shire's population came from a non-English speaking background and only 6.0% of the community are Aboriginal or Torres Strait Island persons.

Consequently, Council has no specific Multicultural programs, however, residents with ethnic backgrounds are involved in community services supported by Council.

## EQUAL OPPORTUNITY MANAGEMENT PLAN

Council has appointed an Equal Employment Opportunity (EEO) Officer and has adopted an EEO Management Plan.

Due to the success of Council's EEO processes, Council has not considered it necessary to implement any additional training or activities.

## ACCESS & EQUITY ACTIVITIES

An access and equity activity is defined as one, which assists Council to:-

- Promote fairness in the distribution of resources, particularly for those most in need;
- Recognise and promote people's rights and improve the accountability of decision makers;
- Ensure that people have fairer access to the economic resources and services essential to meeting their basic needs and improving their quality of life;
- Give people better opportunities for genuine participation and consultation about decisions affecting their lives.

During the year ended 30 June 2017, Council sponsored a number of individuals and groups to participate in activities outside the region. Council also conducted a very successful senior citizen week program. Council also is a community home support service provider, which includes Meals on Wheels, Community Transport, Health Transport, Social Support, Respite Care and Home Maintenance services. Council also operates a Centrelink agency, which provides a badly needed service to those in need of assistance and advice.

The Myers Lane self care units, established by Council in 1997, provide housing for the elderly and disadvantaged, and continues to operate successfully providing quality housing at a reasonable rental for the target group. All of Council parks and reserves as well as the pool, are provided free of charge to ensure equitable use of facilities.

During the year Council also implemented a number of initiatives to improve the access and availability of medical services to residents. This included improvements to infrastructure, subsidies, administrative assistance as well as regular representations to the various medical providers and departments.

## JOINT VENTURES

Council is a member of the Western Riverina Community Library.



## **STATEMENT OF ALL COMPANIES IN WHICH COUNCIL HAS A CONTROLLING INTEREST**

Council does not have a controlling interest in any companies.

## **RATES AND CHARGES WRITTEN OFF**

During the period 1st July 2016 to 30th June 2017 the amount of \$108,032 in rates and charges was abandoned, which were abandoned under the pensioner provisions of the Local Government Act, 1993. In addition to this the amount of \$3,098 was abandoned in the water and sewer funds under Councils community service obligation policy and fire fighting water connections policy.

## **CHILDREN'S NEEDS**

Council conducts no specific activities to develop and promote services and programs providing for the needs of children, however Council subsidises and provides assistance to other organisations that are responsible for the provision of these services.

Such services include the provision of subsidised rental of Council's building for the Playgroup, waiving rates for the Pre-School and also providing land for the Hay Plains Childcare Centre. The Hay Plains Childcare committee has recently completed a major extension to the existing Council owned childcare facility, which now provides a modern long day child care centre.

## **MAJOR CONTRACTS AWARDED**

Cleanaway Operations - Garbage Collection Service

## **INFORMATION PROTECTION**

Council is currently preparing its Privacy Management Plan as required under the Privacy and Personal Information Protection Act, 1998. Once this plan is adopted all relevant staff will be trained to ensure compliance with the Plan.

## **COMPETITIVE NEUTRALITY**

Council is making satisfactory progress in implementing the principles of Competitive Neutrality. Council's Water and Sewerage services have been identified as category two businesses. Whilst Council hasn't adopted full cost attribution for these businesses, all costs that can be reliably attributed to that business are accounted . All competitive neutrality complaints must be in writing to the General Manager, with each complaint referred to the Council for consideration. No complaints were received during the period 1/7/16 to 30/6/17.

# **Report on Achievements in Implementing Delivery Program**

A1

Our community values its natural and built environments to support a sustainable environment

Community Strategy

A1.1

Investigate renewable resource options

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
A1.1.1 – Seek external funding for solar energy programs as part of the Green Hay economy	T1	Implement green program to form funding umbrella	CO	Specification completed	DCD
	T1	Prepare funding applications	CO	No current funding available	DCD
A1.1.2 – Seek external funding for alternative energy programs as part of the Green Hay economy	T1	Implement alternative energy types including liquid metal battery technology	CO	Program launched	DCD
	T1	Prepare funding Application	CO	No current funding available	DCD

**Community Strategy**  
**A1.2**

Identify suitable environmentally sustainable initiatives

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
<a href="#">A1.2.1</a> – Reduce consumption and reuse of water	T4	Implement demand management strategy	CO	User pay system in place	IM
<a href="#">A1.2.2</a> – Recycling and Waste	T4	Continue with recycling and waste program	CO	Program in place	IM DCD
<a href="#">A1.2.3</a> – Reducing power consumption	T4	Implement energy saving initiatives and lead by example	CO	Energy Audit completed	DCD
	T4	Investigate renewable energy alternatives in Council buildings	Q4	Ongoing	DCD
<a href="#">A1.2.4</a> - Promote Sustainable Transport Options	T4	Lead by example in implementing sustainable transport initiatives	CO	Ongoing	GM DCD IM
	T4	Support projects such as Cycle to Work programs and bio-fuel technology	CO	Developing programs	DCD
<a href="#">A1.2.5</a> - Support Sustainable Natural Environment Programs	T4	Develop partnerships with National Parks so that they become operational in the Hay Shire and are rateable properties	CO	Ongoing	GM DCD

**Community Strategy**  
**A1.3**

Implement river management strategic partnerships to protect river banks

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
<b>A1.3.1</b> – Liaise and Consult with Stakeholders	T3	Seek commitment from Government agencies that satisfactory weir pool will be maintained.	CO	Ongoing consultation with Government agencies	GM
<b>A1.3.2</b> – Ongoing advocacy and education policies	T3	Continue to represent the community to ensure the preservation of river banks	CO	Achieved	GM

**Community Strategy**  
**A1.4**

Establish and maintain clear guidelines for zoning, urban planning and development

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
<b>A1.4.1</b> – Oversee a Local Environmental Planning and compliance framework for managing and controlling land use development	T2	Maintain and enhance Council's development assessment and complying functions	CO	Ongoing	DCD
	T2	Ensure timeliness of determination delivery	CO	Determinations completed within timeframes	DCD
	T2	Prepare Open Space Plan	CO	Plan completed	DCD
	T2	Formulate Development Control Plan		Not required	DCD
<b>A1.4.2</b> – Ongoing advocacy and education policies	T2	Provide timely and effective advice to applicants and delivery partners	CO	Achieved	DCD



A2

Our community is clean and healthy

Community Strategy

A2.1

Keep amenities in a clean and safe condition

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
A2.1.1 – Maintain parks, bushland areas and other recreational facilities and equipment for the benefit of the community	T5	Recreational equipment is inspected and maintained on a monthly basis	CO	Inspected in accordance with program	DCD
	T5	Maintain amenities at a standard consistent with community expectations	CO	Amenities maintained at satisfactory standard	IM
A2.1.2 – Ensure that the Hay Council area is clean and tidy for the benefit of residents and business owners	T5	Implement and monitor street sweeping and cleaning systems	CO	Amenities maintained at satisfactory standard	IM
	T5	Maintain amenities at a standard consistent with community expectations	CO	Amenities maintained at satisfactory standard	IM
A2.1.3 – Maintain streets and supporting infrastructure to encourage safe public use of facilities	T5	Deliver Council's maintenance program and services to ensure infrastructure is clean, safe and accessible	CO	Ongoing	IM
A2.1.4 - Manage domestic waste and other waste management services	T5	Deliver domestic waste and provide waste disposal facility	CO	Achieved	IM DCD
	T5	Promote Council's waste reduction and recycling programs	CO	Promotion ongoing	DCD

**Community Strategy**  
**A2.2**

Provide a clean and safe water supply

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
A2.2.1 – Manage water supply operations for the Hay Town supply	T5	Maintain water supply operations and review regularly in line with demand	CO	Achieved	IM
	T5	Implement improvement programs, to maintain assets in line with demand and financial capacity	CO	Service reviews ongoing	IM
	T5	Complete Integrated Water Management Strategy	CO	Completed	IM

**Community Strategy**  
**A2.3**

Manage waterways and the environment in a way to minimise risks to the community

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
A2.3.1 – Manage water supply operations for the Hay Town supply	T6	Maintain stormwater and drainage operations and review	CO	Achieved	IM
	T6	Implement improvement programs, to maintain assets in line with demand and financial capacity	CO	Ongoing	IM

**B1**

Our community values its safe, healthy lifestyle that cares for the welfare of each other

**Community Strategy  
B1.1**

Address community needs through the provision of services targeting identified groups

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
<b>B1.1.1</b> – Implement people resources, social resources, institutional and cultural resources action plans of the Community Development Plan	T1	Staged implementation of action plan	CO	Programs being progressively implemented	GM DCD DCS
	T1	Coordinate, deliver or advocate services	CO	Services provided	GM DCD DCS
	T1	Develop potential Nimmie-Caira proposals and seek commitment that the lands will become ratable	CO	Deferred	DCD

**Community Strategy**  
**B1.2**

Implement Strategies to increase employment options

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
<b>B1.2.1</b> – Promote local employment and training opportunities	T2	Create opportunities for local apprenticeship with local businesses	CO	Ongoing	GM DCD
	T1	Identify funding sources to assist in the development of supported local employment programs	CO	Opportunities promoted	GM
	T2	Investigate local partnerships with state and federal government agencies and key local stakeholders	CO	Ongoing representation	GM
	T2	Support school based apprenticeship & TAFE programs	CO	Ongoing representation	GM

**Community Strategy**  
**B1.3**

Seek partnerships with providers to generate better options and scope for all levels of education

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
<b>B1.3.1</b> – Identify and pursue opportunities with the Hay War Memorial High School to provide a greater range of educational opportunities including VET programs	T2	Support and promote education initiatives	CO	Representations continuing	GM
<b>B1.3.2</b> - Assist local schools to actively promote their facilities and services to the wider community	T1	Support publicity and communication initiatives	CO	Supporting programs	GM

**Community Strategy**  
**B1.4**

Establish and maintain working relationships with partners and safety agencies

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
<b>B1.4.1</b> – Work with safety agencies to identify and develop strategies to address safety concerns of the community	T3	Work through strategies to address issues and concerns	CO	Participation in local LEMC & LAC Police Meetings	GM
	T3	Support publicity and communication initiatives	CO	Achieved	GM
	T3	Maintain links with safety agencies	CO	Achieved	GM
	T3	Incorporate Safety by Design Principles in all design, planning and maintenance	CO	Achieved	DCD
	T3	Carry out swimming pool inspections in accordance with legislation	CO	Achieved	DCD

**Community Strategy**  
**B1.5**

Build partnerships to foster and promote community wellbeing

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
B1.5.1 – Work with health agencies to identify and develop strategies to address health issues of the community	T3	Work with local health agencies to promote better health and fitness programs	CO	Ongoing	GM DCS
	T3	Provide information and education about healthy lifestyle including being sun smart, good nutrition, improving physical activity, quit smoking, reducing drug and alcohol	CO	Supporting programs	GM DCS
B1.5.2 – Work with community agencies to identify and develop strategies to address cultural issues of the community	T3	Undertake Community Arts Projects to contribute to improving the area's appearance	CO	Supported programs	GM DCS
	T3	Work with community partners in providing and promoting programs that contribute to community pride and wellbeing	CO	Working with South West Arts, Outback Theatre and Schools	GM DCS



**Community Strategy**  
**B1.6**

Engage the community through a coordinated engagement structure on issues affecting their lifestyles

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
<b>B1.6.1</b> – Provide wide range of options to engage the community on issues relating to the Shire	T5	Develop an annual engagement strategy scoping community issues	Q4	Being developed	GM DCS
<b>B1.6.2</b> - Coordinate committees and activities to facilitate participation in Council decision making	T5	Manage and coordinate Council Committee and activities	CO	Ongoing	GM DCS
	T5	Seek support and direction from Council Committees as required	CO	Procedures in place	GM DCS

B2

Our community is vibrant

Community Strategy

B2.1

Enhance the atmosphere of the main street and public areas

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
B2.1.1 – To continuously upgrade and improve the Main Street area	T6	Prepare detailed Plans & Specifications for Lachlan Street Development	CO	Project deferred	IM
	T6	Continue to investigate options for Lachlan Street tree replacement program	CO	Project deferred	IM
B2.1.2 – To continuously upgrade and improve public areas for the enjoyment of local community members and visitors	T6	Plan and deliver improvement program in public access areas	CO	Program being developed	IM
	T6	Commence implementation of Bike Plan	CO	Plan completed	IM DCD

**Community Strategy**  
**B2.2**

Actively promote the wellbeing of the community and its members

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
<b>B2.2.1</b> – Promote and develop an inclusive local community culture, where people of all ages interact and provide mutual support	T3	Assess way in which the use of community facilities can be extended and increased	CO	Ongoing	GM DCS
	T3	Promote the benefits of community participation and volunteering	CO	Ongoing	GM DCS
<b>B2.2.2</b> – Promote and provide opportunities for education and lifelong learning	T3	Assess opportunities for the library, museums and arts to support a range of lifelong learning activities incorporating developing technologies	CO	Programs implemented	GM DCS
	T3	Implementation of ‘Paint the Town Read’ Program	CO	Programs implemented	GM DCS
	T3	Encourage community participation by all age groups in lifelong learning initiatives	CO	Ongoing	GM DCS
	T3	Prepare Library development grant application	CO	Application submitted & funds approved	DCS Librarian

**Community Strategy**  
**B2.3**

Build on our recreation and cultural facilities and services

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
<b>B2.3.1</b> – To continuously upgrade and improve the recreation and cultural facilities	T6	Plan and deliver improvement and management program	CO	Programs in place	IM
<b>B2.3.2</b> - Rationalise and manage the restoration and conservation of our museums	T5	Development and implement conservation and restoration program	CO	Programs in place	DCD
	T5	Progressively consider and prioritise actions identified in Standards Program	CO	Assessment completed	DCD

C1

Our community values its history and tourism and welcomes new and innovative industry to support our future

Community Strategy  
C1.1

Create a better business environment

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
<b>C1.1.1</b> – Implement Economic Development Action Plan 2012-2017	T1	Implement marketing, infrastructure, skills, business industry and mentoring aspects of the Plan	CO	Being implemented	DCD

**Community Strategy**  
**C1.2**

Boost demand for products and services in Hay

2012-2017 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
<b>C1.2.1</b> – Implement Economic Development Action Plan 2012-2017	T2	Implement downstream processing, export access and local business strategies of the Plan	CO	Ongoing	DCD

**Community Strategy**  
**C1.3**

Create growth industries

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
<b>C1.3.1</b> – Implement Economic Development Action Plan 2012-2017	T2	Implement growth strategies of EDO Plan	CO	Ongoing with plan to be reviewed	DCD

**Community Strategy**  
**C1.4**

Actively promote and enhance tourism

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
C1.4.1 – Encourage tourism opportunities that meet the needs of the community	T3	Identify tourism markets and opportunities	CO	In process	DCD
	T3	Provide guidance and support to new and existing tourist operations	CO	In process	DCD
C1.4.2 – Promote and enhance the Hay Shire region as a tourist destination	T3	Manage the communities tourism operations	CO	In process	DCD
	T3	Implement appropriate tourism and marketing strategies	CO	In process	DCD
	T3	Investigate funding opportunities for the provision of a new web page	CO	Innovation Funding application successful	DCD
C1.4.3 – Work with tourism partners to develop local and regional tourism initiatives	T3	Facilitate strong and effective relationships with other tourism agencies	CO	Ongoing	DCD
C1.4.4 – Improve visitation appeal	T3	Improve entrances to town	Q3	Signs replaced	DCD
	T3	Implement “big weekends” events policy	CO	Ongoing	DCD



C2

Our community is innovative and adaptive

Community Strategy  
C2.1

Be innovative in the promotion of the region as a place to live

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
C2.1.1 – Implement Economic Development Action Plan 2012-2017	T2	Implement recreation and social infrastructure strategies of Economic Development Action Plan	CO	In process	DCD
	T2	Establish and promote Green Economy	CO	In process	DCD
C2.1.2 – Promote the Community Development outputs to the wider community	T2	Promote the achievements through the media	CO	Deferred	GM

**Community Strategy**  
**C2.2**

Seek to identify gaps and opportunities in established industries

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
<b>C2.2.1</b> – Ongoing gap and opportunity analysis of local industry	T4	Work with retail, tourism and agricultural sectors	CO	Ongoing	DCD

**Community Strategy**  
**C2.3**

Continue to lobby for assistance to deal with change

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
<b>C2.3.1</b> – Pursue funding opportunity and other initiatives for a community dealing with change to agriculture industries, water availability, energy costs and National Parks including Nimmie-Caira	T5	Support initiative to maintain irrigators water allocations	Q4	Ongoing	DCD
	T5	Support new agriculture opportunities	CO	Ongoing	DCD

**Community Strategy**  
**C2.4**

Investigate environment sustainable initiatives for business agriculture and industry

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
C2.4.1 – Ongoing consultation with other agencies and industry groups	T5	Facilitate strong and effective relationships with other business groups	CO	Ongoing	DCD
	T5	Support indigenous programs	CO	Ongoing	GM

**D1**

Our community is supported by a strong and resilient Council that is responsive to our needs

**Community Strategy**

**D1.1**

Communicate organisational performance to the community

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
<b>D1.1.1</b> – Complete statutory financial and governance returns to a satisfactory standard within required timeframes	T1	Provide summary of the statutory reports to the public	CO	Achieved	DCS
	T1	Include items in Council newsletter	CO	Achieved	DCS
<b>D1.1.2</b> – Include regular organisational performance items in Council newsletters and publications	T1	Regularly communicate to the public through the newsletter	CO	Achieved	GM
	T1	Regularly communicate to the public through the website and other electronic means	CO	Achieved	GM

## Community Strategy

### D1.2

Council effectively manages its resources

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
<b>D1.2.1</b> – Council properly plans, programs and completes its required functions and tasks	T2	Council adopts a continuous improvement regime for all its activities including Lean Six Sigma	Q4	Incorporated in IP&R Plans	GM
	T2	Projects and service levels are regularly assessed to determine possible savings relating to the way in which activities are carried out	CO	Incorporated in IP&R Plans	GM
	T2	Council incorporates procurement planning in its project and budget planning	CO	Ongoing	GM
	T2	Development and implementation of Enterprise Risk Management Strategy across all Council activities	CO	Risk Management framework implemented	GM
<b>D1.2.2</b> – Council effectively manages its core inputs of personnel and plant	T2	Staff are trained and managed in accordance with the workforce plan	CO	Ongoing	GM
	T2	Plant is replaced and managed in an efficient way	CO	Plant rationalised	GM
<b>D1.2.3</b> – Implement “Make Hay Connected” program	T2	Staged implementation of Plan subject to funding	Q1	Plan being implemented	DCS
	T2	Ongoing review of project	Q1	Ongoing assessment	DCS

## Community Strategy D1.3

Council put in place the necessary systems to ensure good governance and to also ensure they are implemented

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
<b>D1.3.1</b> – The Corporate Department operates in a manner to ensure reliable and up to date information is available to all stakeholders	T3	The information technology department provides and maintains data in a timely accurate and secure manner	CO	Achieved	DCS
	T3	Implement a comprehensive Disaster Recovery Program	CO	Being implemented	DCS
	T3	That Policies be regularly reviewed, formulated and updated to account for changing requirements and demands	CO	Ongoing	DCS
	T3	Appropriate internal and external audit systems are established and maintained	CO	Achieved	DCS
<b>D1.3.2</b> – Systems will be implemented to ensure proper reporting on outcomes	T3	All Department heads required to report on outcomes twice per year	Q2 Q4	Achieved	GM
<b>D1.3.3</b> – Programs will be developed to improve strategic capacity	T3	Increase collaboration with partner and alliance Councils including neighbouring Councils and Holroyd City Council	CO	Ongoing	GM
	T3	Further establish IT and Corporate Governance Systems to allow external provision of services and implement Make Hay Connected program	CO	Commenced	GM
	T3	Review business processes and efficiencies	CO	Ongoing	GM
	T3	Introduce a mobility based workplace	CO	Ongoing	GM

**Community Strategy**  
**D1.4**

Council decision making is based on a sound appreciation of community issues and needs supported by reliable information and asset management systems

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
D1.4.1 – Consultation and engagement systems	T6	Adopt Community Consultation Policy	Q1	Being reviewed	GM
	T6	Implement Consultation Plan	Q2	Deferred	GM
	T6	Complete Community Survey	Q3	Completed	GM
D1.4.2 – Management Frameworks	T6	Complete risk management framework and Fraud Control Plan	Q4	Achieved	DCS
	T6	Refine Workforce Plan	Q4	Being reviewed	GM



**Community Strategy**  
**D1.5**

Council will lead by example

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
D1.5.1 – Provide effective leadership and strong direction for the community	T5	Provide strong governance to the organisation ensuring strong links are provided between Councillors and staff	CO	Achieved	GM
	T5	Deliver high quality services that meet the needs and expectations of the community and other stakeholders	CO	Achieved	GM

**D2**

Our community is connected and informed

**Community Strategy  
D2.1**

Enable all residents and groups to participate in local decision making

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
<b>D2.1.1</b> – Provide continued support to Committees and involve them in local decision making	T6	Discuss matters with Council committees on a regular basis	CO	Achieved	GM
<b>D2.1.2</b> – Keep the public informed and provide them with balanced and objective information that will facilitate consultation	T6	Include consultation information in news items	CO	Achieved	GM
	T6	Complete customer satisfaction survey	Q4	Achieved	GM

**Community Strategy**  
**D2.2**

Effectively communicate the range availability and operation of services and facilities

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
D2.2.1 – Co-ordinate communication of service provision to users	T1	Develop a range of information materials to inform community of services provided by Council	CO	Ongoing	DCS
	T1	Review and maintain Council's Community Information Directory	Q4	Completed	DCS
D2.2.2 – Maintain Council's web services and investigate implementation of new technology	T1	Continue to develop social media facilities	Q4	Incorporated in new website	DCS
	T1	Subject to funding approval commence new web page project	Q4	Achieved	DCS

E1

Our community can rely on well maintained infrastructure that is responsive to our service needs

Community Strategy  
E1.1

Deliver infrastructure and assets that are responsive to community need

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
E1.1.1 – Manage roads, water, sewerage, recreational and drainage assets for the community	T3	Maintain operations and review regularly in line with demand and communities ability to pay	CO	Achieved	IM
	T3	Prepare asset rationalisation plan	CO	Ongoing	IM DCS GM

**Community Strategy**  
**E2.1**

Within available resources ensure all assets and infrastructure are effectively maintained to industry and community standards

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
E2.2.1 – Manage roads, water, sewerage, recreational and drainage assets for the community	T1	Maintain operations efficiently and review regularly in line with industry standards	CO	Achieved	IM
	T1	Undertake regular inspections of assets and identify service levels	CO	Achieved	IM
	T1	Complete required plans of management for community land	CO	Ongoing	DCD

**Community Strategy**  
**E3.1**

Ensure Council effectively manages its infrastructure assets

2015-2019 Delivery Plan		2016/2017 Operational Plan			
Action	Council Target	Priority	Completion	Action Status	Responsibility
E3.1.1 – Manage roads, water, sewerage, recreational and drainage assets for the community	T2	Implement asset management strategies and actions from asset management plans	CO	Achieved	IM
	T2	Implement asset improvement program, to maintain assets for the long term	CO	Achieved	IM

# FINANCE

## FINANCE

### PERFORMANCE TARGETS

*The submission of audited Annual Financial Reports of Council to the department prior to the due date each year.*

*Council adoption of quarterly financial statements at the monthly meeting immediately following the end of the reporting period.*

*Adoption by Council of the Estimates of Income and Expenditure in May each year.*

*Monthly report to Council regarding investments and maximise income from investments to at least equal to the Bank Bill index.*

*Provide accurate up to date costing information to management and Technical Services Department without need for corrections and or amendments.*

### ACHIEVEMENTS

All of the performance targets were achieved with all statutory returns completed within the required timeframe. Council's draft management plan was prepared by May for adoption, and the investments and level of reserves were presented to Council at the Monthly Council meeting.