



Community Strategic Plan 2022-2032



Hay

Exciting Heritage... Positive Future

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Community Strategic Plan

The community Strategic Plan is a rolling 10 year plan that sets out the communities vision, objectives strategies, priorities and aspirations. This document sets out the strategic direction and the vision for the future. It is a community plan based on information provided by the community. The Community Strategic Plan (CSP) consists of:

- Vision Values and principles
- Themes objectives and Outcomes
- Strategies to achieve our vision
- What residents, businesses and community members can do to help achieve our vision
- Our Priorities
- What Council will measure

Unlike other business plans where an organisation has direct control over delivering the strategies, there is no one body who is responsible to deliver the plan. Council endorses the plan and has a key roles in coordinating the implementation , however there are many other groups and organisations who also have a responsibility.

The Integrated planning and reporting Process establishes a set of plans to outline the long-term vision for the future of our community, created in partnership with the community of which the Community strategic plan sits at the top. The other incorporated plans include

Delivery plan

The Delivery Program sits between the Community Strategic Plan and annual Operational Plan (OP) and outlines what Council will focus on during the elected Councillors' four-year term of office. It provides more detail than the Community Strategic Plan, but less detail than the Operational Plan

Annual Operational Plan

The Annual Operational Plan is a sub-component of the Delivery Program and is contained within the delivery plan document. It provides greater detail on actions, projects and services planned for the current financial year. Financial information included in the Annual Operational Plan includes a detailed annual budget and Council's Revenue Policy (rates, fees and charges)

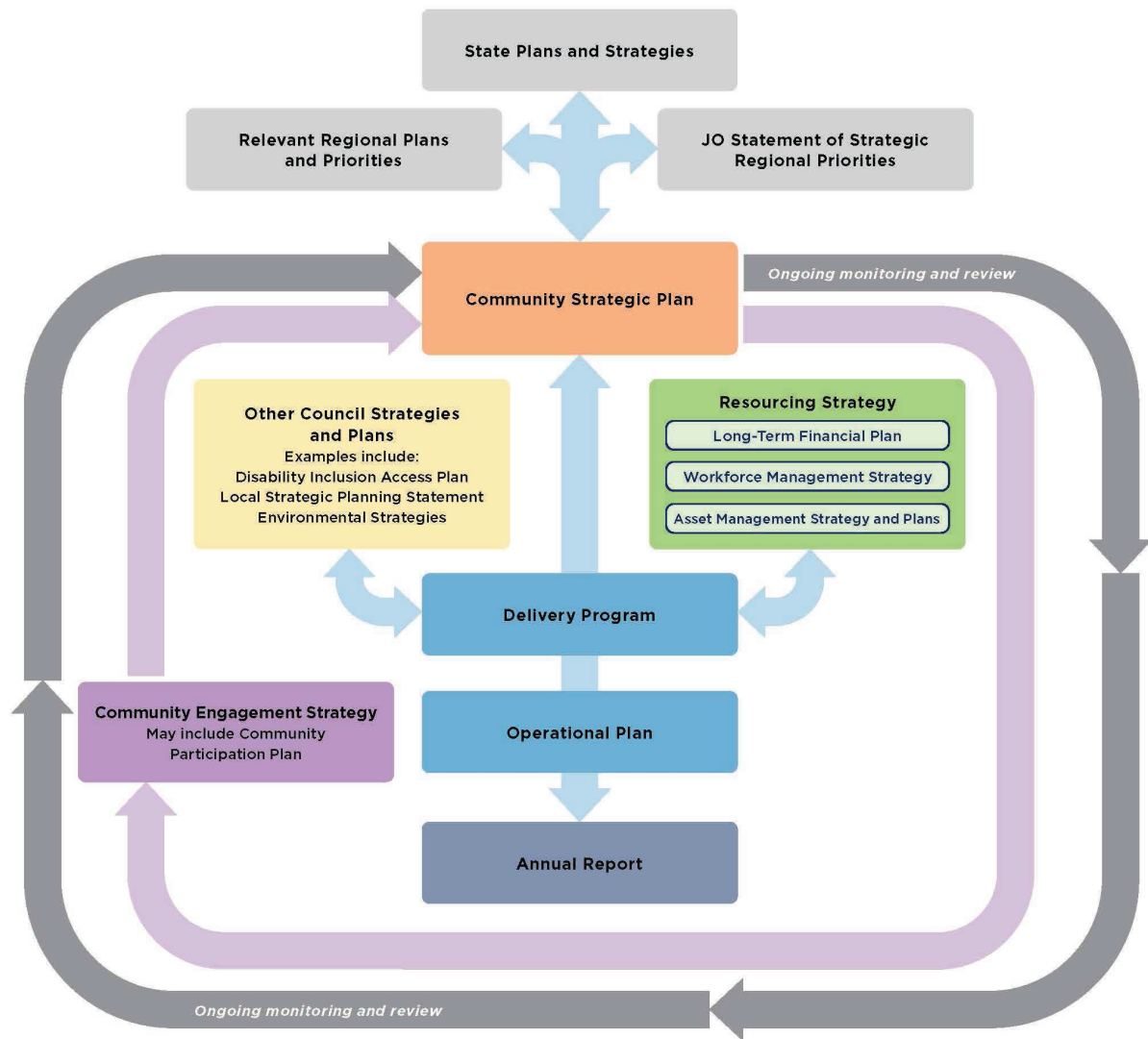
Resourcing Strategy

Council's Resourcing Strategy outlines the resources available to implement the Community Strategic Plan. Resources are people, money and assets. The components of the Resourcing Strategy are the:

1. Asset Management Strategy and Asset Management Plans (AMP): An AMP is a tactical plan used by Council to ensure infrastructure and assets deliver the required standard of service
2. Long-term Financial Plan (LTFP): The LTFP is a tool that can 'test' the community's aspirations outlined in the CSP against the financial reality. It is both a decision-making tool and a problem solving tool
3. Workforce Plan: Workforce Planning helps Council have the right people in the right place with the right skills doing the right job at the right time to implement the Community Strategic Plan.



The Process and Implementation



Linking Community Outcomes to Action

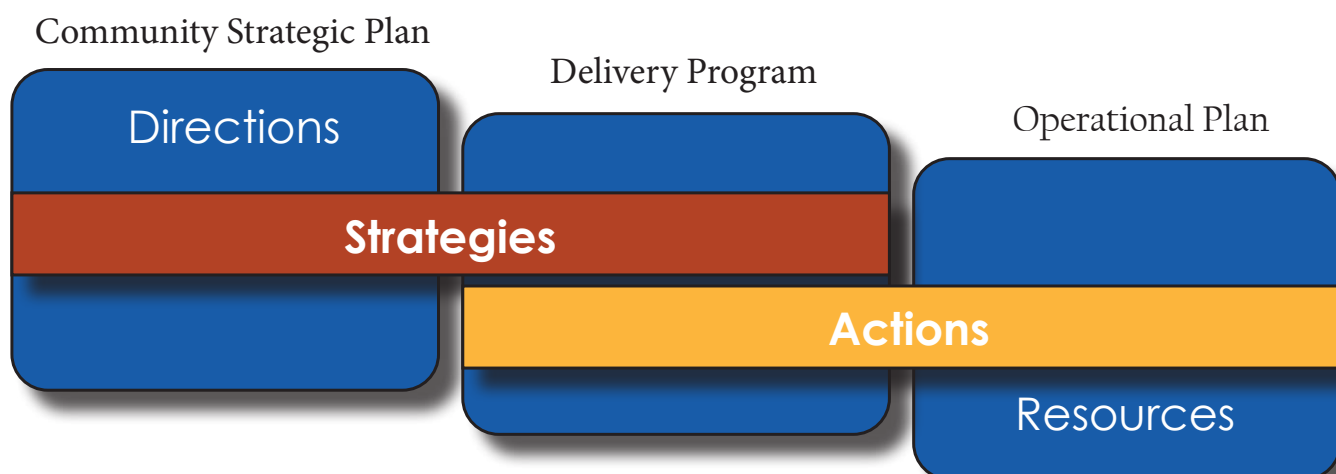
This Community Strategic Plan embodies the long-term vision for the community developed by the community.

The Community Strategic Plan identifies 5 key areas on which our plans visions and objectives are built around:

1. Environmental sustainability
2. Livable & vibrant community
3. Economic prosperity & sustainability
4. Governance & organisational performance
5. Our infrastructure

The five key areas focus on the quadruple bottom line of:

- Environment
- Social
- Governance
- Economics



Interrelationships between the 3 levels of planning



Vision

Our Vision Statement: Where our people are resilient, 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 communities;
- Protecting and enhancing the environment;
- Building a climate that encourages opportunities for all;
- Managing Council's resources in an open and accountable manner consistent with the principles of value for money and equity.

Corporate 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.



Our Shire, Our Community

The Hay Shire incorporates the town of Hay and the villages of Booligal (made famous by Banjo Patterson, in “Hay and Hell and Booligal”), Maude and One Tree village. It is bounded 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 main township of Hay is located on the junction of the Cobb, Sturt and Mid-Western Highways approximately 720km west of Sydney, 420km north of Melbourne and 650km east of Adelaide. Hay Shire also has strong connections to its two nearest regional cities of Griffith (130km east) and Wagga Wagga (270km east) where residents can access higher-order health, education, retail, commercial and transport services.

The Hay Shire has a surprising amount of attractions worth a visit including wonderful museums, beautiful parks and gardens, and excellent recreational and sporting facilities.

Whether you are a visitor or a resident, the Hay Shire has much to offer with its Exciting Heritage and Positive Future. Whilst the Hay landscape has its own characteristics which visitors and residents find appealing it is the people in the community that make it so special.

The town of Hay is a remarkably friendly and safe place to live and just a great place to bring up your family. There is an extremely low rate of crime and an excellent community spirit that is spread right across the spectrum. The people are resilient and generous which is shown in our large number of volunteer groups and organisations.

Community Snapshot

In 2016, Hay Shire was estimated to have a population of 2,946 people. The main township of Hay (2,316) and its immediate surrounds accounted for approximately 79% of the total population with the remaining population located within the rural areas (453) of Hay Shire including Maude (82) and Booligal (95).

The median age of the population in 2016 was 46 years old.

This is comparatively high when compared against the NSW and national average of 38 years of age. This relatively high median population is reflective of the large number of persons aged over 50, which comprises approximately 45.5% of the total population.



Community Snapshot

The Hay Local Government Area has the following community profile:

	Males	Females	Total Persons
Total Persons	1480	1461	2,946
Age Groups:			
0-4 years			143
5-9 years			188
10-14 years			187
15-19 years			173
20-24 years			150
25-29 years			142
30-34 years			156
35-39 years			127
40-44 years			154
45-49 years			185
50-54 years			276
55-59 years			231
60-64 years			192
65-69 years			190
70-74 years			162
75-79 years			123
80-84 years			105
85 years and over			60
Indigenous persons:			
Aboriginal & Torres Strait Islander	95	83	178



Our Community

Hay Residents educational qualifications obtained are less than the NSW average but as identified in the social economic study to be on par or similar to that of our neighbouring shires.

Analysis of household income in the Hay Shire based on the 2016 census, show that the mean weekly income of those persons with taxable incomes falls well short of the average for NSW. This is reflected by the lack of high paid employment in the area as well as a significant percentage of low skilled employment in the community.

The long term trend and demographics for the community show an expected decline in population. It should be noted that these projections reflect current trends only and do not provide for any future affirmative action or economic or social projects that may address this unfavourable trend.

The unemployment rate in the Hay Shire is less than the NSW average and due to the relative isolation of the community a high percentage of residents work within the Local Government Area.

Our Local Economy

The majority of the Hay Shire Council area is used for rural purposes with 1,097,547ha being zoned RU1 Primary Production, and 1,230ha being zoned RU4 Primary Production Small Lots. These two zonings account for 97% of total land area in the Hay Shire.

The agricultural industry in the Hay Shire contributes over \$83 million to the region's gross regional product per year. The main areas of production in Hay are cotton (\$27m per year), wool (\$13m per year), sheep (\$11m per year) and cattle (\$10m per year).

The Top Ten Industry and Employment sectors within the Hay Shire are listed below which indicates the heavy reliance on the Agriculture industry.

Agriculture, Forestry & Fishing	21.87%
Retail Trade	12.20%
Public Administration & Safety	10.97%
Accommodation & Food Services	8.83%
Education & Training	8.21%
Health Care & Social Assistance	6.98%
Construction	6.60%
Transport, Postal and Warehousing	3.99%
Professional, Scientific & Technical Services	2.61%
Manufacturing	2.53%



How we developed the Plan

In order to develop the Community Strategic Plan a variety of engagement activities were undertaken as well as reviewing and reassessing previous consultation studies and surveys. There was also a need to align the community strategic plan with the social justice principles, the State Plan and the Regional Development Australia Riverina Regional Plan. Details of the various studies, principles, plans and consultation processes undertaken in the plan formulation are outlined below.

Social Justice Principles

The Community Strategic Plan is based on the following interrelated social justice principles:

Equity – there should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.

Access – all people should have fair access to services, resources and opportunities to improve their quality of life.

Participation - everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

Rights – equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

Alignment With NSW State Plan

The Community Strategic Plan has been formulated in line with the NSW State Plan. The plan aligns closely with the five strategies of the State Plan

- Rebuild the economy – Restore economic growth and establish NSW as the first place in Australia to do business
- Return Quality Services – Provide the best transport, health, education, policing, justice and family services with a focus on the customer
- Renovate Infrastructure – Build the infrastructure that makes a difference to both our economy and people's lives
- Strengthen our local environment and communities – Improve people's lives by protecting natural environments and building a strong sense of community, and
- Restore Accountability to Government – Talk honestly with the community, return planning powers to the community and respect the wishes of the community when making decisions that will impact on their everyday lives.



Regional Development Australia

Riverina Regional Plan

Regional Development Australia (RDA) is a partnership between the Australian, state and local governments to strengthen regional communities. A key focus of RDA is on economic, social and environmental issues. RDA needs to take a pivotal partnership role in ensuring the long-term sustainability of Hay Shire. Also as part of this process the CSP needs to account for the six key goals of the Riverina Regional Plan which are:

- Goal 1. To pro actively encourage greater economic growth, diversity and industry innovation;
- Goal 2. To nurture the development of a sustainable environment for future generations including the development of an innovative response to the water challenge;
- Goal 3. To support education and skill development initiatives that enable all people to have the capacity and confidence to contribute to the region's growth;
- Goal 4. To facilitate a collaborative approach between all tiers of government, business and community to solving the challenges of the region;
- Goal 5. To encourage a proactive approach to health and living;
- Goal 6. To act with honesty, integrity, transparency and in accord with relevant legal and financial obligations, sound corporate governance procedures and to fulfil Departmental funding requirements.

Destination Management Plan

The Destination Management Plan aims to set the direction and identify actionable priorities to sustainably grow the visitor economy and more broadly the overall economy of Hay Shire over the next five to ten years.

The DMP has been informed by the hard work done to date to elevate tourism and enhance the vibrancy of Hay's visitor economy. It is guided by the over arching goals relating to tourism and events from Hay's Community Strategic Plan 2017 – 2027 and

underpinned by a robust situation analysis, including:

- Insights from consultation with industry and community representatives
- Review of important strategies and plans, including the Community Strategic Plan 2017 – 2027, draft Murrumbidgee River Master Plan, Bike Plan, Water Park Precinct and Main Street Master Plan, among others
- Analysis of major trends in tourism and travel, including an understanding of the motivations, expectations and barriers to travel of visitor markets
- Understanding of the broader context for Hay's visitor economy, such as the role and strategies of Destination Network Riverina Murray NSW and Destination NSW, including the NSW Visitor Economy Strategy 2030 (VES)
- Impact of externalities such as COVID-19 and the prolonged drought

Finally, the DMP addresses both the supply and demand sides of the visitor economy as well as enablers to make it happen. A succinct and practical Action Plan is provided to guide implementation of the DMP.



What we found

What our Community told us

In the process of preparing this plan Council consulted the community and stakeholders in a number of ways which included

- Staff Meetings
- Workshops
- Community survey
- Community Consultation

The results of this consultation are outlined below:

What's important to the community?

- Our Unique Environment
- Environmental Sustainability
- Water Security
- Waste Sustainability
- Sustainable Farming Practices
- The Town Centre
- Suitable Housing
- Skilled Labour Force
- Volunteers
- Local Industries And Businesses
- Support For Growth Industries
- Council And Community Cohesion
- Well Maintained Community Infrastructure
- Sustainable Community Infrastructure
- Sustainable Council
- Children Services
- Education
- Health Services
- Transport Options

What should we be doing?

- Renewable Energy
- Expand Recycling
- Seek Future Tourism Opportunities
- Educate The Community On Environmental Sustainability
- Market Hay Shire As A Liveable And Vibrant Community
- Grow Our Own Skilled Labour Force
- Increase Local Investment
- Availability Of Low Cost Industrial Land
- Encourage Agtech
- Alternative Agriculture
- Advocate For Water Security
- Promote The Area As A Place To Work Remotely
- Resource Sharing With Other Lga's
- Promote Council Performance
- Regularly Communicate With The Community
- Planning And Maintenance Of Public Assets Including Sustainable Infrastructure



The Plan

Our Vision for 2032

The purpose of this consultation was not only to determine the issues, priorities and overall plans but also to develop a vision as to what the community would like the Shire of Hay to be like in 2032

How will the Plan Work

Roles

Implementation of the CSP is a collaborative approach with a number of shared responsibilities. It is the role of the Mayor and Councillors to promote the CSP to the community and it is the role of the General Manager to implement the CSP in conjunction with the other plans.

Measuring

Included in the framework are a series of measures and targets that are used to monitor our progress in delivering the various activities and projects that support our long-term goals. These measures become more specific and detailed and the level of detail in the plans increase as the time frames within the respective plans reduce. It is essential that we measure what we do so that we can incorporate a continuous improvement regime in our operations

Reporting on what we do

The General Manager will provide regular reports on the progress of the implementation of the plans in accordance with an agreed schedule. These reports will be widely publicised in Councils newsletter and website as well as other regular updates on our progress. These updates include Councils annual report and end of term report

Collaboration

Council will work closely with the community, government agencies, neighbouring Councils and other stakeholders. It is also recognised the future role that Joint organisation will have in the formulation and implementation of the CSP



Objectives, Outcomes & Strategies

A - Environmental Sustainability

A1 *Celebrate and promote our unique local environment*

Outcome: Our local environment is nurtured, sustained, and accessible

Strategies

- A1.1- Support local community groups, First Nations groups, and other agencies working with the environment.
- A1.2 Foster environment of investment for environmental sustainability.
- A1.3 Implement sustainable and eco friendly tourism initiatives.
- A1.4 People of all abilities have access to built environments, cycleways and passive areas

A2 *Protect our water security*

Outcome: *Water quality and access is improved for future generations*

Strategies

- 2.1 Advocate for ongoing water security and quality
- 2.2 Implement sustainable water practices
- 2.3 Educate the community in water saving initiatives

A3 *Manage our waste sustainability*

Outcome: *Reduced waste due to improved waste management practices*

Strategies

- 3.1 Work with regional partners to develop and implement a sustainable waste management strategy
- 3.2 Educate the community on efficient waste management options

A4 *Our community is inclusive and sustainable*

Outcome: Cultural practices, including First Nations, and events are valued in the community

Strategies

- 4.1 Facilitate access to public spaces for cultural and community events.
- 4.2 Support Aboriginal organisations to hold events and programs
- 4.3 Support cultural environmental initiatives.

B. Liveable and vibrant community

B1 Maintain and beautify the town centres

Outcome: The town centre is attractive

Strategies

- B1.1 Enhance the atmosphere of the main street and public areas
- B1.2 Support and promote public art initiatives

B2 Our Community has available housing options

Outcome: Increase in housing options within the community

Strategies

- B2.1 Improve access to diverse range of housing opportunities

B3 Our community has access to a range of employment opportunities

Outcome: Businesses are supported by a strong workforce

Strategies

- B3.1 Develop skilled labour force to meet community needs
- B3.2 Promote inclusion of all abilities workers in the business community
- B3.3 Advocate, support, and seek partnerships with providers to generate more options and scope for all levels of education

B4 All cultures are strong, well supported and flourishing

Outcome: The community is inclusive

Strategies

- B4.1 Ensure services are accessible to all groups in our community
- B4.2 Support cultural programs and initiatives, including First Nations
- B4.3 Promote inclusion in the community

B5 Our community has access to a range of community services.

Outcome: Access to a greater range of community services

Strategies

- B5.1 Advocate for greater capacity for local based child care services
- B5.2 Support local child care services
- B5.3 Support local health initiatives and programs
- B5.4 Advocate for and support local health providers and stakeholders

C Economic prosperity and sustainability

C1 Our community welcomes new and innovative industry to support our future

Outcome : We attract and support local business and industry

Strategies

- C1.1 Create a better business environment
- C1.2 Boost demand for products and services from Hay
- C1.3 Facilitate growth industries
- C1.4 Nurture and support the development and expansion of local industries

C2 Our community values its history and tourism

Outcome: Hay is recognised as a great place to visit

Strategies

- C2.1 Actively identify promote and enhance tourism initiatives
- C2.2 Promote accommodation and camping facilities
- C2.3 Showcase our open space, recreation and cultural facilities

C3 We have the capacity to hold numerous events and activities

Outcome: We attract and hold a variety of events and activities

Strategies

- C3.1 Promote events and activities
- C3.2 Promote our capacity to stage events

C4 Our Community is innovative and adaptive

Outcome: We have employment and opportunities for our people

Strategies

- C4.1 Identify opportunities to grow the agriculture sector
- C4.2 Improve connectivity in the community
- C4.3 Continue to seek investment in our community from State and Federal Government
- C4.4 Support education and training initiatives

D Governance and Organisational Performance

D1 Our community is supported by a strong and resilient Council that is responsive to its needs

Outcome: We are sustainable efficient and accountable

Strategies

- D1.1 Communicate organisational performance to the community
- D1.2 Council effectively manages its resources
- D1.3 Council put in place the necessary systems to ensure good governance and to also ensure they are implemented.
- D1.4 Council decision making is based on a sound appreciation of community issues and needs, supporting by reliable information and asset management systems.
- D1.5 Council will lead by example.
- D1.6 Council will seek to continuously improve
- D1.7 Obtain a sustainable funding model
- D1.8 Develop and encourage internal capabilities

D2 Our Community is connected and informed

Outcome: We are transparent and accessible

Strategies

- D2.1 Enable all residents and groups to participate in local decision making
- D2.2 Effectively communicate the range, availability and operation of services and facilities

E Our Infrastructure

E1 Our community can rely on well maintained infrastructure that is responsive to our service needs

Outcome: Sustainable infrastructure provision that is adaptive to changing needs and funding levels

Strategies

- E1.1 Deliver infrastructure and assets that are responsive to community need
- E1.2 Ensure Council efficiently manages its infrastructure and assets within available resources.
- E1.3 Provision of sustainable infrastructure that is adaptive to changing needs, suitable/betterment and funding levels

Measuring Our Performance

Planning for the future of our community involves more than creating a vision of how we want to live but also includes careful consideration of how we as a community will measure our progress and continually review and shape our path forward.

A Scorecard for Our Community

The long-term strategies contained within this Community Strategic Plan lay the foundations for working toward the making Hay a sustainable and better community. Central to the development of these strategies has been the creation of targets for which as a community we work to achieve. These targets are balanced across the 5 key areas of responsibility and will flow through to the supporting Delivery Plans and Resourcing Strategies, to ensure every action we take builds toward their achievement. A performance review and monitoring framework will enable measurement of our progress, consisting of:

Council's Annual Report, which will provide an overview of operational achievements at the conclusion of each year, in turn building toward our long-term goals.

Quarterly Performance Reports, which will be produced by Council to track progress and report updates on projects to our community.

Community Survey - As part of our strategy to measure what we do, it is proposed to undertake community surveys to measure how the community assesses our performance.



Our Targets

Environmental sustainability

- Natural environments well maintained
- Reduction in non renewable energy
- Sustainable water practices and water security
- Increase in take up of environmentally sustainable initiatives including waste reduction and water saving initiatives
- Clean and attractive place to live

Liveable and vibrant community

- A skilled labour force
- Increase in employment options
- Improvement in options for all levels of education
- The community's overall sense of well being is increasing
- Provide high quality recreation and cultural facilities and support
- An attractive town centre
- An inclusive place to live

Economic prosperity and sustainability

- Increase in business numbers and opportunities across the community
- Increase in tourism visitor numbers
- Growth in existing businesses
- Display leadership and innovation to deal with change
- Population growth
- Growth in agricultural sector

Governance and Organisational Performance

- Satisfaction with Council's overall performance is increasing
- Community overall feels more engaged in the decision making process of Council
- Council's performance against industry wide financial benchmarks is strengthened
- Increase in Council's involvement in local and state matters affecting the Hay Community
- Continuously improve
- Remain Fit for the Future

Our Infrastructure

- Satisfaction with the maintenance of Council's entire infrastructure is increasing
- Provide for the whole of life costs of infrastructure

