

Hay Shire Council Annual Report 2024-2025



Exciting Heritage... Positive Future



Hay

Message from the MAYOR

Hay Shire stands at a moment of exciting transition. The 2024/25 year has been one of progress, planning and partnership, guided by a vision of sustainability, innovation and care for our people, our environment and our economy. Across every project, from housing and health to roads and renewables, Council has worked to strengthen the foundations of our community so that Hay remains a great place to live, work and visit.

One of the most significant developments shaping our region is the South West Renewable Energy Zone. In April 2025, EnergyCo announced that the Bullawah and Pottinger Wind Farms, both within the Hay Local Government Area, secured access rights within the REZ. While not all requested capacity was allocated, these approvals represent a major step forward for Hay's renewable energy future. Pottinger has since received final approval from both the Independent Planning Commission and the Federal Government, paving the way for construction to begin in 2026.

Council has worked closely with developers and the community to ensure these projects deliver lasting benefits, including local employment, road upgrades and community infrastructure. Our proactive approach has been recognised across New South Wales, and we remain committed to ensuring that the rewards of renewable development flow back into our Shire.

The past year has also seen strong progress in local infrastructure. Maude, Budgee Creek and Nimmie Creek bridge replacements have been completed, improving safety and connectivity. Major works in waste management and recycling have positioned Hay as a regional leader in circular economy practice. The John Houston Memorial Pool Replacement Project is progressing well, with \$7.19 million secured and an opening planned for December 2025.

Council continues to lead in housing and education. Collaboration with Argyle Housing is set to deliver affordable homes at Bishop's Lodge subdivision, while

partnerships with TAFE NSW and the Country University Centre have established a co-located tertiary learning hub in Hay which is a major step for local education access. Council's Housing Strategy and Roadmap are guiding solutions to the housing shortage, alongside work on a proposed Hay Health and Aged Care Precinct linking health, housing and childcare.

Transport and connectivity remain key priorities. Multiple Fixing Local Roads projects have been completed, a new Jetpatching truck added to the fleet, and plans advanced for the South Hay Truck Stop and Aerodrome Heavy Vehicle Access projects, both scheduled for construction in 2026.

Council also launched its Digital Transformation Strategy, introducing new electronic systems to improve efficiency and customer service. Trials of robotic mowers and digital inspection tools show our commitment to innovation. Our Net Zero Strategy has laid the foundation for achieving carbon neutrality by 2050.

I extend my sincere thanks to the General Manager, Council staff and my fellow councillors for their professionalism and commitment throughout the year. I also thank the Hay community, our residents, volunteers, businesses and community groups, whose support and cooperation make every achievement possible. Together, we continue to build a stronger, more sustainable and connected Hay for generations

Cr Carol Oataway
Mayor



DIRECTORY

Administrative Building

134 Lachlan Street
(PO Box 141)
HAY NSW 2711

Office Hours: 9am - 5pm

Cashiers Hours: 9am - 4pm

Phone: 02 6990 1100

Outback Visitors Centre

Moppett Street
HAY NSW 2711

Phone: 02 6993 4045

Bishop's Lodge

Moama Street
HAY NSW 2711

Phone: 02 6993 4045

War Memorial Hall

Lachlan Street
HAY NSW 2711

Bankers

General Funds:
Investment Institutions:

Westpac Banking Corporation
Westpac Banking Corporation
Bendigo Bank
Illawarra Mutual Building Society
National Australia Bank
Commonwealth Bank

Solicitors:

Perrot's Solicitors & Attorneys

Auditor:

Audit Office of NSW

Contract Auditors:

RSD Audit

Insurance Brokers:

Jardine Lloyd Thompson P/L
Statecover - Workers Compensation

Depot

Murray Street
HAY NSW 2711

Ph 02 6993 4046

Library

Lachlan Street
HAY NSW 2711

Phone 02 6993 4492

Hay Gaol Museum

Church Street
HAY NSW 2711

Swimming Pool

Lachlan Street
HAY NSW 2711

Phone: 02 6993 1616

Community Building (at Hay Park)

off Morgan Street
HAY NSW 2711

Phone: 02 6993 1017



STATISTICAL INFORMATION

AREA	11,348 km ²
LAND VALUE	\$859,924,670
POPULATION	2,882
RATEABLE ASSESSMENTS	1,818
MAIN ROADS	156 km
STATE HIGHWAYS	339 km
LOCAL ROADS & TOWN STREETS	765 km

DATE COUNCIL COMMENCED

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

STAFF EMPLOYED (Full-time equivalent)

People & Governance	4
Corporate & Community Department	15
Engineering & Infrastructure	28
Planning & Compliance	7
Economic Development & Tourism	4
Total	58

NO. OF BUSH FIRE BRIGADES 8



THE SHIRE OF HAY

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

The population of Hay Shire in 2021 was 2,882. The Hay Shire includes the villages of Booligal (made famous by Banjo Patterson, in "Hay and Hell and Booligal"), Maude and One Tree.

Vegetation

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

Climate

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

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

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

Products

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

In addition, melons, lettuce, tomatoes, onions, broccoli, and garlic are grown in the area for the Sydney and Melbourne markets. Wine grapes are also grown. Grazing is still a significant contributor to the local economy with wool, lamb and beef produced in large numbers.



COMMUNITY INVOLVEMENT

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

SECTION 355 COMMITTEES

Hay Showground Trust Management Committee

Myers Lane Management Committee

Floodplain Risk Management Committee

Maude War Memorial Hall Committee



MAYOR

Cr Carol Oataway

Deputy Mayor

Cr Martyn Quinn

Councillors

Cr Geoff Chapman, Cr Lionel Garner, Cr Will Miller, Cr Carol Oataway, Cr John Perry,
Cr Paul Porter, Cr Martyn Quinn, Cr Darren Tapper

Term of Office

In an ordinary term Council members are elected for a four year period. The Local Government elections were held September 2024. The whole Council elects the Mayor every two years in the September with the latest Mayoral election held October 2024.

Council Meetings

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

Mayoral and Councillor Allowances, Expenses and Professional Development

During the period 1st July 2024 to 30th June 2025, Council's Mayoral Allowance was \$22,511, including superannuation, and the total Councillor fees were \$93,540, including superannuation. All Councillor expenses, reimbursements and facilities are provided in accordance with the adopted policy.

During the period 1st July 2023 to 30th June 2024 the following costs were incurred by Council in relation to Councillor expenses:-

- Attendance of Councillors at conferences and seminars including all travel, registration costs and meals = \$22,718
- Interstate trips = 2
- Overseas visits = nil
- Expenses for spouse or partner = nil

As part of their professional development:-

- Cr Oataway attended Country Mayors Association meetings, LGNSW Annual Conference, LGNSW Mayors Forum and the ALGA National General Assembly and participated in their workshops. Cr Oataway also attended the Rural and Regional Summit. Cr Oataway also attended Local Government Financial Sustainability training, and other various training programs delivered by LGNSW.
- Cr Quinn attended LGNSW Annual Conference, ALGA National General Assembly and participated in their workshops. Cr Quinn also attended Local Government Financial Sustainability training, and other various training programs delivered by LGNSW.
- Cr Garner attended LGNSW Conference, National Local Roads and Transport Conference, National General Assembly, State Local Roads Congress.
- Cr Chapman & Cr Porter attended Murray Darling Association Annual Conference.
- All Councillors participated in Local Government Financial Sustainability Training.
- All Councillors participated in induction training at the commencement of the Council term.

COUNCIL SECTION 355 COMMITTEE DELEGATES 2024/2025

- ❖ **Audit Risk and Improvement Committee**
Cr John Perry
- ❖ **Australia Day Committee**
Cr Lionel Garner
Cr Will Miller
Cr Carol Oataway
Cr Perry
- ❖ **Floodplain Risk Management Committee**
Cr Geoff Chapman
Cr Paul Porter
- ❖ **Hay Showground Management Committee**
Cr Lionel Garner
- ❖ **Myers Lane Management Committee**
Cr Lionel Garner
Cr Martyn Quinn
Cr John Perry
- ❖ **Maude War Memorial Committee**
Cr Miller

COUNCIL DELEGATES 2023/2024

Organisation/Committee	Delegate
❖ Bush Fire Advisory Committee	Cr Paul Porter, Cr Darren Tapper
❖ Hay Plains Childcare Centre	Cr Will Miller
❖ Murray Darling Association and water matters generally	Cr Paul Porter, Cr Geoff Chapman
❖ RAMJO	Mayor/Deputy Mayor/General Manager
❖ Shear Outback Board	Cr Darren Tapper & Director of Corporate Services
❖ Traffic Committee	Cr Lionel Garner, cr Paul Porter, Cr Martyn Quinn, General Manager
❖ Western Riverina Community Library Committee	Cr Oataway
❖ Local Health Advisory Committee	Cr Carol Oataway, General Manager
❖ General Manager's Performance Review Committee	Cr Carol Oataway, Cr Garner, Cr Perry & Cr Quinn

VISION AND MISSION STATEMENT

Vision

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

Mission Statement

To be a progressive rural council committed to

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

GOALS

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

ORGANISATIONAL VALUES

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

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

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

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

PRINCIPLES

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

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

SENIOR STAFF REMUNERATION

Council's General Manager is employed under a performance based contract. The General Manager is the only Senior Staff member. The total value of these contracts involving salary, superannuation, non-cash benefits and allowances is:-

Total	\$287,324
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HUMAN RESOURCE ACTIVITIES

Hay Shire Council provided training opportunities to Council staff from the 1st July 2024 to the 30th June 2025, resulting in an expenditure of \$209,963. Training was undertaken by the majority of Council employees across many facets of Council's operations. The Workforce Plan is being progressively implemented.

As of 4th December 2024 Council employees that performed paid work on a:

- | | | |
|--|----|---|
| • Permanent full-time basis | 53 | |
| • Permanent part-time basis | 7 | |
| • Casual basis | 9 | |
| • Fixed Term Contract | 3 | |
| • Number of persons employed by the council are 'senior staff' for the purpose of the Local Government Act 1993 | | 1 |
| • persons engaged by Council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person | | 0 |
| • persons supplied to the Council, under a contract or other arrangement with the person's employer as an apprentice or trainee | | 0 |

LEGAL PROCEEDINGS

During the period 1/7/24 to 30/6/25 Council incurred \$750 for legal expenses.

PRIVATE WORKS

The Council undertakes works for private organisations, individuals and Government agencies on a cost-recovery basis where these works do not significantly impede the Council's own works program. For the period 1st July 2024 to 30th June 2025, Council carried out works totalling \$152,745 from which it received an income of \$153,002. Works were carried out in accordance with Council's adopted Plant Hire Rates, which are reviewed each year and are based on commercial rates.

Council adopted its private hire rates in June 2024 and performed no private works jobs at a rate lower than that adopted under Section 67(2(a)) of the Local Government Act 1993.

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

In the period 1st July 2024 to 30th June 2025 the following organisations received grants from Council totalling \$52,247.27 to the organisations listed below:-

Mens Shed	\$1,206.35
Hay Public School	\$50.00
Booligal Hall	\$3,000.00
Hay Tennis Club	\$5,000.00
Shear Outback	\$30,000.00
Hay Sheep Show	\$500.00
NSW Rural Doctors Network	\$3,000.00
Hay Rodeo Club	\$1,500.00
Mini Car Club	\$1500.00
Hay War Memorial High School	\$30.00
Booligal Sheep Races	\$500.00
Hay Jockey Club	\$1,500.00
Hayland Gathering	\$1,500.00
Hay Childrens Services	\$2,915.47
Hay Vintage & Veteran Motorcycle & Car Club	\$45.45

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

JOINT VENTURES

Council is a member of the Western Riverina Community Library.

STATEMENT OF ALL COMPANIES IN WHICH COUNCIL HAS A CONTROLLING INTEREST

Council does not have a controlling interest in any companies.

STATEMENT OF ALL ORGANISATIONS EXERCISING DELEGATED FUNCTIONS OF COUNCIL

Maude War Memorial Hall Committee
Hay Showground Management Committee
Floodplain Risk Management Committee
Myers Lane Management Committee

ACCESS TO INFORMATION

The Government Information (Public Access) Act 2009 (GIPA Act) replaced the Freedom of Information Act 1989 in July 2010. The GIPA Act encourages the proactive release of information. Certain types of information require an information access request be lodged before Council is able to release the information. Council may withhold any information it deems against the public interest. Details of such requests from 2024-2025 can be found in the Statutory section of this report.

FRAUD CONTROL ACTIVITIES

During the year Council continued to strengthen its internal controls and implemented the issues relating to fraud. Included in these actions was the ongoing implementation of Councils Fraud and Corruption Control Framework and an internal audit of Fraud and Corruption framework undertaken. All staff also attended mandatory fraud and corruption training.

PUBLIC INTEREST DISCLOSURES

Council has adopted a Public Interest Disclosure Policy. During the year Council undertook the following actions to meet staff awareness obligations:-

- Internal Reporting Policy on Council's Intranet
- Incorporated into new staff inductions

There were no public interest disclosures during the year ended 30th June 2025.

EQUAL EMPLOYMENT OPPORTUNITY

Council has appointed an Equal Employment Opportunity Officer and has an adopted Equal Opportunity Management Policy.

All Staff are made aware of the obligations through induction procedures and information on Councils portal.

CARERS RECOGNITION

Council has met its obligations under the Carers Recognition Act 2010 ensuring an awareness of the Statement for Australian Carer's appropriate policies and actions undertaken, and carers have been consulted when developing programs.

RATES AND CHARGES WRITTEN OFF

During the period 1st July 2024 to 30th June 2025 the amount of \$107,094 in rates and charges was abandoned, which were abandoned under the pensioner provisions of the Local Government Act, 1993. In addition to this the amount of \$5,906.00 was abandoned in the water and sewer funds under Council's community service obligation policy and fire fighting water connections policy.

MAJOR CONTRACTS AWARDED

During the year the following contracts greater than \$150,000 were awarded:-

Crightons Rural Engineering	\$167,490	PID Water
Bitupave	\$637,351	Reseal Contract
Stellar Washrooms	\$192,240	Changing Places
David Kenton Building Services	\$202,827	Sorting & Processing Equipment
Elm Aquatics	\$6,193,336	Hay Swimming Pool Construction
Insituform	\$193,407.43	Sewer Relining & Camera Clean

ANTI-SLAVERY AND MODERN SLAVERY ACT

The Anti-slavery Commissioner did not raise any issues in 2024-2025 in relation to Council's operations.

Council commits to taking reasonable steps to ensure that:

- a) Modern Slavery is not occurring in the operations and supply chains of Council and any entity that it owns or controls
- b) it does not use or procure any goods, plant, equipment or other materials and work or services that are the product of Modern Slavery, and
- c) it develops and implements appropriate procedures including appropriate prevention plans and other policies in order to demonstrate that it has exercised due diligence to prevent Modern Slavery in Council's operations and supply chains, and to identify and respond to an actual or suspected case of Modern Slavery.

If Council becomes aware of any actual or suspected occurrence of Modern Slavery in its operations or supply chains (or in those of any entity that it owns or controls), Council commits to taking reasonable steps to respond to and address the occurrence in accordance with any internal Modern Slavery strategy and procedures of Council and any relevant code of practice/conduct or other guidance issued by the Anti-slavery Commissioner.

In addition to any other right or remedy of Council at law, including rights of termination or rights to damages, Council may, in its sole discretion, terminate contracts, upon written notice, with immediate effect and without any requirement to pay compensation in respect of such termination (other than payment for work performed by the Contractor and unpaid up until the date of termination) if a Contractor fails to comply with the requirements of this Modern Slavery commitment.

PLANNING AND REPORTING

The Hay Shire Council is implementing the Hay Inclusion Action Plan with all new projects, and allowing has been completed:

- Visitor Information Centre access
- Extension of walking tracks through town.
- Toddler play area fenced at Maude.
- Extended footpaths in parks, and fully accessible playground components.

Particulars of compliance with the effect of planning agreements in force during the year:

- There have been no planning agreements through the 2024/25 year.

Private pools:-

- | | |
|---|----|
| • Number of inspections of tourist and visitor accommodation for 2024/25 | 2 |
| • Number of inspections of premises with more than 2 dwellings for 2024/25 | 0 |
| • Number of inspections that resulted in issuance of a certificate of compliance under s22D of the SP Act | 12 |
| • Number of inspections that resulted in issuance of a certificate of non-compliance under cl21 of the SP Reg | 2 |

COMPANION ANIMALS - Statement of Activities

Lodgement of pound data collection returns with the Office of Local Government	Period from 1 July 2024 to 30 June 2025 supplied to Office of Local Government
Lodgement of data relating to dog attacks with the Office of Local Government	Period from 1 July 2024 to 30 June 2025 supplied to Office of Local Government
Companion animal community education programs carried out	Regular features in Council newsletter, local media, pound facebook page, free microchipping promotions
Strategies Council has in place to promote and assist the desexing of cats and dogs	Regular campaigns on Council's companion animals facebook page and Community Newsletter
Strategies in place to comply with the requirement under section 64 (Companion Animals Act) to seek alternative to euthanasia for unclaimed animals	Working with rescue organisation to rehome all animals. Pound facebook page promotion.
Off leash areas provided in the Council area	Pocock Park & No. 3 & 4 Ovals
Net cost of Companion Animal Control	\$85,631.00

Internal audit and risk management attestation statement for the 2024-2025 financial year for Hay Shire Council

I am of the opinion that Hay Shire Council has an audit, risk and improvement committee, risk management framework and internal audit function that operate in compliance with the following requirements except as may be otherwise provided below:

Audit, risk and improvement committee

	Requirement	Compliance
1.	Council has appointed an audit, risk and improvement committee that comprises of an independent chairperson and at least two independent members (section 428A of the <i>Local Government Act 1993</i> , section 216C of the <i>Local Government (General) Regulation 2021</i>).	Compliant
2.	The chairperson and all members of council's audit, risk and improvement committee meet the relevant independence and eligibility criteria prescribed under the <i>Local Government (General) Regulation 2021</i> and have not exceeded the membership term limits prescribed under the Regulation (sections 216D, 216E, 216F, 216G of the <i>Local Government (General) Regulation 2021</i>).	Compliant
3.	Council has adopted terms of reference for its audit, risk and improvement committee that are informed by the model terms of reference approved by the Departmental Chief Executive of the Office of Local Government and the committee operates in accordance with the terms of reference (section 216K of the <i>Local Government (General) Regulation 2021</i>).	Compliant
4.	Council provides the audit, risk and improvement committee with direct and unrestricted access to the general manager and other senior management and the information and resources necessary to exercise its functions (section 216L of the <i>Local Government (General) Regulation 2021</i>).	Compliant
5.	Council's audit, risk and improvement committee exercises its functions in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant

6.	Council's audit, risk and improvement committee provides the governing body with an annual assessment each year, and a strategic assessment each council term of the matters listed in section 428A of the <i>Local Government Act 1993</i> reviewed during that term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Non-Compliant – An annual assessment including a survey of committee members and other relevant stakeholders has not yet been undertaken but will occur in the 2025-2026 reporting year with the results compiled and submitted to Council. An appropriate timeframe to meet with Councillors for a strategic assessment has not yet been determined but will be discussed at an upcoming meeting of ARIC members.
7.	The governing body of council reviews the effectiveness of the audit, risk and improvement committee at least once each council term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Non-Compliant - An appropriate timeframe to meet with Councillors for a strategic assessment has not yet been determined but will be discussed at an upcoming meeting of ARIC members.

Membership

The chairperson and membership of the audit, risk and improvement committee are:

Chairperson	John Batchelor	1 July 2025	30 June 2029
Independent member	Leanne Austin	1 July 2025	30 June 2029
Independent member	Sarah Donnelly	1 July 2025	30 June 2029
Independent member	Derek Francis	1 July 2025	30 June 2029
Independent member	Jasen Crighton	1 July 2025	30 June 2029
Councillor member	Cr John Perry	October 2024	September 2028

Risk Management

	Requirement	Compliance
8.	Council has adopted a risk management framework that is consistent with current Australian risk management standard and that is	Compliant

	appropriate for the [council's/joint organisation's] risks (section 216S of the <i>Local Government (General) Regulation 2021</i>).	
9.	Council's audit, risk and improvement committee reviews the implementation of its risk management framework and provides a strategic assessment of its effectiveness to the governing body each council term (section 216S of the <i>Local Government (General) Regulation 2021</i>).	Non-Compliant – An annual assessment including a survey of committee members and other relevant stakeholders has not yet been undertaken but will occur in the 2025-2026 reporting year with the results compiled and submitted to Council. An appropriate timeframe to meet with Councillors for a strategic assessment has not yet been determined but will be discussed at an upcoming meeting of ARIC members.

Internal Audit

	Requirement	Compliance
10.	Council has an internal audit function that reviews the council's operations and risk management and control activities (section 216O of the <i>Local Government (General) Regulation 2021</i>).	Compliant
11.	Council's internal audit function reports to the audit, risk and improvement committee on internal audit matters (sections 216M, 216P and 216R of the <i>Local Government (General) Regulation 2021</i>).	Compliant
12.	Council's internal audit function is independent and internal audit activities are not subject to direction by the Council (section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant
13.	Council has adopted an internal audit charter that is informed by the model internal audit charter approved by the Departmental Chief Executive of the Office of Local Government and the internal audit function operates in accordance with the charter (section 216O of the <i>Local Government (General) Regulation 2021</i>).	Compliant

	Requirement	Compliance
14.	Council has appointed a member of staff to direct and coordinate internal audit activities or is part of a shared arrangement where a participating Council has appointed a staff member to direct and coordinate internal audit activities for all participating councils (section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant
15.	Internal audit activities are conducted in accordance with the International Professional Practices Framework (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant
16.	Council provides the internal audit function with direct and unrestricted access to staff, the audit, risk and improvement committee, and the information and resources necessary to undertake internal audit activities (section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant
17.	Council's internal audit function undertakes internal audit activities in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant
18.	Council's audit, risk and improvement committee reviews the effectiveness of the internal audit function and reports the outcome of the review to the governing body each council term (section 216R of the <i>Local Government (General) Regulation 2021</i>).	Non-Compliant – An annual assessment including a survey of committee members and other relevant stakeholders has not yet been undertaken but will occur in the 2025-2026 reporting year with the results compiled and submitted to Council. An appropriate timeframe to meet with Councillors for a strategic assessment has not yet been determined but will be discussed at an upcoming meeting of ARIC members.

Non-compliance with the *Local Government (General) Regulation 2021*

I advise that Hay Shire Council has not complied with the following requirements prescribed under the *Local Government (General) Regulation 2021* with respect to the operation of its audit, risk and improvement committee, risk management and internal audit processes:

Non-compliance	Reason	Alternative measures being implemented	How the alternative measures achieve equivalent outcomes
6. Hay Shire Council audit, risk and improvement committee provides the governing body with an annual assessment each year, and a strategic assessment each council term of the matters listed in section 428A of the <i>Local Government Act 1993</i> reviewed during that term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	At this point in time the ARIC has not prepared an annual assessment program including a survey of committee members and other relevant stakeholders. This is planned for the 2025-2026 reporting year with the results compiled and submitted to Council. Similarly, an appropriate timeframe to meet with Councillors for a strategic assessment has not yet been determined but will be discussed at an upcoming meeting of ARIC members.	The Chairperson has traditionally prepared an annual report of the activities of ARIC which is presented by the Chairperson direct to the members and is presented as part of the Annual Report. The Chairperson has access to the General Manager to discuss any concerns, similarly the Councillor member has the opportunity to discuss matters of concern with the General Manager.	Issues of concern can be brought to the attention of the General Manager for discussion and resolution. The activities of ARIC are reported to Council and the community annually through the Annual Report.
7. The governing body of Hay Shire Council reviews the effectiveness of the audit, risk and improvement committee at least once each council term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	The ARIC has not held a strategic meeting with the current Councillors elected September 2024, but will be discussed at an upcoming meeting of ARIC members.	The Chairperson has traditionally prepared an annual report of the activities of ARIC which is presented by the Chairperson direct to the members and is presented as part of the Annual Report. The Chairperson has access to the General Manager to discuss any concerns, similarly the Councillor member has the opportunity to discuss matters of concern with the General Manager.	Issues of concern can be brought to the attention of the General Manager for discussion and resolution.

9. Hay Shire Council's audit, risk and improvement committee reviews the implementation of its risk management framework and provides a strategic assessment of its effectiveness to the governing body each council term (section 216S of the <i>Local Government (General) Regulation 2021</i>).	The ARIC has not held a strategic meeting with the current Councillors elected September 2024, but will be discussed at an upcoming meeting of ARIC members.	The Chairperson has traditionally prepared an annual report of the activities of ARIC which is presented by the Chairperson direct to the members and is presented as part of the Annual Report. The Chairperson has access to the General Manager to discuss any concerns, similarly, the Councillor member has the opportunity to discuss matters of concern with the General Manager.	Issues of concern can be brought to the attention of the General Manager for discussion and resolution.
18. Hay Shire Council's audit, risk and improvement committee reviews the effectiveness of the internal audit function and reports the outcome of the review to the governing body each council term (section 216R of the <i>Local Government (General) Regulation 2021</i>).	The ARIC has not held a strategic meeting with the current Councillors elected September 2024, but will be discussed at an upcoming meeting of ARIC members.	The Chairperson has traditionally prepared an annual report of the activities of ARIC which is presented by the Chairperson direct to the members and is presented as part of the Annual Report. The Chairperson has access to the General Manager to discuss any concerns, similarly the Councillor member has the opportunity to discuss matters of concern with the General Manager.	Issues of concern can be brought to the attention of the General Manager for discussion and resolution.

These processes, including the alternative measures implemented, demonstrate that Hay Shire Council has established and maintained frameworks, systems, processes and procedures for appropriately managing audit and risk within Council.



David Webb

General Manager

5th September 2025

Report on Achievements in Implementing Delivery Program



A1	Celebrate and promote our unique local environment
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Community Strategy A1.1	Support local community groups, First Nations groups, and other agencies working with the environment
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
A1.1.1 – To continuously promote and celebrate our open space and natural environment	T5	Implementation of Murrumbidgee Master Plan including review of Sandy Point	CO	Murrumbidgee Master Plan implemented	Madman’s complete and Sandy Point amendments adopted by Council	EM-PC
A1.1.2 – Promote National Parks within the LGA	T1	Liaise with National Parks to enhance the visitor experience	Q4	Visitors have access to National Parks	Signage installed	EM-EDT
A1.1.3 - Support sustainable natural environment programs	T4	Liaise with agencies and groups to support environmental programs	CO	Environmental programs supported	Programs supported with local Landcare LLS	EM-PC



Community Strategy A1.2	Foster environment of investment for environmental sustainability
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
A1.2.1 – Support and promote renewable energy programs	T2	Support renewable energy projects	CO	Renewable energy projects supported	Projects supported and ongoing discussions occurring	EM-EDT
A1.2.2 – Promote Sustainable transport initiatives	T2	Investigate electric and hydrogen vehicles/stations	Q2	Investigation of electric and hydrogen vehicles/stations undertaken	New NRMA charges installed Hydrogen being investigated	EM-EDT
A1.2.3 - Liaise and consult with stakeholders	T4	Being proactive with liaising with government agencies and/or developers	CO	Positive consultations held with agencies and developers	Consultation and support provided as required	GM

Community Strategy A1.3

Implement sustainable and eco-friendly tourism initiatives

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
A1.3.1 – Plan and manage cycleways and walking tracks	T1	Update Bike Plan	Q4	Community consultation undertaken and new Bike Plan developed	Review undertaken and new plan in progress	EM-PC
	T4	Investigate active transport initiatives	CO	Active transport initiatives identified	Ongoing and works undertaken as funds permit.	EM-PC
A1.3.2 – Support and encourage new tourism interests	T1	Working with tourism operators and agencies	CO	Relationships with tourism operators and agencies established	Ongoing support provided in accordance with Destination Management Plan	EM-EDT

Community Strategy A1.4

People of all abilities have access to built environments, cycleways and passive areas

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
A1.4.1 – Provide access to built and suitable natural environments	T5	Implement DIAP	CO	Plan implemented as resources and funding permits	As funding permits	GM
	T5	Improve access to our natural environments	CO	Improved access as funds and resources permit	Improved access at Madman's, Sandy Point and Maude	GM
A1.4.2 – Build on our cycleways network	T5	Review Bike Plan	Q4	Community consultation undertaken and new Bike Plan developed	Preliminary review undertaken	EM-PC
A1.4.3 - People of all abilities can access passive areas	T5	Review Street and Toilet access points.	Q4	Review undertaken	Review to commence	EM-PC
A1.4.4 Improve signage and promotion	T1	Update signage on cycleways	Q4	Signage updated and installed	Signs replaced as required	EM-EO
	T5	Include cycleways and walking tracks in promotion activities	CO	Cycleways and walking tracks including Council promotional material	Completed	GM
A1.4.5 To continuously upgrade and improve our parks open space and natural environments	T1	Implement maintenance and capital program	CO	Annual capital works and operations program delivered on time and within budget	Ongoing	EM-EO
	T1	Implement open spaces plan	CO	Funding achieved to implement Plan	Ongoing	EM-PC

A2

Protect our water security

Community Strategy

A2.1

Advocate for ongoing water security and quality

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
A2.1.1 – Improvement in quality of river water	T3	Continue to advocate for better water quality	CO	Water agencies lobbied	Ongoing and regular discussions with relevant agencies	GM
A2.1.2 – The agricultural sector are well supported in their endeavours for water security	T3	Liaise with water user groups to advocate for continued water security	CO	Consultation with water user groups	Ongoing and supporting water interest groups	GM

Community Strategy A2.2

Implement sustainable water practices

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
A2.2.1 – Our water supply is managed efficiently	T3	Implementation of a Business Plan for the expansion of the Hay Town Supply	CO	Business Plan adopted and implemented	Completed	GM
	T3	Investigate alternative town water supply	CO	Seek funding	Made application for secondary water source	GM
A2.2.2 – Promote sustainable water practices	T1	Advocate for improved river bank and river flows management	CO	Agencies lobbied	Ongoing	GM
A2.2.3 - Reduce consumption and reuse water	T4	Investigate and promote water efficiency practices	CO	Investigations undertaken and promotions occurring	Trial of electronic meters completed. Further funding being sourced. Leak detection systems installed	GM
A2.2.4 Manage levee bank system for the Hay Town	T1	Complete Floodplain Risk Management Study and Plan	Q4	Study and Plan completed	Completed	GM
A2.2.5 – Manage stormwater operations for the Hay Town supply	T1	Maintain stormwater and drainage assets to function effectively	CO	Implement annual and capital maintenance program	Detailed condition assessment complete	EM-EO

Community Strategy A2.3	Educate the community in water saving initiatives
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2022-2026 Delivery Plan		2024/25 Operational Plan				
Action	Council Target	Priority	Completion	Target	Annual Review	Officer
A2.3.1 – Promote water saving initiatives in the community	T3	Investigate education programs	CO	Programs investigated and education commenced	ongoing	GM



A3	Manage our waste sustainability
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Community Strategy A3.1	Work with regional partners to develop and implement a sustainable waste management strategy
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
A3.1.1 – Pursue programs to reduce waste in landfill	T4	Implement three bin system.	Q4	Programs implemented	Completed	GM
A3.1.2 – Recycling and Waste	T4	Manage Community Recycling Centre and implement Waste Management Strategy.	CO	CRC managed and Waste Management Strategy being implemented	Completed and commenced design stage 2	EM-EO
	T4	Completion of a MRF within the LGA	CO	Construction of a MRF	Completed	GM



Community Strategy A3.2	Educate the community on efficient waste management practices
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
A3.1.1 – Promote better waste practices within the community	T4	Community education programs	CO	Community educated	Education undertaken	GM
A3.1.2 – Support RAMJO Waste in their waste initiatives	T4	Continued support for regional waste strategy	CO	Regional Waste Strategy supported	New strategy complete	GM



A4	Our Community is inclusive and sustainable
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Community Strategy A4.1	Facilitate access to public spaces for cultural and community events
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
A4.1.1 – Public spaces are well maintained	T5	Ensure public spaces and amenities are clean and safe	CO	Public spaces and amenities are regularly cleaned and inspected	Well maintained	EM-EO
A4.1.2 – Continuously upgrade and improve recreation and cultural facilities and spaces	T5	Implement Open Spaces Strategy, Bike Plan, Murrumbidgee Masterplan, CSP	CO	Plans implemented at resources and funding permits	Significant upgrade works undertaken	GM

Community Strategy A4.2	Support Aboriginal organisations to hold events and programs
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
A4.2.1 – Liaise with Aboriginal organisations to support events and programs	T5	Continue support of events and programs	CO	Events and programs supported	Support provided as requested	EM-EDT

Community Strategy A4.3	Support cultural environmental initiatives
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
A4.3.1 – Work with cultural groups to support environmental initiatives	T4	Ongoing support for cultural groups environmental initiatives	CO	Environmental initiatives supported	Environmental initiatives well supported	GM

B1	Maintain and beautify the town centres
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Community Strategy B1.1	Enhance the atmosphere of the main street and public areas
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
B1.1.1 – Continuous improvement of the Main Street area	T6	Continue to seek funding for Lachlan Street Masterplan	CO	Funding applications lodged	Completed	GM
B1.1.2 – Continuous improvement of public areas for the enjoyment of the local community and visitors	T5	Implement Open Spaces Strategy	CO	Open Spaces Strategy implemented as funding and resources permit	Ongoing	EM-EO

Community Strategy B1.2	Support and promote public art initiatives
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
B1.2.1 – Art in public spaces is promoted	T5	Promote initiatives through tourism	CO	Public art is promoted	Ongoing with promotional material	EM-EDT
B1.2.2 – Pursue public art initiatives	T6	Implement Public Art Strategy	CO	Public Art Strategy implemented as funding permits	Sourcing further funding	GM

B2	Our community has available housing options
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Community Strategy B2.1	Improve access to diverse range of housing opportunities
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
B2.1.1 Work with government agencies to improve access to housing	T7	Implement Housing Strategy	CO	Housing Strategy Implemented	Commenced implementation phase	GM
B2.1.2 Review planning controls to facilitate housing development	T4	Review of LEP	Q4	Review of LEP Completed	LEP Review progressing	EM-PC

B3	Our community has access to a range of employment opportunities
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Community Strategy B3.1	Develop skilled labour force to meet community needs
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
B3.1.1 Promote and partner with local employment and training opportunities	T3	Support education initiatives by meeting with education stakeholders to promote better pathways to employment for local people	CO	Relationships with stakeholders established and promotion of pathways occurring	Successful with CUC.	EM-EDT
B3.1.2 – Promote and provide opportunities for education and lifelong learning	T3	Encourage community participation by all age groups in lifelong learning initiatives	CO	Lifelong learning programs promoted	Ongoing	EM-EDT

Community Strategy B3.2

Promote inclusion of all abilities workers in the business community

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
B3.2.1 - Work with agencies to promote the employment of people of all abilities in the local business sector	T2	Ongoing community education, promotion and opportunity	CO	Programs promoted	Ongoing	GM
B3.2.2 - Work with Community agencies to identify and develop strategies to address cultural issues in the community	T4	Work with community partners in providing and promoting programs that contribute to community pride, inclusion and wellbeing particularly for young people	CO	Programs and partnerships promoted	Active Youth Taskforce Program and other programs being undertaken as funding permits	GM

Community Strategy B3.3	Advocate, support, and seek partnerships with providers to generate more options and scope for all levels of education
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
B3.3.1 - Work with agencies to increase options for various levels of education	T3	Liaise with education agencies and support programs	CO	Programs supported and promoted	Successful with CUC and working with TAFE NSW	EM-EDT

B4	All cultures are strong, well supported and flourishing
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Community Strategy B4.1	Ensure services are accessible to all groups in our community
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
B4.1.1 - Support agencies in delivery of services to all members of the community	T7	Work with community partners in promoting programs that contribute to the wellbeing of members of the community	CO	Relationships with agencies formed and programs promoted	Ongoing	DGM
B4.1.2 - Support our volunteers in their management and provision of services and functions to the community	T4	Implement Volunteer Recruitment and Retention strategy across every facet of the community	CO	Implementation of Volunteer Recruitment and Retention Strategy commenced	Volunteer recruitment and retention plans have had limited success.	GM
B4.1.3 - Advocate for improved public transport	T4	Liaise and work with government and private agencies to improve public transport	CO	Ongoing lobbying of the public transport sector	Ongoing with no success to date.	GM
B4.1.4 - To promote and develop an inclusive community culture	T7	Support inclusive initiatives and events	CO	Events and initiatives supported and promoted	Ongoing	EM-EDT

Community Strategy B4.2

Support cultural programs and initiatives, including First Nations

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
B4.2.1 – To continuously upgrade and improve the recreation and cultural facilities	T5	Implement grant funded projects	CO	Grant funded projects implemented	Projects ongoing	EM-PC
	T7	Support and seek partnerships with the Hay Aboriginal Community Working Party and the Hay Local Aboriginal Land Council to deliver relevant programs and projects	CO	Partnerships formed and groups supported	Partnerships developing and programs and projects supported	GM
B4.2.2 - Rationalise and manage the restoration and conservation of our museums	T5	Work with S355 committees and volunteers to coordinate efficient and sustainable services providing visitors an enjoyable experience	CO	Our museums provide efficient and sustainable services	Museums well supported	GM

Community Strategy B4.3

Promote inclusion in the community

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
B4.3.1 – Promote and develop an inclusive local community culture, where people of all ages interact and provide mutual support	T7	Assess ways for the use of community facilities to be extended and increased including incorporating strategies from the CSP	CO	Increase in use of Council facilities by all sectors of the community	Ongoing	EM-PC
B4.3.2 –Targeted groups and agencies for consultation on prospective and ongoing programs and projects	T7	Identify groups/agencies to support and consult programs and projects	CO	Agencies and groups identified and relationships formed	Groups and agencies consulted as required	GM

B5	Our community has access to a range of community services
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Community Strategy B5.1	Advocate for greater capacity for local based childcare services
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
B5.1.1 –Improve capacity for childcare services	T4	Liaise with organisation to improve childcare capacity	CO	Childrens Services supported to assist with increasing capacity	Ongoing support provided	GM

Community Strategy B5.2	Support local childcare services
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
B5.2.1 –Encourage and support local childcare services to provide a service that meets the community needs	T4	Nurturing existing and encouraging new services	CO	Existing and new services are well supported	Services well supported	GM

Community Strategy B5.3	Support local health initiatives and programs
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
B5.3.1 –Ensuring a healthy and vibrant community with access to adequate health care	T4	Work with health agencies to identify and develop strategies to address health issues and support the wellbeing of our community	CO	Relationships formed with health agencies and strategies developed	Advocacy ongoing. Regularly attend health forums	GM
	T4	Support and participate in the Local Health Advisory Committee	CO	Representation on LHAC and support provided	Actively involved. Mayor is Chair.	GM

Community Strategy B5.4	Advocate for and support local health providers and stakeholders
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
B5.4.1 –The community has access to adequate healthcare services	T4	Promote programs and services	CO	Programs and services promoted in the community	Well supported	GM
	T4	Continue to support local medical centres and our partnership with doctors	CO	Local medical services supported	Well supported. Upgrade of Medical Centre building complete	GM

C1	Our community welcomes new and innovative industry to support out future
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Community Strategy C1.1	Create a better business environment
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
C1.1.1 – Liaise with local businesses to support their future growth	T3	Implementation of Business Investment Attraction Strategy	CO	Business Investment Attraction Strategy implemented	Implementation of Strategy ongoing	EM-EDT
C1.1.2 – Promote and support Economic Development	T1	Support business initiatives in partnership with Agencies	CO	Business initiatives supported	Ongoing and regular communication provided	EM-EDT

Community Strategy C1.2

Boost demand for products and services in Hay

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
C1.2.1 – Support demand for local product and services	T3	Assist with marketing and networking of products	CO	Local businesses supported	Programs implemented and ongoing support provided	EM-EDT

Community Strategy C1.3

Facilitate growth industries

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
C1.3.2 – Development of Growth and Alternate Industries	T4	Actively pursue new industry through visits, meetings, workshops and industry activities	CO	Relationships formed with potential new industries	Ongoing and focus on renewable energy transition	EM-EDT
	T4	Assist and provide support to existing business and industries	CO	Existing businesses and industries supported	Businesses well supported	EM-EDT

Community Strategy
C1.4

Nurture and support the development and expansion of local industries

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
C1.4.1 – Support the growth of local businesses and the Shire	T3	Nurture the expansion of local industry	CO	Local industry is supported	Support provided where possible	EM-EDT
	T1	Implementation of the Investment Attraction Strategy	CO	Investment Attraction Strategy implemented	Implementation of strategy ongoing	EM-EDT



C2	Our community values its history and tourism
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Community Strategy C2.1	Actively identify, promote, and enhance tourism initiatives
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
C2.1.1 – Encourage tourism opportunities that meet the needs of the community	T2	Identify tourism markets and opportunities	CO	Opportunities identified	Implementing of Destination Management Plan ongoing	EM-EDT
	T2	Provide guidance and support to new and existing tourist operations	CO	Support provided	Local tourism operators well supported	EM-EDT
Promote and enhance the Hay Shire region as a tourist destination	T2	Implement Tourism Destination Management Plan	CO	Commenced implementation of Tourism Destination Management Plan	Commenced and initiatives being implemented	EM-EDT
Work with tourism partners to develop local and regional tourism initiatives	T2	Facilitate strong and effective relationships with local groups and other tourism agencies	CO	Relationships formed	Well developed and ongoing	EM-EDT
Improve visitation appeal	T2	Improve visitor experience	CO	Commenced implementation of Tourism Destination Management Plan	Visitation increased on previous year.	EM-EDT

Community Strategy

C2.2

Actively identify, promote and enhance tourism initiatives

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
C2.2.1 – Promote and enhance the Hay Shire region as a great place to visit	T2	Implement Tourism Destination Management Plan	CO	Continued implementation of Tourism Destination Management Plan	Initiatives being implemented and working with Destination NSW in promoting the region	EM-EDT

Community Strategy

C2.3

Promote accommodation and camping facilities

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
C2.3.1 – Promote and enhance the Hay Shire region as a great camping spot	T2	Include camping facilities and accommodation in marketing campaigns	CO	Included in promotional material and tourism campaigns	Promotional material completed and marketing ongoing with increased visitation	EM-EDT

Community Strategy

C2.4

Showcase our open space, recreation and cultural facilities

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
C2.4.1 Promote and enhance our open space recreation and cultural facilities	T2	Participate in local, regional and State campaigns	CO	Participation in campaigns	Promotional material complete and participating in campaigns	EM-EDT
Participate in marketing	T2	Include facilities in tourism and promotional material and Council planning and reporting documents	CO	Open spaces, recreational and cultural facilities marketed	Marketing campaigns ongoing	EM-EDT

C3	We have the capacity to hold numerous events and activities
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Community Strategy C3.1	Promote events and activities
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
C3.1.1 Promote and provide support to local events	T2	Include in Council's promotional activities	CO	Local events promoted	Local events well supported	EM-EDT
	T1	Advise and assist local organisations	CO	Advice and assistance provided	Support provided as required	EM-EDT

Community Strategy C3.2

Promote our capacity to stage events

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
C3.2.1 Promote the Hay region as an event destination	T2	Advertising on radio, social media and printed media	CO	Promotion undertaken	Complete and promotions ongoing	EM-EDT
	T2	Implementation of the Destination Management Plan	CO	Continued implementation of Tourism Destination Management Plan	Plan updated and implementation ongoing	EM-EDT
	T2	Liaise with regional and State agencies	CO	Relationships formed	Relationships well developed	EM-EDT

C4

Our community is innovative and adaptive

Community Strategy

C4.1

Identify opportunities to grow the agriculture sector

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
C4.1.1 - Ongoing consultation with agencies and industry groups	T6	Identify supply chain gaps and potential new products. Liaise with the agricultural sector, and government departments.	CO	Gaps identified and potential new products investigated	Working with local industries	EM-EDT
C4.1.2 - Identify opportunities for agriculture technology to support and advance the industry	T4	Work with local agriculture sector and technology providers	CO	Relationships formed and opportunities identified	Working with local industries and Telstra	EM-EDT

Community Strategy C4.2

Improve connectivity in the community

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
C4.2.1 Support initiatives that improve connectivity and communication in the local community	T4	Promote and support improvements to systems	CO	Systems improved	Ongoing	GM
	T4	Advocate for improved connectivity across the Shire and region	CO	Improvement in Connectivity issues advocated for	Ongoing advocacy and liaising with Telstra/NBN	GM

Community Strategy C4.3	Continue to seek investment in our community from State and Federal Government
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
C4.3.1 Pursue funding opportunities with other levels of Government on matters affecting a community dealing with change and diverse needs	T4	Create opportunities for advocacy and lobbying both individually and as part of the Riverina and Murray Joint Organisation, CMA, LGNSW	CO	Represented at local government group meetings	HSC well represented	GM
	T4	Build on existing relationships with other levels of Government, including regular meetings with local State and Federal MPs	CO	Regular meetings and communications with local State and Federal MP's	Regular communication with local members and Ministers	GM

Community Strategy C4.4	Support education and training initiatives
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
C4.4.1 Promote and support education and training initiatives	T3	Liaise with all levels of education to identify specific educational requirements for local opportunities	CO	Relationships formed	Ongoing support provided to Youth Taskforce and programs.	GM



D1	Our community is supported by a strong and resilient Council that is responsive to its needs
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Community Strategy D1.1	Communicate organisational performance to the community
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
D1.1.1 – Complete statutory financial and governance returns to a satisfactory standard within required timeframes	T1	Provide summary of the statutory reports to the public	Q4	Reports provided	Achieved	DGM
D1.1.2 – Include regular organisational performance items in Council newsletters, publications and social media	T1	Include items in Council newsletter and social media about organisational performance	CO	Community satisfaction	Ongoing	EM-PG

Community Strategy D1.2

Council effectively manages its resources

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
D1.2.1 – Council properly plans, programs and completes its required functions and tasks	T2	Continue Audit Risk and Improvement Committee and the internal audit function	CO	Improved governance and processes	Achieved	EM-PG
	T2	Implement Enterprise Risk Management Strategy across all Council activities	CO	Improved risk culture	Achieved	EM-PG
D1.2.2 – Council effectively manages its core inputs of personnel and plant	T2	Staff are trained and managed in accordance with the Workforce Management Plan developing skills for an agile workforce	CO	Workplace efficiency, effectiveness and staff satisfaction	Ongoing	GM
	T2	Plant is replaced, managed and utilised in an efficient way	CO	Workplace efficiency	Plant replacement program acheived	EM-EO
D1.2.3 - Continue with digital first strategy	T2	Use website and other E business initiatives. Continue to identify initiatives through the Technology Team	CO	Measurable workplace efficiencies	Commenced digital transformation program	EM-PG
	T2	Utilise mobile solutions	CO	Measurable workplace efficiencies	Digital meters being implemented	EM-PG
D1.2.4 – Continue to be fit for the future	T2	Review our improvement strategies and develop action plan	CO	Reviews undertaken	Sustainability ongoing	GM

Community Strategy D1.3

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

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
D1.3.1 – The Corporate Department operates in a manner to ensure reliable and up to date information is available to all stakeholders	T3	Data is maintained in a timely accurate and secure manner	CO	Delivered on time	Achieved	DGM
	T3	Policies updated to account for changing requirements and demands	CO	Policies reviewed and adopted before review date	Ongoing	EM-PG
	T3	Be aware of changes to policy, legislation and reform proposals and contribute to regional forums	CO	Opinions sought by industry groups	Consultation occurring as required	GM
D1.3.2 – Systems will be implemented to ensure proper reporting on outcomes	T3	Six monthly reporting on progress against the principal activities in the Delivery Program	Q2 Q4	Community satisfaction	Minimal Complaints received	EM-PG
D1.3.3 - Programs will be developed to improve strategic capacity	T3	Increase collaboration with partner and alliance Councils including neighbouring Councils and Cumberland City Council.	CO	Actions delivered	Excellent relationship. with Cumberland Council and neighbouring Councils	GM
	T3	Play an active role in the Riverina and Murray Joint Organisation	CO	Active participation in RAMJO	Participated	GM

Community Strategy D1.4

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

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
D1.4.1 – Consultation and engagement systems	T6	Engage with the community in accordance with the Community Engagement Strategy and Participation Plan	CO	Community satisfaction	Plan updated and being implemented	GM
D1.4.2 - Management Frameworks	T6	Implement risk management framework and Fraud Control Plan	CO	Risk effectively managed	Implemented and ongoing	EM-PG
	T6	Maintain and review Risk Register	CO	Progress reports from responsible officers	Completed	EM-PG
D1.4.3 - Asset Management	T2	Implement and review asset management plans including service delivery reviews	Q4	Asset Management Plan implemented and service delivery reviews commenced	Completed	GM

Community Strategy D1.5	Council will lead by example
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activity	Council Target	Priority	Completion	Target	Annual Review	Officer
D1.5.1 – Provide effective leadership and strong direction for the community	T5	Provide strong governance to the organisation ensuring that Council resolutions are properly addressed in a timely manner	CO	Councillor & Employee Feedback	Achieved	GM
	T5	Deliver services that meet the needs and expectations of the community and other stakeholders	CO	Community Satisfaction	Minimal complaints received	GM

Community Strategy
D1.6

Council will seek to continuously improve

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
D1.6.1 Service delivery and levels	T4	Continue to review service delivery levels and standards on an annual basis	CO	Community satisfaction	Service Reviews ongoing	GM
D1.6.2 Measure what we do	T4	Utilise data and feedback to measure our performance	CO	Improved performance and community satisfaction	Ongoing. Survey completed	GM

Community Strategy
D1.7

Obtain a sustainable funding model

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
D1.7.1 Increase in Financial Assistance Grant	T6	Advocate for an improved distribution model	Q4	Advocacy undertaken	Advocacy ongoing	GM
D1.7.2 Provide for a long term sustainable financial model	T6	Review options for future financial sustainability	Q4	Options reviewed and presented to Council	Completed	GM
	T6	Advocate to reverse or compensate cost shifting	CO	Advocated through relevant State departments	Ongoing advocacy through RAMJO and CMA	GM

Community Strategy D1.8

Develop and encourage internal capabilities

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
D1.8.1 Improve internal capacity and capability	T2	Build capacity in the workforce	CO	Capacity building opportunities sought	Growing within strategy being implemented. Restructure implemented	GM

D2	Our community is connected and informed
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Community Strategy D2.1	Enable all residents and groups to participate in local decision making
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
D2.1.1 – Provide continued support to Committees and involve them in local decision making	T6	Assist S355 Committees to report back regularly to Council	CO	Community assets well managed	Assets well managed	DGM
	T6	Consult with S355, volunteers and user groups on projects	CO	Committees consulted	Committees well supported	GM
D2.1.2 – Keep the public informed and provide them with balanced and objective information that will facilitate consultation and engagement	T6	Include items in Council newsletter and social media about organisational performance	CO	Community satisfaction	Newsletters and social media regularly updated	EM-PG
	T6	Ensuring that information and opportunities are delivered to target audiences	CO	Community satisfaction	Minimal complaints received	EM-PG

Community Strategy D2.2

Effectively communicate the range, availability and operation of services and facilities

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
D2.2.1 – Co-ordinate communication of service provision to users	T1	Develop a range of information materials for the website to inform community of services provided by Council	CO	Increased number of website users	Website traffic increased	EM-PG
D2.2.2 – Maintain Council's web, e services and investigate implementation of new technology	T1	Use social media and digital communication services in conjunction with traditional reporting mechanisms	CO	Increased number of website users and Facebook visits	Achieved and feedback visits increased	EM-PG



E1	Our community can rely on well maintained infrastructure that is responsive to our service needs
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Community Strategy E1.1	Deliver infrastructure and assets that are responsive to community need
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
E1.1.1 – Manage roads, water, sewerage, recreational and drainage assets for the community	T1	Continue to review service levels regularly in line with demand and community’s ability to pay	CO	Annual maintenance program delivered on time and within budget	Ongoing	GM
	T1	Engage and consult with the community on service levels and requirements	CO	Community satisfaction	Complaints managed	GM

Community Strategy E1.2

Ensure Council effectively manages its infrastructure and assets within available resources

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
E1.2.1 – Manage roads, water, sewerage, recreational and drainage assets for the community	T1	Maintain operations efficiently and review regularly in line with industry standards and best practice	CO	Annual maintenance program delivered on time and in budget	Ongoing	EM-EO
	T1	Implement inspection regime of assets identifying condition and defects	CO	Efficient and effective management of assets	Asset management plans being implemented	EM-EO

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activity	Council Target	Priority	Completion	Target	Annual Review	Officer
E3.1.1 – Manage roads, water, sewerage, recreational and drainage assets for the community	T2	Implement asset management plans	CO	Well managed assets	Implementation ongoing	EM-EO
	T1	Effectively manage the utilisation, maintenance and renewal of Council's plant and equipment	CO	Workplace efficiency	Ongoing and rationalisation where appropriate	EM-EO



Community Strategy E3.1	Provision of sustainable infrastructure that is adaptive to changing needs, suitable/betterment and funding levels
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Annual Review	Officer
Providing infrastructure that meets the ever changing needs of the community	T2	Development of a sustainable funding model to meet infrastructure provision	CO	Sustainable funding model developed	Continuing	GM
	T2	Ensure infrastructure is suitable to community need and consider betterment during replacement where possible	CO	Infrastructure meets community needs and expectations	Asset management plans being implemented	GM

FINANCE

FINANCE

PERFORMANCE TARGETS

- The submission of audited Annual Financial Reports of Council to the department prior to the due date each year.
- Council adoption of quarterly financial statements at the monthly meeting immediately following the end of the reporting period.
- Adoption by Council of the Estimates of Income and Expenditure in May each year.
- Monthly report to Council regarding investments and maximise income from investments to at least equal to the Bank Bill index.
- Provide accurate up to date costing information to management and Technical Services Department without need for corrections and or amendments.

ACHIEVEMENTS

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



Hay Shire Council

Government Information (Public Access) Act

Annual Report 2024/2025

Hay

Hay Shire Council GIPA Annual Report 2024/2025

Background

The Government Information (Public Access) Act 2009 (*GIPA Act*) became operational on 1 July 2010 and introduced a new “right to information” approach for access to government information.

Council is required to prepare an annual report in accordance with the requirements of section 125 of the *GIPA Act* and clause 7 of the Government Information (Public Access) Regulation (*GIPA Regulation*). In this annual report we are required to include statistical information on formal access applications in the form required by *Schedule 2 of the GIPA Regulation*.

This report is Council's *GIPA Act Annual Report* for the period 1 July 2024 to 30 June 2025.

Review of proactive release program (clause 7(a) - GIPA Regulation)

Under section 7(3) of the *GIPA Act*, Council must review its program for the release of government information to identify the kinds of government information held by Council that should in the public interest be made publicly available and that can be made publicly available without imposing unreasonable additional costs on Council. This review must be undertaken at least once every 12 months.

Council's program for the proactive release of information involves maintaining and promoting to staff a practice of openness and accountability of corporate information and decision making which is embodied in Council's organisational values as “*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*”. The program is achieved by providing information through the extensive publication on Council's website or through inspection and/or paper or electronic copy of information following a written request. Council prefers written requests for access to information that cannot be sourced from its website in order to clearly identify the information sought and reduce the possibility of delays being experienced by our customers through misinterpretation of verbal requests. In order to reduce costs to our customers, Council encourages applications to be made, in the first instance, under the informal request provisions of the *GIPA Act*.

During the reporting period, Council continued to proactively release information, in addition to the statutory release of *open access information*, by:

- Reporting to the community through prominent display on its website and social media platforms
- Publishing a regular newsletter to the community called “Shire Snippets”
- Distributing regular Media Releases on Council decisions, projects, services and events and matters of community interest and activities that are supported by Council,
- Host events that promote what we do and enhance community engagement.
- Work closing with local and Regional media.

Number of access applications received (clause 7(b) - GIPA Regulation)

During the reporting period, Council received nil formal access applications (including withdrawn applications but not invalid applications).

Number of refused applications for Schedule 1 information (clause 7(c) - GIPA Regulation)

During the reporting period, Council did not refuse any formal access applications using the reason that the information requested was information referred to in Schedule 1 to the GIPA Act.

Statistical information about access applications (clause 7(d) and Schedule 2 - GIPA Regulation)

Information, in the form required by the tables in *Schedule 2 of the GIPA Regulation*, relating to the access applications made to Council during the reporting year is shown in the following Tables A – H.

The data demonstrates Council's commitment to openness and accountability and a willingness to meet the needs of our customers.

Table A **Number of applications by type of applicant and outcome***

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Informa- tion Already Available	Refuse to deal with Application	Refuse to confirm/ deny whether information is held	Application Withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private Sector Business	6	0	0	0	0	0	0	0
Not for profit organisation or community groups	0	0	0	0	0	0	0	0
Members of the Public (application by legal representa- tive)	0	0	0	0	0	0	0	0
Members of the Public (other)	0	1	0	0	0	0	0	0
Total	6	1	0	0	0	0	0	0

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision.

Table B Number of applications by type of application and outcome*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Informa- tion Already Available	Refuse to deal with Application	Refuse to confirm/ deny whether information is held	Application Withdrawn
Personal Informa- tion applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	6	1	0	0	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0
Total	3	0	0	0	0	0	0	0

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual)

Table C Invalid applications

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Total all considerations	0

* More than one public interest consideration may apply in relation to a particular access application and, if so, each such application is to be recorded (but only once per application).

Table E Other public interest considerations against disclosure: matters listed in table to section 14 of the Act.

	Number of occasions when application not successful*
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environmental, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0
Total all considerations	0

* More than one public interest consideration may apply in relation to a particular access application and, if so, each such application is to be recorded (but only once per application).

Table F Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	7
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	7

Table G Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0
Total	0