



# Delivery Plan 2025-2029

# Hay

*Exciting Heritage... Positive Future*



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# Acknowledgement of Country

Hay Shire acknowledges the Wiradjuri, Nari Nari, and Yitha Yitha people as the traditional custodians of the land in which we live and work and we pay our respects to Elders past, present and emerging.

It is in their footsteps that we travel these lands and waters.



*Exciting Heritage... Positive Future*



# Our Vision & Values

## Our Vision

Where our people can reside, experience and thrive creating a liveable, dynamic, resilient and inclusive community.

## Our Values

### Inclusivity

Ensuring that all voices are heard and represented in decision-making processes. This involves actively seeking out diverse perspectives and creating opportunities for participation from marginalized or underrepresented groups.

### Resilience

Building resilience in the face of challenges, whether they are environmental, economic, or social. This includes investing in infrastructure, emergency preparedness, and community resources to ensure that the community can recover and thrive in the aftermath of adversity.

### Adaptability

Embracing change and being open to new ideas and approaches. This involves continuously evaluating and improving policies and practices to meet the evolving needs of the community and to take advantage of new opportunities for growth and development.



# Our Shire

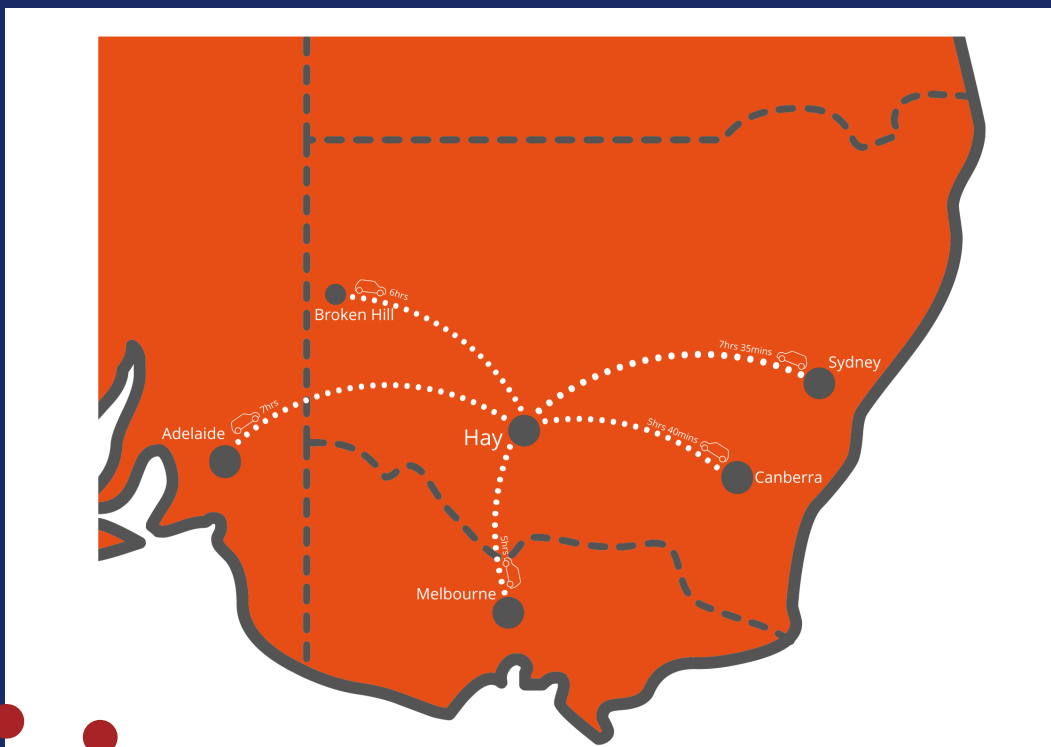
Hay Shire encompasses the vibrant town of Hay and the unique villages of Booligal—immortalised in Banjo Paterson’s “Hay and Hell and Booligal”—Maude, and One Tree. Geographically, the Shire is bordered by Carrathool Shire to the north and east, Murrumbidgee Council to the east, Edward River and Murray River to the south, and Balranald Council to the west.

The township of Hay is strategically located at the crossroads of the Cobb, Sturt, and Mid-Western Highways—approximately 720 km west of Sydney, 420 km north of Melbourne, and 650 km east of Adelaide. Hay enjoys strong regional connections to Griffith (130 km east) and Wagga Wagga (270 km east), where residents can access a broad range of health, education, retail, commercial, and transport services.

Hay Shire offers an abundance of attractions, from fascinating museums and tranquil parks and gardens to first-class recreational and sporting facilities. Whether you’re a visitor exploring the area or a local proud to call Hay home, there’s something here for everyone.

With an proud heritage and a positive outlook for the future, Hay Shire is more than just its landscape—though the wide-open spaces and rural charm are certainly part of the appeal. It’s the people who make this community truly special.

Hay is a welcoming, safe, and family-friendly town, known for its low crime rates and strong community spirit. The resilience and generosity of its residents shine through in the many active volunteer groups and local organisations. Together, we are building a future that honours our past, supports our present, and shapes a thriving, connected community for generations to come.





# Our Community

## Our Community

Educational attainment levels among residents of Hay Shire are below the NSW state average; however, they are broadly consistent with those of neighbouring rural shires, as highlighted in recent socio-economic studies.

According to the 2021 Census, the mean weekly income for individuals with taxable incomes in Hay Shire is significantly lower than the NSW average. This reflects the region's economic composition, which is primarily driven by agriculture, trades, and local services—sectors that typically offer lower remuneration compared to urban-based professional and corporate industries.

Hay Shire has experienced a gradual population decline over recent decades. Projections from NSW Planning indicate this trend may continue. However, it is important to note that these projections are based on current data and do not account for potential future investments, policy interventions, or social and economic initiatives that may positively influence population growth.

Despite these challenges, Hay Shire maintains an unemployment rate below

the NSW average. Owing to the region's relative geographic isolation, a substantial proportion of the workforce is employed within the Local Government Area, reflecting a strong local employment base.

## Community Snapshot

According to the 2021 Census conducted by the Australian Bureau of Statistics, the Hay Local Government Area (LGA) had a population of 2,882 residents. Approximately 76% (2,208 people) resided in the main township of Hay and its immediate surrounds, while the remaining population was distributed across rural parts of the Shire, including Maude (110 people) and Booligal (98 people).

The median age in Hay Shire was 48 years, significantly higher than the New South Wales average of 39 years and the national average of 38 years. Notably, individuals aged 50 years and over comprised approximately 48.2% of the total population, highlighting an ageing demographic profile.

This demographic trend underscores the importance of strategic planning to address the needs and opportunities associated with an ageing population, including service delivery, community engagement, and workforce sustainability.

Source: Australian Bureau of Statistics, 2021 Census QuickStats: Hay (A) LGA.



# Our Council, Our Organisation

## Council Elected Representatives

MAYOR (to Sept. 2026)

Cr Carol Oataway

DEPUTY MAYOR (to Sept. 2026)

Cr Martyn Quinn

## COUNCILLORS

Cr Geoff Chapman

Cr John Perry

Cr Lionel Garner

Cr Paul Porter

Cr Will Miller

Cr Martyn Quinn

Cr Carol Oataway

Cr Darren Tapper

## Our Organisation





# Integrated Planning & Reporting

## Integrated Planning & Reporting

The Integrated Planning and Reporting (IP&R) framework is a key component of the Local Government Act 1993, introduced in 2009 to enhance the way councils in New South Wales plan for and report on the long-term future of their communities. Since its introduction, IP&R has significantly transformed strategic planning in local government, ensuring a more transparent, coordinated, and community-driven approach.

Hay Shire Council is strongly committed to the principles of the IP&R framework. It serves as the foundation for aligning Council's plans and strategies to support a unified vision for the future of the Hay community. Through this framework, Council identifies long-term community aspirations and priorities, and develops an agreed roadmap for their delivery.

The main parties in the IP&R process are outlined below. Each has their own unique but inter-connected role.



At the core of the IP&R framework is a suite of integrated, cascading plans that clearly articulate Council's vision, objectives, and strategies for achieving measurable outcomes. This approach ensures a seamless connection between high-level strategic planning and day-to-day operations.

The framework also incorporates a robust reporting and review structure. This enables Council and the community to monitor progress, evaluate performance, and adapt to changing needs ensuring that the goals, strategies, and actions remain relevant and effective over time.

The IP&R framework is built around four key questions:

- Where are we now?
- Where do we want to be?
- How do we get there?
- How will we know when we've arrived?

For more information, visit the NSW Office of Local Government's website:  
[www.olg.nsw.gov.au](http://www.olg.nsw.gov.au)

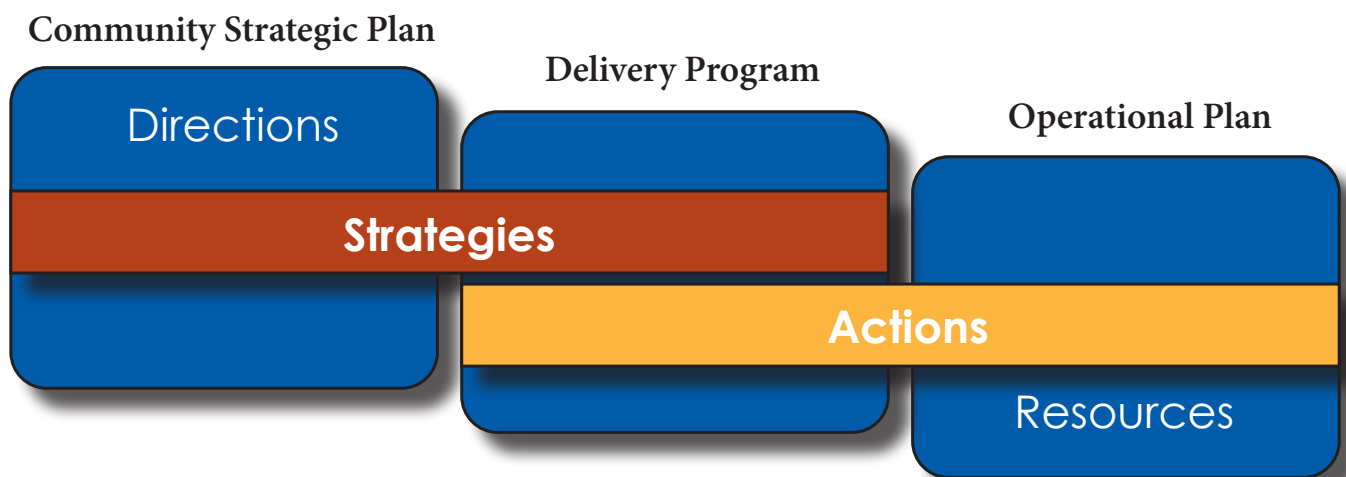


# The Plans

## Community Strategic Plan

The Community Strategic Plan represents the highest level of strategic planning undertaken by Council. Spanning a period of ten or more years, this long-term plan captures the community's key priorities, values, and aspirations for the future. It sets out the broad strategies required to achieve the desired outcomes and serves as the foundation for all other Council plans. Every plan developed under the IP&R framework aligns with, and supports, the objectives of the Community Strategic Plan.

Interrelationships between the 3 levels of planning:-



## Delivery Program

The Delivery Program is prepared by each newly elected Council and outlines the specific strategic directions to be pursued over the Council's four-year term. It translates the long-term strategies of the Community Strategic Plan into medium-term priorities, identifying key focus areas and initiatives that will guide Council's efforts during its term.

## Operational Plan and Budget

The Operational Plan and Budget are developed annually and provide a detailed account of the individual projects, activities, and services that Council will deliver in a given year. These actions are directly aligned with the priorities identified in the Delivery Program and are supported by corresponding financial allocations to ensure effective implementation.

## Resourcing Strategy

The Resourcing Strategy outlines how Council will secure and manage the resources required to achieve the objectives outlined in the Community Strategic Plan, Delivery Program, and Operational Plan. This strategy includes three core components:

Long-Term Financial  
Plan

Workforce Management  
Strategy

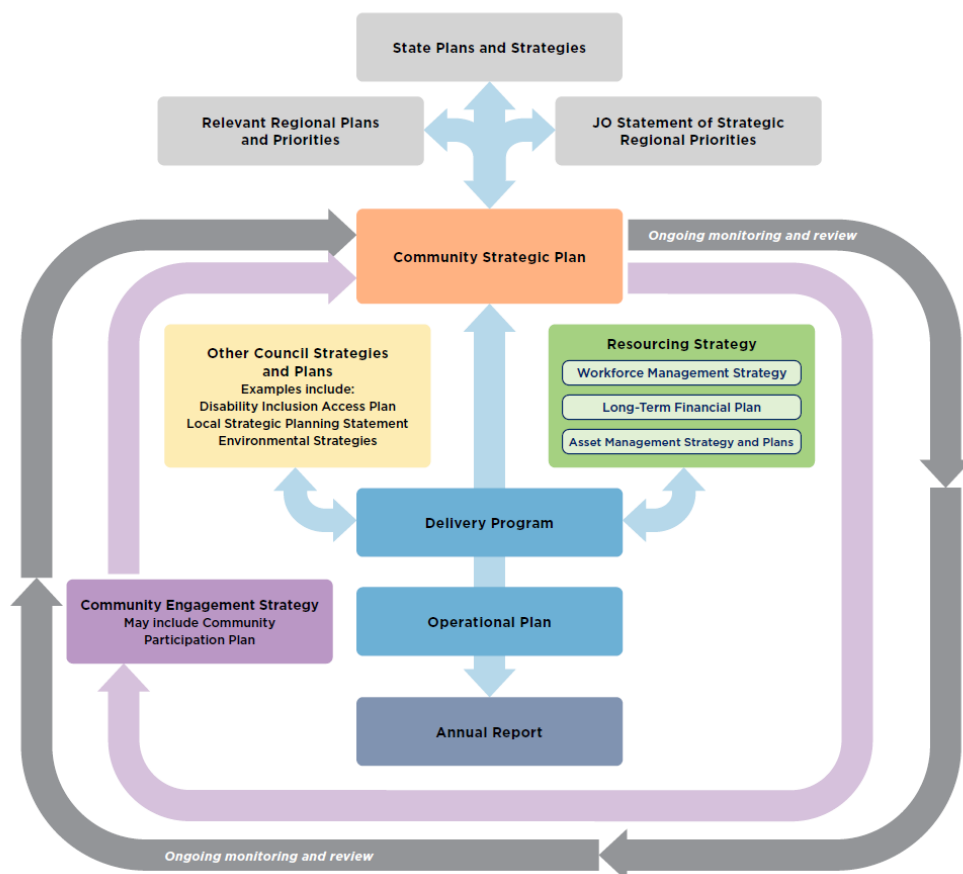
Asset Management  
Strategy and Plans

Together, these elements ensure that Council is well-positioned to deliver sustainable outcomes through responsible financial, human, and asset resource planning.

## Community Engagement Strategy

The Community Engagement Strategy sets out Council's approach to engaging with the community and other key stakeholders throughout the planning and implementation process.

It defines how Council will seek input, foster collaboration, and maintain ongoing dialogue to ensure that community needs, expectations, and aspirations are accurately reflected in strategic planning and decision-making.





# Our Focus Areas:

1. Social
2. Environmental
3. Economic
4. Civic Leadership





# 1. Social

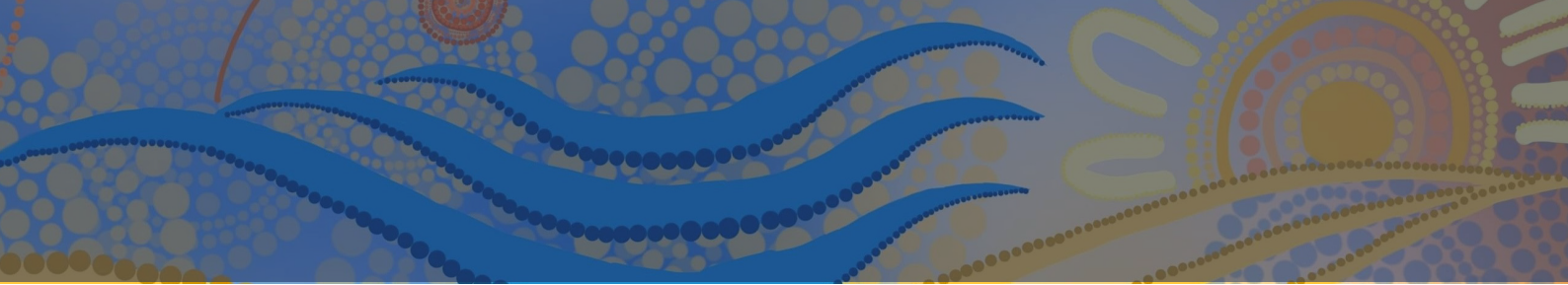
## Objective: 1.1 Our community is skilled and supported

No.	Strategy	No.	Principal Activity
1.1.1	Our community has access to a range of employment opportunities	1.1.1.1	Facilitate partnerships among TAFE NSW, Hay CUC, local employers, and industry bodies to deliver workforce development initiatives aligned with regional industry opportunities.  Advocate, support, and seek partnerships with providers to generate more options and scope for all levels of education.
1.1.2	Increase housing options within the community	1.1.2.1	Engage with the NSW Department of Planning, Housing, and Infrastructure and to promote regional housing growth and diversification strategies that accommodate workforce needs and demographic changes.
		1.1.2.2	Develop a Housing Roadmap that address market restraints to deliver housing solutions for the Hay.
		1.1.2.3	Remove zoning impediments to facilitate a range of housing
1.1.3	Improve access to health services	1.1.3.1	Collaborate with Murrumbidgee Local Health District (LHD) and Primary Health Network (PHN) to identify and address health service gaps, ensuring equitable access to healthcare across the region.
1.1.4	Support local health initiatives and programs	1.1.4.1	Liaise with local health providers and agencies to promote and support programs and initiatives.

## Objective: 1.2 Recreational, Civic Spaces, and Infrastructure that meet community needs

No.	Strategy	No.	Principal Activity
1.2.1	Enhance public recreation areas and facilities	1.2.1.1	Review and update the Open Spaces Strategy in consultation with user groups.
		1.2.1.2	Service and Asset Management Reviews to match community needs
		1.2.1.3	Apply for funding through the Active transport program. Update the Walking/Cycling masterplan





# 1. Social

## 1.2.2 Placemaking with purpose

## 1.2.3 Deliver infrastructure that are responsive to the community's needs

1.2.1.4 Identify funding opportunities to deliver the Lachlan Street Masterplan

1.2.2.1 Foster collaboration and seek input across private sector, community and visitor economy to enable the creation of spaces that serve diverse functions—supporting social cohesion, economic development, cultural vitality, and long-term sustainability, delivering outcomes across multiple sectors.

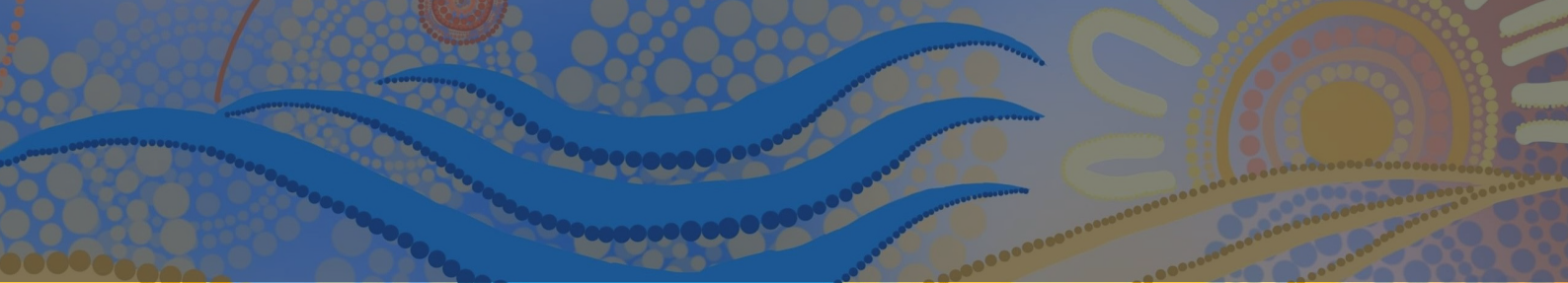
1.2.3.1 Regular inspections. Reseal program. Heavy patching program. Gravel Re-sheeting program. Ongoing sealed and unsealed maintenance works

1.2.3.2 Work with industry to identify and address areas of improvement that deliver climate resilient infrastructure and long-term sustainability for inclusion in Transport Asset Management plan

1.2.3.3 Review and update the Active Transport strategy including conducting an asset review in consultation with user groups.

1.2.3.4 Consult with the community to ascertain the community's infrastructure needs

1.2.3.5 Investigate funding opportunities to deliver the renovation of Community building and/or Kay Hull Community Centre Upgrade, creating a community hub, which supports networking between community organisations to strengthen communication and information sharing about community events, process, services and activities.



# 1. Social

1.2.4 Create a safe, inclusive, and resilient community where all members feel secure, supported, and empowered to thrive

1.2.4.1 Council support community events.

1.2.4.2 Support the development of a community welcome committee that connects new residents to other members of the community as well as the information and resources for new residents to feel supported.

1.2.4.3 Advocate for inclusion in the RDA delivered Welcome Program

1.2.4.4 Meeting places are accessible to all including social support groups (hubs)

## Objective: 1.3 Our community is connected

No.	Strategy	Principal Activity
1.3.1	Enhance public and community transport options	<p>1.3.1.1 Collaborate with community transport providers, industry and Transport for NSW to develop a business case to support electric powered community transport (inter-town and inter-region)</p> <p>1.3.1.2 Support initiatives for improved access for Community Transport (through HMSO).</p>
1.3.2	Build a connected, collaborative community	<p>1.3.2.1 Support the community and other agencies to deliver programs that encourage volunteering, social cohesion, and inclusion, leveraging existing community strengths to build resilience.</p> <p>1.3.2.2 Advocate for digital inclusion through enhanced mobile coverage and NBN rollout, addressing identified blackspot areas to support business operations and community access.</p> <p>1.3.2.3 Support digital literacy initiatives.</p> <p>1.3.2.4 Cyber Security Awareness initiatives.</p>





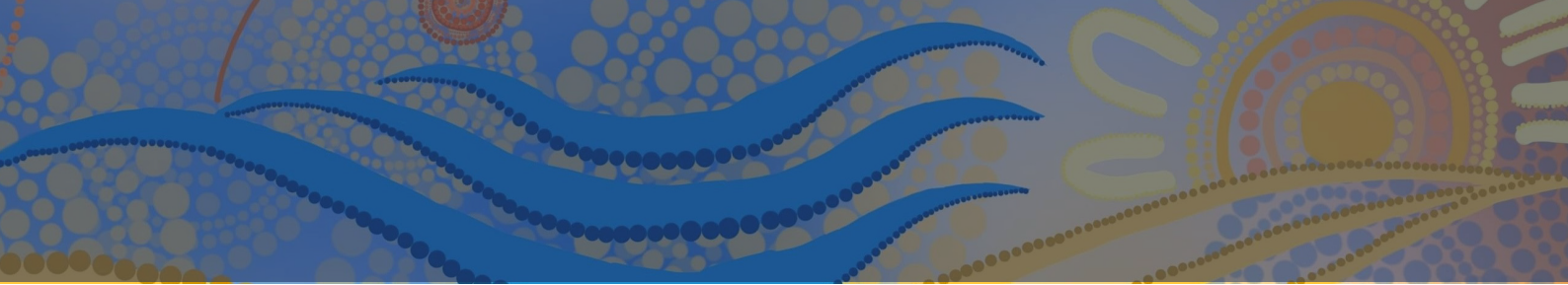
# 1. Social

## Objective: 1.4 Our youth and aged are supported

No.	Strategy	Principal Activity
1.4.1	Advocate for greater capacity for local based child care services	1.4.1.1 Engage with state and federal governments to increase investment in early childhood and childcare services, addressing accessibility and affordability. 1.4.1.2 Investigate new and innovative delivery pathways for the Care Economy.
1.4.2	Support youth and aged services and initiatives	1.4.2.1 Continue to deliver and fund the Youth Taskforce activities 1.4.2.2 Deliver Youth Strategy Action Plan

## Objective: 1.5 Our community is inclusive and sustainable

No.	Strategy	Principal Activity
1.5.1	Residents of all abilities and cultures have access to public facilities	1.5.1.1 Our events are inclusive. 1.5.1.2 Our facilities are accessible to all 1.5.1.3 Communication is accessible to all
1.5.2	Inclusive and Empowered Communities	1.5.2.1 Communities are involved in Council decision making through consultation process 1.5.2.2 Support the development of Community Impact Fund - a community giving and finance model to directly resource and fund strategic initiatives and activities to address regional needs and priorities and support the capacity of communities to govern, lead and manage place based change aligned with community aspirations
1.5.3	Enhance educational pathways and opportunities	1.5.3.1 Collaborate with industry and education and training providers to deliver place-based opportunities for skills development



# 1. Social

- 1.5.4 Promote inclusion and education of all abilities workers in community and business sector
  - 1.5.4.1 Support all abilities service providers to connect with community and industry.
- 1.5.5 Facilitate access public spaces for cultural and community events
  - 1.5.5.1 Audit community used spaces and seek funding to deliver accessibility infrastructure
- 1.5.6 Support cultural programs and initiatives, including First Nations
  - 1.5.6.1 Liaise with stakeholders to support cultural programs and initiatives.





## 2. Environmental

### Objective: 2.1 Council is resilient and adaptive

No.	Strategy	No.	Principal Activity
2.1.1	Council considers climate change resilience in our services, and the maintenance and management of our buildings, public spaces and infrastructure.	2.1.1.1	Smart meters. Second water supply.
		2.1.1.2	The use of recycled and repurposed materials in public spaces
		2.1.1.3	Develop business case for the implementation of water efficiency measures across the urban water supply system
		2.1.1.4	Water efficiency measures
		2.1.1.5	Energy efficiency measures
2.1.2	Foster sustainable energy solutions and practices to reduce Council's footprint.	2.1.2.1	Develop Net Zero Council Strategy
2.1.3	Climate change risks and opportunities are embedded in our decision making process.	2.1.3.1	Develop a Climate Risk Assessment Framework into council strategies and project proposals.

### Objective: 2.2 Our Community is resilient and adaptive

No.	Strategy	No.	Principal Activity
2.2.1	Support business with climate risk adaptation and best practice	2.2.1.1	Share information with industry about best practice regional climate risk adaptation, funding and collaboration opportunities
		2.2.1.2	Publish and promote Council climate resilience actions to "lead by example"
		2.2.1.3	Support community to live with less water



## 2. Environmental

### Objective: 2.3 Celebrate and Promote our unique natural environment

No.	Strategy	No.	Principal Activity
2.3.1	Support local community groups, First Nations groups, and other agencies working with the natural environment	2.3.1.1	Promote Murrumbidgee River Masterplan
		2.3.1.2	Use Council's communication platforms (e.g. website, newsletter, social media) to highlight local environmental partnerships and council programs
2.3.2	Implement sustainable and eco friendly tourism initiatives	2.3.2.1	Promote our eco-tourism environments

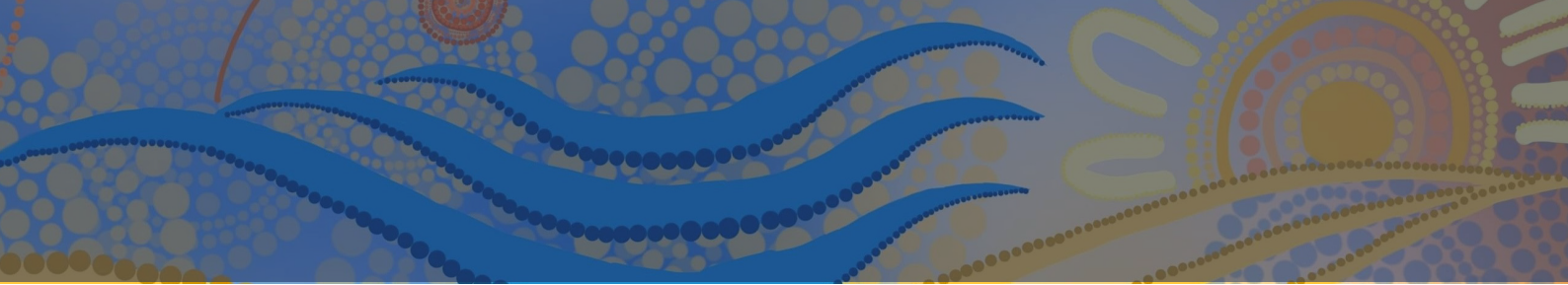
### Objective: 2.4 Enhance the built environment

No.	Strategy	No.	Principal Activity
2.4.1	Maintain and beautify urban areas.	2.4.1.1	Review service standard for recreational areas
		2.4.1.2	Implementation of Lachlan Street Masterplan as resourcing permits
2.4.2	Support and promote public art initiatives	2.4.2.1	Review and update Public Art Strategy
			Promote our public art (tourism initiatives)
2.4.3	Provision of sustainable infrastructure that is adaptive to changing needs, suitability, betterment and funding levels.	2.4.3.1	Ensure all new infrastructure planning documentation includes development of 'future-proofing' assessment based on climate trends, demographic shifts, and maintenance demands.
		2.4.3.2	Continue to review and update Asset Management Plans

### Objective: 2.5 Our Community is inclusive and sustainable

No.	Strategy	No.	Principal Activity
2.5.1	People of all abilities have access to natural environments, cycleways and passive areas.	2.5.1.1	Delivery of Murrumbidgee River Masterplan
		2.5.1.2	Free bike hire at VIC
		2.5.1.3	Consider accessibility in any new and renewal works





## 2. Environmental

- |       |   |          |                    |         |  |
|-------|---|----------|--------------------|---------|--|
| 2.5.2 | Support initiatives   | cultural | environmental      | 2.5.2.1 | Commence implementation of Council's RAP   |
| 2.5.3 | Advocate practices  | for      | water security and | 2.5.3.1 | Form partnerships and collaborations to respond to existing opportunities and develop project proposals. |
| 2.5.4 | Develop and implement a sustainable waste management strategy     |          |                    | 2.5.4.1 | Collaborate with the Renewable Energy Sector to further develop waste management opportunities           |
|       |   |          |                    | 2.5.4.2 | Develop stage 2 of the RREP  |
| 2.5.5 | Facilitate and support sustainable practices across our community |          |                    | 2.5.5.1 | Continue to educate the community on sustainable practices   |
|       |   |          |                    | 2.5.5.2 | Work with businesses on sustainable practices  |



# 3. Economic

## Objective: 3.1 Our community welcomes new and innovative industry to support our future

No.	Strategy	No.	Principal Activity
3.1.1	Future Ready Businesses	3.1.1.1	Capacity development initiatives to support local business and not-for-profit ecosystem to be innovative and prepared for disruptions and change
3.1.2	Strengthen Business Support Services	3.1.2.1	Collaborate with business support agencies to communicate relevant information to businesses
		3.1.2.2	Provide useable metrics and information to assist businesses decision making process.
3.1.3	Business Attraction and Investment Growth	3.1.3.1	Develop and deliver the Hay Economic Transition 10 year Roadmap
3.1.4	Facilitate growth industries including workforce development and skills	3.1.4.1	Collaborate with new and existing industry to build workforce development and skills in local economy
3.1.5	Identify opportunities to grow the agricultural sector	3.1.5.1	Support the development of a Primary Production Innovation Network
		3.5.1.2	Build relationships with primary production sector to identify place based opportunities
		3.5.1.3	Collaborate with local, state and federal agencies to advocate for primary production opportunities in Hay
3.1.6	Identify opportunities to grow the renewable energy sector	3.1.6.1	Work with existing providers and investigate new technologies that may lead to growth opportunities





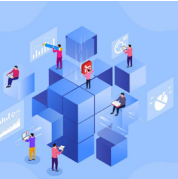
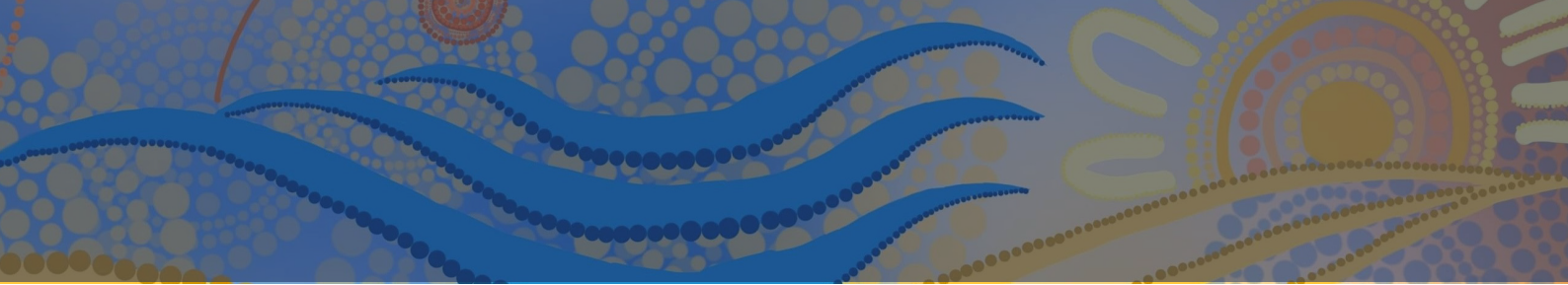
# 3. Economic

## Objective: 3.2 Our community values its history and tourism

No.	Strategy	No.	Principal Activity
3.2.1	Increase tourism and visitor spend	3.2.1.1	Implement digital marketing plan to target high spend segments of the Visitor Economy.
		3.2.1.2	Collaborate with Visit Riverina and DRM to develop visitor economy opportunities.
		3.2.1.3	Build on tourism product around key council owned assets including Dunera, Bishops Lodge and Hay Gaol Museums and Sandy Point
		3.2.1.4	Continue to support Shear Outback
3.2.2	Promote events and activities	3.2.2.1	Deliver four key Council events per calendar year
		3.2.2.2	Support and promote community led events
3.2.3	Actively identify, promote and enhance tourism initiatives	3.2.3.1	Utilise reliable metrics and data to identify trends and behaviours in the Visitor Economy
3.2.4	Showcase our open space, recreation and cultural facilities	3.2.4.1	Include relevant assets and experiences in promotional material and marketing campaigns

## Objective: 3.3 Our community is resilient and adaptive

No.	Strategy	No.	Principal Activity
3.3.1	To proactively reduce the risk and limit the impact of disasters associated with natural hazards on our community and economy	3.3.1.1	Implement recommendations from Hay & Maude FRMS&P
		3.3.1.2	Implement the Regional Drought Resilient Program report
		3.3.1.3	Work with agencies to better manage floods
		3.3.1.4	Support local agencies – SES, RFS, RRNSW



## 3. Economic

### 3.3.2 Coordinated action for Climate Resilient Economic Development

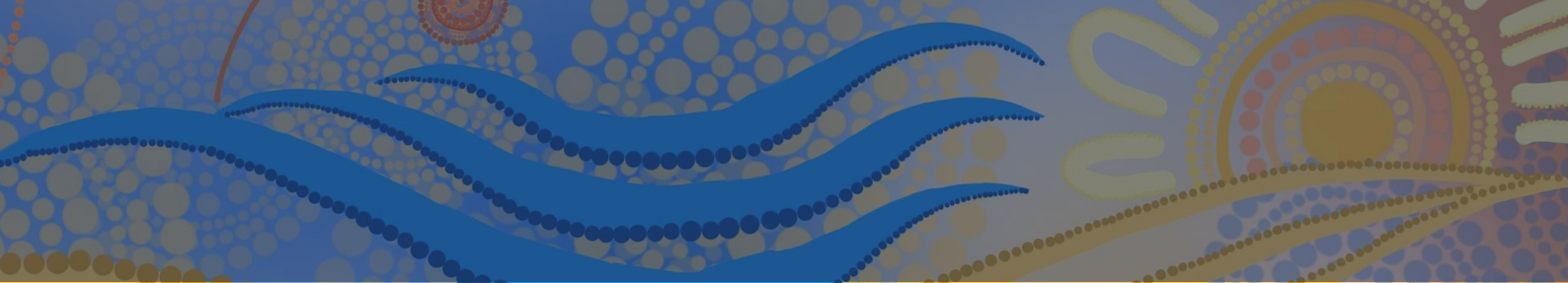
**3.3.2.1** Investigate an annual program to invest in local leadership capacity (young people and adults) to support, lead and manage positive change

Investigate opportunities to collaborate with other agencies and industry to deliver participatory climate adaptation planning to reduce the direct impact of disasters on the region's critical infrastructure and road networks, maintain the services they provide and ensure connectivity, productivity and safe mobility into the future

### 3.3.3 Reimagined Care Economy

**3.3.3.1** Identify key stakeholders to trial new ways to provide intergenerational care across our region, through innovative partnerships and approaches (formal services and community-led initiatives)





## 4. Civic Leadership

### Objective: 4.1 Our Council leads by example

No.	Strategy	No.	Principal Activity
4.1.1	Implement and promote best practice governance	4.1.1.1	Establish a Monitoring and Evaluation Framework
		4.1.1.2	Promote Best Practice in Project Management
		4.1.1.3	Foster Continuous Improvement through Staff Development
4.1.2	Monitor and evaluate Council's strategic planning documents	4.1.2.1	Annual review of plans
		4.1.2.2	Implement IP&R
		4.1.2.3	Liveability Survey
4.1.3	Be environmentally responsible in decision making	4.1.3.1	Introduction of Hybrid vehicles into Councils fleet
		4.1.3.2	Deliver a program to increase institutional capacity to plan for and respond to the challenges/opportunities of climate change including ongoing delivery of services
		4.1.3.3	Develop a Net Zero Council Plan
4.1.4	Council will seek to continuously improve	4.1.4.1	Maintain or improve services response times on critical services in agreeance with the community
		4.1.4.2	Reduce average response time for community service requests (e.g., road repairs, water/sewer issues).
		4.1.4.3	Improve efficiency of Council Operations
		4.1.4.4	Investigate increase in operational efficiency through the use of technology and process improvements.




# 4. Civic Leadership

## Objective: 4.2 Our Community is supported by a strong and resilient Council that is responsive to its needs

No.	Strategy	No.	Principal Activity
4.2.1	Provide an advocacy role on behalf of the community	4.2.1.1	Lobby and build relationships with critical stakeholders
4.2.2	Inform and empower community input into decision making	4.2.1.2	Regular community engagement in accordance with Community Engagement Plan
4.2.3	Our community has access to Council information, services and facilities	4.2.1.3	Continue to expand and improve our communication and information services.

## Objective: 4.3 Our Council is inclusive and sustainable

No.	Strategy	No.	Principal Activity
4.3.1	Enable an engaged workforce with suitable skills, available in the right place at the right time	4.3.1.1	Develop and implement a Workforce Strategy that identifies current and future skill needs, supports professional development, and aligns workforce planning with service delivery priorities
4.3.2	Build a strong, collaborative, and supportive team culture	4.3.1.2	Regular staff updates and gathering.
		4.3.1.3	Nurture future & current leaders
4.3.3	Ensure a financially sound Council that is responsible and sustainable	4.3.3.1	Increase Council's revenue from discretionally fees and charges and other alternative sources
		4.3.3.2	Introduce smart water and energy management systems to reduce utility costs
		4.3.3.3	Implement reduction in operational costs without compromising service delivery.
		4.3.3.4	Investigate the automation of routine administrative tasks to improve operational efficiency.
		4.3.3.5	Align service levels to needs to eliminate waste and over servicing
		4.3.3.6	Reduction in manual financial reporting processes and improved accuracy of financial data.
		4.3.3.7	Maintain a high level of financial management including meeting all statutory requirements

## CAPITAL WORKS PROGRAM

This section of the document provides a summary of the major capital expenditure planned by Council for the 2025/2026 financial year.

BIKE TRACK CAPITAL WORKS			
Church St Coke Street	south/west corner of Gaol	Const cycleway	\$120,150

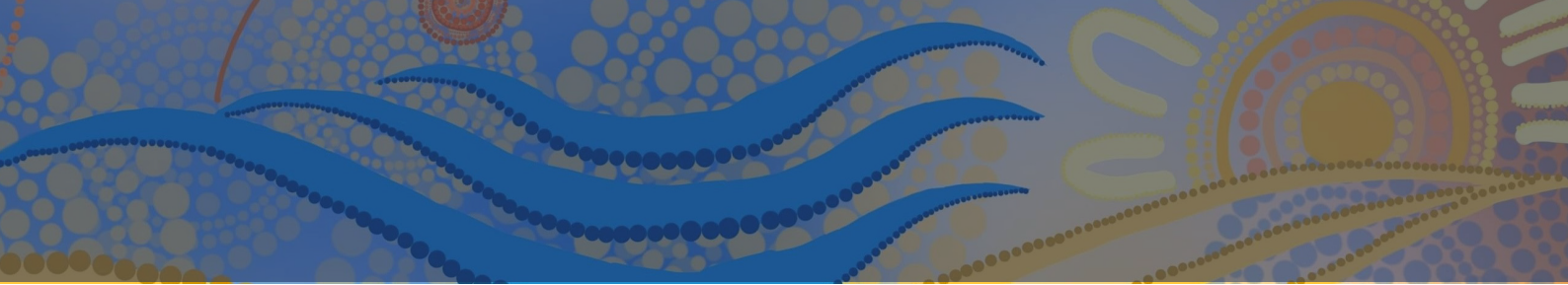
ROAD FURNITURE CAPITAL WORKS			
Various roads and streets	To be determined	Replace or construct new road signage and other road furniture	\$17,000

URBAN STREETS CAPITAL WORKS			
Roundabout			\$194,747
Hay Urban areas	Bitumen resealing		\$120,000
Maude sealed streets	Bitumen resealing		\$50,000
Urban streets	Patching		\$20,000

REGIONAL ROADS CAPITAL WORKS			
MR319	Nimmie Creek Bridge/Culverts	Grant/Block Grant	\$999,000
Various roads	To be determined	Bitumen resealing	\$460,000

SEALED RURAL ROADS CAPITAL WORKS			
HV Access Aerodrome	RTR Grant/Grant funding		\$620,154
South Hay truck stop	R2R/Grant Funding		\$2,476,614
Full sealed network	<u>Patching – REREF</u>		\$52,052





Bitumen resealing –		\$100,000
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STORMWATER DRAINAGE CAPITAL WORKS			
Various locations -Urban Area		Replace pit lids with lids with a surround	\$5,000
Moama Street	East of roundabout	Install grated pits and connect to network	\$50,000

SWIMMING POOL		
Pool Replacement	New pools	\$4,000,000
Pool inside	Irrigation upgrade	\$20,000

CEMETERY CAPITAL		
Lawn Cemetery	Establishment of new section & Columbarium	\$12,040
DEPOT		
Emulsion tank	Bunding	\$10,000
Signs	New rack	\$20,000

PARKS & RESERVES		
Morgan Street	Replace dripper system	\$20,000
Number 2 oval	Replace nets behind the goals	\$4,000
Apex Park	Irrigation tank and pump	\$3,000
Various locations	Replace and/or upgrade playground equipment	\$5,000

PLANT REPLACEMENT		
Vehicle Manager Planning & Compliance		\$35,000
Vehicle Health Officer		\$30,000

HEAVY PLANT		
Bobcat or mini excavator with attachments		\$205,000
Float for medium plant		\$80,000
Disposal of tip truck		\$50,000

SMALL PLANT		
Hydro vac truck		\$80,000
Water trailer – Parks		\$10,000

FORKLIFT		
Dynapac Roller – Dispose		-\$2,000
Agrifarm mower – Dispose		-\$10,000

WASTE FACILITY		
Waste transfer station	Irrigation upgrade	\$2,000
Waste transfer station	Plant new boundary trees	\$15,000
Waste Disposal Site	Provision for the rehabilitation of the Hay landfill site	\$10,000

WATER NETWORK		
Water Treatment Plant	Replace/repair other electrical & mechanical- Dust extractors,	\$35,000
Leonard St Pump Station	New Suction pipes	\$50,000
Leonard St intake platform	Rehabilitate	\$35,000
Murray Street pump station	Replace pump/motor/pipes	\$5,000
Leonard St Pump Station	Replace/repair other electrical & mechanical & Chlorine scales	\$2,000
Upgrade confine space accesses - multiple sites (5)		\$10,000

WTP	Autobackwash & PAC & extra Desluge	\$100,000
Filtered water main	Extend Murray Street into Stephen Street	\$15,000
Install switch board for power changeover to enable a 3-phase generator operation during the emergency power outage at the water treatment plant -AMS	Back-up power	\$60,000
Install platform for existing switch board for power changeover to the 3-phase generator operation during the emergency power outage at the Murray St pump station – AMS	Back-up power	\$10,000
Install switch board for power changeover to enable a 3-phase generator operation during the emergency power outage at the Leonard St. pump station – AMS	Back-up power	\$10,000
Various locations	Install fire hydrants to improve coverage	\$5,000
Various streets	Replace old water mains	\$100,000

#### SEWERAGE NETWORK

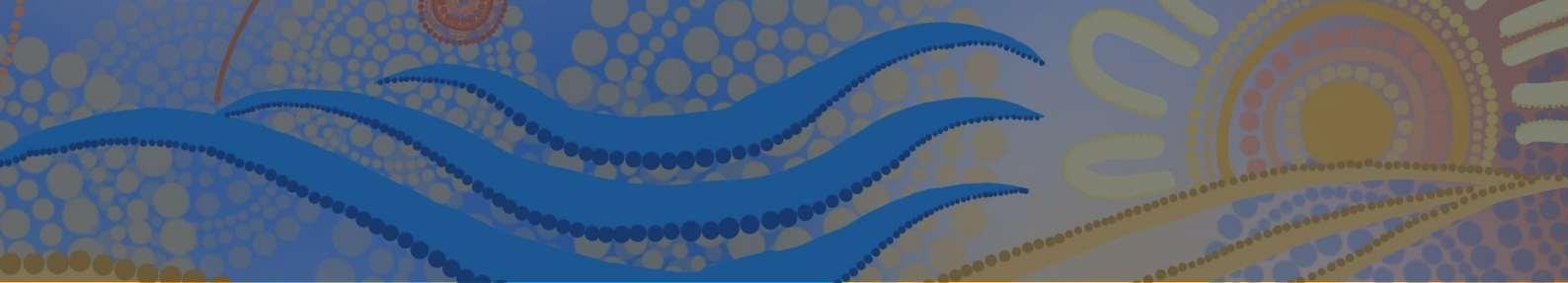
Various sewage pump stations	Provision to upgrade metal & pipework	\$20,000
Russell St sewage pump station	Upgrade electricals	\$8,000
Rising main No 2	Replace	\$50,000
Various sewer mains & manholes	camera, Clean& report	\$40,000
Various sewer mains & manholes	Renewal & upgrade	\$200,000

#### BUILDINGS

334 Murray Street	Residence	Residential - Detached House	4	\$20,000
338 Murray Street	Residence	Residential - Detached House	4	\$10,000
342 Church Street	Residence	Residential - Detached House	4	\$10,000
365 Lang Street	GM House	Residential - Detached House	4	\$70,000
Aerodrome Complex	Terminal building	Administration - 1 Storey	3	\$25,000
Bishops Lodge	Bishops lodge toilets	Civic - Amenities	3	\$500
Bishops Lodge	Shed with bathroom	Civic - Amenities	2	\$500
Bishops Lodge	Bishops Lodge	Residential - Detached House	4	\$500
Bishops Lodge	Shed with toilet	Civic - Amenities	3	\$500



Bushfire Shed Town Brigade Headquarters	Bushfire Headquarters Office	Civic - Emergency Services	2	\$500
Cemetery	Cemetery shelter x 2	Recreation - Picnic Shelter/ Rotunda	1	\$5,000
Cemetery	Cemetery toilet block	Civic - Amenities	1	\$5,000
Childcare	Childcare Centre (Former Surgery)	Education - Child Care/ Kindergarten	5	\$10,000
Council Depot Complex	Pump Station	Shed - Fully Enclosed	4	\$2,000
Council Depot Complex	Storage shed and amenities	Civic - Amenities	4	\$2,000
Council Depot Complex	Main Workshop	Shed - Fully Enclosed	4	\$10,000
Council Depot Complex	Dog Pound	Industrial - Pound/Kennels	4	\$12,000
Council Depot Complex	Amenities/Locker Room	Civic - Amenities	4	\$5,000
Council Offices and Chambers	Council Offices and Chambers	Administration - 1 Storey	5	\$23,000
Garbage Depot	Shed	Shed - Partly Walled	4	\$10,000
Garbage Depot	CTC Shed	Shed - Fully Enclosed	4	\$1,000
Garbage Depot	Shelter shed	Shed - Partly Walled	3	\$2,000
Hay Gaol Museum	Offices/library building	Administration - 1 Storey	2	\$1,000
Hay Gaol Museum	Cottage on right	Residential - Detached House	2	\$1,000
Hay Gaol Museum	Shed on right of cottage	Shed - Fully Enclosed	1	\$1,000
Hay Gaol Museum	Cottage and entry on left	Residential - Detached House	2	\$1,000
Hay Park	Community Centre	Civic - Clubs/Community Groups	5	\$4,000
Hay Park	Kiosk (Toilet Section)	Civic - Amenities	5	\$5,000
Hay Park	Kiosk (New)	Recreation - Kiosk	5	\$2,000
Hay Park	Female Amenities Building	Civic - Amenities	4	\$4,000
Hay Park	Shelter bbq	Recreation - Picnic Shelter/ Rotunda	4	\$1,000
Hay Park	Grandstand	Recreation - Grandstand	3	\$69,000
Hay Park	New Storage Shed	Shed - Fully Enclosed	3	\$ 3,000
Hay War Memorial Hall	New Library	Civic - Library	5	\$18,000
Hay War Memorial Hall	War Memorial Hall	Civic - Town/ Community Hall	5	\$4,000
Hospital	West Wing	Health - Hospital	5	\$3,000
Maude Hall	Amenities Block	Civic - Amenities	4	\$2,000
Myers Lane Self Care Units	Myers Lane Self Care Units - Units 1 and 2	Residential - Detached House	5	\$1,000
Myers Lane Self Care Units	Myers Lane Self Care Units - Units 5 and 6	Residential - Detached House	5	\$1,000
Myers Lane Self Care Units	Myers Lane Self Care Units - Units 3 and 4	Residential - Detached House	5	\$1,000
Pocock Park	Pocock Park Toilet Block	Civic - Amenities	4	\$500
Sandy Point Toilets	Sandy Point Toilets	Civic - Amenities	4	\$500
Swimming Pool	Changerooms Men	Recreation - Changeroom	4	\$1,000
Swimming Pool	Changerooms women	Recreation - Changeroom	4	\$1,000



Swimming Pool	Hay Swimming Pool Amenities Building	Recreation - Changeroom	4	\$1,000
Tourist Building	New Offices	Administration - 1 Storey	5	\$2,000
Tourist Building	Male and female toilets	Civic - Amenities	5	\$2,000
Water treatment plant	Water treatment plant	Administration - 1 Storey	4	\$500
Water treatment plant	Water treatment plant smoko room	Demountable - Other Transportable	4	\$500
Asbestos Register				\$25,000
Depot – Workshop & Store				\$30,000

INFORMATION TECHNOLOGY	
Computer Hardware - Assets	\$40,000

**TOTAL: \$10,991,257**