



Hay Shire
COUNCIL

reduce • reuse • recycle



Operational Plan 2025-2026

Hay

Exciting Heritage... Positive Future

Contents

Acknowledgement of Country Page 3

Our Vision & Values Page 4

Our Council, Our Organisation Page 4

Integrated Planning & Reporting Page 5

Our Focus Areas Page 8

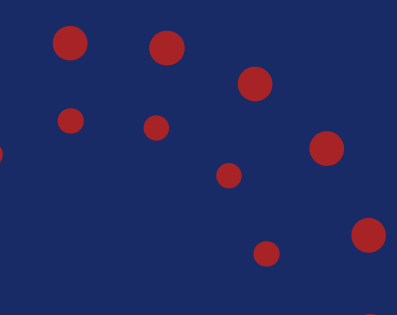
1. Social Page 9

2. Environmental Page 16

3. Economic Page 21

4. Civic Leadership Page 26

Annexure A - Financials



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 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?

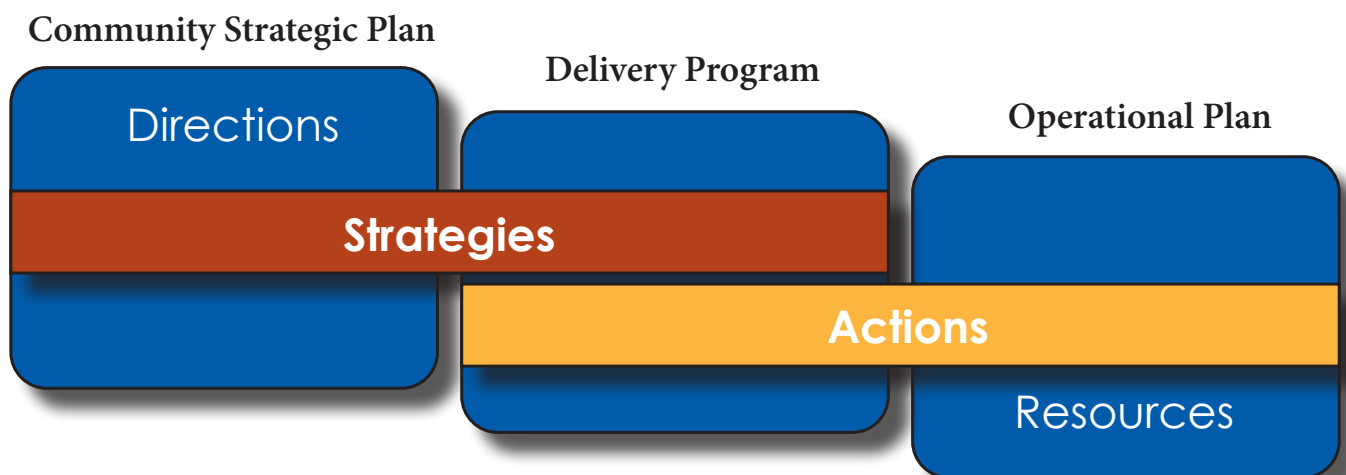
For more information, visit the NSW Office of Local Government's website:
www.olg.nsw.gov.au

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

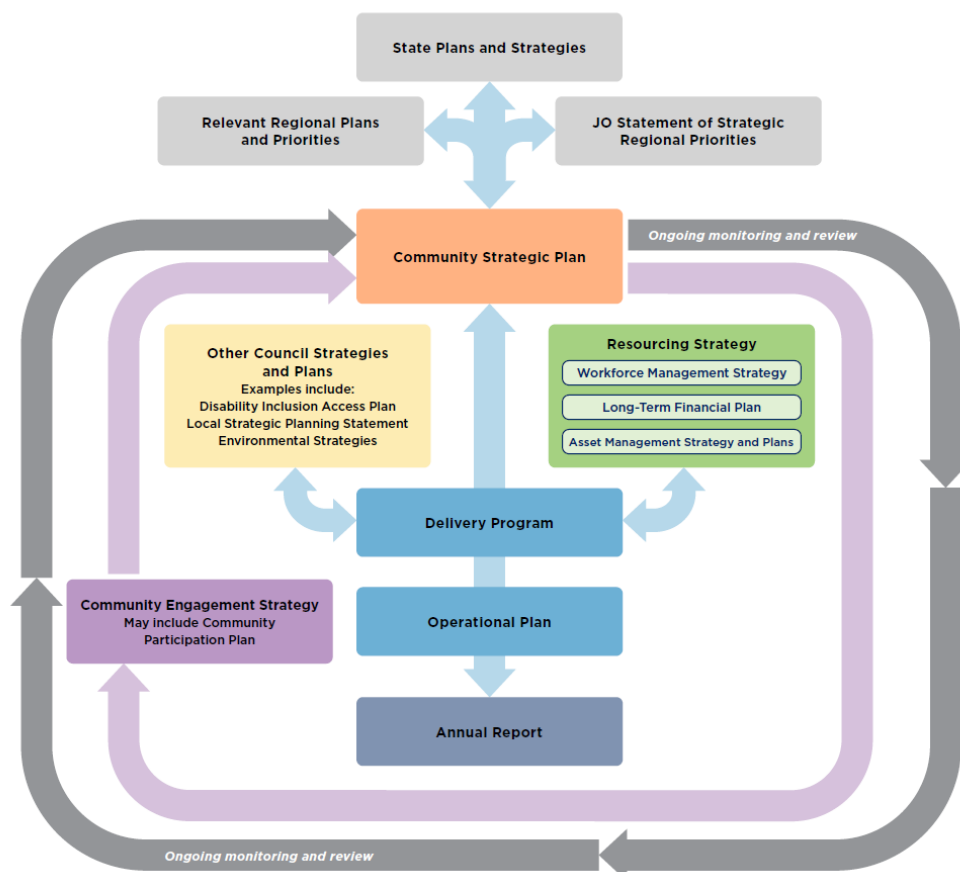
Asset Management
Strategy and Plans

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

Strategy: Our community has access to a range of employment opportunities

No	Principal Activity	Action	Officer
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.	Establish CUC; Support Career Expo.	EM-ED&T
1.1.1.2	Advocate, support, and seek partnerships with providers to generate more options and scope for all levels of education.	Work with High School, TAFE and CUC to enhance educational opportunities	EM-ED&T

Strategy: Increase housing options within the community

No	Principal Activity	Action	Officer
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.	Engage with renewable energy developers, local developers, and government agencies to enhance workforce accommodation Engage with industry, community and government agencies to deliver place based response to workforce accommodation requirements.	EM-ED&T EM-ED&T
1.1.2.2	Develop a Housing Roadmap that address market restraints to deliver housing solutions for the Hay.	Complete and commence implementation of Housing Roadmap	EM-ED&T
1.1.2.3	Remove zoning impediments to facilitate a range of housing.	Amend the Hay LEP 2011	EM-P&C

Strategy: Improve access to health services

No	Principal Activity	Action	Officer
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.	Advocate through LHAC, local members, MLHD, PHN and local medical services to ensure equitable access to healthcare	GM



1. Social

Strategy: Support local health initiatives and programs

No	Principal Activity	Action	Officer
1.1.4.1	Liaise with local health providers and agencies to promote and support programs and initiatives.	Provide support to local medical services, LHAC.	GM

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

Strategy: Enhance public recreation areas and facilities

No	Principal Activity	Action	Officer
1.2.1.1	Review and update the Open Spaces Strategy in consultation with user groups.	Commence of the Open Spaces Strategy	EM-P&C
1.2.1.2	Service and Asset Management Reviews to match community needs	Review and update AMP's; undertake service reviews in conjunction with community in accordance with the Service Review Strategy	GM
1.2.1.3	Apply for funding through the Active transport program. Update the Walking/Cycling masterplan	<ul style="list-style-type: none">Update the Active Transport Master PlanUndertake active transport program as funding allowsInclude active transport projects in s7.12 plan	EM-P&C
1.2.1.4	Identify funding opportunities to deliver the Lachlan Street Masterplan	Seek funding opportunities to deliver the Lachlan Street Master Plan	GM

Strategy: Placemaking with purpose

No	Principal Activity	Action	Officer
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.	<ul style="list-style-type: none">Completion of the JHMSP replacement project.Review the Destination Management Plan;Implementation of a s7.12 Plan	GM EM-ED&T EM-P&C



1. Social

Strategy: Deliver infrastructure that are responsive to the community's needs

No	Principal Activity	Action	Officer
1.2.3.1	Regular inspections. Reseal program. Heavy patching program. Gravel Re-sheeting program. Ongoing sealed and unsealed maintenance works	<ul style="list-style-type: none">As per principle activityCommence construction of Hay HVRA and Aerodrome HV entrance	EM-E&O GM
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	<ul style="list-style-type: none">Work with TfNSW on completion of CJRIP and Regional Transport PlanParticipate in the Sturt Highway Taskforce	EM-E&O GM
1.2.3.3	Review and update the Active Transport strategy including conducting an asset review in consultation with user groups.	Review and update Active Transport Strategy	EM-P&C
1.2.3.4	Consult with the community to ascertain the community's infrastructure needs	Undertake Service Reviews and set standards Review and update AMP's; Undertake service reviews in conjunction with community in accordance with the Service Review Strategy	GM
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.	<ul style="list-style-type: none">Develop projects for Community Building and Kay Hull CentreSeek funding opportunities to deliver the projects	GM



1. Social

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

No	Principal Activity	Action	Officer
1.2.4.1	Council support community events.	<ul style="list-style-type: none">Council delivers up to four signature eventsCouncil support community events	EM-ED&T
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.	Work with the community to develop a welcome committee for new residents	EM-ED&T
1.2.4.3	Advocate for inclusion in the RDA delivered Welcome Program	Liaise with RDA for inclusion in the RDA welcome program	EM-ED&T
1.2.4.4	Meeting places are accessible to all including social support groups (hubs)	Undertake an audit of accessibility to Council halls, Kay Hull Community Centre, and John Houston Memorial Pool.	EM-P&C

Objective: 1.3 Our community is connected

Strategy: Enhance public and community transport options

No	Principal Activity	Action	Officer
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)	Liaise with TfNSW on future community transport options for Hay	GM
1.3.1.2	Support initiatives for improved access for Community Transport (through HMSO).	Liaise with TfNSW on community transport options for Hay	DGM



1. Social

Strategy: Build a connected, collaborative community

No	Principal Activity	Action	Officer
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.	Support the community through programs and initiatives that build resilience	EM-ED&T
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.	Liaise with telcos; support the community and businesses to improve connectivity	EM-ED&T
1.3.2.3	Support digital literacy initiatives.	Identify and promote programs and initiatives to improve digital literacy in the community	GM
1.3.2.4	Cyber Security Awareness initiatives.	Identify and promote programs and initiatives to improve cyber security awareness in the community	DGM

Objective: 1.4 Our youth and aged are supported

Strategy: Advocate for greater capacity for local based child care services

No	Principal Activity	Action	Officer
1.4.1.1	Engage with state and federal governments to increase investment in early childhood and childcare services, addressing accessibility and affordability.	Works with HCS and other childcare providers; Advocate and support the development and expansion of the HCS childcare facility	GM
1.4.1.2	Investigate new and innovative delivery pathways for the Care Economy.	Advocate and work with local health care providers to improve the care economy including assisting in identifying gaps	GM



1. Social

Strategy: Support youth and aged services and initiatives

No	Principal Activity	Action	Officer
1.4.2.1	Continue to deliver and fund the Youth Taskforce activities	Support youth through annual budget and resourcing of Youth Officer	EM-ED&T
1.4.2.2	Deliver Youth Strategy Action Plan	<ul style="list-style-type: none">• Deliver a series of free life skills workshops• Support a program of free qualified driving instruction for learner drivers• Facilitate connections between the school and other education and skills providers• Deliver a series of career information evenings for youth• Host an education and employment expo in partnership with HWMHS, businesses and education providers• Establish and maintain strong partnerships and open communication with school staff and student leadership teams to identify and partner in the delivery of initiatives for students	EM-ED&T

Objective: 1.5 Our community is inclusive and sustainable

Strategy: Residents of all abilities and cultures have access to public facilities

No	Principal Activity	Action	Officer
1.5.1.1	Our events are inclusive.	Build on our events to ensure they are accessible and inclusive for all through promotion, pricing and location	EM-ED&T
1.5.1.2	Our facilities are accessible to all	Undertake audit of all council facilities and develop action plan to address accessibility	EM-P&C
1.5.1.3	Communication is accessible to all	Improve accessibility to Newsletters, website, Facebook & Council meetings for people with disabilities	EM-P&G



1. Social

Strategy: Inclusive and Empowered Communities

No	Principal Activity	Action	Officer
1.5.2.1	Communities are involved in Council decision making through consultation process	Ensure appropriate community engagement in accordance with Council Community Engagement Strategy and best practice	GM
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	Development of a community impact fund model in consultation with the community	EM-ED&T

Strategy: Enhance educational pathways and opportunities

No	Principal Activity	Action	Officer
1.5.3.1	Collaborate with industry and education and training providers to deliver place-based opportunities for skills development	Collaborate with Regional Employment and Industry Program to deliver skills development projects and programs	EM-ED&T

Strategy: Promote inclusion and education of all abilities workers in community and business sector

No	Principal Activity	Action	Officer
1.5.4.1	Support all abilities service providers to connect with community and industry.	Regular attendance at Intereach Forum	EM-ED&T

Strategy: Facilitate access public spaces for cultural and community events

No	Principal Activity	Action	Officer
1.5.5.1	Audit community used spaces and seek funding to deliver accessibility infrastructure	Undertake audit of community spaces	EM-P&C

Strategy: Support cultural programs and initiatives, including First Nations

No	Principal Activity	Action	Officer
1.5.6.1	Liaise with stakeholders to support cultural programs and initiatives.	<ul style="list-style-type: none">Support Naidoc eventsImplement Reconciliation Action Plan	GM



2. Environmental

Objective: 2.1 Council is resilient and adaptive

Strategy: Council considers climate change resilience in our services, and the maintenance and management of our buildings, public spaces and infrastructure.

No	Principal Activity	Action	Officer
2.1.1.1	Smart meters. Second water supply.	<ul style="list-style-type: none">Seek funding for the roll out of digital (smart) meters to the town water supply networkMake application for water licence for secondary water supplySeek funding to further develop the secondary water supply	GM
2.1.1.2	The use of recycled and repurposed materials in public spaces	Review and update circular economy strategy to identify initiatives for the use of recycled and repurposed materials; Development of Stage 2 of MRF	EM- P&C GM
2.1.1.3	Develop business case for the implementation of water efficiency measures across the urban water supply system	Develop strategy and action plan for water efficiency measure to the town water supply system	GM
2.1.1.4	Water efficiency measures	Develop strategy and action plan for water efficiency measures in council operations	GM
2.1.1.5	Energy efficiency measures	<ul style="list-style-type: none">Solar/Battery systemsDevices (eg VSD)	EM- P&C

Strategy: Foster sustainable energy solutions and practices to reduce Council's footprint.

No	Principal Activity	Action	Officer
2.1.2.1	Develop Net Zero Council Strategy	Commence development of Council net zero strategy	EM- ED&T



2. Environmental

Strategy: Climate change risks and opportunities are embedded in our decision making process.

No	Principal Activity	Action	Officer
2.1.3.1	Develop a Climate Risk Assessment Framework into council strategies and project proposals.	Develop a climate risk assessment framework	GM EM- P&G

Objective: 2.2 Our Community is resilient and adaptive

Strategy: Support business with climate risk adaptation and best practice

No	Principal Activity	Action	Officer
2.2.1.1	Share information with industry about best practice regional climate risk adaptation, funding and collaboration opportunities	Identify and share best practice initiatives with the community	EM- ED&T
2.2.1.2	Publish and promote Council climate resilience actions to "lead by example"	Develop climate resilience actions; Develop EV charging Strategy	GM
2.2.1.3	Support community to live with less water	Advocate and collaborate with federal and state agencies to support the community to live with less water	GM

Objective: 2.3 Celebrate and Promote our unique natural environment

Strategy: Support local community groups, First Nations groups, and other agencies working with the natural environment

No	Principal Activity	Action	Officer
2.3.1.1	Promote Murrumbidgee River Masterplan	Implement the murrumbidgee river master plan as resourcing permits	GM
2.3.1.2	Use Council's communication platforms (e.g. website, newsletter, social media) to highlight local environmental partnerships and council programs	<ul style="list-style-type: none">Support and promote National ParksDeliver RAP	EM- ED&T GM



2. Environmental

Strategy: Implement sustainable and eco friendly tourism initiatives

- | | | | |
|---------|--------------------------------------|---|---------|
| 2.3.2.1 | Promote our eco-tourism environments | <ul style="list-style-type: none">Promote sunset viewing area, sandy point and Bushy BendCollaborate with neighbouring LGA's to promote regional eco tourism experiences | EM-ED&T |
|---------|--------------------------------------|---|---------|

Objective: 2.4 Enhance the built environment

Strategy: Maintain and beautify urban areas.

No	Principal Activity	Action	Officer
2.4.1.1	Review service standard for recreational areas	<ul style="list-style-type: none">Review and update AMPUndertake service review in conjunction with community in accordance with the Service Review Strategy	GM
2.4.1.2	Implementation of Lachlan Street Masterplan as resourcing permits	<ul style="list-style-type: none">Seek funding for the implementation of the Lachlan Street Master PlanWork with the Heritage Advisor on heritage initiatives for Lachlan Street CBD precinctUndertake landscaping to Roundabout	GM EM-P&C GM

Strategy: Support and promote public art initiatives

No	Principal Activity	Action	Officer
2.4.2.1	Review and update Public Art Strategy	Commence review and update public art strategy	EM-P&C
2.4.2.2	Promote our public art (tourism initiatives)	Integrate existing public art into destination promotion	EM-ED&T



2. Environmental

Strategy: Provision of sustainable infrastructure that is adaptive to changing needs, suitability, betterment and funding levels.

No	Principal Activity	Action	Officer
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.	Develop framework for assessment of infrastructure development.	GM
2.4.3.2	Continue to review and update Asset Management Plans	Continue to review and update AMP's incorporating best practice and initiatives as resourcing allows	GM

Objective: 2.5 Our Community is inclusive and sustainable

Strategy: People of all abilities have access to natural environments, cycleways and passive areas.

No	Principal Activity	Action	Officer
2.5.1.1	Delivery of Murrumbidgee River Masterplan	Implementation of the murrumbidgee river master plan as funding and resourcing allows	EM-P&C
2.5.1.2	Free bike hire at VIC	Promote and provide free bike hire at the VIC	EM-ED&T
2.5.1.3	Consider accessibility in any new and renewal works	<ul style="list-style-type: none">Accessibility to be incorporated into any new and renewal works and activitiesReview and update Active Transport Strategy	EM-E&O EM-P&C

Strategy: Support cultural environmental initiatives

No	Principal Activity	Action	Officer
2.5.2.1	Deliver Council's Reconciliation Action Plan	Commence implementation of Council's RAP	GM

Strategy: Advocate for water security and practices

No	Principal Activity	Action	Officer
2.5.3.1	Form partnerships and collaborations to respond to existing opportunities and develop project proposals.	Promote and support water security initiatives and best practices	GM



2. Environmental

Strategy: Develop and implement a sustainable waste management strategy

No	Principal Activity	Action	Officer
2.5.4.1	Collaborate with the Renewable Energy Sector to further develop waste management opportunities	Collaborate with the Renewable Energy Sector to develop waste management best practice and initiatives	EM-ED&T
2.5.4.2	Develop stage 2 of the RREP	<ul style="list-style-type: none">Develop Stage 2 of the RREPSeek funding for implementation of Stage 2 of RREP and waste management initiatives	GM

Strategy: Facilitate and support sustainable practices across our community

No	Principal Activity	Action	Officer
2.5.5.1	Continue to educate the community on sustainable practices	Undertake continued education of the community on sustainable practices including waste management	GM
2.5.5.2	Work with businesses on sustainable practices	Identify initiatives and support business to implement sustainable best practices	EM-ED&T



3. Economic

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

Strategy: Future Ready Businesses

No	Principal Activity	Action	Officer
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	Identify and promote capacity development initiatives to support our community	EM-ED&T

Strategy: Strengthen Business Support Services

No	Principal Activity	Action	Officer
3.1.2.1	Collaborate with business support agencies to communicate relevant information to businesses	Continue collaboration and support of local businesses	EM-ED&T
3.1.2.2	Provide useable metrics and information to assist businesses decision making process.	Identify and provide useable metrics and information to local businesses	EM-ED&T

Strategy: Business Attraction and Investment Growth

No	Principal Activity	Action	Officer
3.1.3.1	Develop and deliver the Hay Economic Transition 10 year Roadmap	Develop and commence implementation of the roadmap	EM-ED&T

Strategy: Facilitate growth industries including workforce development and skills

No	Principal Activity	Action	Officer
3.1.4.1	Collaborate with new and existing industry to build workforce development and skills in local economy	Identify opportunities to build workforce development and skills in local economy	EM-ED&T

3. Economic

Strategy: Identify opportunities to grow the agricultural sector

No	Principal Activity	Action	Officer
3.1.5.1	Support the development of a Primary Production Innovation Network	Liaise with industry and agencies to assist in the development of a primary production innovation network	EM-ED&T
3.5.1.2	Build relationships with primary production sector to identify place based opportunities	Work with our local primary production industry to identify opportunities for the sector	EM-ED&T
3.5.1.3	Collaborate with local, state and federal agencies to advocate for primary production opportunities in Hay	Work with government agencies to identify opportunities for the sector	GM

Strategy: Identify opportunities to grow the renewable energy sector

No	Principal Activity	Action	Officer
3.1.6.1	Work with existing providers and investigate new technologies that may lead to growth opportunities	Collaborate with renewable energy industry and research institutions on new technology and innovations to grow the sector	EM-ED&T

Objective: 3.2 Our community values its history and tourism

Strategy: Increase tourism and visitor spend

No	Principal Activity	Action	Officer
3.2.1.1	Implement digital marketing plan to target high spend segments of the Visitor Economy.	Commence implementation of the digital marketing plan	EM-ED&T
3.2.1.2	Collaborate with Visit Riverina and DRM to develop visitor economy opportunities.	Participate in Visit Riverina and DRM meetings and forums; Collaborate with visit Riverina and DRM as well as Tourism NSW; Network with industry and agencies to promote Hay.	EM-ED&T

3. Economic

3.2.1.3	Build on tourism product around key council owned assets including Dunera, Bishops Lodge and Hay Gaol Museums and Sandy Point	Promote Council's tourism assets	EM-ED&T
---------	---	----------------------------------	---------

3.2.1.4	Continue to support Shear Outback	Provide annual support to Shear Outback	GM
---------	-----------------------------------	---	----

Strategy: Promote events and activities

No	Principal Activity	Action	Officer
3.2.2.1	Deliver four key Council events per calendar year	Delivery of four signature council events	EM-ED&T
3.2.2.2	Support and promote community led events	Support and promote community events	EM-ED&T

Strategy: Actively identify, promote and enhance tourism initiatives

No	Principal Activity	Action	Officer
3.2.3.1	Utilise reliable metrics and data to identify trends and behaviours in the Visitor Economy	Utilise resources such as SpendMap to gather data to support the visitor economy	EM-ED&T

Strategy: Showcase our open space, recreation and cultural facilities

No	Principal Activity	Action	Officer
3.2.4.1	Include relevant assets and experiences in promotional material and marketing campaigns	Promote our open, recreational and cultural facilities through relevant forums	EM-ED&T

3. Economic

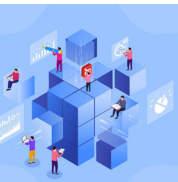
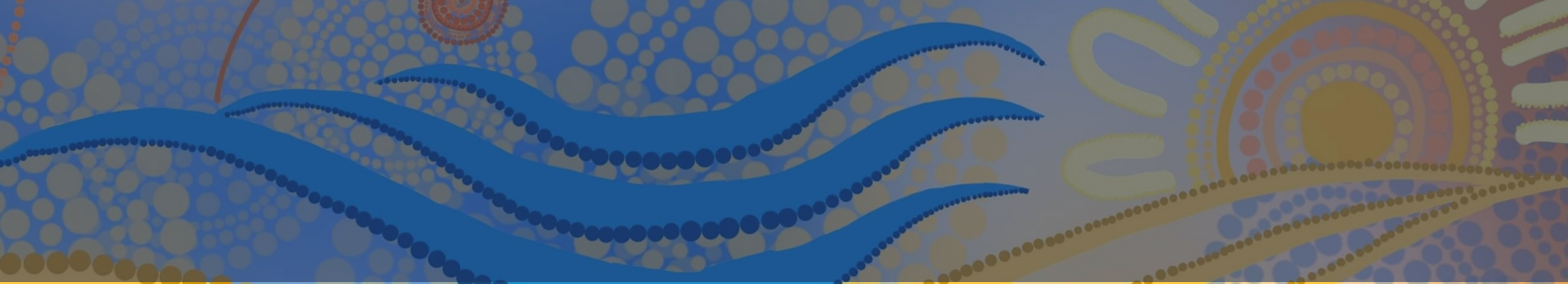
Objective: 3.3 Our community is resilient and adaptive

Strategy: To proactively reduce the risk and limit the impact of disasters associated with natural hazards on our community and economy

No	Principal Activity	Action	Officer
3.3.1.1	Implement recommendations from Hay & Maude FRMS&P	Commence implementation of recommendations as funding allows.	GM
3.3.1.2	Implement the Regional Drought Resilient Program report	Commence implementation of actions as funding and resourcing permits	EM-ED&T
3.3.1.3	Work with agencies to better manage floods	<ul style="list-style-type: none"> Advocate for an electronic early warning system in Hay and Maude Liaise with SES in the update of the Hay Flood Plan 	GM
3.3.1.4	Support local agencies – SES, RFS, RRNSW	<ul style="list-style-type: none"> Support and drive the LEMC Active Bushfire Hazard Reduction Program 	GM

Strategy: Coordinated action for Climate Resilient Economic Development

No	Principal Activity	Action	Officer
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	Identify suitable programs and participants in local leadership capacity building	EM-ED&T
3.3.2.2	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	<ul style="list-style-type: none"> Continue with critical infrastructure resilience project; Collaborate with TfNSW on the CRJIP 	GM



3. Economic

Strategy: Reimagined Care Economy

No	Principal Activity	Action	Officer
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)	<ul style="list-style-type: none">• Participate in local Interagency group• Investigate gaps in care from cradle to grave for the community	GM

4. Civic Leadership

Objective: 4.1 Our Council leads by example

Strategy: Implement and promote best practice governance

No	Principal Activity	Action	Officer
4.1.1.1	Establish a Monitoring and Evaluation Framework	Develop and implement a clear framework for monitoring and evaluating progress against the Council's strategic plan.	EM-P&G
4.1.1.2	Promote Best Practice in Project Management	Implement best practice guidelines for all ongoing Council projects	GM
4.1.1.3	Foster Continuous Improvement through Staff Development	Develop a training and professional development program to improve staff capability and best practice implementation	EM-P&G

Strategy: Monitor and evaluate Council's strategic planning documents

No	Principal Activity	Action	Officer
4.1.2.1	Annual review of plans	Monitor and review in accordance with regulations	EM-P&G
4.1.2.2	Implement IP&R	Implement strategies and actions outlined in Council's IP&R documents	GM
4.1.2.3	Liveability Survey	Conduct service performance survey with the community	EM-P&G

Strategy: Be environmentally responsible in decision making

No	Principal Activity	Action	Officer
4.1.3.1	Introduction of Hybrid vehicles into Council's fleet	Continue to introduce hybrid vehicles into council's fleet	EM-E&O
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	Undertake risk assessment of climate change on Council's operations and service delivery	GM
4.1.3.3	Develop a Net Zero Council Plan	Develop a net zero council plan	GM

4. Civic Leadership

Strategy: Council will seek to continuously improve

No	Principal Activity	Action	Officer
4.1.4.1	Maintain or improve services response times on critical services in agreeance with the community	Agree service response times with the community and commence development of system to capture data for measurement of performance	GM
4.1.4.2	Reduce average response time for community service requests (e.g., road repairs, water/sewer issues).	Commence development of system to capture data for measurement of performance; Development of road register and hierarchy system	EM-E&O
4.1.4.3	Improve efficiency of Council Operations	<ul style="list-style-type: none"> Undertake service review in accordance with Council service review framework Review council fleet management and replacement program 	GM EM-E&O
4.1.4.4	Investigate increase in operational efficiency through the use of technology and process improvements.	<ul style="list-style-type: none"> Continuation of Digital Transformation Group Undertake service review in accordance with Council service review framework Develop electronic performance appraisal system 	GM EM-P&G

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

Strategy: Provide an advocacy role on behalf of the community

No	Principal Activity	Action	Officer
4.2.1.1	Lobby and build relationships with critical stakeholders	Advocate on behalf of the community with government agencies, local members, ministers	GM

Strategy: Inform and empower community input into decision making

No	Principal Activity	Action	Officer
4.2.1.2	Regular community engagement in accordance with Community Engagement Plan	Ensure appropriate community engagement in accordance with Council Community Engagement Strategy and best practice	GM

4. Civic Leadership

Strategy: Our community has access to Council information, services and facilities

No	Principal Activity	Action	Officer
4.2.1.3	Continue to expand and improve our communication and information services.	<ul style="list-style-type: none"> Regularly update website Monthly newsletter Increased social media 	EM-P&G

Objective: 4.3 Our Council is inclusive and sustainable

Strategy: Enable an engaged workforce with suitable skills, available in the right place at the right time

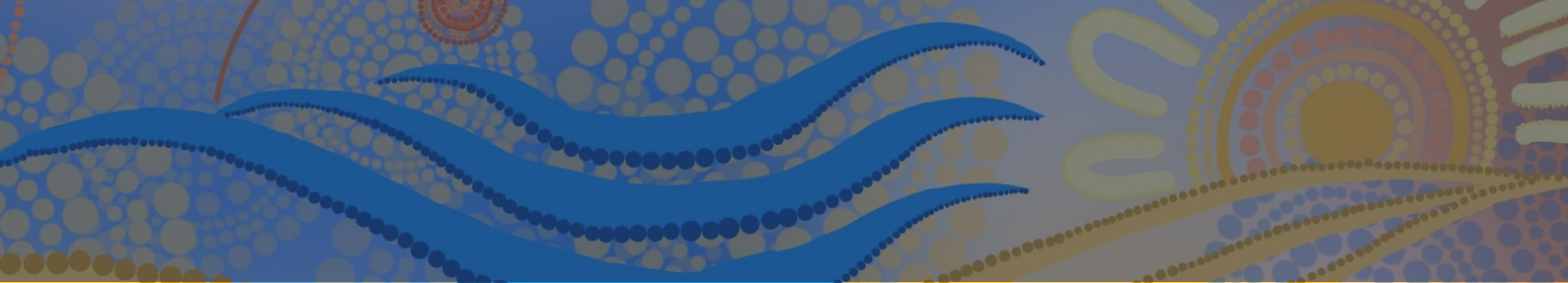
No	Principal Activity	Action	Officer
4.3.1.1	Develop and implement a Workforce Strategy that identifies current and future skill needs, supports professional development, and aligns workforce planning with service delivery priorities	Implement Workforce Strategy, training plan, and foster professional development	EM-P&G

Strategy: Build a strong, collaborative, and supportive team culture

No	Principal Activity	Action	Officer
4.3.1.2	Regular staff updates and gathering.	Monthly staff newsletter; Regular staff meetings; Annual all staff function	EM-P&G
4.3.1.3	Nurture future & current leaders	Develop a future leaders program; Support current leaders through regular catch ups	EM-P&G

Strategy: Ensure a financially sound Council that is responsible and sustainable

No	Principal Activity	Action	Officer
4.3.3.1	Increase Council's revenue from discretionally fees and charges and other alternative sources	<ul style="list-style-type: none"> Annual review council's fees and charges Advocate for increase and redistribution of FAGs 	DGM
4.3.3.2	Introduce smart water and energy management systems to reduce utility costs	<ul style="list-style-type: none"> Seek funding to implement digital (smart) meters to town water supply network Audit and seek funding for energy management systems for council's high energy use facilities 	GM EM-P&C



4. Civic Leadership

- | | | |
|--|---|---------------|
| 4.3.3.3 Implement reduction in operational costs without compromising service delivery. | <ul style="list-style-type: none">• Undertake service review in accordance with Council service review framework• Implement monthly budget review across the organisation to identify efficiency opportunities | GM
DGM |
| 4.3.3.4 Investigate the automation of routine administrative tasks to improve operational efficiency. | <ul style="list-style-type: none">• Continuation of Digital Transformation Group• Undertake service review in accordance with Council service review framework• Develop electronic performance appraisal system• Include new technology areas such as the use of AI in Councils training program | GM
EM-P&G |
| 4.3.3.5 Align service levels to needs to eliminate waste and over servicing | Undertake service review in accordance with Council service review framework. | EM-P&G
GM |
| 4.3.3.6 Reduction in manual financial reporting processes and improved accuracy of financial data. | <ul style="list-style-type: none">• Continuation of Digital Transformation Group• Implementation of P2P system• Development of monthly financial reporting system• Continue to develop financial systems to accurately link financial data with reporting systems | DGM |
| 4.3.3.7 Maintain a high level of financial management including meeting all statutory requirements | <ul style="list-style-type: none">• Development of compliance register; Staff training and capacity building in financial management• Development of monthly financial reporting system. Include financial training in Councillor development program. | EM-P&G
DGM |